

Determinants of Business Ethics, Organizational Culture, Employee Engagement, and Job Performance of Flight Attendant

การพัฒนาตัวแปร จริยธรรมธุรกิจ วัฒนธรรมองค์กร ความทุ่มเทมีใจ และประสิทธิภาพ
การทำงานของพนักงานต้อนรับบนเครื่องบิน

♦ Jitti Jitklongsub

Ph.D. Candidate in Integrated Tourism Management, National Institute of Development
Administration, E-mail: jj17741@yahoo.com

จิตติ จิตคลองทรัพย์

นักศึกษาระดับปริญญาเอก คณะการจัดการการท่องเที่ยว สถาบันบัณฑิตพัฒนบริหารศาสตร์

♦ Chokechai Suveatwatanakul, Ph.D.

Assistant Professor, Ph.D., National Institute of Development Administration,
E-mail: dr.choke@yahoo.com

โชคชัย สุเวชวัฒนกุล

ผู้ช่วยศาสตราจารย์ ดร. สาขาการจัดการและอุตสาหกรรมบริการ

อาจารย์ประจำคณะการจัดการการท่องเที่ยว สถาบันบัณฑิตพัฒนบริหารศาสตร์

Received: January 22, 2019; Revised: February 12, 2019; Accepted: February 14, 2019

Abstract

This study illustrates determinants of factors that are relevant to Business Ethics Organizational Culture Employee Engagement and Job Performance of Flight Attendant. According to qualitative research method, the review of textbooks, documents, and research studies was applied. Four of relevant factors are related to Business Ethics. Three of relevant factors are related to Organizational Culture. Five of relevant factors are related to Employee Engagement, and factors of success for Job Performance have 4 relevant factors. The finding of this paper will be applied for the future research which analyze the factors influencing aviation industry indicators of success concerning Job Performance of Flight Attendant in terms of Business Ethics, Organizational Culture, and Employee Engagement.

Keyword: Business Ethics, Organizational Culture, Employee Engagement, Job Performance of Flight Attendant

บทคัดย่อ

การวิจัยนี้มีวัตถุประสงค์เพื่อการพัฒนาตัวแปรจริยธรรมธุรกิจ วัฒนธรรมองค์กร ความทุ่มเทใจ และประสิทธิผลของพนักงานต้อนรับบนเครื่องบินด้วยระเบียบวิธีวิจัยเชิงคุณภาพผ่านการศึกษาหนังสือ เอกสาร และงานวิจัยต่าง ๆ ที่เกี่ยวข้อง ผลการศึกษาพบว่า ตัวแปรที่เกี่ยวข้องกับจริยธรรมธุรกิจ มีสี่ตัวแปร วัฒนธรรมองค์กรมีสามตัวแปร ความทุ่มเทใจมีห้าตัวแปร และตัวบ่งชี้ประสิทธิผลของพนักงานประกอบด้วยสี่ตัวแปร ผลการวิจัยในครั้งนี้จะนำไปประยุกต์ใช้ในการวิจัยในอนาคตเพื่อวิเคราะห์หาความสัมพันธ์และอิทธิพลของตัวแปรที่ส่งผลต่อประสิทธิผลของพนักงานต้อนรับบนเครื่องบินต่อไป

คำสำคัญ : จริยธรรมธุรกิจ วัฒนธรรมองค์กร ความทุ่มเทใจ ประสิทธิภาพการทำงานของพนักงานต้อนรับบนเครื่องบิน

Introduction

The growth of the aviation business has developed rapidly in the form of increasing global competition in the international aviation industry, especially in the premium aviation business with worldwide operations and aviation. Premium aviation business with competitive potential is required to provide services covering key regions of the world and get prepared to adapt itself to globalization and higher competition. Therefore, it is imperative that the premium aviation business needs to have competent personnel who can achieve the goals of their organization as planned and that these personnel still remain with their organization and are ready to devote themselves to the organization with their faith and acceptance towards goals and values of the organization, including fully utilizing their energy for the organization as well as having a strong desire to remain a member of the organization (Porter, 1974).

The business ethics can create a good image, affect the organization's trade position and consumers' loyalty, and result in a trust from both consumers and its own employees. When the trust have been built for employees of the organization, the business ethics can then contribute to the engagement of the personnel because they have love, faith and pride towards their organization, which will lead to quality performance and full capacity of production. Of course, the ethical organization treating every employee fairly and humanely with continuous improvement is loved and committed by its employees whose body, mind and thought are fully dedicated for the organization in every job, which leads to good performance and quality and complete services.

Determining organizational behaviors of employees within an organization is to ensure that these employees are working to meet their organizational goals as well as that they focus on what is best for their organization in the future. One factor that can determine the behaviors and acts of employees to lead to their organizational goals is organizational culture (Naweeakarn, 2002). Organizational culture is an important element of each organization because it serves to cast personnel within the organization to have beliefs, values, norms, work practices and behaviors in the same direction. As a result, each organization is unique and different from other organizations and organizational culture is able to solve the fundamental problems in organizations, such as determining proper acts of individuals when they are in their organizations and reducing the needs for various decisions.

Thus, the appropriate roles and behaviors and good membership of the organizations may be in the employee engagement to the organizations, but discretionary effort is a common result between employees who have good work experience and good working atmosphere, which makes this discretionary effort a voluntary effort that exceeds the minimum requirements for direct goals of the organizations, including dedicating extra time to accomplish tasks faster that is very important to the organizations (Lloyd, 2008). A consistency of business ethics, organizational culture, and employee engagement can make the performance of people in the organizations achieve their objectives.

