

Intercultural Communication in a Culturally Diverse Work Setting: The Role of a Multicultural Personality in Predicting Job Outcomes

The context of the uniquely multicultural environment
surrounding international cabin crew

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INTERCULTURAL COMMUNICATION IN A CULTURALLY DIVERSE WORK
SETTING: THE ROLE OF A MULTICULTURAL PERSONALITY IN PREDICTING JOB
OUTCOMES. – THE CONTEXT OF THE UNIQUELY MULTICULTURAL WORK
ENVIRONMENT SURROUNDING INTERNATIONAL CABIN CREW.

ABSTRACT

With the advancing globalization, the world increasingly seems to get smaller. This results in the intensified occurrence of interactions between culturally diverse individuals. One professional field in which this is particularly noticeable is the working environment of international cabin crew. To meet the employer's expectations, cabin attendants are required to engage in potentially stress-inducing intercultural communication with culturally diverse passengers daily. Furthermore, in the current times of the Covid-19 pandemic, with countries adopting different strategies in combating the virus, working on board a passenger aircraft becomes increasingly tense, thus, more difficult. To cope with the unique work requirements, individuals must be equipped with a specific skill set. Consequently, personality traits gained great relevance in the recruitment processes of suitable candidates over the past years. This study explored the predictive value of the Multicultural Personality Questionnaire (MPQ) on job performance, job satisfaction, and intention to quit of international cabin crew. Additionally, possible mediation effects of intercultural communication and job-related stress were examined. A quantitative survey study was conducted among international cabin crew members of all airlines (N = 457). Using regression and mediation analyses, the influence of the Cultural Empathy, Openmindedness, Social Initiative, Emotional Stability, and Flexibility on cabin crews' job outcomes was analyzed. The data disclosed a high predictive value of the MPQ towards all three job outcomes. Cultural Empathy was found to be the most essential trait, as it reliably predicted performance, satisfaction, and withdrawal intentions. Besides Cultural Empathy, Openmindedness and Social Initiative were also found to significantly relate to cabin crews' job performance, with parts of the three relationships explained by enhanced intercultural communication. Emotional Stability was found to positively relate to cabin attendants' job performance and to negatively affect their intention to quit, with the negative relationship between Emotional Stability and the intention to quit being fully mediated by job-related stress. Finally, Flexibility provided the most unexpected results as it showed a significantly negative relationship with cabin attendants' job satisfaction.

KEYWORDS: *Multicultural Personality, Job Outcomes, Intercultural Communication, Job-related Stress, Cabin Crew*

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List of Abbreviations

CE = Cultural Empathy

Ctrl. = controlled for

ES = Emotional Stability

FX = Flexibility

IC = Intercultural Communication

ICC = Intercultural Communication Competence

ITQ = Intention to Quit

JP = Job Performance

JRS = Job-related Stress

JS = Job Satisfaction

MPQ = Multicultural Personality Questionnaire

OM = Openmindedness

SI = Social Initiative

1. Introduction

On March 10th, 1989, Air Ontario flight 1363 failed to gain altitude after take-off at Dryden Airport and eventually collided in a forest. The terrifying event was later attributed to snow that had accumulated on the wings and the fatal and avoidable human error of poor communication (Cloudberg, 2021). During the subsequent investigations, the airport staff indicated that the flight was severely delayed due to problems with loading and missing luggage, leaving the flight crew stressed and passengers anxious about missing their international connection flights. When the cabin attendants were questioned, it emerged that they were aware of the layer of snow. However, as no one else had confirmed the suspicions, and the interaction with their multicultural passengers challenged them, they chose to prioritize other tasks (Moshansky, 1992). Although the crew had noticed the thick snow layer building up during the turnaround at Dryden and asked the airport staff whether de-icing was available, they failed to request it specifically. Furthermore, the flight's international passengers, including an off-duty crew member of another airline, stated to have noticed and even worried about the snow stack on the plane's wings but were reluctant to pass this on to the flight attendants. While one reason for the lack of communication was presented by some passengers' inhibitions in approaching the crew, others may have had problems expressing their observations in a foreign language. Consequently, inadequate intercultural communication between passengers and cabin crew, as well as increased stress levels within the crew, had led to major safety gaps, resulting in the avoidable death of 26 individuals (Cloudberg, 2021). Although the airline industry's safety aspect presents a situation where the consequences of miscommunication and anxiousness can be deadly, the role of stress and effective communication should not be neglected in less tense intercultural interactions.

The work setting of international cabin crew operating across national borders is characterized by daily intercultural encounters during crew-passenger interactions. Within these, effective communication is crucial to not only ensure safe flight operations but also to meet customer demands and individual needs. Additionally, in times of the pandemic, with different countries adopting diverging strategies to combat the virus, the clash of attitudes combined with uncertainty increasingly causes tension between passengers and cabin crew (Korducki, 2021). Therefore, intercultural communication on board of an international aircraft becomes even more demanding. Being confronted with customs of other cultures often triggers stress and fear in individuals (van der Zee & van Oudenhoven, 2013). Consequently, increased stress levels may decrease job performance and -satisfaction.

Suggesting this, cabin attendants may not be able to meet the expectations that the company and passengers pose on them, nor the ones they pose on themselves, resulting in an economically inefficient scenario. To cope with the stress and anxiety that accompany cross-cultural interactions, a specific skill set is required (Suthatorn & Charoensukmongkol, 2018). Consequently, recruitment processes aim to acquire stress-resistant individuals capable of effective intercultural communication with international passengers. By revealing the factors that predict success in multicultural work settings, training costs may be reduced, performance increased, turnover rates lowered, and employee and customer satisfaction maximized.

As the human factors get increasingly crucial in organizational success, personality traits have become a focus in recruitment processes (Park et al., 2019). Therefore, this study will focus on the predictive value of specific personality traits on job outcomes in the multicultural work environment of international cabin crew. Specifically, the outcomes of job performance, job satisfaction, and the intention to quit will be explored, as they present essential markers of organizational success (Sykes, 2015). Individual job performance refers to an employee's contribution to the organization's overall output (Sonnentag & Frese, 2002). It is closely linked to job satisfaction, which relates to the attitude an employee holds towards their occupation (Aziri, 2011). Closely connected, the intention to quit describes an individual's harboring of withdrawal intentions. Aiming to predict cabin crews' job outcomes, this project will use the Multicultural Personality Questionnaire (MPQ), an instrument measuring personality traits that showed specific importance during multicultural encounters (van der Zee & van Oudenhoven, 2000). In developing the MPQ, van der Zee and van Oudenhoven (2000) aimed at creating a tool that could predict individuals' multicultural effectiveness beyond the conventional psychology tests used in psychology. According to the researchers, "multicultural effectiveness not only encompasses successful operating within a new cultural environment [...] but also concerns a feeling of psychological well-being in that environment" (van der Zee & van Oudenhoven, 2000, p.292-93). Specifically, the instrument refers to the traits of Cultural Empathy (CE), Openmindedness (OM), Social Initiative (SI), Emotional Stability (ES), and Flexibility (FX). Due to the trait's different ways of impact, scholars have proposed the division into social-perceptual and stress-buffering traits. While social-perceptual traits (CE, OM, SI) assist individuals in actively overcoming cultural differences, stress-buffering traits (ES, FX) increase the adaptive capacity of individuals in culturally new environments (van der Zee & van Oudenhoven, 2013). Based upon this, this thesis will explore the role of intercultural communication competence and job-related stress.

Intercultural communication competence is the ability to efficiently interact with individuals with different cultural backgrounds (Gudykunst & Mody, 2001). These interactions often prove difficult and induce stress, as different cultures are often accompanied by diverging values, languages, or behaviors. Therefore, it will be explored if a possible relationship between social-perceptual personality traits and job outcomes may be explained by improved intercultural communication competence. Furthermore, the role of job-related stress will be examined. Stress is a psychological or physical reaction experienced by individuals when exposed to certain stressors. In the cabin crew context, stress may arise due to constant intercultural encounters and shiftwork, physical strain such as jet lag, or frequent distance from family and friends. Consequently, this thesis will explore if varying levels of experienced stress may explain a possible relationship between stress-buffering traits and job outcomes.

To this day, no study used the MPQ to predict job outcomes of cabin crew. Although research has been conducted on sojourners' job performance and mental wellbeing when moving to a foreign country, occupational groups working in multicultural surroundings have not been researched thoroughly. Furthermore, the proposed division of the MPQ's dimensions into social-perceptual and stress-buffering traits has received little attention. Finally, despite intercultural communication having attracted great interest in contemporary research, previous studies have primarily been limited to experimental designs. Therefore, Hofhuis, Schildermann, et al. (2020) encourage scholars to "further test the effects of multicultural personality on intercultural communication in its true ecological context" (p.819).

Aiming at closing this gap, this empirical study will investigate the influence of multicultural personality traits on job performance, job satisfaction, and intention to quit in the real-world setting of the intercultural work setting of international cabin crew. Therefore, the following research question is introduced:

Research Question: To what extent does a multicultural personality relate to job outcomes of international cabin crew?

Furthermore, mediation effects of intercultural communication and job-related stress will be tested to explore the proposed distinction between the MPQ's social-perceptual and stress-buffering traits. Consequently, the following sub-questions are posed:

Sub-question 1: What role does intercultural communication play in the relationship between a multicultural personality and job outcomes of international cabin crew?

Sub-question 2: What role does job-related stress play in the relationship between a multicultural personality and job outcomes of international cabin crew?

The remaining part of this thesis is divided into four parts. To create a coherent theoretical framework, the concepts relevant to this study, namely the MPQ, job performance, job satisfaction, the intention to quit, intercultural communication, and job-related stress, will be defined in the following chapter. Previous research relating to the concepts is presented, links to the aviation context are drawn, and hypotheses are formulated. At the end of Chapter 2, a conceptual model visualizes the hypotheses introduced. Chapter 3 provides details about the study's research design, the procedures, and the sampling choices made in ensuring to reach the hard-to-access population of international cabin crew. Additionally, the literature-based measurements chosen to be included in the survey will be introduced and justified. Finally, the sample will be introduced, presenting statistics of retrieved demographic data. In Chapter 4, the results are reported. The hypotheses are tested by conducting linear regression, multiple regression, and mediation analyses. Finally, in Chapter 5, results are discussed, and a conclusion is drawn. The findings are summarized, the research questions answered, and the examination of theoretical implications will lead to proposals for future research. Eventually, the results are translated into practical implications, offering suggestions for managerial implementations.

2. Theoretical Framework

This thesis explores the influence of personality traits on various job outcomes of international cabin crew. The following chapter will provide an overview of existing literature relating to the study's topic. Furthermore, the concepts relevant to this research will be presented and defined. The aim is to create a uniform framework that ensures understanding of the recurring terms in the following chapters. First, the Multicultural Personality Questionnaire will be introduced. Previous research empirically applying and validating the tool will be discussed. Subsequently, the job outcomes relevant to this study, namely job performance, job satisfaction, and the intention to quit, will be presented and related to the aviation context. Additionally, this study examines possible mediation effects of job-related stress and intercultural communication. Consequently, these variables will be explored in the final part of this chapter. Hypotheses are formulated based on existing research. A conceptual model visualizing the hypotheses may be found at the end of the chapter.

2.1. Multicultural Personality Questionnaire

In measuring the extent to which an individual can be considered to have a multicultural personality, this study will rely on the Multicultural Personality Questionnaire (MPQ) by van der Zee and van Oudenhoven (2000, 2001). The researchers acknowledged the increasing global connectivity and sought to create a tool to predict how successfully individuals fare in intercultural interactions. The literature-based MPQ consists of scales for Cultural Empathy, Openmindedness, Social Initiative, Emotional Stability, and Flexibility, characteristics that were found to be essential for effective behavior in multicultural situations. According to van der Zee and van Oudenhoven (2000), multicultural effectiveness is the ability to successfully cope with unknown cultural surroundings. Furthermore, it applies to an individual's capability to maintain psychological well-being when confronted with culturally diverse environments (Kealey & Protheroe, 1996).

Cultural Empathy, also referred to as sensitivity, relates to the ability to understand specific habits, and conventions of individuals with different cultural backgrounds (van der Zee & van Oudenhoven, 2000). Furthermore, the trait helps individuals empathize with the thoughts and feelings of culturally diverse peers and embrace cultural differences (van der Zee & van Oudenhoven, 2013).

Openmindedness is found in "an open and unprejudiced attitude towards outgroup

members and towards different cultural norms and values" (van der Zee & van Oudenhoven, 2000, p.294). Individuals who exhibit a high degree of Openmindedness approach unfamiliar situations with candor and are less likely to judge individuals based on their cultural backgrounds (van der Zee & van Oudenhoven, 2013).

Social Initiative is connected to the "tendency to approach social situations in an active way and to take initiatives" (van der Zee & van Oudenhoven, 2001, p. 286). The personality trait enables individuals to approach interactions in an extroverted manner, actively seeking contact rather than remaining in the background (van der Zee & van Oudenhoven, 2013).

Emotional Stability refers to the capability to remain relaxed even if being confronted with troubling situations (van der Zee & van Oudenhoven, 2001, p. 286). In the intercultural context, this may refer to the uncertainty induced by multicultural surroundings. Individuals who exhibit high levels of Emotional Stability are less inclined to avoid intercultural encounters than peers who score lower within this trait (van der Zee & van Oudenhoven, 2013). Previous research has found Emotional Stability to be the only one of the five traits that may be strengthened with increasing international experience. This finding manifested in an increased sense of independence and self-confidence, which sojourners indicated to feel after staying abroad (Tracy-Ventura et al., 2016).

Flexibility is reflected in the "tendency to regard new and unknown situations as a challenge and to adjust one's behavior to the demands of new and unknown situations" (van der Zee & van Oudenhoven, 2001, p. 287). Consequently, it refers to an individual's ability to continuously adjust their strategy to operate effectively in culturally diverse settings. Furthermore, individuals exhibiting high levels of flexibility are attracted to the challenges arising from unfamiliar situations rather than perceiving them as threatening (van der Zee & van Oudenhoven, 2013).

Although the MPQ's dimensions are roughly based on the well-established scale of the Big Five personality traits, widely used in the psychological context, the traits measured by the MPQ were found to be more valuable than general personality measurements when applied to intercultural research (Wilson et al., 2013). As intercultural encounters present key characteristics of international cabin crew's work environment, the MPQ marks a suitable tool for this research.

Several studies focused on possible predictors of the presence of a multicultural personality. Dewaele and van Oudenhoven (2009) explored the effect of multicultural upbringing and bilingualism on individuals' scores on the MPQ. They found subjects raised

in a foreign country to score significantly higher in Openmindedness and Cultural Empathy and much lower on Emotional Stability than peers raised in their country of birth. Contrary, Korzilius et al. (2011) exposed that the number of foreign languages spoken by an individual and positively relates to its exhibited levels of Openmindedness and Emotional Stability. In 2016, Tracy-Ventura et al. (2016) decided to investigate whether multicultural personality traits are innate or can be enhanced through intercultural experiences, such as a stay abroad. Findings suggested that solely Emotional Stability could be acquired.

Within previous studies, multicultural personality traits were associated with individual outcomes such as professional success, social integration, and personal adjustment (van der Zee & van Oudenhoven, 2013). For instance, earlier research focused on the MPQ's value in guiding personnel selection (van der Zee et al., 2003), the intercultural adjustment of international students (Hofhuis et al., 2020; Kağrı, 2012; Leong, 2007; van Oudenhoven & van der Zee, 2002), and expatriates' adaption to multicultural surroundings (Halim et al., 2014; van Oudenhoven et al., 2003; Peltokorpi & Froese, 2012). Furthermore, the MPQ was used to predict managers' leadership styles (van Woerkom & de Reuver, 2009) and selection preferences in recruiting (Horverak et al., 2013) and proved reliable in the cross-cultural context (Leone et al., 2005; Summerfield et al., 2021). Although previous studies have explored the influence of the MPQ on employees' service quality in the hospitality sector, the instrument has not yet been used in the specific case of international cabin crew (Maslakci & Sesen, 2019).

This research will investigate how the MPQ's dimensions relate to employees' job outcomes, namely job performance, job satisfaction, and the intention to quit. As the occupational demands of international cabin crew are characterized by intercultural encounters, exhibiting multicultural effectiveness may help in enhancing job outcomes.

2.2. Job Outcomes

This study investigates a possible correlation between the dimensions of the MPQ and individual job outcomes. Job outcomes relate to various occupational results and present important indicators for organizational success (Sykes, 2015). As today's business world becomes increasingly competitive, employees' job outcomes are essential for operating as efficiently and successfully as possible in a market (Carlos & Rodrigues, 2015). This research will focus on the individual job outcomes of job performance, job satisfaction, and the intention to quit as dependent variables. While job satisfaction and the intention to quit allow

a somewhat generic approach for various occupations, job performance must be clearly defined, as different occupational requirements inhibit its uniform measurability.

