A Propose ODI on Language Literacy, Flight Attendant Performance and Team Effectiveness: A Case Study of Thai Flight Attendant in Jalways

By
Patcharin Pincharoen

A Thesis submitted in partial fulfillment
of the requirements for the degree of

Master of Management in Organization Development and Management

Graduate School of Business
Assumption University
Bangkok, Thailand

November 2008

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ABSTRACT

A study of this research was mainly to conduct a diagnosis of Jalways Co., Ltd. (Airlines business) and analyze the current situation of language literacy, Jalways flight attendants of Thai origin and their performance and team effectiveness.

The objectives of this study were: (1) to describe and analyze the current situation of language literacy, Thai flight attendant's performance and team effectiveness (2) To diagnose the problem areas in the language literacy and performance of flight attendant from Thailand and team effectiveness in Jalways. (3) To develop an OD program and design specific interventions that may address the problems. Finally, to prepare an organization development intervention based on the findings.

This research was conducted both primary and secondary data were collected. Primary data was gathered by the researcher through the survey questionnaires, observations and interviews. The target respondents for the survey questionnaires were 285 flight attendants. The target respondents for the interview were randomly selected according to years of service and those Thai flight attendants who stayed in Bangkok at that time.

For secondary data, the researcher reviewed the data recorded from existing information. The researcher used descriptive statistics for describing the demographic profile and inference statistics for calculating the average score of the overall answers for each aspect of the questions asked.

The main findings indicated that there was a requirement in learning more Japanese language in order to increase the ability in communication during working, the limitation of authority in decision making on board. The results of the findings were

summarized and stated. Specific OD interventions were proposed, as well as further practical recommendations and the conduct of further research was proposed.

Therefore the researcher proposes further practical recommendations and the OD intervention in order to improve language literacy, Thai flight attendant's performance and team effectiveness in Jalways by suggesting the specific OD interventions such as the language training course, workshop with Japanese flight attendants such as cultural exchange, language exchange and creating website for internal use by employees to exchange ideas and other information to be implemented for an improved learning and to develop the organization.

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I really appreciate the kind cooperation of Jalways co. ltd., for their permission to allow me to carry out this research. In addition, thanks are due to my ex-colleagues for their support, help and active participation in this study.

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CHAPTER ONE

INTRODUCTION

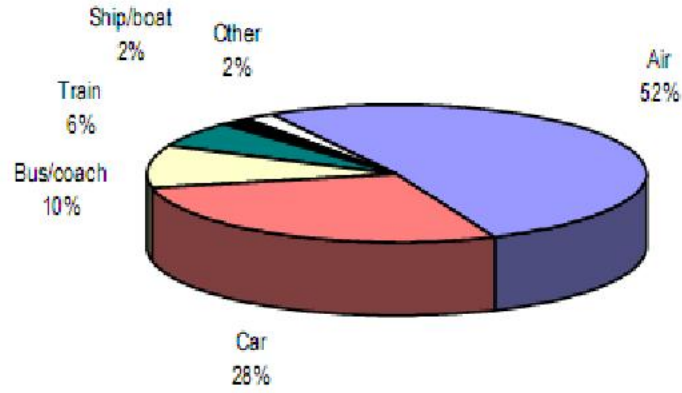
1.1 Generalities of the Study

Since the world has changed and is still undergoing more changes, people give more importance to time and comfort to broaden their world. The aviation industry is one way to help travelers reduce their travel time with comfort in doing their business, also in air transportation, operations includes air passenger services, baggage handling and air cargo services. With a larger demand for travel for different purposes such as for business, vacation and travel the airline industry is a sector of aviation industry that has a strong growth in security, transportation to provide a high standard of service.

The growth rate in the market for aviation industry is expected to be increasing higher each year, as aviation plans one of the choices for passengers in traveling. The aviation is one factor for the economic growth for globalization for which demand is now larger. Although, the competition in the market is high due to easy entrance for the aviation industry, it can be a challenge to create and set more standards. (A world travel trend report .Retrieved on March ,2008)

World Travel Monitor data shows that air travel now accounts for some 52% of all outbound trips globally – nearly twice the share of car-based travel (28%) and five times more than bus/coach travel (10%). The balances of trips are taken by train (6%), ship/boat (2%) and other forms of transport (2%). (see figure 1.1.)

Figure 1.1. Breakdown of global travel by mode of transport 2006



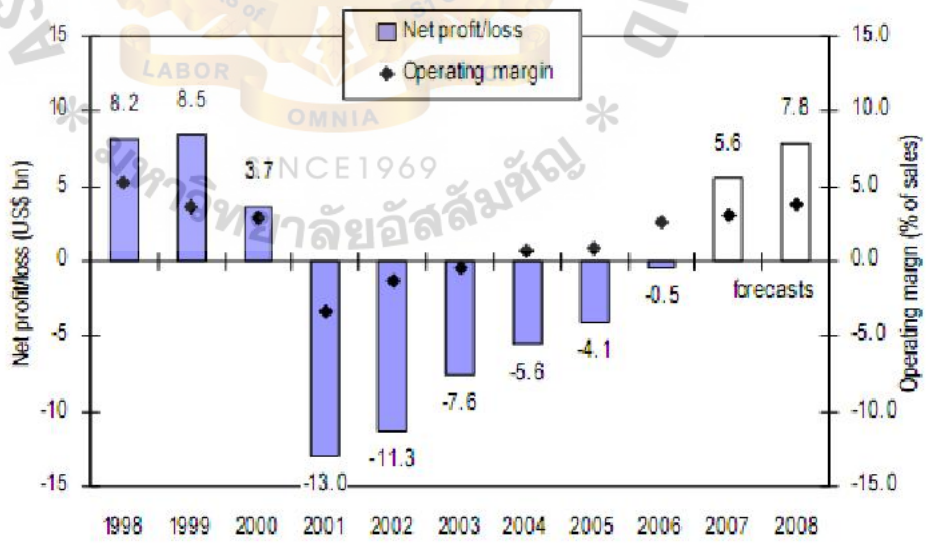
Source: A world travel trends report. Retrieved on March 31, 2008

1.1.1 Global context

Airline Industry Overview - The scale and scope of airline companies are from those with a single airplane carrying mail or cargo, through full-service international airlines operating many hundreds of airplanes in various types. Airline services can be categorized as being intercontinental, regional or domestic and may be operated as scheduled services or charters. These variations in the types of the airline companies, their operating scope, and the routes they serve make an analysis of the airline industry somewhat complex. Nevertheless, some patterns have emerged in the last 50 years of experience. The general pattern of ownership has gone from government owned or supported to independent, for-profit public companies. This occurs as regulators permit greater freedom, in steps that are usually decades apart. This pattern has not been completed for all airlines in all regions. The demand for air travel services is derived demand. That is, it depends on other things: business needs for cargo shipments, business passenger demand, leisure passenger demand, all influenced by macroeconomic activity in the markets under study. These patterns are highly seasonal, and often day-of-week, time-of-day, and even directionally variable. (www.aviationexplorer.com. March 31, 2008)

Confirming the healthy growth trend that has characterized world air transport this year so far, the 260 or so member airlines of the International Air Transport Association (IATA) reported a 7.3% year-on-year increase in international passenger traffic from January through September 2007 (expressed in revenue passenger-km, or RPK). System wide capacity rose by 6.3% over the nine months, resulting in a slight improvement in average passenger load factor, to 77.3%. However, this average masks variations from one region to another, with North America maintaining the highest load factor (81.2%) and Africa the lowest (69.5%). While the credit crunch has clearly shaken both business and consumers for years confidence, IATA expects demand for air travel to remain solid through the remainder of 2007, and this is reflected in its revised financial forecast for the world's airlines of US$5.6 billion net profit for the year – up from the US$5.1 billion forecast in June. However, 2008's net profit forecast has been downgraded to 7.8% from 9.6%.