The Flight attendants are the frontline staff that have an important role to make customers satisfied. Hence, the excellent performance of Flight Attendants in organizations are what the organizations want to happen in order to achieve their objectives. This includes achieving the persons' objectives in terms of positions, job responsibilities, challenging tasks, wages, and acceptance of others. This excellent performance will be something that can demonstrate the success of an organization.

Based on the principles and concepts mentioned above, this study aims to determinant factors of Business Ethics, Organizational Culture, Employee Engagement and Job Performance of flight attendant.

Objectives

The growth of the aviation business has developed rapidly in the form of increasing global competition in the international aviation industry. Thus, they have to improve themselves to respond to intense competition. The development of Job Flight Attendant's

performance is very important because it has factors that can lead to Flight Attendant's performance by developing the following factors.

1. To develop factors of Business Ethics, Organizational Culture, and Employee Engagement of flight attendant.
2. To develop factors of Job Performance of flight attendant.

Literature Review

Business Ethics, Organizational Culture, and Employee Engagement: Concepts and Theories

The Royal Institute Dictionary defined ethics as moral practice, moral rules (Institute, 2011). The definition is related to do and don't behavior and practice for collective living in society. The benevolence and putting public interest ahead of personal interest and making decision of what should be done are considered as social norms to be observed by everyone in that society for benefits of all. Ethics is meaningful to business because what we do affects various sectors including business, taxpayers, employees, stakeholders and even society. For business viewpoint, moral action enables business to save expenses from suit and misappropriation roughly millions baht per year. A research found that misappropriation in business caused damages equal to fifty billion dollars or Bulgaria's GDP while in Taiwan, it caused as high as four hundred billion dollars. Moreover, estimated damages arising out of appropriation business worth six hundred billion dollars per year or 79% of employees admitted or ever thought to embezzle company assets. Some researches prove that USA business sector lost about one third of business operation to immoral activities such as embezzlement. An expert estimated that 40% of lost is caused by embezzlement (Weiss, 2014). Thus, business ethics is standard for business operation, manufacturing and distribution to gain fair yields from investment for all stakeholders including manufacturer, consumers, business owner, shareholders, executives, partners, service recipients, government and society. All stakeholders therefore should be aware of business ethics to enable stable and sustainable growth for benefits and fairness of stakeholders. Business ethics means adopting moral standards with behaviors and practices of individual in an organization. The business ethics has no different ethical concept and is adopted only with business (Post, 2002). It aims to promote business policies and goals to sustainable success and social responsibility. Besides, it makes balance among stakeholders comprising investors, employees, clients, financial institutions, government, community and environment. To make business yields for

investors and build satisfaction for customers, the business should be fair for all parties including others components such as human, resources, society and technology.

Determinants of Business Ethics

Business ethics means adopting moral standards with behaviors and practices of individual in an organization (Buchholtz, 1989; Frederick, 1992). It aims to promote business policies and goals to sustainable success and social responsibility. Besides, it makes balance among stakeholders comprising investors, employees, clients, financial institutions, government, community and environment (Boonbongkarn, 2011). To make business yields for investors and build satisfaction for customers, the business should be fair for all parties including others components such as human, resources, society and technology. From studying and reviewing existing relevant text books, documents, and research studies about “Business Ethics”, the concept can be concluded as below:

Table 1: Determinants of Business Ethics

Factors/Publication	Definition
1. Honesty (Graham, 2009; Wattanasopasiri, 2005; Pirayatanarak, 2012; Smith, 2007; Weeks, 1992; Schwartz, 2005; Sahu, 2016; Karakas, 2017; Widana, 2015; Fernández, 2016; Taştan, 2017)	Do business with integrity and provide products or services in accordance with advertisement. Responsible for tax payment and do not give bribery to government officials for business interest.
2. Fairness/Justice (Graham, 2009; Wattanasopasiri, 2005; Pirayatanarak, 2012; Smith, 2007; Weeks, 1992; Schwartz, 2005; Karakas, 2017; Widana, 2015; Fernández, 2016; Taştan 2017)	Not exploit benefits from consumers by pricing a fair price and service for consumers and sharing benefits or exchanging for stakeholders, observing intellectual property and not using tricks or gimmicks to destroy competitors.
3. Public benefit in mind (Graham, 2009; Wattanasopasiri2005; Pirayatanarak, 2012; Smith, 2007; Weeks, 1992; Schwartz, 2005; Sahu, 2016; Widana, 2015; Fernández, 2016; Taştan, 2017)	Doing business should contemplate on all stakeholders’ interests including shareholders, employees, society and environment, and not produce hazardous goods.

Factors/Publication	Definition
4. Good community relationship (Graham,2009; Wattanasopasiri, 2005; Pirayatanarak, 2012; Smith, 2007; Schwartz, 2005; Sahu, 2016; Karakas, 2017; Widana, 2015; Fernández, 2016; Taştan,2017)	Do business based on good intention to all stakeholders and build strong relationship in business and social sectors. Do not produce goods or services unacceptable by each party.