2.2.1. Job Performance

Job performance can refer to different indicators, such as individual performance, group performance, or team performance, and presents an important marker for various organizational processes. As it is directly linked to an organization's economic success, it is a crucial criterion in research within business and economics. It is often referred to as "the ultimate dependent variable in human resource management" (Ramos-Villagrasa et al., 2019, p.195). This study focuses on employees' individual job performance, which contributes to the overall organizational result, and thus, must be monitored and enhanced (Sonnentag & Frese, 2002). A universal definition is difficult to provide, as each job comes with different requirements (Ramos-Villagrasa et al., 2019). However, individual job performance can be understood as an "indicator of an individual's total contribution to the goals of the organization" (Campbell & Wiernik, 2015, p.49). Organizations aim to recruit individuals who will maximize the company's output through high performance (Sonnentag & Frese, 2002). This could be, for example, flawless production of a good or the delivery of excellent service to customers. If clients are satisfied, the company's reputation is enhanced, and profits increase. Nevertheless, job performance is not only crucial for a company but also for employees. High performance on the job was not only found to promote employee satisfaction but also serves as a prerequisite for promotions and monetary rewards (Sonnentag & Frese, 2002). Furthermore, individual job performance is a dynamic and multi-dimensional concept. First, dynamic, due to its volatility over time caused by experience and learning, long-term and short-term changes. Second, individual job performance is multi-dimensional as it cannot be described by the sole exploration of one factor but includes task-specific indicators besides rather contextual factors. Most research agrees on the distinction between outcome and behavioral aspects. While the outcome dimension is more generically quantifiable and explains the results of the behavior exhibited by an individual, the behavioral aspect describes the actions taken by an individual to produce that particular outcome (Sonnentag & Frese, 2002). A large body of research was conducted on the influence of personality traits on job performance. However, most research focused on students' academic success (Trapmann et al., 2007) and specific occupational groups such as nurses (Bhatti et al., 2018), police officers (Masood et al., 2017), and teachers (Chandrasekara, 2019). A meta-analysis by Barrick and Mount (1991) disclosed a universal influence of the Big Five on job

performance, pointing out differences in the dimensions' importance depending on the occupational group. In 2014, Batthi et al. explored the relationship between the Big Five and job performance of expatriates and found a significantly positive correlation. Furthermore, Al Doghan et al. (2019) attempted to transfer the concept of personality traits influencing job performance from conventional settings to multicultural workforces and found a positive relationship between all Big Five personality traits and culturally diverse teams' job satisfaction and -performance.

In the cabin crew context, the dual nature of the occupational tasks must be considered. Therefore, various studies explored the factors determining the job performance of cabin crew (Damos et al., 2013; Jitklongsub & Suveatwatanakul, 2019; Opatha & Rathnayake, 2018). Research agrees that cabin crew members are expected to ensure safe flight operations while providing outstanding service to passengers. Earlier research within the aviation context mainly focused on the safety aspect of flight attendants' job performance (Bienefeld & Grote, 2014; Chen & Chen, 2014). However, with the increasing competition in the aviation sector, the service provided to passengers presents the critical driver of customer satisfaction and an organization's competitive advantage (Opatha & Rathnayake, 2018). Additionally, previous research on job performance determinants in the cabin crew context mostly disregarded the influence of personality traits. However, Ulufer and Soran (2019) explored the impact of the Big Five on flight attendants' ability to engage in emotional labor and disclosed a significant positive correlation.

This study will consequently focus on the service-related aspects of cabin attendants' individual job performance rather than investigating team performance or safety and security behavior. The reason for this is the continuously changing crew constellations and the lower level of required intercultural communication within the cabin crew compared to interactions between cabin crew and international passengers when offering service. As cabin attendants need to exhibit a certain level of multicultural effectiveness to function well in their highly multicultural work environment, a multicultural personality may positively affect cabin attendants' performance. For this reason and based on the presented findings concerning similar personality tests and cabin crews' job outcomes, the following hypothesis is proposed:

Hypothesis 1: International cabin attendants' multicultural personality positively relates to their job performance.

2.2.2. Job Satisfaction

Job satisfaction is a concept determining the extent to which employees harbor positive or negative feelings towards their jobs (Aziri, 2011). Although there is no uniform definition for the term, Locke (1976) provided the most widely used approach in organizational research by referring to it as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (p.1304). These attitudes towards the job were found to be caused by various factors, such as employees’ satisfaction with salaries, benefits, rewards, or the relationships with supervisors and co-workers (Nedeljkovic Knezevic et al., 2020). As individuals spend most of their lifetime at the workplace, their occupations are central to their identities. Therefore, job satisfaction accounts for a large part of general life satisfaction and is vital to maintain (Judge & Klinger, 2007). Studies have found job satisfaction to positively influence employees’ motivation, positively affecting productivity, thus increasing an organization’s economic success. Consequently, job satisfaction presents an important indicator, which was thoroughly researched in the psychological and economic context throughout the previous decades (Judge & Klinger, 2007; Lu et al., 2019).

Although theory considers job satisfaction highly situational (Therasa & Vijayabanu, 2015), Staw and Ross (1985) found it constant over time, despite changing environments and circumstances. The researchers suggested that intrinsic factors at least partly explain job satisfaction and encouraged scholars to explore how personality traits affect job satisfaction. Even though various researchers have investigated the role personality traits play in predicting job satisfaction, most studies relied on instruments other than the MPQ, as previous research rarely focused on the multicultural context. However, disclosing the personality traits that help employees feel good in multicultural work settings may offer important insights that might differ from previous findings. In 2002, a meta-analysis by Judge et al. found a strong relationship between the Big Five and job satisfaction in the organizational context. The study’s findings indicated that employees exhibiting high levels of emotional stability, extraversion, and conscientiousness are more likely to be content with their job, as they record more satisfactory results (Judge et al., 2002). Other researchers exploring the correlation among different occupational groups came to differing results. While Bostjancic (2010) and Foulkrod et al. (2010) found Emotional Stability to be a significant indicator of managers’ and trauma surgeons’ job satisfaction, C. L. Yang and Hwang (2014) concluded in Extraversion being the most influential predictor of job satisfaction of employees working in the Taiwanese banking sector. Finally, Bui (2017)

disclosed the impact of gender and age on the positive relationship between personality traits and job satisfaction, suggesting the relationship to be more complex than previous research had assumed. In 2019, Bhatti et al. first investigated the influence of personality traits on job satisfaction in a multicultural context. They found Openness to Culture and Sociability to have the most decisive influence on the job satisfaction of multicultural faculty members in higher education institutions.

Especially in the hospitality and tourism sector, the workforce is of great importance. Cabin crew is expected to exhibit high levels of attentiveness towards safety-related matters while offering a service that meets if not exceeds passengers' expectations. According to Yücel (2021), "it is impossible for an employee with a low job satisfaction level to perform the expected service and maintain customer loyalty and satisfaction" (p.212). Transferring this to the intercultural context, this research will investigate whether the personality traits measured by the MPQ relate to how cabin crew members feel about their job. Due to the characteristics measured by the MPQ being indicative of an individual's multicultural effectiveness, they may be expected to inhibit or facilitate the work of cabin crew members, thus increasing or declining their job satisfaction. Therefore, the following hypothesis will be tested:

Hypothesis 2: International cabin attendants' multicultural personality positively relates to their job satisfaction.

2.2.3. Intention to quit

Another focus will be on the influence of crew members' multicultural personalities and their intention to quit the job. Employee turnover does not only negatively affect an organization's reputation but also increases its recruitment costs. Consequently, high turnover rates, directly and indirectly, influence organizational success (Hadiyat et al., 2020). According to Kahumuza and Schlechter (2008), understanding why employees leave the organization is the most critical step in preventing high staff turnover. A large body of research investigated the reasons behind the emergence of intentions to quit and suggests salaries, managerial- and team support, social relationships, and job satisfaction to be linked to turnover rates (Kahumuza & Schlechter, 2008).

As individuals displaying low levels of job satisfaction are more likely to develop withdrawal intentions, the concepts are closely linked. Therefore, most of the above-mentioned equally apply to the intention to quit. However, researchers who have focused

explicitly on the influence of personality traits on employee turnover reported divergent results. In 2012, Jeswani and Dave conducted a study exploring the impact of the Big Five personality traits on faculty members' intentions to quit their jobs. Their findings revealed Extraversion and Agreeableness to negatively predict employees' intentions to quit. In a study conducted during the Covid-19 pandemic, Günaydin (2021) found a significantly negative influence of Conscientiousness on employees' intention to withdraw from their jobs. Finally, in a recent study, Hadiyat et al. (2020) disclosed a positive effect of Neuroticism on millennials' intention to quit their jobs. Transferring the findings to the hospitality sector, Ariyabuddhiphongs and Marican (2015) explored the influence of the Big Five on the turnover intentions of Thai hotel employees. Results supported previous research by disclosing a significant predictive value of all personality traits on the workers' intentions to quit. However, no previous study has examined a possible relationship between the MPQ and individuals' intentions to quit.

As the airline industry is severely suffering under the recent pandemic travel restrictions, sparse financial resources forced many airlines to dismiss large numbers of cabin crew members. In contrast, others offered compensation payments to motivate employees to quit. These times make research on the influence of personality traits on the intention to quit even more relevant for organizations, as it offers insights into how attachment to the firm changes in unusual situations and when money is offered, as well as in relation to individuals' varying levels of multicultural personality. In the context of cabin crew, Ulufer and Soran (2019) conducted a survey study in which they disclosed significant predictive effects of the Big Five on cabin crew members' intentions to quit. The researchers connected their findings to the unique nature of emotional labor, which refers to "the work performed by any service employee who is required, as part of his or her job, to display specific sets of emotions" (Heery & Noon, 2008, n.p.). They conclude that a specific skill set is required to successfully manage the challenges faced within the occupational group of cabin crew. Therefore, a possible connection between a multicultural personality and cabin attendants' intention to quit may exist. Based on this, the following hypothesis is introduced and will be tested:

Hypothesis 3: International cabin attendants' multicultural personality negatively relates to their intention to quit.

2.3. Mediators

The hypotheses posed in the previous part address the influence of a multicultural personality on employees' job outcomes. Should the analysis show a significant relationship, the next step is to clarify which factors are responsible for this correlation. For this purpose, intercultural communication and job-related stress are tested as mediators.

Due to the five traits measured by the MPQ influencing individuals' behaviors differently, recent research suggests a subdivision of the dimensions into social-perceptual traits and stress-buffering traits. As described in the introduction, the social perceptual traits, namely Cultural Empathy, Openmindedness, and Social Initiative, help individuals overcome cultural gaps and perceive intercultural interaction as rather challenging, than threatening. Additionally, the stress-buffering traits of Emotional Stability and Flexibility facilitate adapting to unfamiliar situations (van der Zee & van Oudenhoven, 2013). Van der Zee and van Oudenhoven (2013) attribute these dissimilarities to different physiological processes taking place in the brain. Specifically, individuals exhibiting certain character traits are more receptive to stress-inducing cues and thus more prone to anxiety. In intercultural contexts, this may result in fear and the avoidance of stressful intercultural interactions, hindering individuals' cultural adaption. Exploring this, Hofhuis, Schilderman, et al. (2020) found the MPQ to predict subjects' success in the intercultural game simulation 'Banga.' Interestingly, the researchers found Emotional Stability to lower participants' stress levels, while Social Initiative stimulated pro-active communication. Thus, high levels of multicultural effectiveness may only be achieved if individuals exhibit both social-perceptual and stress-buffering traits. Based on this, there may be expected differences in how social-perceptual and stress-buffering traits relate to cabin crews' job outcomes. Therefore, this research explores whether possible correlations discovered may be entirely or partially explained by intercultural communication and job-related stress.

2.3.1. Intercultural Communication

As globalization progresses and the world gets more interconnected, contact between individuals of different cultural backgrounds is increasingly common. With this phenomenon, the existence of intercultural communication (IC) is equally growing. Intercultural communication refers to the "sharing of information on different levels of awareness and control between people with different cultural backgrounds [...]" (Allwood, 1985, p.3). Most research agrees on two categories into which the occurrence of intercultural communication

may be classified—first, the interactions between people in a culturally diverse nation with varying cultural backgrounds. Second is the interaction that occurs when individuals travel to countries culturally different from their background, which this study focuses on. As cultural backgrounds are seminal to an one's identity, they predetermine a set of rules by which individuals live. According to Bochner (2013), essential factors that must be considered are language, non-verbal communication, traditions, social relationships, motivation, and ideologies that may differ between cultures and complicate communication. When interacting with individuals from different cultures, especially in the work setting, efficient communication must be ensured despite the previously mentioned differences. Although verbal communication plays a vital role in successful intercultural communication, one might speak a foreign language but completely misunderstands the values and habits of the culture the language is based on. To ensure efficient and respectful interactions, individuals must not only be able to understand and cope with the customs of other cultures but also respond appropriately. Consequently, a specific skill set is required to communicate with individuals from different cultures and to feel comfortable while doing so.

A large body of research focused on intercultural communication competence, the ability to successfully interact with individuals from different cultures (Gudykunst & Mody, 2001). Research on the influence of the Big Five on intercultural communication competence revealed Openness, Extraversion, and Agreeableness to positively affect cross-cultural adjustment (Sri Ramalu et al., 2010). In line with these findings, a recent study by Rings and Allehyani (2020) disclosed a positive influence of Openness and Conscientiousness and a negative impact of Neuroticism on individuals' intercultural communication competence. However, few studies explored the MPQ's predictive value toward intercultural communication competence. Hofhuis, Schilderman, et al. (2020) investigated the effect of the MPQ's dimensions on interaction effectiveness in a simulated training situation. Results showed that Emotional Stability and Social Initiative influenced participants' self-reported and peer-evaluated intercultural effectiveness significantly and positively.

Various scholars have explored the concept of intercultural communication in the cabin crew context. Research has focused on intercultural communication and cabin crews' safety behavior (Cheng, 2014) and intra-crew relationships (Seriwatana & Charoensukmongkol, 2020a). However, no previous study has focused on the role intercultural communication plays in cabin crews' service-related job outcomes and how well it may be predicted through the MPQ.

To avoid misunderstandings and interpersonal conflict, cabin attendants must be able

to develop trustful relationships with international passengers (Suthatorn & Charoensukmongkol, 2018). Therefore, this study will focus on the intercultural communication in cabin crews' interactions with foreign passengers. The Cabin Crew Anxiety Scale by Suthatorn and Charoensukmongkol (2018) was selected to measure intercultural communication competence. It explores positive and negative emotions experienced by cabin attendants during intercultural encounters with foreign passengers and acts as an indicator of intercultural communication competence. Van der Zee and van Oudenhoven (2013) found the MPQ's social-perceptual traits, namely, Cultural Empathy, Openmindedness, and Social Initiative, to give individuals confidence in stressful intercultural encounters and perceive them as a positive challenge. Thus, cabin attendants who exhibit Cultural Empathy may be able to identify with foreign passengers and understand guests' values, attitudes, and beliefs from different cultures. Furthermore, Openmindedness may help cabin attendants to approach interactions with passengers more unprejudiced. Finally, cabin attendants exhibiting high levels of Social Initiative may be expected to seek and engage in situations of multicultural contact actively. The previously explored factors enhance communication with passengers and allow cabin crew members to perform their work with less effort and possibly more pleasure. Specifically, cabin crew members scoring high on the social-perceptual traits may more effectively interact with passengers through enhanced intercultural communication competence. Cabin members competent in intercultural communication may, in turn, be expected to offer a better service to foreign passengers, feel more satisfied with their job, and feel less inclined to want to quit. In line with this, Hofhuis, Schilderman, et al. (2020) found the relationship between the social-perceptual trait of Social Initiative and multicultural interaction effectiveness to be mediated by proactive communication. Therefore, it is suggested that the relationship between the MPQ's social-perceptual traits and cabin crews' job outcomes might be explained by improved intercultural communication. This study will thus test the following hypotheses:

Hypothesis 4: The relationship between social-perceptual traits and international cabin attendants' job performance is mediated by intercultural communication competence.

Hypothesis 5: The relationship between social-perceptual traits and international cabin attendants' job satisfaction is mediated by intercultural communication competence.

Hypothesis 6: The relationship between social-perceptual traits and international cabin attendants' intention to quit is mediated by intercultural communication competence.

2.3.2. Job-Related Stress

Stress may be of psychological or physical nature and is experienced by individuals as a reaction to different stressors (Ratnawat & Jha, 2014). Stress triggers are not definable, as stressors can differ between individuals. Additionally, varying levels of stress resistance allow individuals to cope and handle stress differently (Colligan & Higgins, 2006). Although stress is widely perceived as a negative emotion, psychologists have distinguished between positive and negative stress, namely eustress and distress. Eustress is a favorable emotion experienced when a stressor gets cognitively categorized as a positive challenge, such as giving birth to a child or being promoted at work. On the other hand, distress is experienced when stressors get cognitively perceived as unfavorable, such as in catastrophic events or daily frustrations (Colligan & Higgins, 2006). This study explores the distress caused by and experienced in the workplace, specifically, cabin attendants' work environment on board an internationally traveling airplane.

