

CHAPTER FIVE

CONCLUSIONS, DISCUSSION AND RECOMMENDATIONS

This chapter presents a summary of the study, a summary of the findings, discussions of the result of flight attendants' level of emotional intelligence in different job titles, conclusions and recommendations for further research.

5.1 SUMMARY OF THE STUDY

This section summarizes the previous chapters which are the objectives and the methodology used in this study.

5.1.1 Objective of the study

The main objective of the study was to measure JALways Thai flight attendant's emotional intelligence in different job titles in the organization. To find out whether the job titles affect the level of emotional intelligence of the flight attendants and to find out the self-awareness of the flight attendants towards the possessing of their emotional intelligence were the sub-objectives of the study.

5.1.2 Subjects, Materials, and Procedures

Although JALways flight attendants consist of Japanese, Thai and Filipino, the subject of the study was focused on only Thai Bangkok based flight attendants. Flight Attendants with no title; Orchid Wing and Temporary Contract; Supervisor and Diamond Wing, Senior Supervisor and Director are the different job titles existed in the organization that will be the subjects of the study.

A questionnaire was used as instrument of this study. The questionnaire was divided into three parts consisting of demographic factors, measurement of emotional intelligence, and self-awareness of one's emotional intelligence. Closed-ended questions were used in order to find out the demographic factors which were independent variables in this study. The dependent variable was the level of emotional intelligence of the subjects. The measurement of emotional intelligence was the Likert scale four responses test developed and designed by the Department of Mental Health, Ministry of Public

Health. The test consists of 52 statements of three main components of the emotional intelligence in the view of Department of Mental Health which were Virtue, Competence and Happiness. The closed-ended questions in the third part of questionnaire were designed to explore self-awareness of the subjects. The statistical package for Social Sciences (SPSS) program version 16.0 was used to analyze the descriptive statistics data which are percentile, frequency, mean, and statistic deviation after collecting all the questionnaires. To calculate the score of the measurement of emotional intelligence, the procedure from the Department of Mental Health, Ministry of Public Health was adopted.

5.2 SUMMARY OF THE FINDINGS

The results of the study can be summarized as follows:

5.2.1 Measurement of Level of Emotional intelligence of Respondents in overall and different job titles

The measurement of level of emotional intelligence in this study was to measure the overall level of emotional intelligence and the level of emotional intelligence in different job titles. The normal range score designated by the Department of Mental Health, Ministry of Public Health was also indicated in each sub-component.

The overall mean score of the respondents in the Self-control subcomponent was 18.35, which was higher than the normal score range of 14 to 18. The scores of Self-control of four different titles which were Flight Attendants; Orchid Wing and Temporary Contract; Supervisors; and Diamond Wing, Senior Supervisor and Director were 18.15, 18.15, 18.50 and 18.77, respectively. The overall score for Empathy was 19.19 in between 16 and 21 which is within the normal score range. 19.55, 18.24, 19.14, and 19.94 were the mean scores for Empathy from respondents at the four different job titles. 20.97 was the overall mean score for Responsibility which was embedded in the normal range score of 18 to 23. Considering each mean score of Responsibility of the respondents in four different job titles, the mean scores were 20.90, 20.66, 21.05, and 21.33. The respondents' overall mean score of the Self-motivation was 18.74. The means of Self-motivation of Flight Attendants; Orchid Wing and Temporary Contract; Supervisors; and

Diamond Wing, Senior Supervisor and Director were 19.15, 18.24, 18.49, and 19.22. All mean scores of self- motivation in different job titles were embodied in the normal range score which was between 16 and 22. The overall mean score of Decision making and Problem solving was 18.22 which was positioned in the normal score range of 15 to 21. The cumulative score of Decision making and Problem solving in all job titles were 17.70, 18.24, 18.24, and 19.66. The overall mean score of the Social relationship was 18.51 which was in between 15 and 21, the social relationship's normal score range. 18.20, 17.90, 19.01 and 19.11 were the scores achieved for Social relationship for the four job titles. The overall mean score of Pride in oneself which consisted of only 4 statements compared to 6 statements for other sub-components was 12.16. Its normal score range was 10 to 14. The mean scores for Self-motivation of Flight Attendants; Orchid Wing and Temporary Contract; Supervisors; and Diamond Wing, Senior Supervisor and Director were 11.83, 12.21, 12.21, and 12.88. The overall score for Self-satisfaction was 19.81 embedded in between 16 and 22 which was its normal score range. The means of Self-satisfaction in all different job titles were 19.48, 19.78, 19.65 and 21.27. The overall mean of 19.96 belonged to Peace of mind. 16 to 22 were where the normal score ranged. 19.87, 19.69, 19.81 and 21.05 were the obtained scores for Peace of mind in four job titles.