Table 1 illustrates factors that are related to Business Ethics. According to the reviews of textbooks, documents, and research studies, the components of business ethics comprise of four aspects:

1) Honesty is defined as do business with integrity and provide products or services in accordance with advertisement. Responsible for tax payment and do not give bribery to government officials for business interest. 2) Fairness/Justice is defined as not exploit benefits from consumers by pricing a fair price and service for consumers and sharing benefits or exchanging for stakeholders, observing intellectual property and not using tricks or gimmicks to destroy competitors. 3) Public benefit in mind refers to doing business should contemplate on all stakeholders' interests including shareholders, employees, society and environment, and not produce hazardous goods. 4) Good community relationship means do business based on good intention to all stakeholders and build strong relationship in business and social sectors. Do not produce goods or services unacceptable by each party. The research of Thitima Wattanasopasiri (Wattanasopasiri, 2005) on business ethics of SME enterprises in Bangkok. The business ethics training enables stress relief and strengthens suitable values for supporting business ethics and creating utmost benefits for organization in long run. Thus, in airline business who has business ethics can make confidence for all stakeholders. Aviation Business can use business ethics to help and support flight attendants to increase their strength and can support their business to have good business ethics for benefit of organization.

Organizational culture is based on two main concepts. First, culture is tangible. It is one of the variables possessed by an organization. It is also called culture as a variable and culture is something an organization has. Second, organization culture is an idea of a group of persons. It is not only one variable among others, whereas the whole organization is culture or culture is a root metaphor. Organizational culture is a significant component of

organization because organizational culture instructs members to have beliefs, values, norms, working approaches, and behaviors in the same direction. An organization with appropriate organizational culture will progress, whereas an organization without appropriate organizational culture will obstruct organization growth.

Determinants of Organizational Culture

Organizational culture means values and traditions that are widely accepted by members of an organization and jointly implemented as practices of members in an organization. It determines differences among members of an organization. Each member has to perform its duties and interact with others appropriately. However, analysis framework is necessary for analyzing an organization to gain the truest components relevant to organization behavior. Thus, we consider an organization as a social system developing in broader perspective and linking to external environment. In terms of open system and social system, organization behavior contains of three parts (Promkaew, 2004). From studying and reviewing existing relevant text books, documents, and research studies about “Organizational Culture”, the concept can be concluded as below:

Table 2 : Determinants of Organizational Culture

Factors/Publication	Definition
1. Individual Dimension (Promkaew, 2004; Cowarin, 2006; Hood, 2002; Yun, 2017; Sharma, 2017; Karyotakis, 2016; Belias et al., 2016; Živković & Ivanova, 2016; Huhtala, 2015; Rashidi, 2015)	Individual dimension of personnel consists of three characteristics: 1) different psychological traits 2) different aptitudes, abilities and skills. And 3) vary attitude and behavior
2. Interpersonal Dimension (Promkaew, 2004; Cowarin, 2006; Hood, 2002; Yun, 2017; Sharma, 2017; Barbars, 2016; Karyotakis, 2016; Dhingra, 2016; Živković, 2016; Huhtala, 2015; Rashidi, 2015)	Interpersonal dimension of personnel consists of three characteristics: 1) All groups of personnel have their own characteristics and types of assignments. 2) A group consists of many people who come from many departments with different capabilities and needs 3) A process or method of group work, including social relationships of the members within the group, is often different.

3. Task Dimension (Promkaew, 2004; Cowarin, 2006; Hood, 2002; Yun, 2017; Sharma, 2017; Barbars, 2016; Dhingra, 2016; Belias et al., 2016; Živković, 2016; Tanriverdi, 2016; Huhtala, 2015; Rashidi, 2015)	Task dimension is considered to be the most important and key part of the organization. All missions or tasks in the organization must be accomplished to achieve its established goals efficiently.
--	--

Table 2 illustrates factors that are related to Organizational Culture. According to the reviews of textbooks, documents, and research studies, the components of Organizational Culture comprise of three aspects: 1) Individual dimension of personnel consists of three characteristics: 1.1) Each individual has different psychological traits, such as different beliefs, backgrounds and needs. 1.2) People have different aptitudes, abilities and skills. Therefore, in order to work in the organization, the basis of different abilities is used as a determinant. 1.3) Attitude and behavior of each individual vary depending on the influence of the consequences of their responsible work together with the environment and social factors of such work.

2) Interpersonal Dimension of personnel consists of three characteristics: 2.1) All groups of personnel have their own characteristics and types of assignments. For example, salespeople or service employees are required to interact with their customers, while computer employees have no need to contact customers. Therefore, the characteristics of the salespeople or service employees are different from those of the computer employees. 2.2) A group consists of many people who come from many departments with different capabilities and needs 2.3) A process or method of group work, including social relationships of the members within the group, is often different. For example, for different members of a group of bank employees, the bank employees working in the branches are usually busy with doing paperwork, providing customer services, solving problems for customers, and utilizing the tools or devices quickly to meet the needs of customers, while the bank employees working in the central office or headquarters often focus on attending many meetings, wearing a suit, having a computer or documents for decoration, and having more formal lunch. In addition, the relationship types of the different personnel are also different based on the needs and conditions of their work.

3) Task dimension is considered to be the most important and key part of the organization. All tasks in the organization must be accomplished to achieve its established goals efficiently. Tasks can be divided into 2 levels: Level 1 is a work of the organization that is close to the corporate strategy and that can be accomplished by the cooperation of all people in the organization. Level 2 is a sub-work that is allocated to different groups of personnel and then collected and processed as work of the organization. These allocated sub-works are real works. The work of the organization is collectively named with an effort to achieve a higher success. In fact, the people create the success based on their knowledge and ability. Therefore, the work of the organization is allocated to different personnel based on their knowledge and ability, and rewarding these people or groups of personnel is also different based on the nature of their work.