Generically, job-related stress may be explained as the “psychological and physical state that results when the resources of the individual are insufficient to cope with the demands and pressure of the situation” (Eriksen, 2016, p.209). Murphy (1995) introduced five categories of stressors that occur in a work setting and may be transferred to the aviation context. First, the unique characteristics of the occupation, such as working schedule, levels of autonomy, and job requirements, must be considered. The second category is presented by the individual's role within an organization and the different levels of responsibility that follow. Third, the external work situation must be considered. Possible promotions and individual job security must be examined as workplace stressors may arise from existing and non-existing career development opportunities. Furthermore, as bullying, discrimination, or incivility among co-workers may significantly increase experienced stress levels in the workplace, the fourth category includes factors of interpersonal relationships with colleagues and managers. Relating to the context of this study, this may also have relationships and experiences with passengers with different cultural backgrounds. Finally, the last category stands for stressors arising from the prevailing organizational climate and refers to management styles or intra-organizational communication structures (Colligan & Higgins, 2006).

Previous research has investigated characteristics that help individuals cope with stress. Ozutku and Altindis (2011) explored the predictive value of the Big Five on the work stress of professionals in the Turkish health care sector. Their findings showed extroverted individuals to experience lower and neurotic individuals to experience higher levels of work stress. These findings were extended by a study by Grant and Langan-Fox (2006), who found a significant predictive value of Conscientiousness on employees' experienced job-related stress. Furthermore, a large body of research has explored the effects of stress in the workplace on employees' job performance among various occupational groups, including hospital staff (AbuAlRub, 2004; Olusegun et al., 2014), managers (Shahu & Gole, 2008), or employees of the finance sector (Wu, 2011; Ahmed, 2013). Closely linked to this, Kurniawaty et al. (2019) examined the influence of job stress on job satisfaction and the intention to quit their jobs among Indonesian bank employees and found a significant negative relationship between stress and job satisfaction, and a significant positive correlation between employees' experienced job stress levels and their turnover intentions.

This study focuses on the job-related stress experienced by international cabin crew members. The particular work requirements placed on the cabin crew make the job incomparable to regular office jobs and present general stressors (Elwezza et al., 2020). Despite the unfamiliar environment, the high physical stress caused by movement and noise levels, and the possible onset of fatigue, an excellent service should be offered besides the primary task of guaranteeing general safety. Hereby, the cabin crew is in constant contact with passengers from different countries, which may cause additional stress (Suthatorn & Charoensukmongkol, 2018), as stress may be experienced in any situation that requires behavioral adjustment (Lazarus, 2000). As explained previously, constant interaction with culturally diverse passengers may trigger stress and anxiety, as intercultural communication is not only expected but also prerequisite. To meet this requirement, flight attendants must constantly adapt to the needs and customs of other cultures. In the worst case, the resulting high exposure to stress can result in severe safety-related errors, decreased service quality, or mental issues such as burnout (Dismukes et al., 2018; Seriwatana & Charoensukmongkol, 2020b).

Therefore, when exploring the effects of a multicultural personality on international cabin crews' job outcomes, it is interesting to investigate whether the effects found may entirely or partially be explained by experienced levels of work stress. According to van der Zee and van Oudenhoven (2013), "stress-buffering traits reduce threatening experiences as a consequence of intercultural encounters, thus reducing negative affect" (p. 936). Furthermore,

the researchers found individuals scoring high on these stress-related traits to cope with uncontrollable intercultural environments more effectively than low-scorers. In line with this, Hofhuis, Schilderman, et al. (2020) found stress-buffering traits to enable individuals to stay resilient through intercultural encounters. Their study disclosed mediation effects of stress on the relationship between Emotional Stability and intercultural interaction effectiveness. Based on these findings, cabin attendants who score high in Emotional Stability and Flexibility may be expected to experience less stress during daily interactions with passengers from different cultures. While Emotional Stability may help manage to stay calm when confronted with different cultures, Flexibility may allow cabin attendants to find a common level of communication with people of other nations, thus, reducing experienced stress. Lower stress levels of cabin attendants may help them perform better at work. Based on this, the following hypothesis is introduced:

Hypothesis 7: The relationship between stress-buffering traits and international cabin attendants' job performance is mediated by job-related stress.

In addition, it is worth exploring the role stress plays in the relationship between a multicultural personality and cabin crew members' job satisfaction and their intention to quit. Previous studies have repeatedly disclosed the adverse effects of job-related stress on individuals' job satisfaction (Ahsan et al., 2009; H. C. Yang et al., 2016). In 2011, Ng et al. investigated antecedents of cabin crews' job satisfaction, where they found emotional exhaustion, closely linked to stress, to be a significant and negative predictor. Therefore, it may be expected that cabin attendants experiencing lower levels of job-related stress are more satisfied with their job, thus, less likely to quit.

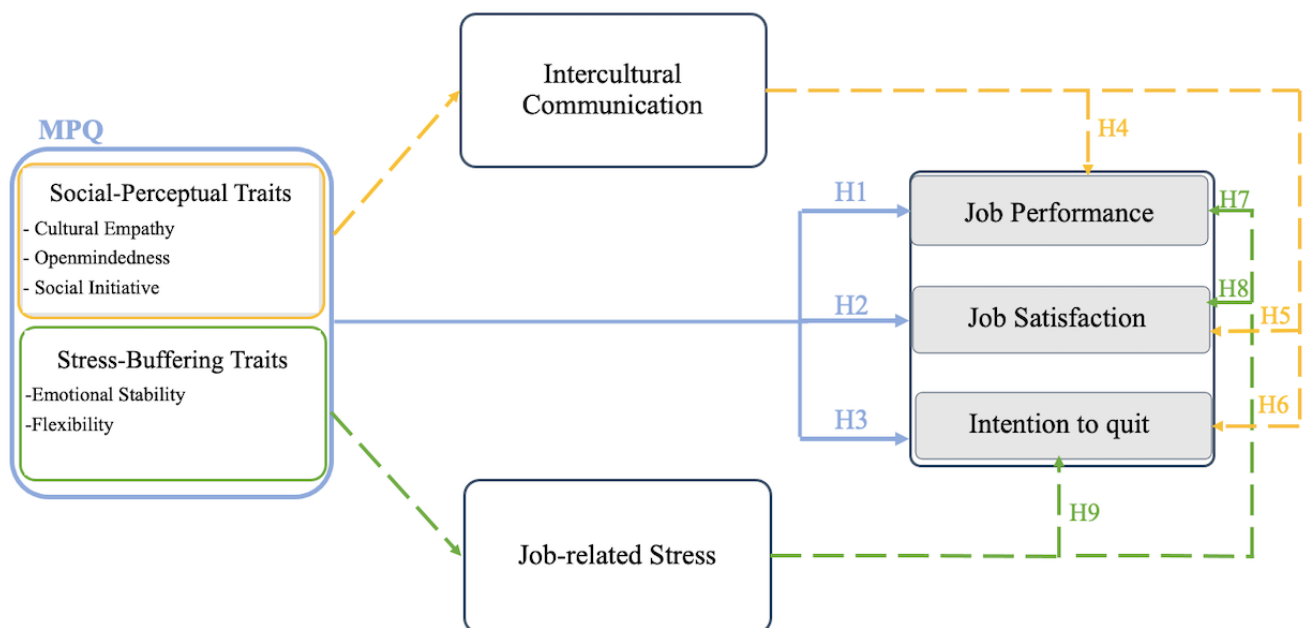
Hypothesis 8: The relationship between stress-buffering traits and international cabin attendants' job satisfaction is mediated by job-related stress.

Hypothesis 9: The relationship between stress-buffering traits and international cabin attendants' intention to quit is mediated by job-related stress.

2.4. Conceptual Model

The following conceptual model (Figure 1) summarizes the nine hypotheses posed in the previous parts and acts as a visualization of the expected relationships. The variables of relevance are depicted in squares. Arrows represent possible relationships between concepts, where dashed lines represent possible mediation effects. The model is divided into three parts. The blue component stands for H1, H2, and H3 and refers to the expected relationship between a multicultural personality and job outcomes. Second, the yellow component relates to the effect of social-perceptual traits on job outcomes and the possible mediation effect of intercultural communication (H4, H5, H6). Finally, the green section represents the relationship between stress-buffering traits and job outcomes, including possible mediation effects of job-related stress (H7, H8, H9)

Figure 2.1 Conceptual visualization of hypotheses where dotted lines represent mediation effects.



3. Methodology

The following chapter addresses the methodological decisions taken within this research. First, the deployed research design of a quantitative survey approach will be introduced and justified. Second, the study procedures will be described by offering detailed information about the survey assimilation, sampling, data collection, and processing. Additionally, the measures chosen to quantify the concepts under investigation are introduced before respective descriptive statistics are presented in a separate section.

3.1. Research Design

To answer the research questions, a quantitative approach was chosen. As the question under investigation explores the influence of an independent variable on dependent variables, namely a multicultural personality, on job outcomes, a quantitative approach is suitable (Holton & Burnett, 2005). Additionally, examining possible mediation effects of intercultural communication and job-related stress is feasible by means of quantitative methods. Furthermore, the selected quantitative approach enables the researcher to study a phenomenon in a specific target group and on a large scale, which supports the generalizability of the observations to a larger population. Based on theory, hypotheses guiding the research were developed, which will be tested using a quantitative survey method (Holton & Burnett, 2005).

It was decided to conduct a survey for data collection, as this allows gathering large amounts of factual data in an already structured manner, simplifying statistical analyses, and enabling the researcher to transfer the disclosed relationships beyond the observed sample (Matthews & Ross, 2010). As the research question aims at revealing a correlation, rather than causality, and the concepts used are all measurable, a quantitative survey study may be considered suitable (Holton & Burnett, 2005).

3.2. Procedures and Sampling

An online survey was created using Qualtrics, a software allowing the construction and customization of questionnaires. The survey created consisted of 28 questions and was pilot tested among two target group members. A first subject was asked to fill in the questionnaire at their own pace, taking a picture of each question they found unclear. Besides ensuring that the time needed to participate would not exceed 15 minutes, the subject was asked to indicate problems during participation. Within the discussion, it was mentioned that

one item (“Tries out various approaches”) of the Openmindedness dimension of the MPQ was perceived as confusing. Due to the high reliability of the instrument, and to ensure comparability to other studies, the item was not changed. Another pilot test was conducted among an older member of the population. During the second test, no uncertainties were detected, while the limit for participation time was respected.

The questionnaire was published on March 24th, with the data collection taking place over the subsequent period of four weeks. The study’s population of interest consisted of cabin crew members of all genders and ages who currently are or previously have been employed by an international airline. This means that active cabin crew members, retirees, intermittent personnel, and former flight attendants could participate, regardless of when they last worked or how long they have been employed. As this research focuses on the importance of specific multicultural character traits in the successful operation in intercultural situations, international cabin crew presents an attractive target group. The population’s exceptionally multicultural working environment is characterized by the occurrence of intercultural communication and is, therefore, eminently suitable for this study. A non-random sample was drawn from the defined population, limiting the generalizability of the results. Due to the researcher’s employment with the German airline Lufthansa AG, the sample was expected to be restrictedly representative in terms of international airlines present.

As the population of interest is difficult to reach, a non-probability purposive sampling method was used. Additionally, a snowball sampling was initiated to reach as many participants as possible. To facilitate distribution and stimulate participation (Fricker, 2017), the online questionnaire was disseminated through four private Facebook groups for Lufthansa cabin crews with an accumulated member count of 12.000. Aiming to draw a diverse sample, groups comprising cabin crew members characterized by different demographic factors were chosen. The invitation to participate was posted by providing the anonymous survey link, accompanied by a brief introduction to the researcher and the study to build trust and raise interest (Porter, 2004). Aiming at counteracting low response rates, participants were given a chance to win a 50€ gift voucher. Popular Instagram aviation accounts and influencers were asked to share the anonymous link through their profiles to distribute the survey further and generate a more diverse sample. Additionally, the researcher’s private Instagram account and those of selected friends and colleagues were utilized to share the survey invitation. Simultaneously, purposive and convenience sampling was executed by sharing the survey link through WhatsApp groups and with acquaintances

working for the company. When investigating a phenomenon within a hard-to-reach population, the snowball sampling method allows the researcher to use the participants' social networks (Fricker, 2017). Therefore, participants reached through purposive and convenience sampling were asked to forward the questionnaire to other individuals of the same occupational group. Reminders were posted in the second and third weeks after the initial invitation to enhance participation rates and signal importance.

Participants could access the questionnaire through any mobile device with an internet connection and at any time. By clicking on an anonymous link, subjects were led to the survey's introduction page, which thanked them for their participation and provided general information about the research and the approximate participation time of 10-15 minutes. Additionally, a detailed explanation of the informed consent and participants' anonymity and voluntariness were offered. Subsequently, participants were shown the first questions by confirming that they wanted to participate in the survey voluntarily and that they had read and understood the information. After completing the survey, a final screen thanked participants again and supplied them with the researcher's contact data in case additional questions occurred.

At the end of the data collection period, 311 completed responses, as well as 369 responses in progress, were collected. In the subsequent data cleaning process, the responses were checked for unusual answer patterns and unrealistic answers, which were excluded. Furthermore, it was decided to include the data of all participants who have completed a minimum of 12% of the survey, meaning the first eight questions. Finally, 457 responses ($N = 457$) were included in the further analyses. The final sample consisted of more females (56.1%) than men (12.0%). The remaining respondents withdrew participation before reaching the demographic part of the survey and therefore present missing values within these variables. Participants' ages ranged from 19 to 77, with the sample's average age being 36.95 ($SD = 13.96$). Out of the participants that have completed the demographic part of the questionnaire, most have achieved a high school degree (31.8%), followed by a Bachelor's degree (29.6%), some college degree (24.8%), and a Master's degree (11.1%). 2.2% of participants completed a professional degree, while one respondent (0.3%) obtained a Doctorate. A total of 26 different countries were indicated as a country of birth, with the majority of participants born in Germany (51.9%), followed by Austria (3.9%) and the Netherlands (3.3%). Furthermore, respondents resided in 21 countries, with Germany being the most common (53.9%). 3.5% of respondents currently live in Austria, followed by the Netherlands (2.6%), Switzerland (1.7%), and Italy (1.1%). Based on differences detected in

the country of birth and residence, it may be assumed that 53.9% of respondents are majority members. In comparison, 14.0% belong to the cultural minority within their country of residence. Additionally, 21.2% of participants were brought up in a multicultural environment, meaning at least one parent's nationality differed from the participant's nationality. In comparison, 46.9% were raised in the country both their mother and father came from. Relating to experience abroad, out of the 312 participants who answered the question, 56.1% indicated to have lived in a country other than the country they were born in for more than six months. Relating to discrimination experienced, participants were asked to indicate to what extent they agreed or disagreed with having felt discriminated against or treated unfairly by passengers or colleagues during the past six months. While 5.9% of the sample agreed (somewhat agreed, agreed, or strongly agreed) with having often felt discriminated at work, a slightly larger part (7.0%) agreed on having often felt treated unfairly. Within the part of the sample that completed the demographic questions, the average number of languages spoken was 3.55 ($SD = 1.14$), with a minimum of one and a maximum of seven languages. Regarding the demographics that queried occupational details, 72.3% of respondents indicated being currently employed as cabin crew. In contrast, 10.5% stated to have previously done the job but no longer do it. 9.2% of the sample were retired cabin crew members, while 5.2% were currently on unpaid leave. The sample's majority holds or has previously held the working position of a cabin attendant (58.7%). 5.7% stated to fulfill the role of a short-haul purser, while 3.1% indicated being long-haul pursers. The remaining respondents did not indicate their current or previous working position. The sample's average job tenure was 12,96 years ($SD = 11.75$), with a minimum of a couple of months up to 43 years. Many participants indicated to have worked for more than one airline, with the largest group of respondents being employed by Deutsche Lufthansa AG (> 50%). Within the sample, participants were engaged in leisure models reaching from 0% to 100%, where 0% represented no working hours, and 100% stood for a full-time contract. The average employment model of the sample was 74.39% of work ($SD = 25.49$). Finally, out of the respondents that completed the respective part of the questionnaire, 87.0% of participants found the statement of the Covid-19 pandemic having made their work one board more difficult to be probably, or definitely true.