5.2.2 The Effect of Different Job Titles towards Level of Emotional intelligence

Among the level of emotional intelligence for four different job titles which were Flight Attendants; Orchid Wing and Temporary Contract; Supervisors; and Diamond Wing, Senior Supervisor and Director, the levels of emotional intelligence of the Diamond Wing, Senior Supervisor and Director were the highest scores in 9 subcomponents than other job titles. The scores were 18.77 for Self-control, 19.94 for Empathy, 21.33 for Responsibility, 19.22 for Self-motivation, 19.66 for Decision making and Problem solving, 19.11 for Social Relationship, 12.88 for Pride in oneself, 21.27 for Self-satisfaction and 21.05 for Peace of mind.

Most of the means of Supervisor which were 18.50 for Self-control, 21.05 for Responsibility, and 19.01 for Social relationship were in the higher range than Orchid Wing and Temporary Contract and Flight Attendant; however the scores were higher than Flight Attendant but were equal to Orchid Wing and Temporary Contract in Decision making and Problem solving (18.24) and Pride in oneself (12.21) sub-components. The score of Supervisor for Empathy (19.14), Self-motivation (18.49), and Peace of mind (19.81) were lower than that of Flight Attendant, but higher than Orchid Wing and Temporary Contract. Self-satisfaction score of Supervisor, which was 19.65, was higher than the score of Flight Attendant but lower than Orchid Wing and Temporary Contract.

The scores of Orchid Wing and Temporary Contract and Flight Attendant were somewhat similar with no significant differences. The scores of Orchid Wing and Temporary Contract 18.24 for Decision making and Problem solving, 19.01 for Social relationship, 12.21 for Pride in oneself, and 19.78 for Self-satisfaction were higher than the score of Flight Attendant. 18.24 for Empathy, 20.66 for Responsibility, 18.24 for Self-motivation, and 19.69 for Peace of mind were lower than of Flight attendants. The score for Self-control of both Orchid Wing and Temporary Contract and Flight Attendant, which were 18.15, were similar. The scores of Flight Attendant were 18.15 for Self-control, 19.55 for Empathy, 20.90 for Responsibility, 19.15 for Self-motivation, 17.70 for Decision making and Problem solving, 18.20 for Social Relationship, 11.83 for Pride in oneself, 19.48 for Self-satisfaction and 19.87 for Peace of mind.

From the above findings, two conclusions can be summarized. First, the overall levels of emotional intelligence of the respondents in 9 sub-components were in the normal score range except for self-control sub-components of Virtue whose mean score was higher than the normal score range. Second, each mean score of 9 sub-components of the respondents in four job titles which were Flight Attendants; Orchid Wing and Temporary Contract; Supervisors; and Diamond Wing, Senior Supervisor and Director were in the normal score range except for Self-control.

5.2.3 Self-awareness of Respondents toward Level of Emotional Intelligence

Virtue was rated by half of the respondents or 52.4% to be the component that they possessed most in the first question. 3/4 or 72.5% of the respondents chose Competence as the component that they had least. 4/5 or 81.3% of the respondents agreed that Virtue was the most important component of being a professional flight attendant. The majority or 80% of flight attendants evaluated their level of emotional intelligence as normal.

5.3 DISCUSSIONS

This section concerns the discussion of the level of overall emotional intelligence and in four different job titles and the respondents' self-awareness of emotional intelligence.

5.3.1 Discussion of Level of Emotional Intelligence in Overall and Different Job Titles

According to the findings of the study, the overall level of emotional intelligence of the respondents was in normal score range except for Self-control which was in the higher score range than normal. Considering each score of nine sub-components in four different job titles, there was no difference with the overall score level. None of the scores was lower than the normal range; moreover, Self-control was the only sub-component that the mean was higher than the normal range.

The overall score of Self-control was the only score that stood higher than the normal score range according to the procedure for calculating scores by Department of Mental Health, Ministry of Public Health. Contemplating the details of the score in each different job titles, the scores in all job title were higher same as the overall score was. Self-control which is one sub-component in the Virtue component can be ranked as the component that the respondents possess the most.