Organizational Culture is the condition or work atmosphere in the workspace. When an organization has business ethics as a holder to go in the right direction, the consistence of organizational Culture will make the work atmosphere of employee go to in the same direction. Flight attendants will perform their duty to the direction that the company has set. This will not only cause them to perform their own duty but also their duties within a group as well.

There are several terms for engagement e.g. work engagement, employee engagement and organizational commitment; however, employee engagement is widely used. Thus, employee engagement is used in this paper. In the meantime, employee engagement is defined by numerous academics as follows: Employee engagement is endeavor of members toward work and organization (Katz, 1996). They actively commit to designated work which reflects in several forms including creative and valued work and performance beyond customer and organization needs. Employee engagement is multi-dimension structure comprising of employee engagement, learning, thought and physical dimension. According to Katz and Kahn (Katz, 1996), employees may engage in any dimension. In addition, Miles (Miles, 2001) gives definition that employee engagement is constant cooperation of employees and feelings arising out of cooperation. The will is significant that employees express to show engagement because they feel proud and fully committed to work. The way is source for resources and equipment for success. The study on concepts of consultant companies has proved that employee engagement has a common characteristic which is continuous cooperation of employees. The employee engagement directly impacts to

organization engagement. Buchanan (Buchanan II, 1974) and Allen and Meyer (Allen, 1991) give similar definitions on employee engagement that it is unity with organization, perform duties and loyal to organization. The organization engagement results from interrelation to organization in terms of physical investment. Porter and Smith (cited in Steers and Porter, 1991)(Steers, 1991) define organization engagement into three characteristics: 1) strong confidence and comply with organization goals and values; 2) willing to commit and exercise endeavor for organization; 3) strong passion to retain membership of organization. The organization commitment is significant component binding employees to be loyal and dedicated to performance and organization development. Each individual feels united with the organization. In summary, employee engagement is what members engage in and members commit themselves to designated work. They eventually are committed to the organization and are ready to dedicate themselves to the work and organization.

Determinants of Employee Engagement

Employee engagement is what members engage in and members commit themselves to designated work. They eventually are committed to the organization and are ready to dedicate themselves to the work and organization. From studying and reviewing existing relevant text books, documents, and research studies about “Employee Engagement”, the concept can be concluded as below:

Table 3 : Determinants of Employee Engagement

Factors/Publication	Definition
1. Trust and accept the organization's goal and values (Stoyanova, 2017; Akhtar, 2016; Aghaz, 2016; Pandita, 2017; Kumar, 2016; Karumuri, 2016; Nienaber, 2017; Ünal, 2015; Gupta, 2015; Rees, 2013; Garg, 2015; Sahoo, 2012; O'Neill, 2015; Rawal, 2015; Abraham, 2012; Wiley, 2014; Barbars, 2016)	An agreeable passion for goal, values, and policies of organization and also include an expression of him/ herself as unite with organization.
2. Need to retain membership (Stoyanova, 2017; Akhtar, 2016; Aghaz, 2016; Pandita, 2017; Kumar, 2016; Karumuri, 2016; Ünal, 2015; Gupta, 2015; Garg, 2015; Sahoo, 2012; O'Neill, 2015; Wiley, 2014; Chaurasia, 2014; Barbars, 2016)	A passion to be an employee and work for organization, need not resign or transfer work with other organizations or other divisions.

Factors/Publication	Definition
3. A readiness to use an effort to work for the organization (Anand, 2017; Stoyanova, 2017; Akhtar, 2016; Aghaz, 2016; Pandita, 2017; Kumar, 2016; Karumuri, 2016; Nienaber, 2017; Ünal, 2015; Gupta, 2015; Lather, 2015; Sahoo, 2012; O'Neill, 2015; Rawal, 2015; Abraham, 2012; Wiley, 2014; Chaurasia, 2014; Barbars, 2016)	A self- sacrifice for work with full ability and expect a good quality of successful job that affect to the organization's success.
4. To protect the organization's image and prestige (Stoyanova, 2017; Karumuri, 2016; Nienaber, 2017; Sahoo & Mishra, 2012; Rawal, 2015; Abraham, 2012; Khan, 2016)	A good passion to share positive side of organization, not only need not other people mention negative side to the organization but also protect the organization's image and prestige.
5. Proud to be involved in the organization (Anand, 2017; Kumar, 2016; Nienaber, 2017; Rees, 2013; Garg, 2015; Lather, 2015; O'Neill, 2015; Rawal, 2015; B. Shuck, 2014; Wiley, 2014; Chaurasia, 2014; Khan, 2016; Barbars, 2016)	A good feeling and proud to be a membership, proud to speak out to other people about membership, has a passion to join all activities both inside and outside the organization, and belief that him/herself is important and has the potential to operate the organization's activities efficiently.

Table 3 illustrates factors that are related to Employee Engagement. According to the reviews of textbooks, documents, and research studies, the criteria for studying level of employee engagement are selected. The measurement of employee engagement comprises of five components: 1. Trust and accept the organization's goal and values is an agreeable passion for goal, values, and policies of organization and also include an expression of him/ herself as unite with organization. 2. Need to retain membership is a passion to be an employee and work for organization, need not resign or transfer work with other organizations or other divisions. 3. A readiness to use an effort to work for the organization is a self- sacrifice for work with full

ability and expect a good quality of successful job that affect to the organization's success. 4. To protect the organization's image and prestige is a good passion to share positive side of organization, not only need not other people mention negative side to the organization but also protect the organization's image and prestige. 5. Proud to be involved in the organization is a good feeling and proud to be a membership, proud to speak out to other people about membership, has a passion to join all activities both inside and outside the organization, and belief that him/herself is important and has the potential to operate the organization's activities efficiently.