Table 3.1. Descriptive Statistics Sample (N=457)

Variable	Value	Frequency	Percent
Gender	Female	257	56.1%
	Male	55	12.0%
	Prefer not to say	1	0.2%
Education	High school graduate	100	21.8%
	Some college	78	17.0%
	Bachelor's degree	93	20.3%
	Master's degree	35	7.6%
	Professional degree	7	1.5%
	Doctorate	1	0.2%
Country of Birth	Germany	238	51.9%
	Austria	18	3.9%
	Netherlands	15	3.3%
	Other	39	7.8%
Country of Residence	Germany	247	53.9%
	Austria	15	3.3%
	Netherlands	12	2.6%
	Switzerland	8	1.7%
	Other	29	6.4%
Nationality Mother	Germany	206	45.0%
	Austria	17	3.7%
	Netherlands	14	3.1%
	Other	221	48.2%
Nationality Father	Germany	214	46.7%
	Austria	21	4.6%
	Netherlands	14	3.1%
	Other	209	45.6%

Minority/Majority	Majority	247	53.9%
	Minority	64	14.0%
Multicultural Upbringing	Yes	97	21.2%
	No	215	46.9%
Experience Abroad	Yes	175	38.2%
	No	137	29.9%
Employment Status	Currently employed	331	72.3%
	Unpaid leave	24	5.2%
	Retired	42	9.2%
	No longer do the job	48	10.5%
	Other	12	2.6%
Working Position	Flight attendant	269	58.7%
	Purser I (short-haul)	26	5.7%
	Purser II (long-haul)	14	3.1%
	Other	4	0.9%
Airline	Lufthansa	242	52.84%
	Other	58	12.66%

	Range	<i>M</i>	<i>SD</i>
Age in years	19 - 77	36.95	13.94
Job tenure	0 - 43	12.96	11.75
Leisure model	0 – 100	74.39	25.49
Languages	1-7	3.55	1.14
Discrimination	1-7	1.96	1.36
Unfair treatment	1-7	2.04	1.39

3.3. Measurements

The survey measured the concepts of multicultural personality, job performance, job satisfaction, the intention to quit, intercultural communication, and job-related stress. To operationalize these concepts, established scales were borrowed from relevant academic literature. In addition, various demographic variables were queried.

Multicultural Personality was measured by making use of the short version Multicultural Personality Questionnaire (van der Zee et al., 2012; van der Zee & van Oudenhoven, 2000, 2001), which examines personality traits that are useful for successful engagement in intercultural interactions. The 40-item MPQ consists of five sub-scales, namely Cultural Empathy, Open-mindedness, Social Initiative, Emotional Stability, and Flexibility, and has proved reliable within the scope of previous research. Statements describing different personality characteristics were presented, uniformly starting with “I consider myself as someone who...”. Participants were asked to indicate to what extent they perceived them applicable. Due to a programming mistake, eight of the 40 questions were queried on a 5-point Likert Scale instead of a 7-point Likert Scale where 1 = strongly disagree/ 5= strongly disagree, 1 = strongly disagree/ 7 = strongly agree. During the process of data preparation, the scales of the respective eight items were converted into a 7-point Likert Scale to ensure comparability. New values were assigned to the selected answers, where the new scale intervals have been increased from 1 to 1.5.

CE was measured by eight items concerning the sensitivity of individuals to other cultural standards, where a higher score indicates a higher level of CE. Examples of items are “...pays attention to the emotion of others”, “...is a good listener”, and “...senses when others get irritated” (van der Zee et al., 2012, p. 122). Two of the scale’s items (“Pays attention to the emotions of others”, and “Is a good listener”) did not show normality and were highly skewed to the right. This is not surprising as empathy is a characteristic that recruiters specifically look for when considering candidates for the job. Therefore, it was decided, to include the items in the further analyses. The Cronbach’s α was found to be .71 and the mean of the scale was 5.79 with a standard deviation of 0.76.

OM was measured by eight items relating to an individual’s attitude towards different cultural backgrounds, where high scores indicated the presence of an unprejudiced attitude. Items are for instance “...tries out various approaches”, “...Is looking for new ways to attain his or her goal”, and “...starts a new life easily” (van der Zee et al., 2012, p. 122). The Cronbach’s α was .66. The mean of the scale was found to be 5.16 with a standard deviation

of 0.76. Although the scale's reliability was not ideal, the Cronbach's α was found to be good enough.

SI was measured by eight items referring to actively seeking out and initiating social interactions. The higher participants' scores within this scale, the greater their SI. Exemplary items are presented by "...takes initiative", and "...is often the driving force behind things" (van der Zee et al., 2012, p. 122). – The Cronbach's α was found to be .75 and the mean of the scale was 4.96 with a standard deviation of 0.91.

ES was measured by eight items relating to an individual's capability to stay calm in agitating situations. Items are for instance "...keeps calm when things don't go well", and "...is not easily hurt" (van der Zee et al., 2012, p. 122). High scores within this dimension are indicative of high levels of ES. Cronbach's α was found to be .80 and the mean of the scale was 4.50 with a standard deviation of 1.1.

FX was measured by eight items concerning the capability to adjust to unfamiliar situations. All items were presented in a reversed manner such as "...looks for regularity in life", "...likes routine", and "...works according to strict rules" (van der Zee et al., 2012, p. 122). As all the scale's items were reversed, low scores within this scale indicated an individual's high FX. The Cronbach's α was .77. The mean of the scale was found to be 3.13 with a standard deviation of 0.93.

Job Performance (JP) was measured using an adjusted version of the SERVQUAL Scale by Parasuraman et. al (1988). The original scale consists of 22 items in 11 pairs and was created to generically measure service quality within two dimensions. While 11 items query the service quality experienced by customers, the subsequent 11 items ask employees to indicate the perceived quality of service they offered. Service quality is then examined by exploring the discrepancies between the answers given by customers and service employees. It must be mentioned that cabin crews' primary responsibility is to ensure safe flight operations before offering passengers an attractive range of services. However, when investigating the effects of a multicultural personality and intercultural communication competence, the service aspect was found to have a greater significance in the emergence of intercultural interactions. Therefore, this study makes use of the 11 SERVQUAL items measuring employees' self-administered quality of service. Specifically, the 11 items introduced by Malhotra and Mukherjee (2004) were slightly modified to fit the context of cabin crew. To provide a consistent framework for the study, participants were asked to answer the questions referring to the period of the last six months, or to the last six months of

their work as a cabin crew member. Therefore, they were required to indicate to what extent the presented statements represented the service they offered to passengers on a 7-point Likert scale (1 = strongly disagree, 7 = strongly agree). Exemplary items used in the questionnaire were “I can understand the specific needs of my passengers”, “I perform the service right the first time” (cf. Malhotra and Mukherjee, 2004, p.173), where higher scores indicated a better performance on the job. The reliability analysis showed high reliability with a Cronbach’s α of 0.84. The mean of the scale was found to be 5.78 with a standard deviation of 0.61.

Job Satisfaction (JS) was measured using an adjusted version of the 10-item Generic Job Satisfaction Scale by Macdonald and MacIntyre (1997). The scale relates to employees’ attitudes towards occupational characteristics and the job itself. It was consequently found to be reliable in cross-sectoral (Macdonald & MacIntyre, 1997), as well as cross-cultural (Andrade et al., 2020) contexts, and is generally suitable for application to the case of cabin crew. This study made use of six items of the introduced scale, as these were found to best fit the aviation context. The item “I feel secure about my job” (Macdonald & MacIntyre, 1997, p.10) has been removed due to the surge in dismissals caused by the Covid-19 pandemic, and the general uncertainty associated with it. Additionally, “I believe management is concerned about me” (Macdonald & MacIntyre, 1997, p.10) was deleted due to the ambiguity of the word ‘concerned’, and the expected lack of clarity among the largely German-speaking sample. Furthermore, the item “On the whole, I believe work is good for my physical health” (Macdonald & MacIntyre, 1997, p.10) has been omitted. As the unique working conditions associated with working in an aircraft are not known to be conducive to good health, the inclusion of this item may have distorted the results. Finally, “I feel good about my job” has been deleted. Due to the number of concepts under investigation in this study, this question was omitted to keep the participation time feasible. Examples of the items included are “I receive recognition for a job well done” and “I feel good about working at this company” (Macdonald & MacIntyre, 1997, p.10). Individuals were asked to indicate to what extent they identified with the statements presented on a 7-point Likert scale, where 1 = strongly disagree, and 7 = strongly agree. The higher the scores on this scale, the more satisfied participants were with their occupations. Cronbach’s α was found to be .77 and the mean of the scale was 4.96 with a standard deviation of 0.97.

Intention to quit (ITQ) was measured by four items. First, the study made use of the Job Withdrawal Intention scale by Cohen (1993), created to measure employees’ intentions to leave their job. The three-item scale queries participants regarding their intent to leave the

company as well as their quest for new job opportunities. Cohen (1993) based the three items on Mobley et al.'s (1979) definition of drivers behind employee turnover. Furthermore, as the airline industry finds itself under severe pressure caused by the pandemic-induced travel restrictions, airlines are increasingly offering severance payments. Therefore, an additional question connected to attitudes towards compensation offers was created and included to take contemporary developments into account. Participants were asked to indicate to what extent the statements were representative of their attitude on a 5-point Likert scale, where 1 = Does not describe my feelings and 5 = Clearly describes my feelings. Examples of items included are "I think a lot about leaving the organization", and "I am actively searching for an alternative to the organization" (Cohen, 1993, p.79), and "If my organization would offer me an adequate severance offer, I would quit". Consequently, higher scores within this scale were indicative of greater withdrawal intentions. The reliability analysis showed high reliability with a Cronbach's α of 0.90. The mean of the scale was found to be 1.78 with a standard deviation of 1.01, indicating low withdrawal intentions within the sample.

The competence to successfully engage in *Intercultural Communication* (ICC) was measured using ten items of the Cabin Crew Anxiety Scale by Suthatorn and Charoensukmongkol (2018), who modified the Occupational Anxiety Scale by Gudykunst and Nishida (2001) to suit the specific case of flight crew. The original scale consists of 11 items referring to feelings experienced when interacting with foreign passengers and showed reliability in the aviation context. As the interaction with foreign passengers and the resulting high levels of intercultural communication may be stressful, an examination of feelings experienced during these encounters are valuable. Participants were asked to think back to the flights they have been working on during the last six months, or the last six months before they quit. All items were uniformly worded, such as "I felt calm during my interaction with the foreign passenger" (Suthatorn and Charoensukmongkol, 2018, p.444). Suthatorn and Charoensukmongkol (2018) found the scale to be highly reliable in the cabin crew context. To simplify the display of the questions, the items were slightly rearranged, offering the beginning of the sentence once, before displaying the ten adjectives. Participants were requested to indicate to what extent the adjectives presented described their feelings during intercultural interactions on a 7-point Likert scale, where 1 = strongly disagree, and 7 = strongly agree. As four items represented positive emotions, and six items portrayed negative emotions, the latter were reversed for the analyses. Therefore, higher scores within this scale stood for greater competence in intercultural communication. The Cronbach's α was found to be .77 and the mean of the scale was 5.51 with a standard deviation of 0.68. Although the

removal of item four (“I felt composed during my interaction with the foreign passengers in this flight.”) would have improved the Cronbach’s α to 0.79, the change was not found to be sufficient to justify the item’s removal.

To measure cabin crews’ *Job-Related Stress*, an adjusted version of the Job Stress Scale by Parker and DeCotiis (1983) was utilized. The original scale includes 13 items relating to individuals’ work-life balance, perceived job demands, and self-efficacy. Although few studies explore the topic of work stress among the occupational group of cabin crew, no scale was found to be unreservedly ideal. Consequently, the scale was adjusted to fit the aviation context. Three questions were removed, as they were found not to be representative of the occupational characteristics. For instance, “I feel guilty when I take time off from job” has been excluded, as the work as a cabin crew is not characterized by flexible work scheduling. Examples of items included are “My job gets to me more than it should”, “I frequently get the feeling like I am married to the company”, and “Working here leaves little time for other activities” (Parker & DeCotiis, 1983, p.169). Individuals were asked to indicate to what extent the presented statements represented their feelings on a 7-point Likert scale, where 1 = strongly disagree, and 7 = strongly agree. The higher participants scored on this scale, the higher their experienced levels of job-related stress. One of the scale’s items (“I sometimes dread the telephone ringing at home because the call might be job-related”) did not show normality and was skewed to the left. A possible explanation may be given by the legally imposed rest periods making spontaneous activation a rarity. Therefore, it was decided not to exclude the item. Reliability analyses showed high reliability with a Cronbach’s α of 0.88. The mean of the scale was found to be 2.95 with a standard deviation of 1.22, indicating low levels of job-related stress within the sample.

To limit the influence of other contributing factors on the results, a total of 16 *control variables* were included in the questionnaire. The first seven questions presented general demographic variables, such as *age*, *gender*, *educational level*, *country of residence*, and *country of birth* of participants, and their parents. Age was queried by asking participants to indicate their age in years, where higher values implied higher ages. Country of residence, as well as the countries of birth, were asked by using a free text field. By recording this information, participants’ minority/majority status, as well as a possible multicultural upbringing could be determined. The remaining nine variables referred to specific factors and occupational features that were expected to possibly have an influence on the relationships observed within this study. First, the factors of *changes in work demands*, *experienced discrimination*, *experience abroad*, and *language proficiency* were examined.

Changes in work demands referred to the global pandemic, and the difficulties arising from restrictions and increased safety regulations. To avoid the possibility of the results being distorted, it was decided to include the control variable. Therefore, participants were asked if the pandemic has made their job increasingly difficult. Answers were accepted on a 5-point Likert scale, where 1 = definitely false and 5 = definitely true.

Experienced discrimination was measured by two questions asking respondents if they often felt discriminated against or treated unfairly due to individual characteristics, such as age, gender, sexual orientation, or religious beliefs. Participants were invited to refer to flights that have taken place in the last six months, or the last six months before they quit, and were asked to indicate their answers on a 7-point Likert scale, where 1 = strongly disagree and 7 = strongly agree. As both items did not show normality and were highly skewed to the left, it was decided to exclude the variables for further analyses.

Experience abroad was included, as a willingness to move one's life to a foreign country may be indicative of the presence of certain characteristics. The variable was measured by one item, asking respondents if they have lived in another country than their country of birth for more than six months. Answer choices were 1 = Yes, and 2 = No.

Language proficiency was measured by one question, asking respondents to state the languages they spoke, and select their proficiency level from a drop-down menu. It was decided to include this item, as the number of languages spoken, as well as a bilingual upbringing, may prove indicative of the ability to successfully engage in intercultural communication. A maximum of seven languages could be inserted, and the proficiency levels ranged from 1 = Elementary proficiency to 5 = Native/Bilingual Proficiency.

Second, occupational features were queried with additional six questions, namely *current employment status*, *year of last flight*, *airline*, *job tenure*, *working position*, and *leisure model*.

Current employment status was explored by one question. Participants were asked to choose their current occupational situation from five options. Options were presented by “I am currently employed as cabin crew”, “I am currently on an unpaid leave”, “I retired from working as cabin crew”, “I have previously been working as cabin crew, but no longer do the job”, and “Other”.

Year of last flight was queried by one question asking participants to indicate the year they have last worked as a flight attendant in. Answers were given in four-digit numbers, with a maximum of 2022, where higher numbers indicated a more recent withdrawal from the occupation. Due to the outbreak of the Covid-19 pandemic in 2020, all Covid-related

questions were only displayed if the answer to the question was ≥ 2020 .

The *Airlines* that respondents were employed with were explored by one question. Participants were asked to indicate the airline they have been working for in a free text field. Multiple answers were possible.

Job tenure was measured by asking participants how many years they have been working as cabin crew members. Answers were given in numbers, where higher numbers mean a greater job tenure.

Working position was queried by asking participants what their current position on board is. Respondents who retired from working as cabin crew members were asked to indicate their last position on board before leaving the job. Answers were based on the working positions at Deutsche Lufthansa AG, as most respondents were expected to be connected to that organization. Answer choices were presented by “Flight attendant,” “Purser I (short-haul purser) or equivalent,” and “Purser II (long haul purser) or equivalent.” For respondents who did not feel like the proposed answers were representative of their job position, the option “Other, namely:” was included.

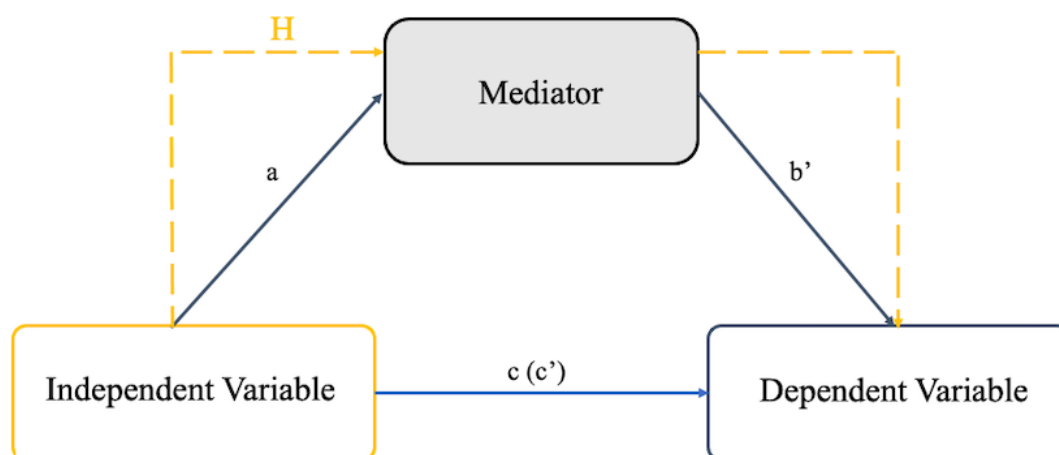
Finally, *leisure model* was examined by asking respondents about the percentage of duty they have been operating during the previous six months, respectively, the last six months working as a cabin crew member. The answers could be given in a free text field, after the exemplary answers of 0% = not at all, and 100% = full time. As most flight attendants work within flexible models, it is common to base working contracts on leisure models referring to a percentage of working time.