Figure 1.2. Global aviation industry net profits and operating margins,1998-2008



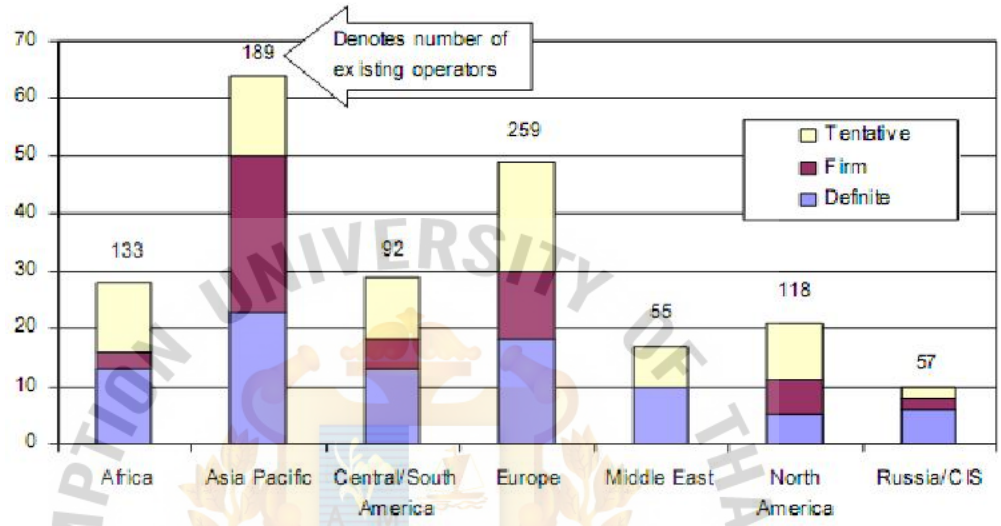
Source: A world travel trends report. Retrieved on March 31, 2008

1.1.2 Regional context

The growing importance of Asia Pacific as an origin and destination region for

air travel is reflected in the following graph, which shows the number of airline start-ups projected for 2007-10. Much of the growth, of course, will come from low-cost carriers (LCCs), especially from India, China and Southeast Asia.

Figure 1.3. Prospective airline start-ups, 2007-10



Source: A world travel trends report. Retrieved on March 31, 2008

Short-term forecasts, according to Ascend, are for net global industry recovery, with the US market staggering back to profit after five years of losses.However, many issues remain unresolved – e.g. the competitive framework, the age of airlines' fleets, infrastructure constraints, environmental taxation, and airport slots. Major European and Asia Pacific airlines seem to be generally in good health and Middle East airlines are expected to continue stirring up the marketplace. At present, planned regional fleet growth appears broadly to match potential demand, but a structural change in operators, markets and fleets could change the outlook significantly.

Results of the Asian Travel Monitor, part of IPK International's World Travel Monitor, concur with data gathered by the Pacific Asia Travel Association (PATA), which shows that Asia is the fastest growing outbound source region in the world. Nevertheless, only one Asian market, Japan, ranks among the top ten source countries

for travel and tourism, with 18.1 million trips in 2006. While China's official outbound trip count is much higher, at 34.5 million, some 70% of these trips are in fact for Hong Kong and Macau – Special Administrative Regions (SARs) of China – and therefore domestic destinations. IPK data shows that intra-Asian travel accounts for the highest share of all trips (71%), with Europe in second place in the destination favorites" ranking (16% share), ahead of the Americas (12%). Holidays account for more than two thirds of total volume (65%), with other leisure travel (including VFR) generating a 24% share and business travel 11%. The favourite types of holidays involve touring (44%) – traveling to several different destinations, of which mainly cities – followed by city breaks (13%) and sun & beach trips (13%).

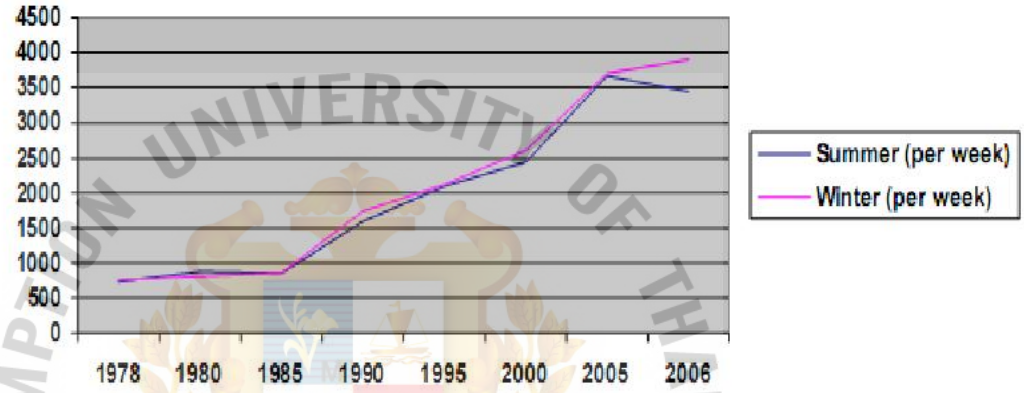
1.1.3 Thailand's Situation

Suvarnabhumi Airport Project is a national priority of the government and is designated to be the aviation hub in Southeast Asian region. Since Bangkok International Airport (BIA) has restrictive development to accommodate the air traffic growth in the future, which is estimated to be up to 58 million passengers per year in 2008 while the full-scale development of provided plot of land at Nong Ngu Hao with its capacity to accommodate 45 million passenger per year, 76 flights per hour and 3 million tons of cargo per year. (www. suvarnabhumi.com, 2008)

The number of air transport passengers in Thailand has been fluctuating as a result of global terrorist violence, the rising crude oil prices, and the Tsunami. In 2004, the International Civil Aviation Organization reported the volume of global air transport passenger travel at 3,442 billion passenger-kilometers, a 14.0% growth over from the year before. Forecasts of passenger growth for the years 2005-2008 are 7.6%, 6.5%, and 6.2% respectively. It is estimated that, in 2008, the demand for air transportation will be at 4,192 billion passenger-kilometers (an average growth of 6.8% per year) with the highest growth rate being in the Asia/Pacific region. (www.aerothai.co.th, 2008)

Added traffic with the opening of the new Suvarnabhumi International Airport has significantly boosted the growth potential of the aerospace industry in the country, with a capacity to service 45 million passengers per year and 76 flights per hour. Don Muang's reopening for arrivals and departures of domestic flights only increases the opportunities. (www.boi.go.th, April 2008)

Figure 1.4. International Scheduled Flight Movements Bangkok International Airport



Source: http://www.boi.go.th/english/why/Aircraft.pdf (April, 2008)

According to Bangkok Post (www.thailandoutlook.com.April, 2008) Air traffic in and through Thailand continues to rise unabated. Air traffic shows steady increase across country. Air traffic in and through Thailand continues to rise unabated, despite fears that the economic slowdown and spiking oil prices were putting the brakes on air movements. That picture was evident in the statistics of passenger throughput and aircraft movements through the country's six major airports in the first quarter of this year. Total passengers passing through Suvarnabhumi, Don Mueang, Chiang Mai, Phuket, Hat Yai and Chiang Rai, increased by 11.5% over the same period last year to 16.53 million. Combined aircraft movements, both in terms of take-offs and landings, increased 6.1% in the first quarter 2008 to 106,607, according to figures compiled by Airports of Thailand Plc, (AOT) which operates the airports.

International passengers through Bangkok rose 9.9% to 9.34 million while

domestic travelers were up 13.1% to 3.72 million. Phuket continued to record high growth, rising 16.5% in the first quarter to 1.92 million. Total passenger throughput at Chiang Mai registered the smallest growth, at 6.7%

1.2 Organization Background

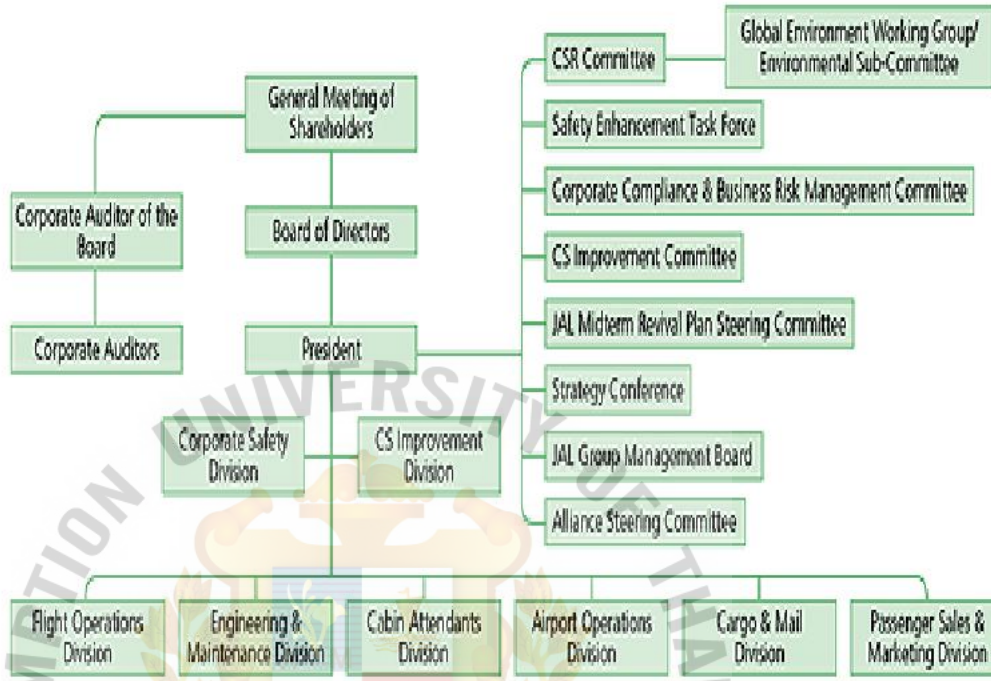
Jalways was founded on 5th October 1990. In 1991, in the month of July, Jalways commenced functioning. In the beginning the airline began scheduled services in the name of Japan Air Charter which was a charter airline. From 1st October 1999 the airline took on the name Jalways and became an international airline.