An organization that has good business ethics and appropriate organizational culture can affect its employees performances. They will have confidence to perform their duties. Hence, Flight Attendants will have confidence to perform their duties and readiness to engage in their duties, which will have a good effect to the aviation business and company.

Concept and Theory of Job Performance

Great performance of members is the most desirable thing for any organization to achieve its goals including individual objectives such as position responsibility, challenging job, wages, and being accepted by others. The great performance reflects achievement of an organization (Dirks, 2002). Performance appraisal is required to stimulate employees having higher standards and develop their performance. The appraisal enables employees to learn their strength and weaknesses so they can apply strength as well as improve weaknesses. Eventually, better performance of employees benefits to organization in overall. Defining performance can be divided into two means. First, performance is associated to behavior influencing organization goals. The behavior is a process connecting to both team goals and personal goals. Second, performance is the result of employee's actions related to task or job and support benefits to working environment. Action is behavior expressed by actor and changed from abstract to action. Behavior is not only a tool leading to result but it is a result and fruit of endeavor transforming from thought and applied to task. Moreover, result of performance is measurable in scale of individual competencies (Suliman, 2001).

Determinants of Job Performance

Job performance means excellent job performance of employees to achieve the organization's goals. The Studies show that there are many textbooks and research papers related to job performance have found factors of success for the job performance as follows:

Table 4 :Determinants of Job Performance

Factors	Definition
1. Job efficiency and effectiveness (Rung Lin, 2017; Ibrahim, 2017; Mulki, 2015; J. Ogilviea, Rapp, 2017; Tay, 2016; Stan, 2012; Seate, 2016; Alessandri, 2015; O'Neill, 2015; Fournier, 2013; Newman, 2015; Liang-Chieh, 2014; Eldor, 2016)	A behavior of individual or team that show quality and quantity of tasks that achieve objectives.
2. Interaction and cooperation (Rung Lin, 2017; Ibrahim, 2017; Mulki, 2015; J. Ogilviea, Rapp, 2017; Tay, 2016; Stan, 2012; Alessandri, 2015)	A behavior of the individual or team to accept the organization norm, rule, and condition and can work properly with other people
3. Contribution to the organization (Menges, 2017; Tay, 2016; Stan, 2016; Seate, 2016; Kumpikaite - Valiuniene, 2016; Alessandri, 2015; O'Neill, 2015; Newman, 2015)	A behavior of the individual or team which intends to make a useful thing for the organization
4. Adaptability (Menges, 2017; J. Ogilviea, Rapp, 2017; Tay, 2016; Stan, 2012; Kumpikaite - Valiuniene, 2016; Liang-Chieh, 2014; Alessandri, 2015; O'Neill, 2015; Fournier, Weeks, 2013; Liang-Chieh, 2014; Eldor, 2016)	A behavior of the individual or team to adjust with people, situation, and environment both inside and outside the organization

Table 4 above demonstrates the factors of success for job performance that have been derived from literature review and reveals 4 factors which are 1. Job efficiency and effectiveness is a behavior of individual or team that show quality and quantity of tasks that achieve objectives. 2. Interaction and cooperation is a behavior of the individual or team to accept the organization norm, rule, and condition and can work properly with other people. 3. Contribution to the organization is a behavior of the individual or team which intends to make a useful thing for the organization. 4. Adaptability is a behavior of the individual or team to adjust with people, situation, and environment both inside and outside the organization.

Excellent job performance is a behavior that shows the quality of flight attendants. An organization that has a good business ethics as a holder and a good organizational culture as

a work atmosphere can create an employee engagement. Flight attendants can complete their work with efficiency and achieve the organization's objectives as needed.

Conclusion/ Discussion

1. To develop factors of Business Ethics, Organizational Culture and Employee Engagement of flight attendant. This study illustrates determinants of factors that are relevant to Business Ethics. According to the reviews of textbooks, documents, and research studies, there are 4 relevant factors that include: Honesty, Fairness/Justice, Public interest in mind, and Good community relationship. Organizational Culture, there are 3 relevant factors that includes: Individual Dimension, Interpersonal Dimension, and Task Dimension. Employee Engagement, there are 5 relevant factors that include trust and accept the organization's goal and values, need to retain membership, a readiness to use an effort to work for the organization, to protect the organization's image and prestige, and proud to be involved in the organization.

2. To develop factors of Job Performance of flight attendant. This paper demonstrates factors of success for job performance that have been derived from literature review and reveal 4 factors which are: Job efficiency and effectiveness, Interaction and cooperation, Contribution to the organization, and Adaptability. The study of Determinants of Business Ethics, Organizational Culture, Employee Engagement, and Job Performance of flight attendant provided more information about Business Ethics, Organizational Culture, Employee Engagement, and Job Performance.

The finding of this paper will be applied for the future research which analyze the factors influencing aviation industry indicators of success concerning job performance of flight attendant in terms of Business Ethics, Organizational Culture, and Employee Engagement.