3.4. Analyses

This study investigates the influence of a multicultural personality on the job outcomes of international cabin crew members. Therefore, regression analyses are conducted to explore a possible relationship between the dimensions of the MPQ and international cabin crews’ job outcomes, namely job performance, job satisfaction, and intention to quit. Regression analyses presented an appropriate tool as the included variables were measured on continuous scales (Pallant, 2016). If any of the relationships examined are found to be significant, the next logical question is what is causing that correlation. Mediation analyses are then performed for regressions indicating a significant influence between the independent and dependent variables. The mediation analyses conducted in Chapters 4.2 and 4.3 follow the steps recommended by Baron and Kenny (1986). The researchers propose the preparatory

exploration of individual significances of the relationships between 1) the independent variable and the dependent variable ($= c$), 2) the independent variable and the mediator ($= a$), and 3) the mediator and the dependent variable ($= b$) (see Figure 3.1). If at least the effects of c and a are significant, a mediation analysis may be conducted. Therefore, the independent variable, and the mediator function as predictors in a multiple regression analysis, with the dependent variable being entered as a criterion. By checking for changes in significance and the standardized B values ($= c'$), conclusions can be drawn as to whether there is a complete, partial, or no mediation. In case a full or a partial mediation is expected, the significance of the effects is explored by calculating *Sobel's Z* value. Ultimately, hypotheses can be accepted or rejected.

Figure 3.1. Modell Mediation Analyses with Unstandardized B values a and c (preparatory analyses) and b' and c' (mediation analyses)



3.5. Descriptive Statistics

This section offers an overview of descriptive statistics of the measures used in this study and presented in the previous sub-chapter (Table 3.2). Additionally, a correlation matrix is provided, giving insights into possible correlations between the variables (Table 2.3).

Table 3.2. Descriptive Statistics of Measures

Measure	M	SD	Minimum	Maximum	Cronbach's α
Cultural Empathy	5.80	0.76	1.00	7.00	.71
Openmindedness	5.16	0.76	2.25	7.00	.66
Social Initiative	5.00	0.91	1.75	7.00	.75
Emotional Stability	4.50	1.15	1.00	7.00	.80
Flexibility	3.13	0.93	1.00	7.00	.76
Job Performance	5.78	0.61	1.00	7.00	.84
Job Satisfaction	4.96	0.97	1.17	6.83	.77
Intention to quit	1.78	1.01	1.00	5.00	.90
Intercultural Communication	5.51	0.68	3.20	7.00	.77
Job-related Stress	2.95	1.10	1.00	6.60	.88

Table 3.3. Pearson Correlations of Measures

Measure	1	2	3	4	5	6	7	8	9	10
1. Cultural Empathy	1	.52**	.26**	.09	-.29**	.46**	.20**	-.13*	.26**	-.08
2. Openmindedness	.52**	1	.39**	.09	-.07	.42**	.14**	-.04	.30**	-.01
3. Social Initiative	.26**	.39**	1	.31**	.12*	.22**	.16**	-.09	.32**	-.13*
4. Emotional Stability	.09	.09	.31**	1	.24**	.18**	.14*	-.14*	.39**	-.30**
5. Flexibility	-.29**	-.07	.12*	.24**	1	-.07	-.14*	.07	.15**	-.13*
6. Job Performance	.46**	.42**	.22**	.18**	-.07	1	.41**	-.16**	.38**	-.06
7. Job Satisfaction	.20**	.14**	.16**	.14*	-.14*	.41**	1	-.40**	.12*	-.22**
8. Intention to quit	-.13*	-.04	-.09	-.14*	.07	-.16**	-.40**	1	-.06	.40**
9. Intercultural Communication	.26**	.30**	.32**	.39**	.15**	.38**	.12*	-.06	1	-.25**
10. Job-related stress	-.08	-.01	-.13*	-.30**	-.13*	-.06	-.22**	.40**	-.25**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

4. Results

To test the nine hypotheses posed in Chapter two, regression analyses were conducted using the 28.0.0.0 version of IBM SPSS Statistics. Table 4.1 overviews the significant correlations between control and outcome variables relevant to this study. As Pearson Correlations may only be calculated for continuous variables, categorical and non-normally distributed variables were disregarded. The disclosed significant correlations between age and job tenure may suggest that employees get better at the job as they gain experience. In contrast, poorly performing employees are more likely to leave the company at earlier stages. By controlling all subsequent analyses for these variables, their possible effects on the dependent variables are filtered out of the results.

Chapter 4.1 explores the relationship between the MPQ's dimensions and job performance, job satisfaction, and the intention to quit. Subsequently, possible mediation effects of intercultural communication (4.2) and job-related stress (4.3) are examined for the significant relationships. A table or a figure summarizing and visualizing the findings is presented for each analysis conducted. The final section of this chapter provides the reader with a summary of the findings.

Table 4.1. Pearson Correlations between Outcome Variables and Control Variables.

	Job Performance	Job Satisfaction	Intention to quit	Intercultural Communication	Job-related stress
Age	.21**	.22**	-.13*	.24**	-.16**
Gender	.06	.13*	-.21**	-.10	-.08
Job tenure	.19**	.19**	-.10	.27**	-.16**
Leisure model	-.02	-.03	.07	.01	.22**
Majority Member	-.08	.01	-.06	-.12*	-.01
Nr. of Languages	.08	-.08	-.08	.07	.02
Work requirements	.11	-.11	.01	.07	.15*
Experience abroad	.02	-.10	.06	.04	-.08

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

4.1. Relationship between the MPQ and Job Outcomes

4.1.1. MPQ – Job Performance

To examine the effect of the MPQ on job performance (H1), a multiple regression analysis was conducted. Therefore, job performance was included as the dependent variable and the five dimensions of the MPQ were entered as independent variables. The resultant model showed significance, $F(7, 299) = 18.75$, $R^2 = .29$, $p < .001$, with significant positive associations of CE ($b^* = .30$, $SE = .06$, $p < .001$), OM ($b^* = .25$, $SE = .06$, $p < .001$), ES ($b^* = .12$, $SE = .03$, $p = .025$), and FX ($b^* = -.14$, $SE = .04$, $p = .006$). Unexpectedly, SI ($b^* = -.03$, $SE = .05$, $p = .599$) did not show significance in predicting cabin crews' job performance.

In order to avoid multicollinearity of the MPQ's dimensions, the individual relationships between the traits and job performance were tested in five separate linear regressions. Consequently, CE, OM, SI, and ES showed significant predictive values towards cabin crews' job performance (see Table 4.2). Therefore, H1 may be accepted for all traits except FX.

Table 4.2. Hypothesis Testing Relationship individual effects: MPQ dimensions - Job Performance (N=457)

Predictors	Model			Coefficients			
	R^2	F	p	b^*	$S.E.$	t	p
Cultural Empathy	.24	32.31 (3, 303)	< .001	.45	.050	8.888	< .001
Openmindedness	.20	26.54 (3, 303)	< .001	.41	.048	7.902	< .001
Social Initiative	.07	8.21 (3, 303)	< .001	.19	.045	3.153	.002
Emotional Stability	.06	7.34 (3, 303)	< .001	.16	.034	2.728	.007
Flexibility	.05	5.76 (3, 303)	< .001	-.10	.042	-1.710	.088

4.1.2. MPQ – Job Satisfaction

Second, a multiple regression analysis with the MPQ's dimensions as predictors and job satisfaction as a criterion was performed (H2). The resultant model showed significance, $F(7, 299) = 6.64$, $p < .001$, $R^2 = .11$, with CE ($b^* = .13$, $SE = .10$, $p = .045$), and ES ($b^* =$

.14, $SE = .06$, $p = .03$) predicting job satisfaction significantly and positively. Unexpectedly, FX showed a significant negative influence on cabin attendants' job satisfaction ($b^* = -.23$, $SE = .07$, $p < .001$). SI ($b^* = .02$, $SE = .08$, $p = .717$) and OM ($b^* = .03$, $SE = .10$, $p = .661$) were not found to be significant predictors.

Subsequently, the dimensions were independently checked as predictors of job satisfaction. Within the linear regression analyses, CE was the only trait influencing cabin attendants' job satisfaction significantly and positively. FX again showed a significant negative association with job satisfaction (see Table 4.3). Based on the linear regression analysis, H2 may be accepted for CE.

Table 4.3. Hypothesis Testing Relationship individual effects: MPQ dimensions - Job Satisfaction (N=457)

Predictors	Model			Coefficients			
	R^2	F	p	b^*	$S.E.$	t	p
Cultural Empathy	.07	9.18 (3, 303)	< .001	.18	.09	3.248	.001
Openmindedness	.05	6.77 (3, 303)	< .001	.11	.44	1.918	.056
Social Initiative	.05	6.20 (3, 303)	< .001	.09	.07	1.434	.153
Emotional Stability	.06	6.48(3, 303)	< .001	.10	.05	1.688	.092
Flexibility	.08	9.57 (3, 303)	< .001	-.19	.07	-3.414	< .001

4.1.3. MPQ – Intention to quit

Finally, a multiple regression analysis was conducted to examine the influence of the MPQ on cabin crew members' withdrawal intentions (H3). The resultant model showed significance, $F(7, 238) = 2.85$, $p = .007$, $R^2 = .05$, with ES ($b^* = -.16$, $SE = .07$, $p = .021$) influencing cabin attendants' intention to quit significantly and positively. CE ($b^* = -.14$, $SE = .12$, $p = .055$), OM ($b^* = .07$, $SE = .13$, $p = .382$), SI ($b^* = -.01$, $SE = .01$, $p = .854$), and FX ($b^* = .12$, $SE = .08$, $p = .06$) did not show significance in predicting cabin crews' job withdrawal intentions.

Five separate linear regression analyses were performed to test the traits' individual effects, with CE and ES displaying significant and negative predictive values towards the

intention to quit (see Table 4.4). Consequently, H3 may be accepted for the traits of CE and ES.

Table 4.4. Hypothesis Testing Relationship individual effects: MPQ dimensions – Intention to quit (N=457)

Predictors	Model			Coefficients			
	<i>R</i> ²	<i>F</i>	<i>p</i>	<i>b</i> [*]	<i>S.E.</i>	<i>t</i>	<i>p</i>
Cultural Empathy	.03	3.83 (3, 342)	.010	-.14	.10	-2.137	.034
Openmindedness	.02	2.36 (3, 342)	.072	-.03	.10	-0.507	.619
Social Initiative	.02	2.58 (3, 342)	.054	-.06	.09	-0.959	.338
Emotional Stability	.03	3.72 (3, 342)	.012	-.13	.06	-2.059	.041
Flexibility	.02	3.03 (3, 342)	.030	.09	.08	1.489	.138

4.2. Mediator Intercultural Communication

The following section examines possible mediation effects of Intercultural Communication Competence in the relationship between the social perceptual traits of Cultural Empathy, Openmindedness, and Social Initiative and cabin attendants' job outcomes. To ensure that all conditions for a mediation analysis are met, preliminary regression analyses are performed according to the steps explained in Chapter 3.4. First, the mediation effects of Intercultural Communication Competence will be explored for the social-perceptual traits that were found to significantly predict cabin crew's job performance, namely Cultural Empathy, Openmindedness, and Social Initiative (H4). Subsequently, Intercultural Communication Competence will be tested as a mediator for the relationship between Cultural Empathy and Job Satisfaction (H5). Finally, possible mediation effects of Intercultural Communication Competence on the relationship between Cultural Empathy and the Intention to Quit will be examined (H6).

4.2.1. Social-perceptual traits – Job performance

Cultural Empathy – Job Performance

Within the conduct of the preparatory regression analyses, CE showed a significant, positive predictive value towards cabin crews' job performance ($b^* = .45, p < .001, c = .44$), and ICC ($b^* = .27, p < .001$). Additionally, ICC showed a significant, positive predictive value towards cabin crews' job performance ($b^* = .38, p < .001$). As all individual relationships were found to be significant, the requirements for the conduction of mediation analyses were met (Figure 4.1). The model resulting from the mediation analysis showed significance, with $F(4,302) = 33.62, p < .001, R^2 = .30$. As CE still had a significant positive influence on job performance ($b^* = .37, p < .001$), when ICC ($b^* = .28, p < .001$) was added to the model, and $c = .44$ decreased to $c' = .37$, a partial mediation was disclosed. As the *Sobel's Z* was significant, it may be concluded that a part of the relationship between CE and job performance may be explained through the occurrence of improved ICC ($c = .44, p < .001, c' = .37, p < .001, \text{Sobel's } Z = 3.67, p < .001$). Consequently, H4 is confirmed for Cultural Empathy.

Figure 4.1. Mediation effect of ICC on the relationship between Cultural Empathy and Job Performance with corresponding unstandardized B values for a, b, b', c , and c' .

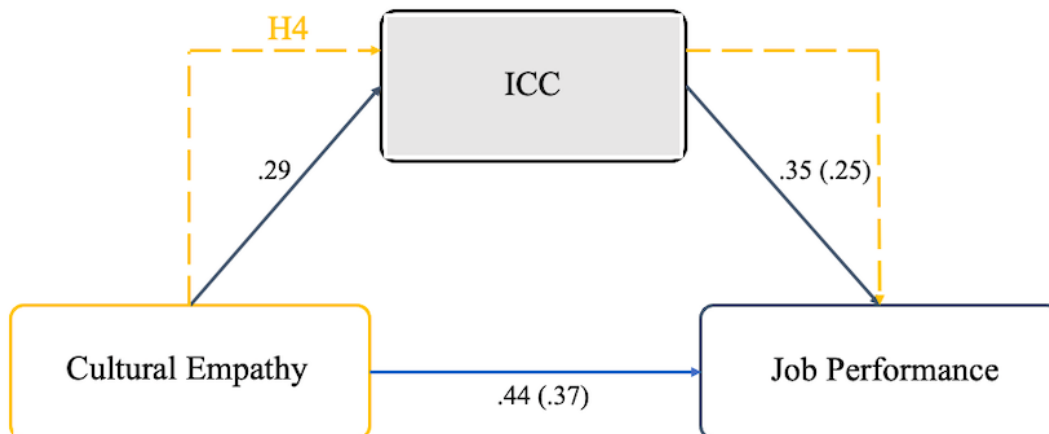


Table 4.5. Statistics of preparatory and mediation analysis of ICC on the relationship between Cultural Empathy and Job Performance.

Relationship	Model			Coefficients			
	R^2	F	p	b^*	B	$S.E.$	p
CE → JP	.26	32.21 (3, 303)	< .001	.45	.44	.05	< .001
CE → ICC	.13	16.74 (3, 303)	< .001	.27	.29	.06	< .001
ICC → JP	.18	22.36 (3, 303)	< .001	.38	.35	.05	< .001
CE (ctrl. ICC) → JP	.30	33.62 (4, 302)	< .001	.37	.37	.05	< .001

Openmindedness – Job Performance

Another significant relationship was found between the social-perceptual trait OM and cabin crews' job performance. Consequently, this relationship was checked for possible mediation effects of ICC. The preparatory regression analyses revealed OM to have a significant, positive influence on job performance ($b^* = .41, p < .001, c = .38$), and ICC ($b^* = .31, p < .001$). Furthermore, ICC showed a significant and positive influence on job performance ($b^* = .38, p < .001$). Consequently, a multiple regression analysis was performed, examining how much of the influence of OM on job performance may be explained by improved ICC (Figure 4.2). The model was found to be significant, $F(4, 302) = 28.34, p < .001, R^2 = .26$, with OM still showing significance in predicting cabin crews' job performance ($b^* = .33, p < .001$), even when controlled for ICC ($b^* = .28, p < .001$). Additionally, $c = .38$ decreased to $c' = .30$ with the *Sobel's Z* value being significant, meaning that improved ICC explains parts of the influence OM holds on cabin crews' job performance ($c = .38, p < .001, c' = .30, p < .001, \text{Sobel's } Z = 3.87, p < .001$). Therefore, H4 is accepted for Openmindedness.

Figure 4.2. Mediation effect of ICC on the relationship between Openmindedness and Job Performance with corresponding unstandardized B values for a, b, b', c, and c'.

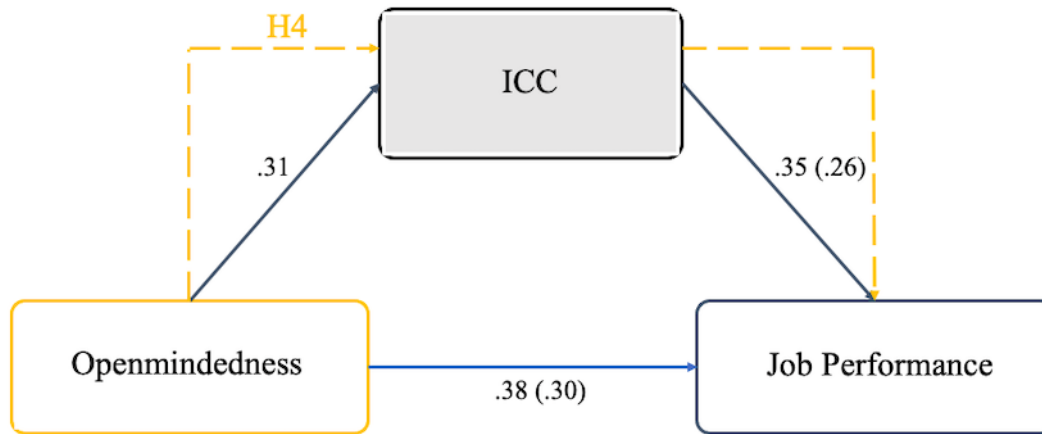


Table 4.6. Statistics of preparatory and mediation analysis of ICC on the relationship between Openmindedness and Job Performance.