Among the level of emotional intelligence of four different job titles which were Flight Attendants; Orchid Wing and Temporary Contract; Supervisors; and Diamond Wing, Senior Supervisor and Director, the levels of emotional intelligence of the

Diamond Wing, Senior Supervisor and Director were the highest scores in 9 subcomponents than other job titles. The levels of the scores are dependently related to the job titles. The higher the position the respondents are in the higher score of emotional intelligence the respondents possess. The finding of the level of emotional intelligence of Diamond Wing, Senior Supervisor and Director, which can be categorized as first line managerial positions in the organization, possessed the highest score than other job titles. Supervisor was ranked second. On one hand, as Diamond Wing, Senior Supervisor and Director and Supervisors have more years of working experience and higher ranks in the organization which have different duties or job descriptions, they tend to possess higher emotional intelligence than others. On the other hand, Orchid Wing and Temporary contract and Flight Attendant's job descriptions, where ages and work experience are different tend to possess lower level of emotional intelligence.

There are some previous studies that can be used to support the findings of this study. The recent study of the development of Thai Emotional Intelligence Screening Test for ages 12 to 60 of the Department of Mental Health, Ministry of Public Health has found a significant difference in the level of emotional intelligence in different job titles. The score in Competence and Happiness were significantly different while Virtue was not significant. Those managerial groups had higher levels of emotional level than those subordinates in Competence and Happiness. This finding indicates that those in managerial positions are likely to have higher emotional levels than their subordinates. The managers are not only able to manage their own and others emotions in the work place but understand others and make immediate decisions and solve unexpected incoming problems. In addition, the characteristics of being a manager are dependable, initiative and durable with the stress. However, the possession of the emotional score range is just an indicator in general. To obtain a lower score than the normal range does not indicate mental problems of the respondents.

The earlier study of Surin Nuin, 2006, the study of relationship between emotional intelligence and quality of service of the officers serving to students according to the perception of their supervisors, has found that the employees who have longer

work experience (16 to 25 year) possess higher levels of emotional intelligence than other employees. Those who have worked for 5 to 15 year possess higher level of emotional intelligence than those who have worked less than 5 years. The year of experience in this study relate to the different job titles in that each job titles have a particular amount of work experience.

In another study, Suliman and Al-Shaikh (2007) examined the emotional intelligence at work: links to conflict and innovation. This finding indicates that older and longer tenured employees show higher levels of emotional intelligence than younger and shorter tenured employees. To sum up, the older or longer tenured employees are likely to be experienced and working in senior jobs and accordingly their “ability to monitor one’s own and others emotions, to discriminate among them and to use this information to guide one’s thinking and actions” (Mayer and Salovey, 1997, p.433 cited in Suliman and Al-Shaikh.) The older or longer tenured can be related to the four different job titles in this study. The higher positions they are in the more experience they need.

5.3.2 Discussion of Respondents’ Self-awareness of Emotional Intelligence

Virtue was the component that the respondents agreed to possess most, while the respondents chose Competence as the component of emotional intelligence that they possess least. They also rated the Virtue as the component that was highly needed for being a professional flight attendant. They also evaluate themselves at the end of the questionnaire that they were fit in the normal level of emotional intelligence.

As mentioned earlier, the Virtue component can be ranked as the most component that the respondents possess the most. The answer that the respondents responded to the questions in Self-awareness of Emotional Intelligence part was the same as the finding of the study. They evaluated themselves that they possessed normal levels of emotional intelligence which was quite close to the overall scores.

5.4 CONCLUSIONS

The following conclusions can be drawn from the discussion above.

5.4.1 The overall level of emotional intelligence of the respondents is in the normal range score. Self-control is the only sub-component that obtained a score that is above the normal range.

5.4.2 The levels of emotional intelligence of Diamond Wing, Senior Supervisor and Director had the highest mean scores and were significantly different among the other three job titles which are Supervisors, Orchid Wing and Temporary contract and Flight Attendant.

5.4.3 Virtue component is what the respondents possess most in the findings which are directly related to what they think they possess most in the questionnaires. Moreover, their response in the self-evaluation of possessing normal levels of emotional intelligence is also related to the findings.

5.5 RECOMMENDATIONS FOR FURTHER RESEARCH

Based on the findings and conclusions of this study, the following recommendations are made for further research.

5.5.1 The study has potential for expanding its study to the other departments such as ground service department, ticketing and reservation department, customers service section whom the emotional intelligence highly needed.

5.5.2 The present findings can be used as a secondary data in order to develop the study the improvement and changes of the same subject of JALways in the future in order to learn the changes for the level of emotional intelligence of flight attendant.

5.5.3 The other measurement test of emotional intelligence may be applied to the other subjects that might fit their behaviors or characteristics. For example, the Japanese or Filipino flight attendants will be applicable subjects of further studies who might be suitable for other measurement tests which are The Multifactor Emotional Intelligence Scale (MEIS) and The Emotional IQ test of Mayer, Caruso, and Salovey and emotional intelligence test from Goleman.