In 2001 Jalways became a completely possessed adjunct of Japan Airlines. Till 1 April 2007 the airline was served by 2,765 employees.

Jalways Co., Ltd. is an airline subsidiary of Japan Airlines. It operates more than 200 flights each week with daily scheduled flights from three airports in Japan to Bangkok, Guam, Honolulu and Kona as well as international scheduled services for Japan Airlines on a wet lease basis. Its main base is Narita International Airport, Tokyo. Its flight crew are based in Honolulu, Hawaii, and are predominantly American, while its flight attendants are trained and based in Bangkok, Thailand, and are predominantly Asian. Jalways operates independently of JAL, but shares livery and interline benefits: this is primarily to avoid the higher labor costs of JAL's Japanese flight attendants and maintenance.

JAL Group Organization Chart

Figure 1.5. JAL Group Organization Chart



Source: http://www.jal.com. (Retrieved on April 2008)

1.2.1 Mission

Jalways mission is to serve as a bridge between people and the world. On top of this, Jalways aim to be an airline which everyone can feel close to and always be their first choice. All the crew members and staff are making sincere efforts towards the safe operations and in-flight comfort that can make our passengers feel warm and well cared for. In this ever-changing world and rapidly growing Asia, Jalways is given ample new opportunities to take active roles in the aviation industry. We will always aim to provide the highest quality that no other world-class airline can follow. Jalways will challenge to fly still higher.

1.2.2 Corporate policy of the JAL group

The Japan Airline Group, a transport enterprise with a global reach, will expand its worldwide network as a key industry supporting travel, tourism and transport in the

21st century. “an era of exchange.” Jalways will not only transport people and goods to their respective destinations safely and on time, but will also bring peoples, their cultures and their hearts closer together as our contribution to world peace and prosperity.

(1) *We will prioritize safety and quality.*

Safety is the very foundation of our business and underpins all our activities. We will make steady and daily efforts to improve the quality of air transport and continuously strive to assure safety and build credibility.

(2) We will think and act from the standpoint of the customer.

We will always think and act from the customers’ standpoint and provide improved ding customer satisfaction and gaining customer loyalty will be or greatest reward.

(3) We will strive to maximize corporate value.

We rely on the support of a great number of people and organizations Including the public, shareholders, customers, business partners, employees and their families. We will improve not only our financial value, but also social and human value, both tangible and intangible, in order to respond to the expectations and trust of all those associated with the JAL Group.

(4) We will fulfill our responsibility as a corporate citizen.

We will bear our responsibilities and take pride in our tasks as a member of society. Through fair, transparent and accountable corporate activities, proactive approaches to the global environment and social contribution activities, we will fulfill our responsibility as a corporate citizen and conduct ourselves accordingly in order to create a better society.

(5) We will appreciate hard work and take on a positive attitude.

We will create a corporate culture where fairness prevails, people and their feelings are respected, and one gains satisfaction from work. We will not fear changes, but wisely and steadfastly work hard, meet the challenges and take on a positive attitude.

1.2.3 Jalways destination (Route)

Jalways operates to the following cities, some in cooperation with JAL using both carriers’ aircraft**.**

Australia

- Brisbane (Brisbane International Airport)

- Sydney (Kingsford Smith International Airport)

Guam (United States)

- Guam (Antonio B. Won Pat International Airport)

India

- Delhi (Indira Gandhi International Airport)

Indonesia

- Denpasar (Ngurah Rai International Airport)

- Jakarta (Soekarno-Hatta International Airport)

Japan

- Nagoya (Chub Centrair International Airport)

- Osaka (Kansai International Airport)

- Tokyo (Narita International Airport)

Philippines

- Manila (Ninoy Aquino International Airport)

Thailand

- Bangkok (Suvernabhumi International Airport)

USA /Hawaii

- Honolulu (Honolulu International Airport)

- Kailua-Kona (Kona International Airport at Keahole)

Vietnam

- Ho Chi Minh City

1.2.4 Joined Oneworld

Japan Airlines became a member of the oneworld alliance on April 1, 2007, an alliance formed among ten of the world's leading airlines - American Airlines, British Airways, Cathay Pacific, Finn air, Iberia, Japan Airlines (including Japan Asia Airways,

Jalways, Japan Transocean Air, JAL Express, and J-AIR), LAN Airlines (including LAN Argentina, LAN Ecuador, LAN Express, and LAN Peru), Malév Hungarian Airlines, Qantas, and Royal Jordanian.

The ten member airlines of the oneworld alliance share a common goal to make worldwide travel an easier, more rewarding experience for passengers. Through oneworld combined resources and route networks, which offer customers a range of service benefits on a global scale:

- Thousands of employees across the globe to ensure that customers are in good hands at every step of the journey.
- Greater rewards and recognition for frequent flyer program members.
- More information to guide you. Oneworld also offers you excellent value in its. Oneworld Explorer round-the-world Fare. This is a great way to take advantage of its vast, interlocking route networks covering more than 675 destinations in more than 130 countries. Oneworld Explorer opens up an exciting new world, both for the adventurous traveler and globe-trotting executive. If you are a member of any oneworld airline's frequent flyer program, you will earn miles/points on eligible flights. You will also enjoy all the privileges that your membership status entitles you to.

(www.oneworld.com, 2008)

Figure 1.6. Oneworld Group (Ten Airlines, March 2008)

Current situation

Aviation industry is one way to help travelers reduce their time with comfort in doing their business, also in air transportation, operations include air passenger services, baggage handling and air cargo services. With larger demand of traveling for different purposes such as business, vacations, visiting the airline industry is a sector of the aviation industry that strong growth in security, transportation and provide high standard of service.

Since there are a lot of airlines which provide both international and domestic routes they would provided the best option for passengers to select the best way to travel. Flight safety is the very foundation on which the airline exists. The airline industry is concerned with the airplane's safety and security which can entrust passenger's safety with complete confidence. New technology can be supported which includes safety, comfort, reduced time and the model of aircraft used.

However one of the results of the boom in the airline industry is that more people are traveling to a larger number of foreign destinations without speaking any language other than their own. At least one flight attendant should have a good command of a passenger's mother tongue on board. So for this reason language barrier

has always been problems even though Thai flight attendants learn Japanese and are able to communicate in Japanese. Besides, they have to adjust themselves to Japanese working cultures and it causes low working performances and less team effectiveness for Thai flight attendants. In order to please their passengers and their own employees, Jalways flight attendants are required to learn Japanese culture and be able to communicate in Japanese. Thai flight attendants sometimes have to work with Japanese flight attendants and it is necessary that the differences in working cultures, language literacy and teamwork are an obstacle which causes low work performance and less team effectiveness for Thai flight attendants.

SWOT Analysis

Table 1.1. SWOT Analysis of Jalways

Strength	**Weakness**
• Brand Awareness • Strong team of maintenance • Safety and security first • Training program • Service theme “Smile on Jalways”	• Bureaucratic policy • Less Advertising • High ticket fare • Communication skill (Language) • Manpower skill • Too much invest fund
Opportunities	**Threat**
• Economic growth • Population growth • Government support • Technology Advancement	• High competition on both International and Domestic • High new entry • Oil/Gas price increasing • Weather and Circumstance

Strengths

Jalways has been established for a long time, it is well known for high standards, which create a good image and is trust worthy for many passengers. As the national airline of the high technology country like Japan, Jalways is also known as the best

maintenance airline in the world since the safety and security of passengers is the first priority, every flight attendant who is involved with the airline must know every specific detail about the security before working. Looking forward to be the top airline of the world, Jalways has the strict policy in evaluation every 3 months; by doing that they would know the efficiency of their flight attendants. For flight attendants who hold the most important role on board, apart from training the safety and security is just one part, giving services to passengers the best is also the main topic of all and for those flight attendants who's not Japanese, Japanese language training is a must before working on board. With this pattern Jalways has strongly recommendation in job function and working system as every flight attendant plays the most important role in moving forward to be on top of the best airline of the world. Even though flight attendant 's duties on board is difficult and exhausted, all flight attendant need to remind themselves in serving passengers the best with a warm welcome and smile, with this theme passengers would have a comfortable journey and a smooth service from the willing staff.