Relationship	Model			Coefficients			
	R^2	F	p	b^*	B	$S.E.$	p
OM → JP	.20	26.54 (3, 303)	< .001	.41	.38	.05	< .001
OM → ICC	.16	19.80 (3, 303)	< .001	.31	.31	.05	< .001
ICC → JP	.18	22.36 (3, 303)	< .001	.38	.35	.05	< .001
OM (ctrl. ICC) → JP	.26	28.34 (4, 302)	< .001	.33	.30	.05	< .001

Social Initiative – Job Performance

Additionally, the relationship between SI and job performance was found to be significant in the regression analyses conducted in 4.1.1. Therefore, it was explored if the association between SI and job performance may be explained by improved ICC. SI was found to have a significant positive influence on cabin crews' job performance, ($b^* = .19$, $p = .002$, $c = .14$), and ICC ($b^* = .27$, $p < .001$, $a = .22$). Additionally, ICC was found to significantly predict cabin crews' job performance ($b^* = .38$, $p < .001$), with the slope being

positive (Figure 4.3). The model resulting from the mediation analysis was significant, $F(4, 302) = 17.47, p < .001, R^2 = .19$. SI was not found to be significant anymore ($b^* = .0, p = .117$), when controlled for ICC ($b^* .36, p < .001$) and $c = .14$ decreased to $c' = .07$, meaning the full effect of SI on job performance may be explained by improved ICC. To check whether the mediation effect was significant *Sobel's Z* value has been calculated ($c = .14, p = .002, c' = .07, p = .117, \text{Sobel's } Z = 3.79, p < .001$). Due to the significance of the *Sobel's Z* value, H4 is accepted for Social Initiative.

Figure 4.3. Mediation effect of ICC on the relationship between Social Initiative and Job Performance with corresponding unstandardized B values for a, b, b', c, and c'.

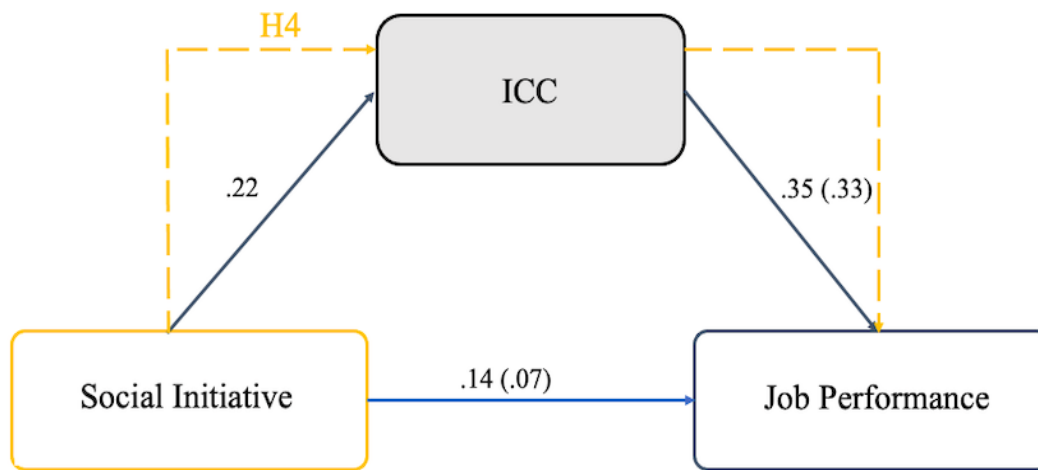


Table 4.7. Statistics of preparatory and mediation analysis of ICC on the relationship between Social Initiative and Job Performance.

Relationship	Model			Coefficients			
	R^2	F	p	b^*	B	$S.E.$	p
SI → JP	.07	8.21 (3, 303)	< .001	.19	.14	.05	.002
SI → ICC	.13	15.52 (3, 303)	< .001	.27	.22	.05	< .001
ICC → JP	.18	22.36 (3, 303)	< .001	.38	.35	.05	< .001
SI (ctrl. ICC) → JP	.19	17.47 (4, 302)	< .001	.09	.07	.04	.117

4.2.2. Social-perceptual Traits – Job satisfaction

Cultural Empathy – Job Satisfaction

Out of the social-perceptual traits, solely CE showed a significant predictive value towards cabin crews' job satisfaction. The individual regressions revealed CE to have a significant, positive influence on cabin crews' job satisfaction ($b^* = .18, p = .001, c = .28$), and ICC ($b^* = .27, p < .0019$). However, ICC did not show significance in predicting cabin attendants' job satisfaction ($b^* = .07, p = .22$). Several researchers argue for the conduct of a mediation analysis if at least relationships a and c show significance (Baron & Kenny, 1986). Therefore, a mediation analysis was conducted despite the relationship between the mediator and the dependent variable being insignificant (Figure 4.4). The model was found to be significant $F(4,302) = 6.90, p < .001, R^2 = .07$. As CE still showed significance ($b^* = .18, p = .003, c' = .27$), after having filtered out the effect of ICC ($b^* = .02, p = .718$), and the unstandardized coefficient decreased from $c = .28$ to $c' = .27$, a partial mediation was disclosed. To check the significance of the mediation effect, *Sobel's Z* value was calculated ($c = .28, p < .001, c' = .27, p < .001, \text{Sobel's } Z = 0.36, p = .722$). Consequently, the partial mediation found was not significant. Thus, H5 is rejected.

Figure 4.4. Mediation effect of ICC on the relationship between Cultural Empathy and Job Satisfaction with corresponding unstandardized B values for a, b, b', c, and c'.

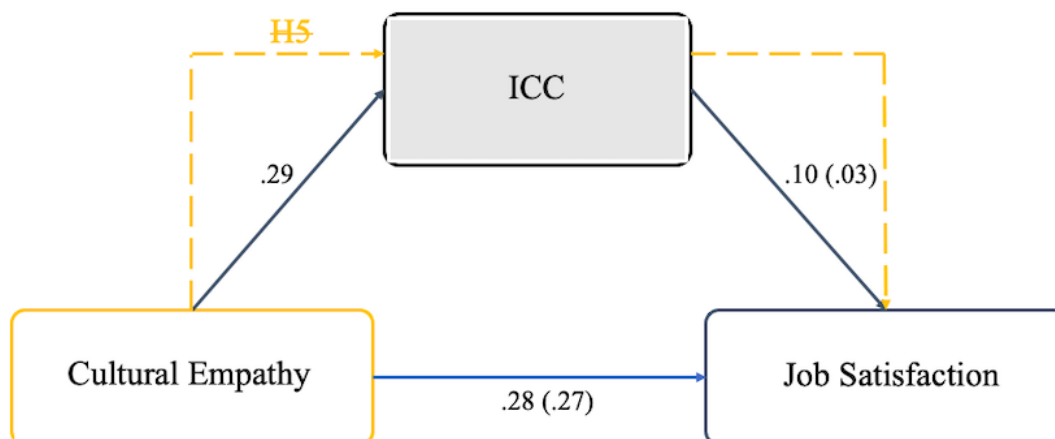


Table 4.8. Statistics of preparatory and mediation analysis of ICC on the relationship between Cultural Empathy and Job Satisfaction.

Relationship	Model			Coefficients			
	R^2	F	p	b^*	B	$S.E.$	p
CE → JS	.08	9.18 (3, 303)	< .001	.18	.28	.09	.001
CE → ICC	.13	16.74 (3, 303)	< .001	.27	.29	.06	< .001
ICC → JS	.05	6.01 (3, 303)	< .001	.07	.10	.08	.220
CE (ctrl. ICC) → JS	.07	6.90 (4, 302)	< .001	.18	.27	.09	.003

4.2.3. Social-perceptual Traits – Intention to Quit

Cultural Empathy – Intention to Quit

As for job cabin crews' intention to quit, solely the social-perceptual trait of CE was found to hold a significant influence. The preparatory regression analyses disclosed a significant negative relationship between CE and ITQ ($b^* = -.14$, $p = .034$, $c = -.21$). Furthermore, CE was found to have a significant, positive influence on cabin crews' ICC ($b^* = .27$, $p < .001$). Finally, ICC insignificantly predicted cabin crews' ITQ ($b^* = -.06$, $p = .363$). As described in the previous section, this study considers the requirement to be sufficient if the relationships a and c are significant. Therefore, a mediation analysis was conducted (Figure 4.5). The model was found to be significant, $F(4, 241) = 2.90$, $p = .023$, $R^2 = .03$. CE did not show significance anymore ($b^* = -.13$, $p = .51$), when controlled for ICC ($b^* = -.02$, $p = .72$). Additionally, $c = -.21$ changed to $c' = -.20$. To test the significance of the mediation disclosed, *Sobel's Z* value was calculated ($c = -.21$, $p = .034$, $c' = -.20$, $p = .051$, *Sobel's Z* = -0.35, $p = .728$). As the p -value of the *Sobel's Z* was found to be above .05, the mediation effect may be considered insignificant. Therefore, H6 is rejected.

Figure 4.5. Mediation effect of ICC on the relationship between Cultural Empathy and Intention to Quit with corresponding unstandardized B values for a, b, b', c, and c'.

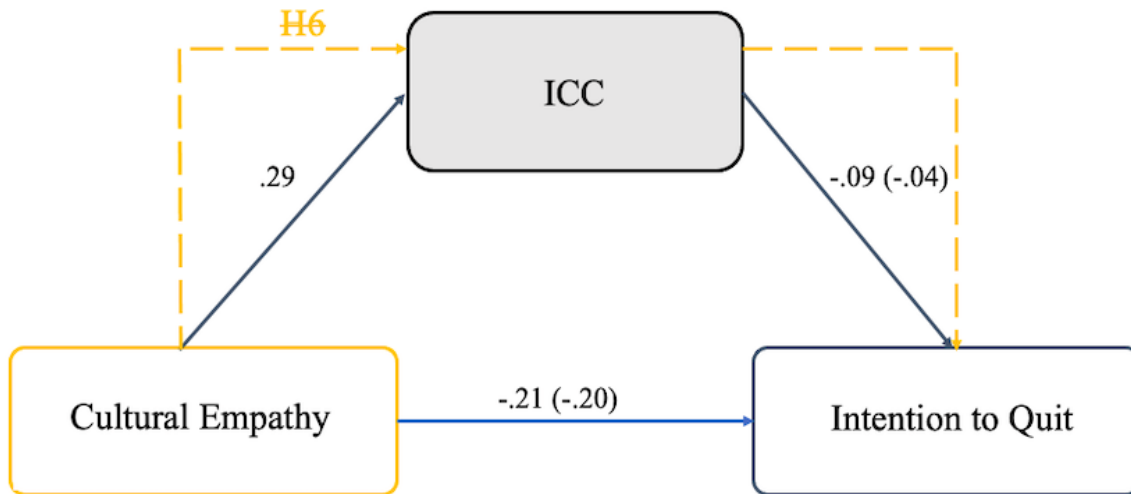


Table 4.9. Statistics of preparatory and mediation analysis of ICC on the relationship between Cultural Empathy and the Intention to Quit.

Relationship	Model			Coefficients			
	<i>R</i> ²	<i>F</i>	<i>p</i>	<i>b</i> *	<i>B</i>	<i>S.E.</i>	<i>p</i>
CE → ITQ	.03	3.83 (3, 242)	.010	-.14	-.21	.10	.034
CE → ICC	.13	16.74 (3, 303)	< .001	.27	.29	.06	< .001
ICC → ITQ	.02	2.55 (3, 242)	.056	-.06	-.09	.10	.363
CE (ctrl. ICC) → ITQ	.03	2.90 (4, 241)	.023	-.13	-.20	.10	.051

4.3. Mediator Job-related Stress

For all the significant relationships between the stress-buffering traits and cabin crews' job outcomes, it is interesting to investigate whether lower experienced levels of job-related stress may explain these effects. Mediation analyses are only conducted for the stress-buffering traits that showed significance in predicting cabin attendants' job outcomes in the linear regression analyses conducted in chapter 4.1. First, the relationship between ES and job performance is examined for possible mediation effects of job-related stress (H7, Chapter 4.3.1). As H2 was confirmed for none of the stress-buffering traits (Chapter 4.3.2), no

mediation analyses will be conducted for their relationship with cabin crews' job satisfaction. Consequently, H8 may be rejected without further analysis. Finally, it will be explored to what extent the influence of ES on the ITQ may be explained by lower job-related stress levels experienced by international cabin crew (H9, Chapter 4.3.3).

4.3.1. Stress-buffering traits – Job performance

Emotional Stability - Job performance

As the relationship between ES and job performance was found to be significant in the linear regression analyses conducted in Chapter 4.1.1, the relationship will be tested for possible mediation effects of job-related stress. ES was found to influence job performance significantly and positively ($b^* = .16, p = .007, c = .09$). Additionally, ES was found to influence cabin crews' job-related stress significantly and negatively ($b^* = -.27, p < .001$). Third, job-related stress did not show significance in predicting job performance ($b^* = -.02, p = .701$). As the sufficient conditions were met, a mediation analysis was performed (Figure 4.6). The resultant model showed significance, $F(4, 302) = 5.52, p < .001, R^2 = .06$. ES ($b^* = .16, p = .007$) was still found to be significant in predicting cabin crews' job performance when controlled for job-related stress ($b^* = .02, p = .723, c' = .10$). As the unstandardized coefficient B increased from $c = .09$ to $c' = .10$, a mediation may be discarded. Consequently, H7 is rejected.

Figure 4.6. Mediation effect of Job-related Stress on the relationship between Emotional Stability and Job Performance with corresponding unstandardized B values for a, b, b', c , and c' .

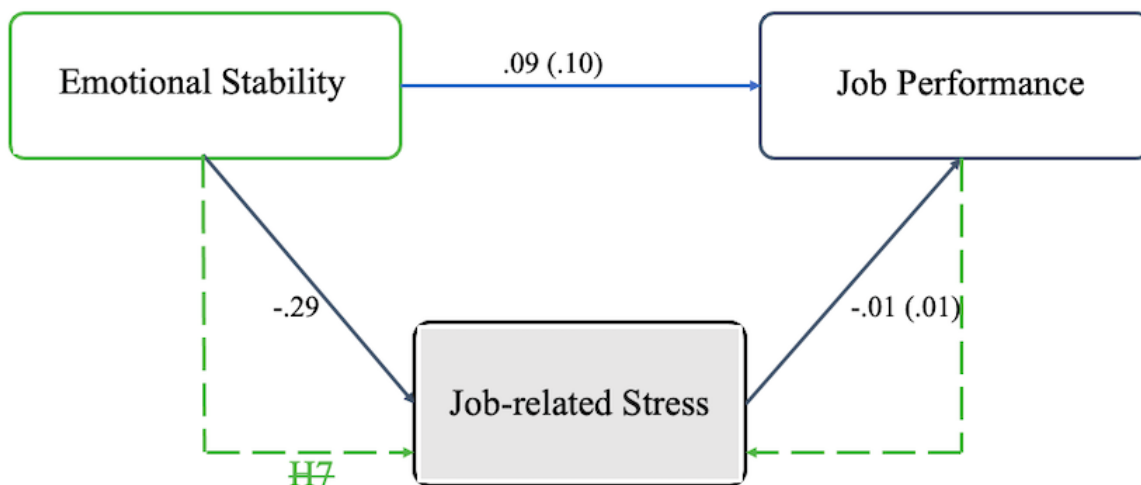


Table 4.10. Statistics of preparatory and mediation analysis of JRS on the relationship between Emotional Stability and Job Performance.