Suggestion/ Recommendation

1. Suggestion for organization: The organization can create an employee's job performance by having variables that involve Business Ethics, Organizational Culture, and Employee Engagement. Details of each variable are shown in each of the tables in the article above. And each variable has more details that has different priorities. The result of this study will be used for future research that can be suggested to aviation executives. They can use the result to formulate policies and can lead to Flight Attendant management in order to enhance the Job Performance of Flight Attendants.

2. Suggestion for academic: To be able to apply Business Ethics, Organizational Culture, Employee Engagement, and Job Performance to other research in aviation business and to enhance the research database for the future researchers to study Business Ethics, Organizational Culture, Employee Engagement, and Job Performance in others function of airline business.

References

- Abraham, S. (2012). Job Satisfaction as an Antecedent to Employee Engagement. *SIES Journal of Management*, 8(2), 27 - 36.
- Aghaz, A., & Tarighian, A. (2016). Employee engagement and two types of bureaucracy: An investigation into the top-four Iranian universities. *Iranian Journal of Management Studies*, 9(4), 829 - 853.
- Akhtar, A., Nawaz, M. K., Mahmood, Z., & Shahid, M. S. (2016). Impact of High Performance Work Practices on Employees' Performance in Pakistan: Examining the Mediating Role of Employee Engagement. *Pakistan Journal of Commerce & Social Sciences*, 10(3), 708 - 724.
- Alessandri, G., & Borgogni, L. (2015). Stability and Change of Job Performance Across the Career Span. *Human Performance*, 28(5), 381-404. doi:10.1080/08959285.2015.1021047
- Allen, N. J., and Meyer, J. P. (1991). A Three - Component Conceptualization of Organizational Commitment. *Human Resource Management Review*, 1(1), 61 - 89.
- Anand, G. (2017). Corporate Excellence through Governance and Employee Engagement: a Brief Analysis. *Journal of Commerce & Management Thought*, 8(3), 554 - 562. doi:10.5958/0976-478X.2017.00033.7
- Barbars, A. (2016). Interaction between Organizational Culture and Work Engagement in the Information and Communication Technology Sector in Latvia. *Journal of Business Management*(12), 84 - 100.
- Belias, D., Velissariou, E., Kyriakou, D., Gkolia, A., Sdrolas, L., Koustelios, A., & Varsanis, K. (2016). The Advantages of Organizational Culture in Greek Banks. *Journal of Management Research (09725814)*, 16(3), 123 - 134.
- Buchanan II, B. (1974). Building Organizational Commitment: the Socialization of Managers in Work Organization. *Administrative Science Quarterly*, 19(4), 533 - 546.

- Chaurasia, S., & Shukla, A. (2014). Psychological Capital, LMX, Employee Engagement & Work Role Performance. *Indian Journal of Industrial Relations*, 50(2), 342 - 356.
- Chongwisarn, Ratikarn. (2007). Human Relations: Human Behavior in Organization. Bangkok: Kasetsart University Press.
- Cowarin, S. (2006). *Organizational culture perception and organization citizenship behavior : a case study of Sino-Thai Engineering and Construction PLC*. (Master of Science), National Institute of Development Administration, Bangkok.
- Dhingra, R., & Punia, B. K. (2016). Impact of Organizational Culture on Employees' Readiness to Change. *Journal of Management Research (09725814)*, 16(3), 135 - 147.
- Dirks, Kurt T., Ferrin, Donald L., Murphy, Kevin R. (editor). (2002). Trust in Leadership: Meta-Analytic Findings and Implications for Research and Practice. *Journal of Applied Psychology*, 87(4), 611 - 628.
- Eldor, L., & Harpaz, I. (2016). A Process Model of Employee Engagement: The learning Climate and Its Relationship with Extra-role Performance behaviors. *Journal of Organizational Behavior*, 37(2), 213-235. doi:10.1002/job.2037
- Fernández, L. P., Francisco. (2016). Influence of Customer Value Orientation, Brand Value, and Business Ethics level on Organizational Performance. *Revista Brasileira de Gestão de Negócios*, 18(59), 5 - 23.
- Fournier, C., Weeks, W. A., Blocker, C. P., & Chonko, L. B. (2013). Polychronicity and Scheduling's Role in Reducing Role Stress and Enhancing Sales Performance. *Journal of Personal Selling & Sales Management*, 33(2), 197 - 210.
- Garg, N. (2015). Organizational Role Stress in Dual-Career Couples: Mediating the Relationship Between HPWPs, Employee Engagement and Job Satisfaction. *IUP Journal of Management Research*, 14(3), 43 - 69.
- Graham, M. (2009). Business Ethics: An Analysis of a Company's Training Program Influence on Employee Behavior and Morale. Pepperdine University [Dissertation]. UMI 3355620. UMI Dissertations Publishing 2009.
- Gupta, M. (2015). A study on Employee's Perception towards Employee Engagement. *Globsyn Management Journal*, 9(1/2), 45 - 51.