Weaknesses

Having the Bureaucratic policy, Jalways needs to report for authorization in every change and every move and whether it proceeds or not depends on the head office's decision, Jalways has no authority in running on their own decision, with this status working process might be delayed from the head office and an opportunity may be lost. Being established for a long time Jalways has less advertisements and little in non-based ports comparing to the other airlines such as Thai airways, Singapore airlines etc. hence Japanese passengers do not know the name of Jalways but they are known by Japan airlines' name.

Nowadays with high competition in airline business, airline ticket fare is the important factor for passengers in choosing an airline for traveling, with many new

airlines established, giving more opportunity to passengers in using the new comer airline since the airfares are cheaper than Jalways. Having flight attendants from many bases such as Thailand, Jalways has faced the problem when the non Japanese flight attendants like Thai flight attendants have to communicate with Japanese passengers who are not able to speak English at all, errors in service and errors in communication can occur if the flight attendant's speaking skills are not strong enough this also increases pressure on Thai flight attendants, persuading Thai flight attendant to resign from the company thereby causing Jalways lack of efficient manpower skill. These also have the side effects to the company's investment fund in recruiting more crew.

Opportunities

The aviation field needs a lot of factors in moving forward, the economic growth which has growing effects on the population growth create more demand for traveling. Most important things in working aboard for Jalways is government support to operate and develop the aviation industry also from the economic growth, aviation can use the profit from economic growth in technology advancement to stand ahead in this field.

Threats

Nowadays more airlines have been established creating more competition in the aviation field not only in domestic but globally. These airlines use many strategies to attract passengers and make more options. The market share has been divided with more new comers, low the profits to the old ones, forcing the airlines to improve and added more services to passengers. Not only the factor from global competition the threats the airlines business climate has changed or the nature forces is also the reason for the cause in holding back or moving forward to airlines. Since global warming issue has been brought to the world, airlines are directly effected, mainly because of the natural disasters such as the incident in Indonesia, El Niño, or Tsunami in Thailand. This has

reduces consumers in a particular route and cost the airlines millions since mostly there are the tourism landmarks.

1.3 Objective of the Study

1. To describe and analyze the current situation of language literacy, flight attendant's performance and team effectiveness in Jalways.
2. To identify and propose an OD intervention program on language literacy, flight attendant's performance and team effectiveness.
3. To prepare an appropriate OD intervention and suggestions to develop language literacy, flight attendant's performance and team effectiveness.

1.4 Statement of the Problem

The main purpose of the study is on the diagnosis and analysis of the current situation of language literacy, flight attendant's performance and team effectiveness in Jalways. All of these factors which the researcher wants to focus on improvement of language literacy, flight attendant's performance and team effectiveness. Moreover the language barrier has always been a problem even though Thai employees learn Japanese language and are able to communicate but still have encountered hard times when sentences become more complicated. Besides, they have to adjust themselves to Japanese working cultures and it causes low working performances and less team effectiveness for Thai flight attendants since they have so many to worries, such as work task and communication to both Japanese colleagues and passengers. These are the obstacles for Thai flight attendants since Jalways has started to recruit Thai flight attendants.

1.5 Research Questions

1. What is the current situation of the in-flight service in terms of language literacy, and flight attendant performance and team effectiveness in Jalways?
2. What are the appropriate OD interventions that should be implemented for the language literacy, and flight attendant performance and team effectiveness in Jalways?

1.6 Scope and Delimitations of the study

The scope is expected to indicate the language literacy, flight attendant performance and team effectiveness under the Japanese work environment. This study is based on the real Thai flight attendant's experience through the questionnaires that indicates the point of studies. Since this study is based on real life situation gathering the information depended on various factors.

Population

Thai flight attendants work for Jalways Co., Ltd. in the position of flight attendants, supervisor, orchid wing and TG (Bangkok base) gather the information would take times about 4 week to 2 month to collect all of the information.

Time limitation

Most of the flight attendants fly around the world with different lengths of periods per flight, so it will take time to fill in the questionnaire and return them to the researcher.

Area

In Bangkok base only, This studies aim to studies the language literacy, flight attendant performance and team effectiveness which requires the point from both sides which are Thai flight attendants and Japanese flight attendants, for Japanese flight attendants asking for their cooperation seems to be a problem since not many Japanese flight attendants would be on board in each flight and the number information might not

be equal.

Unit

The survey was conducted among individual flight attendants who work in Jalways for various years because the main problem is language literacy, when Thai flight attendants encountered a hard time to communicate with Japanese passengers. , they would resign or change to the new airline hence most Thai flight attendants are too new to realize the problem.

1.7 Significance of the Study

This research will provide on the opportunity to the company to improve the airline rank for the in-flight service. More passengers will recognize the name of the airline and always use the service of the company.

The findings of this study will enable to increase the language skills, flight attendants performance, team effectiveness and the flight attendants will be more motivated to perform their duties with high standard and consistency.

For individual benefits, the researcher has increased the experience which has given vision and insight for the researcher's own future career and also through this recommendation and consultancy process, the researcher will learn to relate the academic learning with the actual business field and promote the research's academic knowledge into a new and higher level.

1.8 Definition of Terms

For uniformity and clarity of understanding of this research , the following terms are defined as these are used in this research;

Chief purser: A person with the highest position on a flight who is responsible for taking care of the passengers, ensures the safety and evaluates the performance of all cabin attendants.

Communication: One-way communication describes an interaction in which one or

both parties are paying little attention to what the other is saying or doing. In two-way communication, presumably both parties are engaging and responding to each other *(Cummings & Worley, 2005)*

Flight attendant performance: It defined as behaviors that are relevant to the organization's goals and can be measured in terms of each individual's proficiency, or level of contribution.

Flight attendant/ Cabin crew/ Cabin attendant: It defined as a person who ensure the safety and comfort of the passengers in an aircraft.(in Jalways has female crew only)

Language literacy: is the ability to identify, understand, interpret, create , communicate and use language to read, write, listen speak. Literacy involves a continuum of learning to enable an individual to achieve employee goals, to develop employee knowledge and potential, and to participate fully in the wider society.

OD intervention: Organization development interventions are those actions intended to help organization improve their effectiveness, including quality of work life and productivity (*Cummings &Worley, 2001).*

Orchid Wing: It defined as in-flight in charge duty who having supervisory power in cabin which assigned by chief purser. (Jalways'crew who work over 3 years)

Passenger: A person who is traveling by an airplane and who is not the driving it or working on it.

Pattern: A flight duty period, or sequence of flight duty periods with intervening ret periods, commencing and completing at the flight attendant's base.

Performance: Work done in employment required to be performed in fulfillment of a contract, promise, or obligation that substituted a new performance innovation of the contract. *(Merriam-Webster, 1996)*

Smile on Jalways: It defined as the warm hospitality of Jalways's staff, delivered with that universally understood expression smile.

Supervisor: It defined as in-flight in charge duty who ensure the safety, comfort of the passengers, gather information from other compartments to report directly to chief purser and evaluates the performance of all junior flight attendants. (Jalways' flight attendant who work over 5 years)

Team effectiveness: Groups of people with complementary skills who are equally committed to a common purpose, goals and a working approach for which they hold themselves mutually accountable and have members that are also deeply committed to one another's personal growth and success. *(Katzenbach, J. & Smith, D., 1993)*

Teamwork : Joint action by a team of people in which individual interests are subordinated to team unity (Nellson & Quick, 2006).

TG : A person who ensures safety and comfort of the passengers in an aircraft. The TG position promotes to employee who have been working for 6-7 years in Jalways. This position have been work in the Orchid Wing position.

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CHAPTER TWO

REVIEW OF RELATED LITERATURE AND CONCEPTUAL FRAMEWORK

This chapter presents the review of major theories in communication and teamwork, review is the basic for the design of a conceptual framework of the study. The understanding of communication and teamwork would be ingredients to improve work performance and effectiveness. The researcher has to study the theories and articles to know each variable to build a conceptual framework to see an overview of the process of recommendation for an organization.

2.1 Organization as a System

Organizations are living realities of every human experience. Almost everything that people have and do relates an organization. Airline industry, business and governments cannot operate effectively outside the workings of an organization. Thus, it is important to understand what organizations are like as a system.