Relationship	Model			Coefficients			
	<i>R</i> ²	<i>F</i>	<i>p</i>	<i>b</i> [*]	<i>B</i>	<i>S.E.</i>	<i>p</i>
ES → JP	.06	7.34 (3, 303)	< .001	.16	.09	.04	.007
ES → JRS	.09	10.83 (3, 303)	< .001	-.27	-.29	.06	< .001
JRS → JP	.04	4.80 (3, 303)	.003	-.02	-.01	.03	.701
ES (ctrl. JRS) → JP	.06	5.52 (4, 302)	< .001	.16	.10	.04	.007

4.3.2. Stress-buffering traits – Intention to quit

Emotional Stability – Intention to Quit

Lastly, possible mediation effects of job-related stress were examined for the relationship between ES and the ITQ. Within the preparatory analyses, ES showed a significant and negative predictive value towards cabin crews' intentions to quit ($b^* = -.13, p = .04, c = -.13$), and job-related stress ($b^* = -.27, p < .001$). Furthermore, job-related stress showed a significant and positive effect on cabin attendants' intentions to quit ($b^* = .39, p < .001$). As all individual effects showed significance, a mediation analysis was conducted (Figure 4.8). The model showed significance, $F(4, 241) = 12.96, p < .001, R^2 = .16$. ES was not significance anymore ($b^* = -.02, p = .729$) when job-related stress ($b^* = .39, p < .001$), was added to the model. Additionally, $c = -.13$ changed to $c' = -.02$. These findings suggest that the complete effect of ES on the intention to quit may be explained through lower levels of experienced job-related stress. The *Sobel's* Z value indicated the mediation effect to be significant ($c = -.13, p = .041, c' = -.02, p = .729, \text{Sobel's } Z = -3.81, p < .001$). Consequently, H9 is accepted for ES.

Figure 4.7. Mediation effect of Job-related Stress on the relationship between Emotional Stability and Intention to Quit with corresponding unstandardized B value for a, b, b', c, and c'.

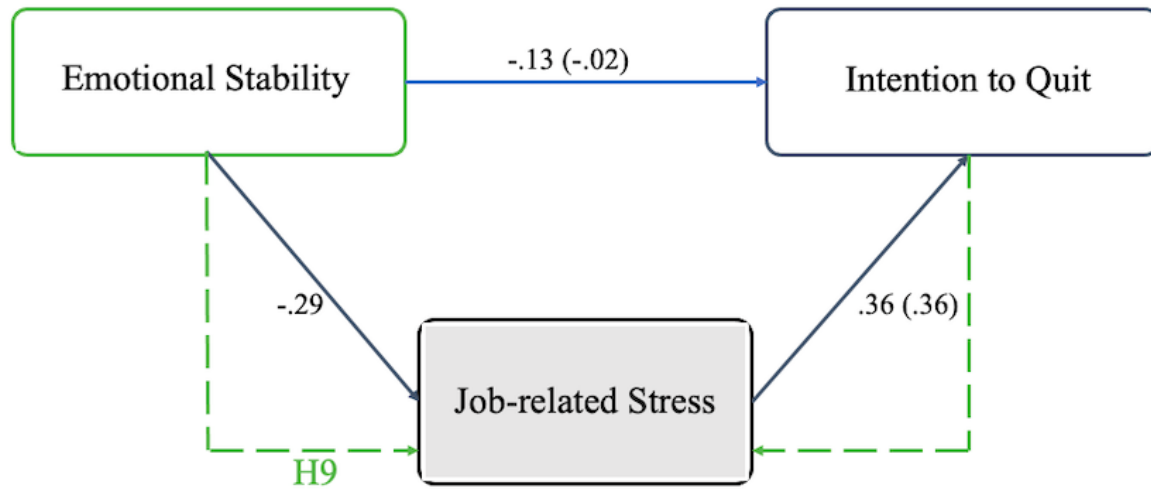


Table 4.11. Statistics of preparatory and mediation analysis of ICC on the relationship between Cultural Empathy and Job Performance.

Relationship	Model			Coefficients			
	<i>R</i> ²	<i>F</i>	<i>p</i>	<i>b</i> [*]	<i>B</i>	<i>S.E.</i>	<i>p</i>
ES → ITQ	.03	3.72 (3, 242)	.012	-.13	-.13	.06	.041
ES → JSR	.09	10.83 (3, 303)	< .001	-.27	-.29	.06	< .001
JRS → ITQ	.17	17.31 (3, 242)	< .001	.39	.36	.06	< .001
ES (ctrl. JRS) → ITQ	.16	12.96 (4, 241)	< .001	-.02	-.02	.06	.729

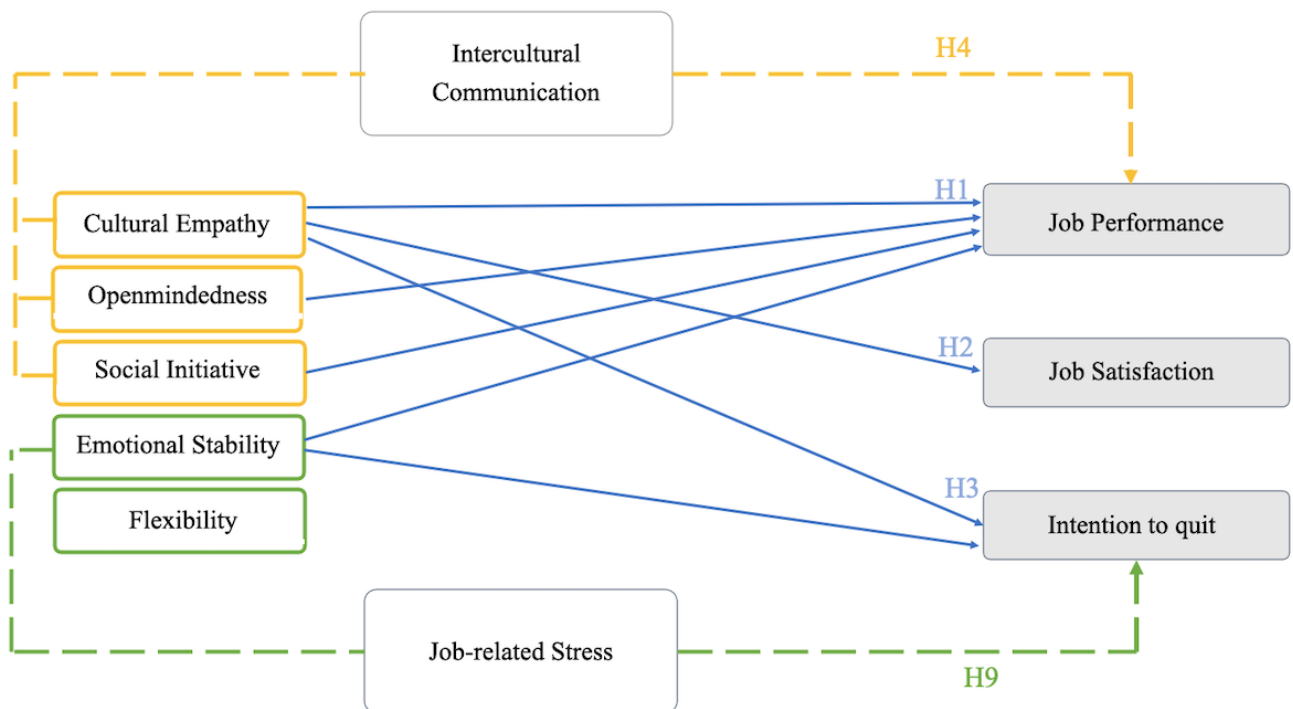
4.4. Summary

Five out of nine of the hypotheses were confirmed. H1 expected a multicultural personality to positively influence cabin crews' job performance, which was confirmed by the significant model resulting from the multiple regression analysis conducted in 4.1, with ES, OM, SI, and ES displaying significant predictive values toward job performance. Second, H2 expected a positive relationship between the MPQ and cabin crews' job satisfaction. The multiple regression resulted in a significant model with a significant positive influence of CE.

Consequently, H2 was confirmed for CE. Lastly, CE and ES showed significance in negatively predicting cabin crews' intentions to quit. Thus, H3 was confirmed for these traits.

In the next step, it was explored if the significant relationships discovered may be explained through improved ICC or lower levels of job-related stress. H4 was confirmed for all social-perceptual traits, meaning higher levels of CE, OM, and SI lead to increased ICC, resulting in a higher performance at work. Unexpectedly, no mediation effects of ICC were found for the relationships between CE and job satisfaction (\neq H5) and between CE and the ITQ (\neq H6). H7, H8, and H9 hypothesized a mediation effect of job-related stress on the relationships between the stress-buffering traits and cabin crews' job outcomes. Regression analyses did not find the relationship between ES and job performance to be explained by lower levels of job-related stress (\neq H7). Furthermore, H8 was rejected as the requirement of H2 being confirmed was not met. Finally, the relationship between ES and ITQ was found to be mediated by job-related stress, indicating higher ES resulting in decreased levels of job-related stress, which then lowers cabin crews' job withdrawal intentions ($=$ H9).

Figure 4.8. Conceptual visualization of accepted hypotheses where dotted lines represent mediation effects. Yellow frames represent social-perceptual traits, while green stress-buffering traits are framed in green.



5. Conclusion and Discussion

This thesis aimed at investigating whether a multicultural personality relates to individual job outcomes. Specifically, the posed research question was: To what extent does a multicultural personality relate to job outcomes of international cabin crew? Additionally, two sub-questions aimed at exploring to what extent the predicted relationship between a multicultural personality and job outcomes may be explained by enhanced intercultural communication (1) and job-related stress (2). The focus was put on international cabin crew, as this professional group is characterized by a highly multicultural work environment. Specifically, intercultural communication is particularly present when interacting with passengers from different cultural backgrounds. Therefore, specific skills are required that must be considered when selecting candidates for the job. The goal of any company in the aviation sector is to recruit high-performing individuals, who enjoy the job and execute their work in a way that not only satisfies the customers but also themselves. As no previous study has focused on the examined interrelationships within the aviation context, this study will help identify factors that enable flight crew to do their work well. With this knowledge, managerial implications can be drawn about how to recruit suitable candidates more conveniently and efficiently.

Based on existing literature, nine hypotheses were introduced. An online questionnaire was designed and distributed using non-probability sampling methods. Eventually, data analyses and hypothesis testing were conducted using IBM SPSS.

As expected, the data of 457 cabin crew members from different international airlines showed a multicultural personality to positively relate to cabin attendants' job performance and job satisfaction, and negatively affect their intention to quit. Improved intercultural communication was found to partially explain the positive influence that the MPQ's social-perceptual traits showed on job performance, suggesting that intercultural communication is essential in offering exceptional service to international customers. Additionally, job-related stress was found to be strongly predictive of cabin crew's job withdrawal intentions, as it was found to fully mediate the relationship between the MPQ's stress-buffering trait of Emotional Stability and the intention to quit. Unlike expected, neither intercultural communication nor job-related stress was found to explain the disclosed relationship between the MPQ's traits and cabin crews' job satisfaction.

5.1. Summary of Findings and Theoretical Implications

This study has examined whether the MPQ can predict how well cabin crew members perform at work, how satisfied they are with their jobs, and how likely they are to harbor withdrawal intentions. Based on the findings, the MPQ was found to predict all three of the above-mentioned job outcomes significantly.

Most traits (CE, OM, SI, ES) showed significant predictive values towards job performance, highlighting the importance of a multicultural personality in successful engagement in intercultural encounters or when offering service to international passengers. In line with previous research (Maslakci & Sesen, 2019; van der Zee & van Oudenhoven, 2013), this finding supports the relevance of a multicultural personality for effective behavior in multicultural settings. Providing evidence for the distinct functioning of the social-perceptual traits, ICC was found to partially mediate the disclosed effects of CE, OM, and SI on job performance. This means that cabin attendants exhibiting high levels of social-perceptual traits are more competent when engaging in intercultural communication and eventually, perform better at the job than colleagues who lack these traits. Like Hofhuis, Schildermann et al., (2020), who disclosed the mediation effects of pro-active communication on the relationship between SI and interaction effectiveness in an artificially induced multicultural game setting, this study also found the traits of CE and OM to function in similar ways.

Furthermore, CE was found to have a positive influence on cabin crew members' job satisfaction. This makes sense, considering that previous research has found CE to stimulate the perception of intercultural interactions as positively challenging (van der Zee & van Oudenhoven, 2013). However, the relationship was not found to be mediated by ICC, as the effect of ICC on job satisfaction was not strong enough. This implies that culturally empathic individuals are more satisfied with their job, however. However, this may not be explained by improved ICC. Unexpectedly, and contradicting findings by van Oudenhoven et al. (2003), who found FX to influence expatriates' job satisfaction positively, this research found a significant negative predictive value of FX on job satisfaction. This may potentially be explained by the fact that the duties executed by flight crew mainly follow rigid procedures. Therefore, the character trait of FX may result in an internal conflict caused by the discrepancy between personal habits and job requirements. It might be assumed that the impact of FX on job outcomes is specific to different occupations and is related to work requirements and the level of adjustment needed.

Finally, cabin attendants' withdrawal intentions were strongly related to low levels of

CE and ES. This is not surprising since, as explained above, high levels of CE increase job performance and job satisfaction. As a result, flight attendants who perform well and feel good about their occupation may be less likely to intend to quit their jobs. However, as ICC was not found to be significantly related to cabin crews' ITQ, ICC does not explain the disclosed relationship. Nevertheless, providing empirical support for previous research, the relationship between ES and ITQ was found to be fully mediated by job-related stress. Specifically, this means that emotionally stable individuals can more effectively cope with work-related stress, which in turn lowers their longing to resign from their job. This finding is supported by various earlier studies, which found ES to allow individuals to cope with intercultural stress more effectively (Hofhuis, Schilderman, et al., 2020; van der Zee & van Oudenhoven, 2013). Unexpectedly, and not in line with findings by Ulufer and Soran (2019), who found all the Big 5's traits to predict cabin attendants' withdrawal intentions significantly, all other traits were not found to have significant effects on cabin crew members' intentions to quit.

It may be concluded that CE presents an essential trait in the context of international cabin crew, as it reliably predicted all the explored job outcomes. This is not surprising, as the unique nature of the job stimulates frequent interactions with emotionally agitated passengers from different cultural backgrounds, requiring empathy in cabin crew members. However, this may differ in settings less dominated by emotional labor. Therefore, it would be interesting to test the disclosed relationships in other intercultural jobs to explore whether the effect remains. Furthermore, SI and OM seemed to play a subordinate role, correlating solely with job performance. This result was unexpected, as the ability to approach people openly was assumed to indicate how much flight attendants like their job and thus how likely they are to quit. Nevertheless, this study focused on more general job satisfaction, which is not determined by interactions with individuals from different backgrounds alone. Additionally, SI and OM were found to be reliable in predicting ICC and therefore cannot be overlooked. As the measurement used to quantify ICC referred to feelings experienced when interacting with passengers from different cultures, this finding supports previous research that found individuals who approach situations actively and in an unprejudiced manner to be better at handling intercultural interactions here, ICC. As airline recruiters specifically look for these traits in possible candidates, their importance in recognizing and evaluating situations and acting appropriately when dealing with people of different backgrounds is highlighted. ES was found to play an essential role in cabin attendants' job performance and ITQ. Although it was found to be strongly related to job-related stress, it, unexpectedly, did

not show a significant effect on cabin attendants' job satisfaction, indicating that stress plays a minor role in how good cabin crew members feel about their work. This suggests cabin crew members may be stressed but still like the job, which might be explained by the high overall stress levels induced by the occupational environment, which are taken for granted over time. Finally, FX produced the most unexpected findings, as it proved counterproductive to cabin crew job satisfaction. As theorized, this might be due to the occupation's unique nature and may differ for varying occupational groups.

This study contributes to the existing literature in various ways. First, it provides new and extended empirical evidence for the reliability of the MPQ in predicting intercultural outcomes. Specifically, it contributes to the theoretical understanding of the little researched influence of MPQ on job outcomes. Although the MPQ has been used in empirical research, most studies have focused on effective intercultural adjustment or outcomes of expatriates, and international students. The specific target group of this research allows us to draw theoretical implications about the relevance of a multicultural personality in a highly dynamic multicultural work setting without long-term adjustment to a specific foreign culture. For instance, it helps to better understand the requirements posed upon similar occupational groups such as airport staff, travel guides, or immigration aid workers. Additionally, by investigating the phenomenon in a real-life surroundings, the applicability of the MPQ in natural and uncontrolled settings is supported. Furthermore, following the approach of Hofhuis, Schilderman, et al. (2020), the study provides insights into the linkage between a multicultural personality and behavior in multicultural settings, rather than solely focusing on intercultural effectiveness and outcomes. Although a large body of research supports the reliability of the MPQ, the inclusion of mediators has made it possible to better understand how the individual traits work. The inferences drawn from the sufficiently large sample provide empirical evidence for the division of the MPQ into social-perceptual and stress-buffering traits, as proposed by van der Zee and van Oudenhoven (2013). By showing that CE, OM, and SI improve cabin crew members' ICC while ES lowers job-related stress, the theory of the traits functioning in different ways are supported. Lastly, based on the discrepancies between the findings of this study and previous research that focused on other occupational groups, it became clear that the particularities of different occupations make different character traits necessary.

5.2. Limitations and Future Research

This research is not without limitations, which are helpful to determine and improve in future research. First, non-probability sampling methods were used in data collection. As the questionnaire was distributed through private Facebook groups and Instagram accounts, the probability of participating was not equally distributed among the target population's members. Due to personal proximity to Lufthansa AG, most participants were employed by airlines belonging to the Lufthansa Group, making the sample non-representative of the target population, namely international cabin crew members of all airlines. Furthermore, the exclusion of the subjects who were not connected to anyone who shared the link via Instagram or were not granted access to the respective Facebook groups led to a non-representative sample. Finally, through convenience and snowball sampling, the possible recruitment of a biased sample displaying similar characteristics must be mentioned. A probability sampling method could be chosen for future research, leading to a more representative sample. Therefore, a focus may be put on certain airlines, with survey invitations being randomly distributed through work mail accounts so that every employee is equally likely to receive an invitation.