- Hood, J. N. L., Jeanne M. (2002). Business Ethics in the NAFTA countries: A Cross-cultural Comparison. *Journal of Business Research*, 55(11), 883-890. doi:10.1016/S0148-2963(01)00207-7
- Huhtala, M., Tolvanen, A., Mauno, S., & Feldt, T. (2015). The Associations between Ethical Organizational Culture, Burnout, and Engagement: A Multilevel Study. *Journal of Business & Psychology*, 30(2), 399-414. doi:10.1007/s10869-014-9369-2
- Ibrahim, R., Boerhannoeddin Ali,. Kayode, Bakare Kazeem. (2017). Organizational Culture and Development: Testing the Structural Path of Factors affecting Employees' Work Performance in an Organization. *Asia Pacific Management Review*, 22, 104 - 111.
- Institute, T. R. (2011). Dictionary. Retrieved from <http://www.royin.go.th/dictionary/>
- Katz, O. a. K. R. (1996). *The Social Psychology of Organizations*. New York: Wiley.
- Karakas, F., Sarigollu, E., & Uygur, S. (2017). Exploring the Diversity of Virtues Through the Lens of Moral Imagination: A Qualitative Inquiry into Organizational Virtues in the Turkish Context. *Journal of Business Ethics*, 141(4), 731-744. doi:10.1007/s10551-016-3150-6.
- Karumuri, V. (2016). Employee Engagement: Hotel Industry. *SCMS Journal of Indian Management*, 13(3), 120 - 128.
- Karyotakis, K. M., & Moustakis, V. S. (2016). Organizational Factors, Organizational Culture, Job Satisfaction and Entrepreneurial Orientation in Public Administration. *European Journal of Applied Economics*, 13(1), 47-59. doi:10.5937/ejae13-10781
- Khan, S. R. K. (2016). Influence of Organizational Culture on Teacher's Work Engagement: An Empirical Study. *IUP Journal of Organizational Behavior*, 15(4), 27 - 45
- Kumar, V., & Pansari, A. (2016). Competitive Advantage Through Engagement. *Journal of Marketing Research (JMR)*, 53(4), 497-514. doi:10.1509/jmr.15.0044
- Kumpikaite - Valiuniene, V., Glinska, E., Aslan, I., & Mihi Ramirez, A. (2016). Students' Attitude to Job Performance: Intercultural Study. *Engineering Economics*, 27(2), 195 - 204.
- Lather, A. S., & Jain, V. K. (2015). Ten C's Leadership Practices Impacting Employee Engagement: A Study of Hotel and Tourism Industry. *Vilakshan: The XIMB Journal of Management*, 12(2), 59 - 74.
- Liang-Chieh, W. (2014). Improving Employee Job Performance through Ethical Leadership and "Guanxi": The Moderation Effects of Supervisor-Subordinate Guanxi Differentiation. *Asia Pacific Management Review*, 19(3), 321-345. doi:10.6126/APMR.2014.19.3.06

- Lloyd, R. (2008). Discretionary Effort and the Performance Domain. *The Australian and New Zealand Journal of Organization Psychology*, 1, 22 - 34.
- Menges, I. J., Tussing V. Danaille., Wihler, Andreas., and Grant, M. Adam. (2017). When Job Performance Is All Relative: How Family Motivation Energizes Effort and Compensates for Intrinsic Motivation. *Academy of Management Journal*, 60(2), 695 - 719.
- Miles, R. H. (2001). Beyond the age of Dilbert: Accelerating Corporate Transformations by Rapidly Engaging all Employees. *Organizational Dynamics*, 29(4), 313 - 321.
- Mulki, P. J., Caemmererc, Barbara and Heggded, S. Githa. (2015). Leadership Style, Salesperson's Work Effort and Job Performance: the Influence of Power Distance. *Journal of Personal Selling & Sales Management*, 35(1), 3 - 22.
- Naweeakarn, S. (2002). *Organizational Behavior*. Bangkok: Bhannakij.
- Newman, A., Nielsen, I., & Miao, Q. (2015). The Impact of Employee Perceptions of Organizational Corporate Social Responsibility Practices on Job Performance and Organizational Citizenship Behavior: Evidence from the Chinese Private Sector. *International Journal of Human Resource Management*, 26(9), 1226 - 1242.
doi:10.1080/09585192.2014.934892
- Nienaber, H. (2017). Leadership, Risk Taking and Employee Engagement in a South African Context. *Proceedings of the European Conference on Management, Leadership & Governance*, 323 - 330.
- O'Neill, K., Hodgson, S., & Mazrouei, M. A. (2015). Employee Engagement and Internal Communication: A United Arab Emirates Study. *Middle East Journal of Business*, 10(4), 3 - 28.
- O'Neill, T. A., McLarnon, M. J. W., & Carswell, J. J. (2015). Variance Components of Job Performance Ratings. *Human Performance*, 28(1), 66 - 91.
doi:10.1080/08959285.2014.974756
- Ogilviea, J., Rapp, Adam., Bachrach, G. Danial., Mullins, Ryan and Harveyd, Jaron. (2017). Do Sales and Service Compete? The Impact of Multiple Psychological Climates on Frontline Employee Performance. *Journal of Personal Selling & Sales Management*, 37(1), 11 - 26.