Smither, Houston and Mcintire (1996) describes the organization as a system is composed of two or more interdependent parts which are existing in a larger environmental system or suprasystem. In general, systems can be classified from closed to open and it said that closed systems do not occur in the nature. They are constructed by humans. In contrast, an open system can be defined as set of interrelated and interconnecting elements that acquire inputs from the environment, which transforms them, and discharge and outputs back to the external environment (Daft, 1989). Interaction with the environment in the form of inputs and outputs represent a critical feature of an open system. Organizations are clearly open systems since they must interact with the environment to survive.

It is important for the researcher to understand the organization system in order to recognize all factors in which it could be related. Brown and Harvey (2006) define a

system as a set of interrelated parts unified by design to complete some purposes or goals. They give an explanation of the organization as a system because they contribute a number of related and interdependent parts that is part which contributes to the total organizational functioning and to the achievement of its goal. As the parts in the organization are interdependent and interrelated, change in one part of an organization system has consequences in the other parts of the organization.

2.1.1 Organizations as an Open System

Organizations are open systems as they must interact with the environment in order to survive. The interaction is in the form of inputs received from the environment and outputs exported to the environment, the environment has the influence upon the organization. Then, it can change the organization and its outputs. (Smither, Houston and McIntire, 1996) According to Brown and Harvey (2006) an open system influences and is influenced by the environment through the process of interdependency, which results in a dynamic equilibrium. The level and degree of interaction with other elements within the organization reflects the overall efficiency of the system. They also add that there are three basic elements which make up a system which is resource inputs, transformation process and outputs. Inputs refer to the resources that are applied to the processing function. Transformation processes are the activities and functions that are performed to produce goods and services. Outputs are the products and services produced by the organization.

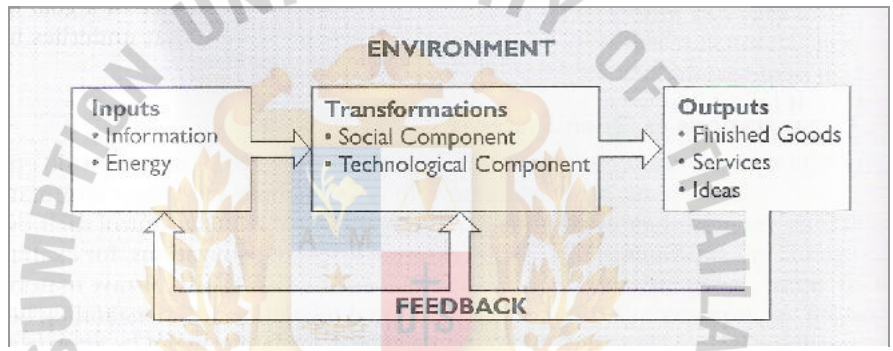
Cummings and Worley (2000) describe that organizations as open systems as because they exchange information and resources with their environment. Organizations cannot completely control their own behavior and are influenced in part by external forces. They also note that the key properties of open systems are inputs, transformations and outputs. Inputs consist of human or other resources, such as information, energy and materials, coming into the system. Inputs are acquired from the

system's external environment.

Cummings and Worley also note that transformations are the processes of converting inputs into outputs while outputs are the results of what is transformed by the system and sent to the environment. In addition feedback is the information regarding the actual performance or the output results of the system.

According to Cummings and Worley, an organizations is an open systems as shown below in figure 2.1

Figure 2.1. Organizations as an Open System



Source: *Cummings and Worley (2005). Organization Development and Change, 8th Edition, p: 86.*

2.2 Organization development

Organization Development (OD) as a new discipline or body of knowledge is a phenomenon of the twentieth century. It actually grew out of the context of the industrialized society when organizations have become more and more specialized and centralized where the "human side of the enterprise" has been taken for granted. It was only during the past six decades after the Second World War that OD consciousness and processes were born.

Organization development is a systemic approach to organizational improvement that applies behavioral science theory and research in order to increase individual and organizational well-being and effectiveness. This definition implies

certain characteristics. First, OD is a systematic approach to planned change. It is a structured cycle of diagnosing organizational problems and opportunities and then applying expertise to them. Second, OD is grounded in solid research and theory. It involves the application of our knowledge of behavioral science to the challenges that organizations face. Third, OD recognizes that the reciprocal relationships between individuals must change. Finally, OD is goal oriented. It is a process that seeks to improve both individual and organizational well-being and effectiveness (Nelson and Quick, 2006).

According to Cummings and Worley (2005), organization development is a process in which it can be applies as behavioral science knowledge and practices to help organization build the capacity to change and to achieve greater effectiveness. Moreover, a system wide application of behavioral science knowledge to the planned development, improvement and reinforcement of the strategies, structures and processes that lead to organization effectiveness.

Brown and Harvey (2006) say that organizational development is an emerging discipline focused on improving the effectiveness of the organization and its members by using a systematic change program.

In addition, French and Bell, Jr. (1999), also note that the organization development is long-term efforts that respond to change on a complex educational strategy intended to change the beliefs, attitudes, values, and structure of organizations. It can also be defined as a planned and sustained effort to apply behavioral science for system improvement, using reflexive, self-analytic methods. It also tends to improve an organization's visioning, empowerment, learning and problem-solving processes, through a current, collaborative management of organization culture-with special emphasis on the culture of intact work teams and other team configurations-using the

consultant-facilitator responsibility and theory and technology of applied behavioral science including action research.

The conclusions of the researcher is that the meaning of organizational development the theory and practice of bringing planned change to organizations. The process of change in management through mainly on the human being under terms of organizational structure, management strategy, job design and process that are usually designed to address an organizational problem or to help an organization prepare for the future of any affect both effectiveness and efficiency towards an organization. It also states that organization development is a set of behavioral science-based theories, value, strategies, and techniques in which can aim the planned change of the organizational work setting for the purpose of enhancing individual development and improving organizational performance, through the alteration of an organization (Smither, Houston and Mcintire, 1996).

2.3 Organization Development Intervention

According to French and Bell, Jr. (1999), organization development intervention are sets of structured activities in which selected organizational units engage in a task or a sequence of tasks with the goals of organizational improvement and individual development. The OD practitioners have created an array of interventions to help organization members in order to address the specific problems effectively. Moreover, the range of OD interventions is quite extensive which is developed to solve most problems related to the human side of the organization. For example, in a human relations class, if a manager was having trouble understanding and working with minority employees, he or she would perhaps “role play” the situation with the instructor or fellow students. In OD, the manager would probably interact with the minority employees with whom he or she was having difficulties, but having a high

probability of learning for both parties and a high probability of being a "success experience" for both parties.

Cummings and Worley (2005) identify four types of OD intervention that are human process interventions, techno structural interventions, human resources management intervention and strategic interventions.

Human process interventions aim at people in the organization and the process they use to accomplish the organizational goals. They also focus on improving the functioning of people and organizational process. The examples of human process interventions are process consultation-focusing on interpersonal relations and social dynamics happening in the work groups, team building-helping work groups become more effective in accomplishing tasks, conflict resolution interventions-aiming at resolving differences among people or organizational units and large-group interventions-focusing on clarifying important values, developing new ways of thinking, articulating a new vision for the organization or to solving pressing organizational problems.

Techno structural interventions aim at an organization's technology (e.g. task methods and job design) and structure (e.g. division of labor and hierarchy). The productivity, human fulfillment result from appropriate work designs and organization structure are stressed to reach the organization effectiveness. The examples of techno structural interventions are structure design-concerning the organization's division of labor, downsizing-reducing costs and bureaucracy by decreasing the size of the organization through personnel layoff, outsourcing and organizational redesign , and reengineering-radically redesigning the organization's core work procedures to create tighter linkage and coordination among the different tasks.

Human resources management interventions are the planned activities that integrate people into organizations. The examples of human resources management

interventions are performance management-focusing on improving organizational effectiveness by establishing a better fit between personal and organizational objectives, career paths and attain career objectives, and managing workforce diversity-focusing on making human resources practices more responsive to a variety of individual needs.

Strategic interventions links the internal functioning of the organization to the larger environment and transform the organization to keep pace with changing conditions. The examples of strategic interventions are integrated strategic change-focusing on how planned change can make a value-added contribution to strategic management, trans-organizational development-helping the organizations enter into joint ventures, alliances and partnerships to perform tasks or solve problems that are to complicated for single organization to resolve and merger and acquisition integration-describing how OD practitioners can assist two or more organizations to form a new entity.