Second, as the survey was conducted in English, while over 50% of participants indicated to be from Germany or Austria, problems in translation may have affected the results. This may be the reason for the improvement of Cronbach's α 's of certain scales in case of deletion of difficultly worded items. Future research could use a version of the survey that is professionally translated into different languages, avoiding misunderstandings and thus, increasing reliability.

Another limitation is presented by the non-normal distribution of some of the items queried within the survey. For instance, two items within the MPQ's dimension of Cultural Empathy were skewed to the right, indicating high overall levels of Cultural Empathy within the sample. Specifically, the items were "Pays attention to the emotions of others" and "Is a good listener" (van der Zee et al., 2012, p. 122). However, as the ability to empathize with others gets specifically tested by recruiters and in assessment centers, the non-normality is not surprising. The aviation industry recruits individuals with a high sense of empathy, as this trait was found to be crucial in the conduct of emotional labor (Lufthansa Group, 2022). Therefore, although skewed, the items were kept for analyses, and present a limitation within the data analysis. A qualitative approach could be utilized in future studies, interviewing HR professionals to further explore the specific characteristics that candidates get recruited for. That way, the non-normal distribution of respective items could be better understood.

Furthermore, replicating the study among different occupational groups involved with intercultural encounters, but not emotional labor, may provide valuable insights.

Finally, the current times of the Covid-19 pandemic limit the generalizability of the findings. Opposed restrictions and quarantine requirements changed the nature of the job of cabin crew. However, a control question that was included in the survey and asked subjects if they think the pandemic has made their work on board more difficult did not indicate significant correlations with any of the job outcomes. A sole considerable correlation of the control question and the mediator job-related stress was found, showing the new circumstances increase cabin attendants' stress levels. Therefore, a possible influence of the changed work requirements resulting from the ongoing pandemic must be considered when drawing conclusions. Now, that restrictions are slowly lifted, and travelling is returning to normal, repeating the research could yield information about the pandemic's influence on this study, thus solidifying its generalizability.

Finally, researchers should feel encouraged to investigate the influence of a multicultural personality on other job outcomes in a similar study or to explore other possible mediators for the relationships disclosed within this research. For instance, team performance or safety behavior could function as outcomes, while mediation effects of diversity beliefs, cultural intelligence, diversity climate, job burnout, or resilience could be examined. Additionally, the control variables used in this study could be further explored and tested as predictors of a multicultural personality to pursue the question of whether it is possible to acquire certain characteristics over time.

5.3. Practical Implications

Besides theoretical implications, this research also offers implications for management, recruiting, and human resources practitioners. As airlines' frontline workers, flight attendants present a crucial source of competitiveness in the aviation industry (Park et al., 2019). Therefore, the disclosed relationship between a multicultural personality and cabin attendant's job outcomes provides valuable information on which candidates should be hired in recruitment processes. Depending on the airline, the comprehensive training to become a flight attendant takes several months and represents the most significant cost factor in airlines' human resources management (Elwezza et al., 2020). Nevertheless, the excitement and success during the training can only inadequately determine how successfully prospective flight attendants cope with the required intercultural communication and the stress levels in everyday flying life. Therefore, it is essential to recruit individuals with a high

probability of liking and performing well in the job, thus, less inclined to develop withdrawal intentions. In the scope of this research, it has been shown that the MPQ presents a suitable and cost-efficient tool to reliably predict candidates' success in coping with the unique work requirements and satisfying customer needs. Especially the character traits of Cultural Empathy and Emotional Stability showed great importance in determining the success within the occupational group. At the same time, Openmindedness and Social Initiative were indicative of how cabin attendants feel during interactions with culturally diverse passengers. Interestingly, individuals exhibiting low levels of Flexibility should be given preference in recruitment processes, as the trait was found to inhibit cabin attendants' satisfaction with the occupation.

Additionally, intercultural communication competence was found to be important in how well flight attendants perform, while increased stress levels explained cabin crew members' withdrawal intentions. Since the performance of employees and a low turnover rate significantly contribute to a company's success, the goal is to maximize performance and minimize turnover. Therefore, the findings of this study suggest targeted training opportunities concerning intercultural communication competence and stress management. Although there is still disagreement about the evolution of character traits, training could help cabin attendants become more familiar with the customs of other cultures and improve their competence in dealing with international passengers. In addition, through training in stress management, a healthy mental state can be maintained, burnout can be avoided, and the costs of absenteeism and resignations can be contained.

This research provides empirical evidence for the importance of character traits in the occupational success of international cabin crew. In the current times of the pandemic, where conflicts between cabin crew and culturally different passengers are the norm, this is particularly evident. Many cabin crew members are suffering from increased stress levels and are considering resignation. Now that the pandemic is subsiding and the upcoming summer season is expected to show an increase in bookings, the stress experienced must be counteracted to relieve and maintain cabin crew. Consequently, this study's findings may assist in the current recruitment boom of many airlines, as it offers valuable insights into which candidates will provide passengers with the best possible experience, cope with the flight life beyond the initial training, and are likely to stay with the company – even throughout the next crisis.

Finally, it is worth revisiting the incident presented in the introduction. Although the exact causes of the tragedy will likely never be fully understood, this study has highlighted

the importance of multicultural personality traits in tense intercultural interactions. In the context of the presented case, low levels of social-perceptual traits possibly led to poor communication between cabin crew and multicultural passengers. At the same time, a lack of Emotional Stability might have caused the crew's stress to rise to dangerous levels. Although not all incidents of ineffective intercultural communication and increased stress end deadly, the economic consequences faced by an organization must not be ignored. Contrary to long-standing recruitment processes, this study has shown that 40 questions are enough to reliably predict how successful potential candidates will be in the occupation of an international flight attendant, thus, to what extent they can contribute to organizational success. By creating a skilled frontline workforce, airlines may gain a competitive advantage in the challenging times of the pandemic and, most importantly, engage in counteracting the repetition of tragedies such as that of Air Ontario flight 1363.

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Appendix

Master Thesis Survey - With Display Logics

Start of Block: First Page

Intro Dear colleagues,

Thank you very much for helping me graduate by taking the time to participate in this study! This survey was created by Lea Leiss, a Media & Business Master student at the Erasmus University Rotterdam and Lufthansa cabin crew member. The study examines the personal factors that help us to function well in our highly multicultural workplace. The online questionnaire includes questions that relate to your work on board, as well as to your interaction with passengers from different cultures. There are no right or wrong answers and participation takes **approximately 10-15 minutes**.

Please read the following consent:

I agree to participate in this study **voluntarily**. I am allowed to withdraw participation at any time. I understand that researchers will have access to personal information and demographics, such as nationality, gender and age. This data will not be made available to third parties and is **confidential at all times**. If the results are used in scientific publications, presented at conferences, or are published in any other way, my individual data will not be identifiable. All information that I provide will be stored in secure online storage facilities provided by the EUR.

This study abides by the Netherlands' code of conduct for scientific research, as formulated by the VSNU association of universities in the Netherlands (www.vsnul.nl), and by the EU General Data Protection Regulation (GDPR): Regulation (EU) 2016/679.

You have the right to request access to your personal data and to request rectification, erasure, restriction, data portability, and to object to the processing of your personal data under certain circumstances. If you want to invoke your rights or if you have a question concerning privacy about this study, you can contact Erasmus University's DPO (Data Protection Officer) at fg@eur.nl. If you would like to lodge a complaint concerning privacy, you can do this with the national supervisory authority in the Netherlands on personal data (Autoriteit Persoonsgegevens).

If you have questions about your rights as a study participant, or are dissatisfied at any time with any aspect of this study, you may contact –anonymously, if you wish— leamasterthesis@gmail.com.

Thank you again and looking forward to seeing some of you on board soon!

☐ I have read and consent to the above and want to participate in the study voluntarily. (1)

Page Break

End of Block: First Page

Start of Block: Starters

Occupational status **Please indicate which of the following statements best describes your situation.**

- ☐ I am currently employed as cabin crew. (1)
- ☐ I am currently on an unpaid leave. (2)
- ☐ I retired from working as a cabin crew. (3)
- ☐ I have previously been working as cabin crew, but no longer do the job. (4)
- ☐ Other (5)

Q32 What year did you last work as a flight attendant in?

End of Block: Starters

Start of Block: MPQ



1-8 The following couple of pages ask for specific characteristics. To what extent do the following statements describe you?

I consider myself as someone who...

	Strongly disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
...pays attention to the emotions of others. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...works according to strict rules. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...takes the lead. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...worries. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...tries out various approaches. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...is a good listener. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...works according to plan. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...leaves initiative to others to make contacts. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break



9-16 I consider myself as someone who...

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
...gets upset easily. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...is looking for new ways to attain his or her goal. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...senses when others get irritated. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...works according to strict scheme. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...finds it difficult to make contacts. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...is nervous. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...starts a new life easily. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...gets to know others profoundly. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17-24 I consider myself as someone who...

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
...looks for regularity in life. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...takes initiative. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...is apt to feel lonely. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...likes to imagine solutions to problems. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...enjoys other people's stories. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...likes routine. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...is inclined to speak out. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...keeps calm when things don't go well. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

25-32 Way to go! Remember that there are no wrong or right answers.

I consider myself as someone who...

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
...is a trendsetter in societal developments. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...notices when someone is in trouble. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...wants predictability. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...is often the driving force behind things. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...is insecure. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...has feeling for what's appropriate in culture. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...sympathizes with others. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...functions best in a familiar setting. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

33-40 I consider myself as someone who...

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
...makes contacts easily. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...is under pressure. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...seeks people from different backgrounds. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...sets others at ease. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...has fixed habits. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...is reserved. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...is not easily hurt. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...has broad range of interests. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

End of Block: MPQ

Start of Block: Job-Outcomes

Job Performance The following statements relate to your work on board. Your individual answers are recorded anonymously!

Use your imagination to think back the the flights you have been working on during *the last six month (the last 6 months before you stopped)*. Please select the answer, that best suits how you feel about your performance on board.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I can understand the specific needs of my passengers. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I promise a passenger that I will do something by a certain time, I do so. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I perform the service right the first time. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When problems occur, I give them all my attention in an effort to solve them speedily. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am never too busy to respond to the requests of my passengers. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I give prompt service to my passengers. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I treat all
customers
courteously.
(7)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

I have the
knowledge
and ability
to answer
passengers'
questions.
(8)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

When a
passenger
has a
problem, I
provide
him/her
with
individual
attention.
(9)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

My
behaviour
instils
confidence
in my
passengers.
(10)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

Page Break

Job Satisfaction The statements below refer to the attitude you hold towards your job.

Please select the answer that represents your feelings best.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I receive recognition for a job well done. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel close to the people at work. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel good about working at this company. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My wages are good. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
All my talents and skills are used at work. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I get along with my supervisors. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Intention to quit

The following statements relate to your feelings about leaving the organization. Your answers are anonymous and will only be used for this research.

Please indicate to what extent the statements are representative of how you feel.

	Does not describe my feelings (1)	Slightly describes my feelings (2)	Moderately describes my feelings (3)	Mostly describes my feelings (4)	Clearly describes my feelings (5)
I think a lot about leaving the organization. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am actively searching for an alternative to the organization. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I can, I will leave the organization. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If my organization would offer me an adequate severance offer, I would quit. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Interc Commu Ability Think back to how interactions with passengers from different cultures made you feel on the flights you have been working on during *the last six months (the last six months before you stopped)*.

How did you feel during your interaction with foreign passengers? Please indicate to what extent you relate to the following statements.

During my interaction with the foreign passengers, I felt...

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
...calm. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...in control. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...insecure. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...composed. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...anxious. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...relaxed. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...irritated. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...worried. (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...impatient. (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...awkward. (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Job Stress The following statements relate to the feelings of stress you might experience/experienced during your work on board.
Please select the answer that best fits how you feel.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I have felt fidgety or nervous as a result of my job. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working here makes it hard to spend enough time with my family. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My job gets to me more than it should. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I spend so much time at work. I can't see the forest for the trees. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are lots of times when my job drives me right up the wall. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working here leaves little time for other activities. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Sometimes
when I
think
about my
job I get a
tight
feeling in
my chest.
(7)

☐☐☐☐☐☐☐

I
frequently
get the
feeling I
am
married to
the
company.
(8)

☐☐☐☐☐☐☐

I
sometimes
dread the
telephone
ringing at
home
because
the call
might be
job-
related. (9)

☐☐☐☐☐☐☐

Too many
people at
my level
in the
company
get burned
out by job
demands.
(10)

☐☐☐☐☐☐☐

Page Break

Text Below you will be asked 2 or 3 additional questions. Your answers are recorded anonymously and will be treated strictly confidential. Please click on the answer that most corresponds to your feelings.

Covid

The Covid-19 pandemic has made my work on board more difficult.

- ☐ Definitely false (9)
 - ☐ Probably false (10)
 - ☐ Neither true nor false (11)
 - ☐ Probably true (12)
 - ☐ Definitely true (13)
-

Discrimination Think back to the flights you worked on during the last 6 months (or the last 6 months before you stopped).

I often felt discriminated by passengers or colleagues due to my cultural background, gender, sexual orientation, age, religious beliefs or education?

- ☐ Strongly disagree (13)
 - ☐ Disagree (14)
 - ☐ Somewhat disagree (15)
 - ☐ Neither agree nor disagree (16)
 - ☐ Somewhat agree (17)
 - ☐ Agree (18)
 - ☐ Strongly agree (19)
-

Unfair Treatment I often felt treated unfairly by passengers or colleagues due to my cultural background, gender, sexual orientation, age, religious beliefs or education?

- ☐ Strongly disagree (23)
 - ☐ Disagree (24)
 - ☐ Somewhat disagree (25)
 - ☐ Neither agree nor disagree (26)
 - ☐ Somewhat agree (27)
 - ☐ Agree (28)
 - ☐ Strongly agree (29)
-

Page Break

End of Block: Other

Start of Block: Demographics

Age

You are almost done! There are just a couple of questions left. Don't forget to enter your email address at the end, if you want to take part in the 50€ Amazon raffle.

How old are you in years?

Gender **Which gender do you identify with?**

- ☐ Male (1)
 - ☐ Female (2)
 - ☐ Non-binary / third gender (3)
 - ☐ Prefer not to say (4)
-

Education **What is the highest degree or level of school you have completed?**

- ☐ Less than high school (9)
- ☐ High school graduate (10)
- ☐ Some college (11)
- ☐ Bachelor's degree (13)
- ☐ Masters degree (14)
- ☐ Professional degree (15)
- ☐ Doctorate (16)

Airline **Which airlines are you/have you been working for?**

Job Tenure How many years have you been working as a cabin crew member?

Position What is/was your last position on board?

- ☐ Flight attendant (1)
- ☐ Purser I (short haul purser) or equivalent (2)
- ☐ Purser II (long haul purser) or equivalent (3)
- ☐ Other, namely: (4) _____
-

Part Time What percentage of duty do/did you approximately operate in for the last six months of your time working as a cabin attendant? (where 0% = not at all, 100% = full time)

Page Break

Birth country **Which country were you born in?**

Live Country **In which country do you currently reside?**

Experience Abroad **Have you ever lived in a country other than the country you were born in for more than six months?**

☐ No (1)

☐ Yes (3)

Mom Country **Which country was your mother born in?**

Dad Country **Which country was your father born in?**

Page Break

Languages Which languages do you speak? How well do you speak them?
Please indicate the languages on the left, and select your corresponding proficiency level from the dropdown menu.

Language 1 (1)	▼ 1 – Elementary Proficiency (1) ... 5 – Native / Bilingual Proficiency (5)
Language 2 (2)	▼ 1 – Elementary Proficiency (1) ... 5 – Native / Bilingual Proficiency (5)
Language 3 (3)	▼ 1 – Elementary Proficiency (1) ... 5 – Native / Bilingual Proficiency (5)
Language 4 (4)	▼ 1 – Elementary Proficiency (1) ... 5 – Native / Bilingual Proficiency (5)
Language 5 (5)	▼ 1 – Elementary Proficiency (1) ... 5 – Native / Bilingual Proficiency (5)
Language 6 (6)	▼ 1 – Elementary Proficiency (1) ... 5 – Native / Bilingual Proficiency (5)
Language 7 (7)	▼ 1 – Elementary Proficiency (1) ... 5 – Native / Bilingual Proficiency (5)

Page Break

End of Block: Demographics

Start of Block: Raffle

Raffle Please fill in your email address if you want to participate in the raffle for a 50€ Amazon gift-card!

Your email address will be only used to draw a winner and will be deleted afterward.

Results Do you want to receive a short summary of this research's findings sent to the email address above?

☐ Yes, sure! (1)

☐ No, thank you. (2)

Questions/Comments? Finally, do you have any additional questions or comments?

End of Block: Raffle