- Pandita, S., & Singhal, R. (2017). The Influence of Employee Engagement on the Work-Life Balance of Employees in the IT Sector. *IUP Journal of Organizational Behavior*, 16(1), 38 - 57.
- Pirayatanarak, S. (2012). *Business Ethics and Competitiveness of Thai Small and Medium Enterprises*. (Master Degree), Khon kaen University, Khon kaen.
- Porter, Lyman W., Steers, Richard M., Mowday, Richard T., Boulian, Paul. (1974). Organizational Commitment, Job Satisfaction, and Turnover among Psychiatric Technicians. *Journal of Applied Psychology*, 59(5), 603-609. <http://dx.doi.org/10.1037/h0037335>
- Post, J. E. a. o. (2002). *Business & Society : Corporate Strategy Public Policy Ethics*. New York McGraw-Hill.
- Promkaew, P. (2004). *The Perception of Organization Culture from the employees of Siam City Cement Public Company Limited*. (Master degree), Thammasat University.
- Rashidi, Z., Syed, N. A., & Zaki, S. (2015). Profiling Organizational Culture of Different Sectors in Pakistan. *IBA Business Review*, 10(1), 31 - 46.
- Rawal, S. (2015). Predictors of Employee Engagement in Public & Private Insurance Companies. *Indian Journal of Industrial Relations*, 51(2), 285 - 299.
- Rees, C., Alfes, K., & Gatenby, M. (2013). Employee Voice and Engagement: Connections and Consequences. *International Journal of Human Resource Management*, 24(14), 2780 - 2798.
- Rung Lin, S., Chieh Hsu, Chun. . (2017). A Study of Impact On - Job Training on Job Performance of Employees in Catering Industry. *The International Journal of Organizational Innovation*, 9(3), 125 - 138.
- Sahoo, C. K., & Mishra, S. (2012). A Framework towards Employee Engagement: The PSU Experience. *ASCI Journal of Management*, 42(1), 94 - 112.
- Schwartz, Mark. (2005). Universal Moral Values for Corporate Codes of Ethics. *Journal of Business Ethics*, 59(1-2), 27 - 44.
- Seate, B. M., Pooe, R. I. D., & Chinomona, R. (2016). The Relative Importance of Managerial Competencies for Predicting the Perceived Job Performance of Broad-Based Black Economic Empowerment Verification Practitioners. *South African Journal of Human Resource Management*, 14(1), 1 - 11.

- Sharma, P. (2017). Organizational Culture as A Predictor of Job Satisfaction: The Role of Age and Gender. *ULOGA DOBI I SPOLA.*, 22(1), 35 - 48.
- Smith, Julie Rae Arnold. (2007). Ethics and Performance Appraisals. Doctoral, University of La Verne.
- Stan, S., Evans, R. Kenneth, Arnold, J. Todd., and McAmis, T. Gregory. (2012). The Moderating Influence of Organizational Support on the Development of Salesperson Job Performance: Can an Organization Provide Too Much Support? *Journal of Personal Selling & Sales Management*, 34(2), 405 - 419.
- Steers, R. M. a. P., L. (1991). *Motivation and Work Behavior*. New York: Mcgraw-Hill.
- Stoyanova, T., & Iliev, I. (2017). Employee Engagement Factor for Organizational Excellence. *International Journal of Business & Economic Sciences Applied Research*, 10(1), 23 - 29.
- Suliman, A. M. (2001). Work Performance is it one thing or many thing? *International Journal of Human Resource Management*, 12(6), 1049 - 1061.
- Taştan, S. B., & Güçel, C. (2017). The Impact of Employees' Perceived Business Ethics and Ethical Climate on Organizational Social Capital. *Turkish Journal of Business Ethics*, 10(1), 47 - 76.
- Tay, A., Lees, C., & Dar, O. L. (2016). Job Performance Expectations and Perceptions of Retail Employees: Cognitive Dissonances between Self-reports and Supervisor-ratings. *South African Journal of Business Management*, 47(3), 13 - 23.
- Ünal, Z. M., & Turgut, T. (2015). The Buzzword: Employee Engagement. Does Person-Organization Fit Contribute to Employee Engagement? *Iranian Journal of Management Studies*, 8(2), 157 - 179.
- Wattanasopasiri, T. (2005). *The Relationships between Business Ethics, Machiavellian Personality, Work Values, and Stress of Small and Medium Entrepreneurs in Bangkok*. (Master Degree), Thammasart University, Bangkok.
- Weeks, W. N., Jacques. (1992). Corporate Codes of Ethics and Sales Force Behavior: A case study. *Journal of Business Ethics*, 11(10), 753-760. doi:10.1007/BF00872307.
- Weiss, J. W. (2014). *Business Ethics: A Stakeholder and Issues Management Approach*. San Francisco: Berrett-Koehler Publisher, Inc.

- Widana, G. O. W., Sudarso Kaderi. Purwanegara, Mustika Sufiati. Toha, Mohamad. (2015). Exploring the Impact of Islamic Business Ethics and Relationship Marketing Orientation on Business Performance the Islamic Banking Experience. *Academy of Management Journal*, 57(3), 675 - 697.
- Wiley, J. W. (2014). Using Employee Opinions about Organizational Performance to Enhance Employee Engagement Surveys: Model Building And Validation. *People & Strategy*, 36(4), 38 - 49.
- Yun, S., Rodriguez, D., Tirmizi, A., Askam, N., & Steinberg, H. (2017). Financial Ethics and Customer Service in South Korea and the USA. *Allied Academies International Conference: Proceedings of the Academy for Economics & Economic Education (AEEE)*, 20(1), 28 - 32.
- Živković, S., & Ivanova, T. (2016). Organizational Culture as one of the Main Factors for the Successful Safety Management. *Serbian Journal of Management*, 11(1), 69-80.
doi:10.5937/sjm11 - 7990



Jitti Jitklongsab, Ph.D. Candidate in Integrated Tourism Management ,
The Graduate School of Tourism Management, National Institute of
Development Administration.



Assistant Professor, Chokechai Suveatwatanakul, Ph.D., Ph.D. in
Management, Victoria, Australia. Assistant Professor of Management and
Hospitality, The Graduate School of Tourism Management,
National Institute of Development Administration.