2.4 Performance Management

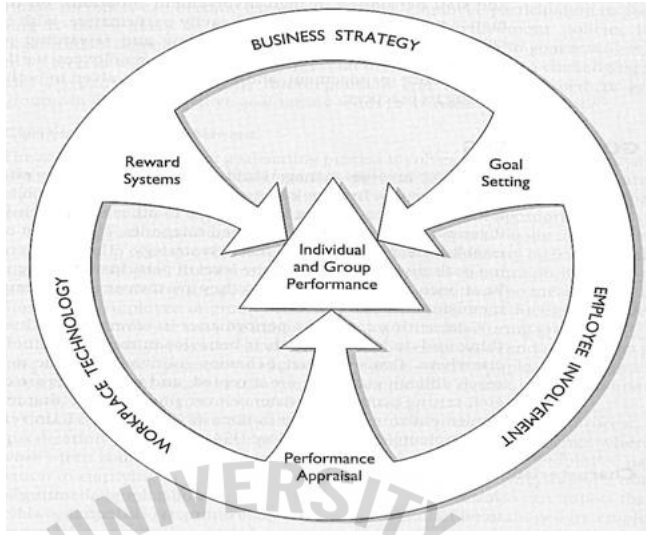
Performance management involves goal setting, performance appraisal, and reward systems that align member work behavior with business strategy, employee involvement, and workplace technology. *Performance appraisal* involves collecting and disseminating performance data to improve work outcomes. It is the primary human resources management intervention for providing performance feedback to individuals and work groups. Performance appraisal is a systematic process of jointly assessing work-related achievements, strengths, and weaknesses. *Reward systems* are concerned with eliciting and reinforcing desired behaviors and work outcomes. It can be support goal setting and feedback systems by rewarding the kinds of behaviors required to implement a particular work design or support a business strategy. Moreover, there are many innovative and effective reward systems which are used in organizations in order to control, to enrich and to motivate the employees. *Performance management*

interventions is implemented by the human resources department within organizations, whose managers have special training in these areas (Cummings and Worley, 2005).

In addition, Cummings and Worley also note that performance management is an integrated process of defining, assessing, and reinforcing employee work behavior and outcomes. As shown in figure 2.4, performance management includes practices and methods for goal setting, performance appraisal, and reward systems. *Goal setting* specifies the kinds of performances that are desired; performance appraisal assesses those outcomes; reward systems provide reinforcements to ensure that desired outcomes are repeated. *Business strategy* can be defines the goals and objectives, policies, and intended relationships between the organization and its environment to compete successfully, and performance management focuses, assesses, and reinforces member work behaviors towards those objectives and intentions. *Workplace technology* observes whether the performance management practices should be based on the individual or the group. When technology is low in interdependence and work is designed for individual jobs, goal setting, performance appraisal, and reward systems should be aimed at individual work behaviors. On the contrary, when technology is highly interdependent and work is designed for groups, performance management should be aimed at group behavior.

Finally, the level of employee involvement in an organization should determine the nature of performance management practice. In high-involvement situations, performance management should be heavily participative, with both management and employees setting goals and appraising and rewarding performance, for example, employees participate in all stages of performance management, and are heavily involved in both designing and administering its practices.

Figure 2.2. *A Performance Management Model*



Source: *Cummings and Worley (2005). Organizational Development and Change, 8th Edition, p: 367.*

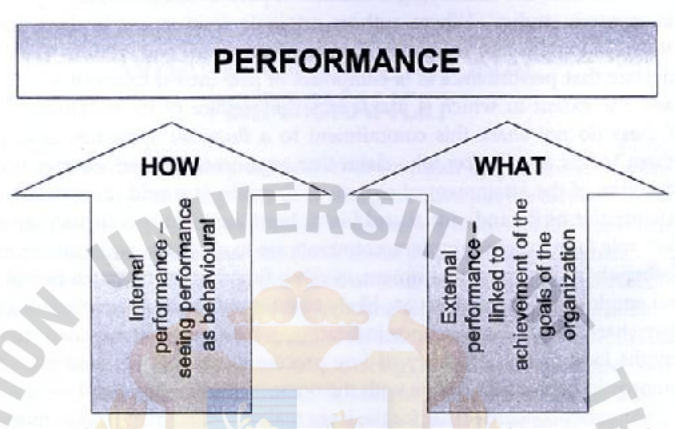
2.5 Organizational performance

Corvellec (2001) it is not surprising that organizational performance touches on every aspect of business. Any review of the management literature would confirm this. Despite such an intense interest in the idea, and although performance has been raised to becoming the ultimate life-or-death criterion of business success, what business mean by organizational performance remains unclear and confusing. A search through management journals produces articles that relate an organization's performance (i.e. its productivity, profitability or, in the public service, level of service delivery) to the firm's ownership or location, culture, organizational learning, top management compensation, labor force quality, team building, management control systems or balanced scorecard.

Corvellec (2001) concludes that for the large majority of management authors, an organization's performance is considered to be the result of its activity, as witnessed by the measurement of some form of output. It is perhaps useful to think of these measurable outputs as being the hard targets or the 'what' of performance. However, to

focus on hard targets alone would be shorted-sighted. So performance is not only a matter of results or outputs, but also of behavior and process. Therefore it takes into account all aspects of what people involved in organizations do. We believe it is useful to think of these behaviors and processes as the 'how' of performance. (figure 2.2.)

Figure 2.3. Two categorizations of performance



Dealing with underperformance

Elizabeth & Dilum (2007), the issue of dealing with poor performance is one that we come across in whichever sector public or private we work in. It has always been the thorn in the side of managers and HR alike. In our case study organizations we found active attempts to confront poor performance, with a focus by the architects of the performance management process both to support line managers through this difficult issue and also to police and enforce measures aimed at getting line managers to meet the issue head-on. The key elements of this theme included:

- A tougher line and commitment that this issue had to be tackled – for reasons of emphasizing excellence and equity to others who were doing their best.
- The introduction of forced distributions of performance.
- Board-level involvement in decision about performance distributions or what constituted good performance.
- 'Policing' of, and support to, line managers.

- Calibration across departments and areas to ensure consistency in the way performance standards were being enforced.

2.6 Language literacy and communication

According to www. teachernet.gov.uk / growing schools (Retrieved on May 2008). Language, literacy and communication are crucial important factors in flight attendant's development. Language is a form of communication to express thoughts, ideas, feelings, emotions and information. Other forms of communication can include non-verbal gestures and actions such as: facial expressions, body posture and movement tone of voice.

It is important that the different elements of language and literacy are seen as linking and having a purpose. Language, reading and writing skills develop together and are interconnected. They should not be taught in isolation of each other. These literacy skills are developed through real life and meaningful experiences for the flight attendants. Language is a means by which flight attendants learn about communication with the peers and passengers. It is crucial in enhancing their cognitive development and in the way they go about solving problems and forming relationships.

Language, literacy and communication Skills consist of the progressive development of employee's skills in:

- speaking
- listening
- reading
- writing
- communicating.

Language

One of the results of the boom in the tourism industry is that more people are traveling to a larger number of foreign destinations without speaking any language other than their own. At least one crew member should have a good command of a passenger's mother tongue in order to assure that monolingual passengers are also provided with optimal comfort (and security) on their journey. The polyglot nature of our global society will clearly make it impossible to always fully realize this aim. Therefore, this supplementary service should be confined to flights where communication problems arise regularly; such destinations include not only Japan (Japanese) and Africa (French), but also for example South and Central America (Spanish and Portuguese). As a consequence, at least one of the flight attendants on each flight should speak the language spoken at the flight's destination. Some steps to providing passengers with such language services can already be seen as side-effects of airline alliances. In some cases, code share flights have crews that have been provided jointly by the participating airlines; for example, during Austrian Airlines' cooperation with All Nippon Airways (ANA), Japanese native speakers were on board flights from and to Japanese destinations because part of the crew came from ANA. Making such an offering part of the planning process and integrating it into the roster procedure will help to anchor this service as part of an airline's marketing policies.

However, such an approach requires long-term and short-term decisions: First, the planners must consider language knowledge in their crew capacity planning so as to ensure to have a sufficient number of crew members with the required language qualifications are available. If necessary, this potential can be improved over the medium term by offering language courses; however, an adequate hiring strategy that takes language requirements into account is even more important in this context.

2.7 Organization Communication

We noted that communication in classical organizations tended to be task-related, vertical and downward, written, and highly formalized.

- Content of communication
- Direction of communications Flow
- Channel of communication
- Style of communication

In sum, then, communications in organizations that follow the human relations approach provides a sharp contrast to that found in organizations that follow a classical approach. Specifically, human relations organizations will include both task and social communication content and shift the emphasis to a horizontal direction, interpersonal channels, and an informal tone.

2.7.1 Communication levels

Communication takes place at several levels in an organization. Although team leaders are actively engaged primarily in the first two levels, there may be occasions in which they are involved in the other levels, at least indirectly. Consequently, team leaders should be familiar with all four levels of communication. (David L. 2004)

1. One-on-one-level communication is just what the name implies one person communicating with another. This might involve face-to-face conversation, a telephone call, an e-mail message, or even a simple gesture or facial expression.
2. Team or unit-level communication is communication within a peer group. The primary difference between one-on-one and team communication is that, with the latter, all team members are involved in the process at once, as in a team meeting to solve a problem or set goals.
3. Organization-level communication is communication among groups. A

meeting involving the sales department, design department, and a production team would represent an opportunity for organization level communication.

4. Community-level communication occurs among groups inside an organization and groups outside the organization. Perhaps the most common example is an interaction between a company's representative and newspaper, radio, or television reports.

2.7.2 Interpersonal Communication

Communication is the evoking of a shared or common meaning in another person. Interpersonal communication is communication that occurs between two or more people in an organization. It is important in building and sustaining human relationships at work. Interpersonal communication cannot be replaced by the advances in information technology and data management that have taken place during the past several decades. The message contains the thoughts and feelings that the communicator intends to evoke in the receiver. The message has two primary components. The thought or conceptual component of the message is contained in the words, ideas, symbols, and concepts chosen to relay the message. The feeling or emotional component of the message is contained in the intensity, force, demeanor, and sometimes the gestures of the communicator. This component of the message adds the emotional overtones, such as joy or anger, fear, or pain, to the conceptual component.

One-way communication is faster, although how much faster depends on the amount and complexity of information communicated and the medium chosen, Even though it is faster, one-way communication is often less accurate than two-way communication. This is especially true for complex tasks where clarifications and iterations may be required for task completion. Where time and accuracy are both important to the successful completion of a task, such as in combat or emergency situation, extensive training prior to execution enhances accuracy and efficiency of

execution without two-way communication. It is difficult to draw general conclusions about people's satisfaction with one-way versus two-way communication.

2.8 Organizational teamwork

According to Parker (1990), team is composed of two or more people and it has a specific objective or goal together to complete. In teams may need coordination in order to coordinate the activity among team members for the attainment of the team goal. Team has become essential elements in problem solving and in helping businesses more than individual working. The individuals' creativity is less efficient in some situations that require a combination of multiple skills, experiences and judgments in which a team would achieve better results than individuals working within confined job roles and responsibilities. Team working is the factor in improving the productivity for organization to responds better to environmental in the market. Moreover, team working is helpful to companies in dealing with the internal and external situation which can be able to build more flexibility into a business.

Parker also mentions that the primary problem which teams confront is the existing work structure in the organization because the traditionally structured organizations to team working still are problems. Although the change in organizational structure is an essential in develop good teams. Secondly, the problem that teams confront is the objective on each project because there are many factors are involved such as political issues. The lack of visible support and commitment from the top management can be another problem which teams may experience. The most common reason the teams fail is because the lack of training that is important in developing skills for team work. Moreover, the culture and communication can be a big barrier for group cohesion because the sensitivity of organization cultures is an essential in understanding motivation.

Conti and Kleiner (2003) said that the way to increase an effectiveness of teamwork in order to benefit the organization need the understanding in confront the problem and building the team for future. In the present day the teamwork in the business industrial is very important in term of contribute and provides a visual perception. Through these day-to-day business climates, the effectiveness of teamwork is the way to achieve and maintain a successful business. In the competitive market, the teamwork can help to minimize the costs and at the same time help to increase profits. The essential tools and techniques can be a significant for a team and identifying the varied types of team in order to discuss the problems occurs.

Most companies have equal opportunities policies, although, unfortunately, not all companies have implemented them. Discrimination may occur because of gender, age, marital status, race, ethnic origins or disability. Indeed, training opportunities may be discriminatory for certain sectors of the workforce. Professionals are aware of the opportunities for these types of development than many other grades, but staff developers do need to make other staff equally aware of the opportunities that their employers can provide for them. Organizations need to undertake the following activities in order to help staff achieve their full potential and the training provision made by the organization will depend to a great extent upon the size and function of the organization, but will probably include the following types of course:

Ineffective team players cost the organization, their behavior results in wasted time and effort, lost opportunities, poor customer relations, low morale, and high turnover. When the organizations are dealing with the ineffective team player then the following guidelines are especially directed at eh team leader in applying the team members who observe counter productive team players:

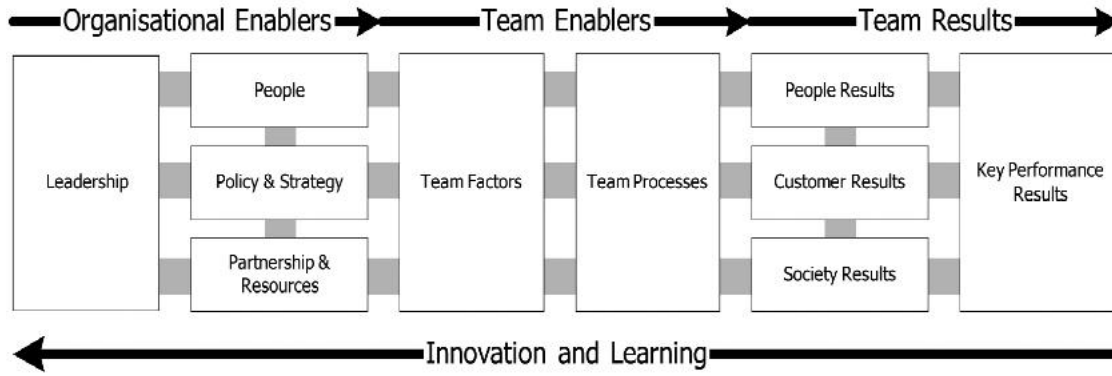
Work teams are task-oriented groups, though in some organizations the term team has a negative connotation for unions and union members. Work teams make

important and valuable contributions to the organization and are important to the member need satisfaction. Teams make important contributions to organizations in work areas that lend themselves to teamwork. Teamwork is appropriate where knowledge, talent, skills, and abilities are dispersed across organizational members.

Castka, Sharp, and Bamber (2001) said that the action research can be identified the teamwork development through the Team (teamwork excellence modified) model. The knowledge is the most important intangible asset in the organization in term of generate, improve, and mange the teamwork performance both inside and outside of the organization. The employee team in the organization is an important factor in order to change, improve and innovate new activities. The teamwork excellence modified model (Team model) is a method in measurement the teamwork's culture in the organization as a self –assessment and benchmarking tool. The internal knowledge of team performance in the organization as a self-assessment design is to provide a competitive advantage. Using the Team model in term of self- diagnosis tool for self-assess team performance levels in the company can operate within the organization. There are two enablers criteria in which classify as the following:

- Organization enablers: This criterion shows the dimension of teamwork development in the organization for measuring the results and impact in teamwork.
- Team enablers: This criterion has an effect on the high performance of teams and results within a team as an achievement in order to measure.

Figure 2.4. *The organizational teamwork model*



Source**:** *Glenn M. Parker (1990), The team players and teamwork, 7th Edition, p: 124.*

The Team model for using of teamwork activities is a useful contribution of intangible assets of organizations and contributes to improve the efforts of managers, team member and facilitators of teams within organizations. The Team is important in order to encourage team assessment in terms of improving the communication among team, develop the understanding of knowledge among group and to promote the positive behavior in the organization vision in team.

In conclusion, the use of Team models can be classified into the process of self-assessment to benchmarking of teamwork in doing activities in order to contribute to development the intangible assets in the organization. It is a very important tool in encouraging the team and improving communication among team members which is using Team. Moreover, the knowledge exchange is included in order to support this tool to use more effectively and to promote the understanding of the behavior of teamwork.

2.9 Team effectiveness and decision making

According to Richard (1995)**,** the importance of teams to organizations has been recognized with some reluctance but recently has been embraced with enthusiasm. Teams and teaming have become hot topics, almost faddish in recent years, as organizations have come to rely on team-based arrangements to improve quality, productivity, customer service and the experience of work for their members. Effective

decision making has been an ever-present concern in organizations, but as organizations move toward greater decentralization, flatter structures and employee empowerment, the matter of effective decision making has broken free from being a concern solely of the teams at the top of the pyramid and is now important throughout the organization. Teams in organizations make decisions, sometimes because that is their central task and sometimes because they must make decisions on their way to effective performance of other tasks.

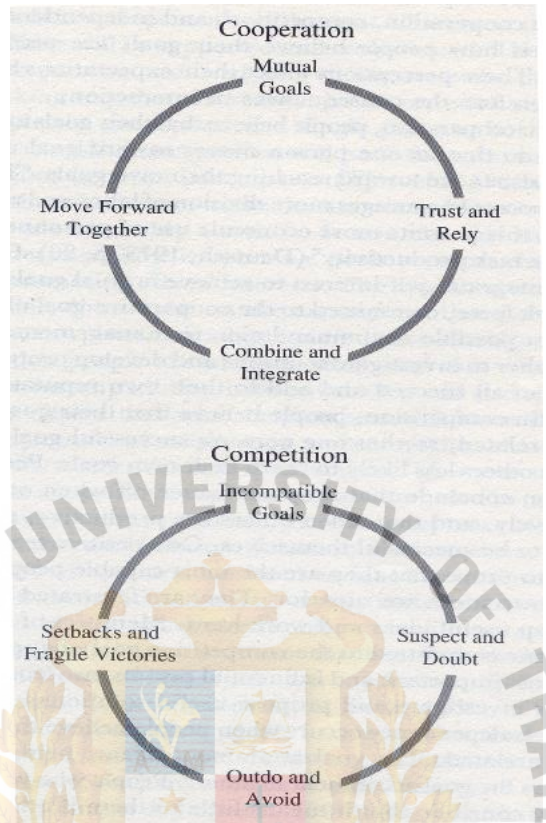
2.9.1 Cooperation theory and constructive controversy

According to Tjosvold (1990b) said that crew members have important ways of working together, but they can also interfere and obstruct. What makes the difference? When did flight crew members work together productively, and when did they fail to coordinate? The study indicates that when crew members believed that they had cooperative rather than competitive of independent goals, they were much more likely to coordinate their efforts effectively. They were then much more prepared to discuss their ideas openly and directly, so that they could manage crises together.

Johnson & Johnson (1989) argued that how people believe their goals are related is a useful way to understand the dynamics and consequences of interaction. He later extended cooperation and competition to the analysis of inevitable frustrations, disappointments, and other conflicts. Hundreds of studies have developed this theory and shown it to be an elegant, powerful way of understanding interdependence and conflict.

Interaction can take on very different characteristics. People's beliefs about how they depend on each other drastically affect their expectations, communications, problem-solving methods and productivity. Deutsch has identified three alternatives: cooperation, competition and independence. (See figure 2.4.)

Figure2.5. Cooperation and competition



In cooperation, people believe that their goals are positively liked, so that as one person moves toward goals attainment, others also move towards reaching their own goals: "The cooperative process encourages more division of labor and role specialization; this permits more economic use of personnel and leads to more task productivity". Cooperative work integrates self-interest to achieve mutual goals. Members of a task force, committed to the cooperative goal of presenting the best possible recommendation to management, encourage each other to investigate solutions and develop proposals so that they can all succeed and add to their own reputations.

In competition, people believe that their goals are negatively relate, so that one person's successful goal attainment makes others less likely to reach their own goals. People in competition conclude that they are better off when others act ineffectively, and that when others are productive, they are less likely to be successful themselves.

Competitive team members want to prove that they are the most capable people, and that their own ideas are superior. They are frustrated when others develop useful ideas and work hard. Members of a task force are each committed to the competitive goal of appearing to be the most important and influential person, are frustrated when others investigate and propose useful solutions.

Independence occurs when people believe that their goals are unrelated. The goal attainment of one neither helps nor hinders the goal attainment of others. People who work independently conclude that it means little to them if others act effectively or ineffectively. Independent team members care little whether others develop useful ideas or work hard. Independent work creates disinterest and indifference.

Whether people believe that their goals re predominantly cooperative, competitive, or independent profoundly affects their orientation toward others. In cooperation, people want others to act effectively and expect others to want them to be effective because this is in each person's self-interest. They trust that their risks and efforts will be supported and reciprocated. These three "pure" work patterns are used here to illustrate the theory of people working together. In reality, however, work situations never completely correspond to a single pattern, but it is assumed that the dominant pattern will have the most influence on interactions between participants.

2.10 A model of an effective team

The team effectiveness model has proven to be an accurate picture of what effective teams do in the following five key areas. (www.learningunlimited.com, 2008)

Direction The team is clear about its values, vision, mission, strategies, goals, and priorities. These are cooperatively structured by the entire team which results in a high degree of individual focus and commitment. The direction is felt to require stretching but to be achievable. Energy is mainly devoted to the achievement of results.

Leadership The team manager uses appropriate and flexible leadership styles to

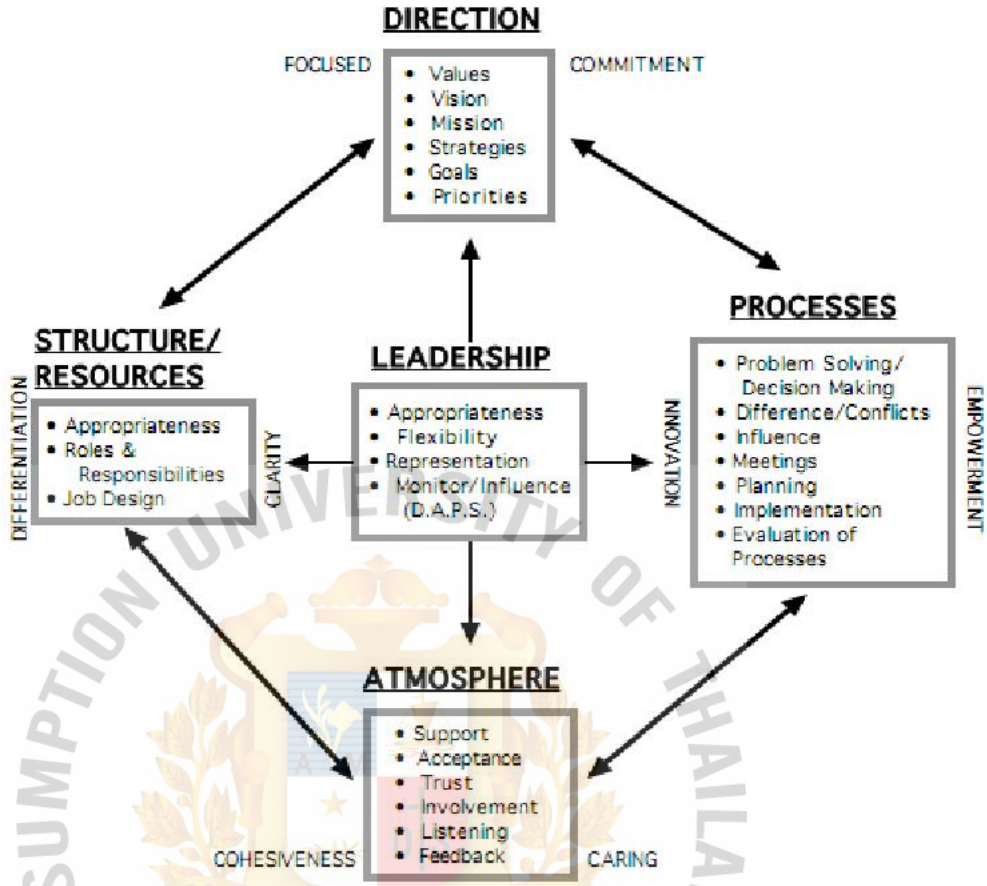
develop a team approach and allocates time to improving teamwork. Individuals other than the manager are given the opportunity to exercise leadership when their skills are appropriate to the situation facing the team. Participation and leadership are distributed among team members. The leader represents the team fairly and accurately to the rest of the organization and both monitor and influence the other four key areas in the model.

Atmosphere The team has developed an atmosphere in which people feel supported, accepted, included, trusted, and liked. Cohesion is maintained by this caring atmosphere, and feedback is both encouraged and listened to by team members. As a result, team members feel a sense of belonging and synergistic cohesiveness.

Structure/Resources The amount of structure and the number of procedures are viewed as appropriate by team members. Roles and responsibilities are clearly defined and differentiated among team members. Job design is changed so that the best possible match between individual goals and the team's goals can be achieved. Administrative procedures support a team approach.

Processes Decision-making procedures are matched to the situation. Consensus is sought for important decisions. Controversy, conflict, and differences are seen as a positive key to involvement, the quality and creativity of decisions, and the continuance of the group in good working condition. Communication is two-way with emphasis on the accurate expression of both ideas and feelings. Ability and information determine the influence of team members. The members periodically evaluate the effectiveness of the team and decide how to improve its functioning.

Figure2.6. Team effectiveness model

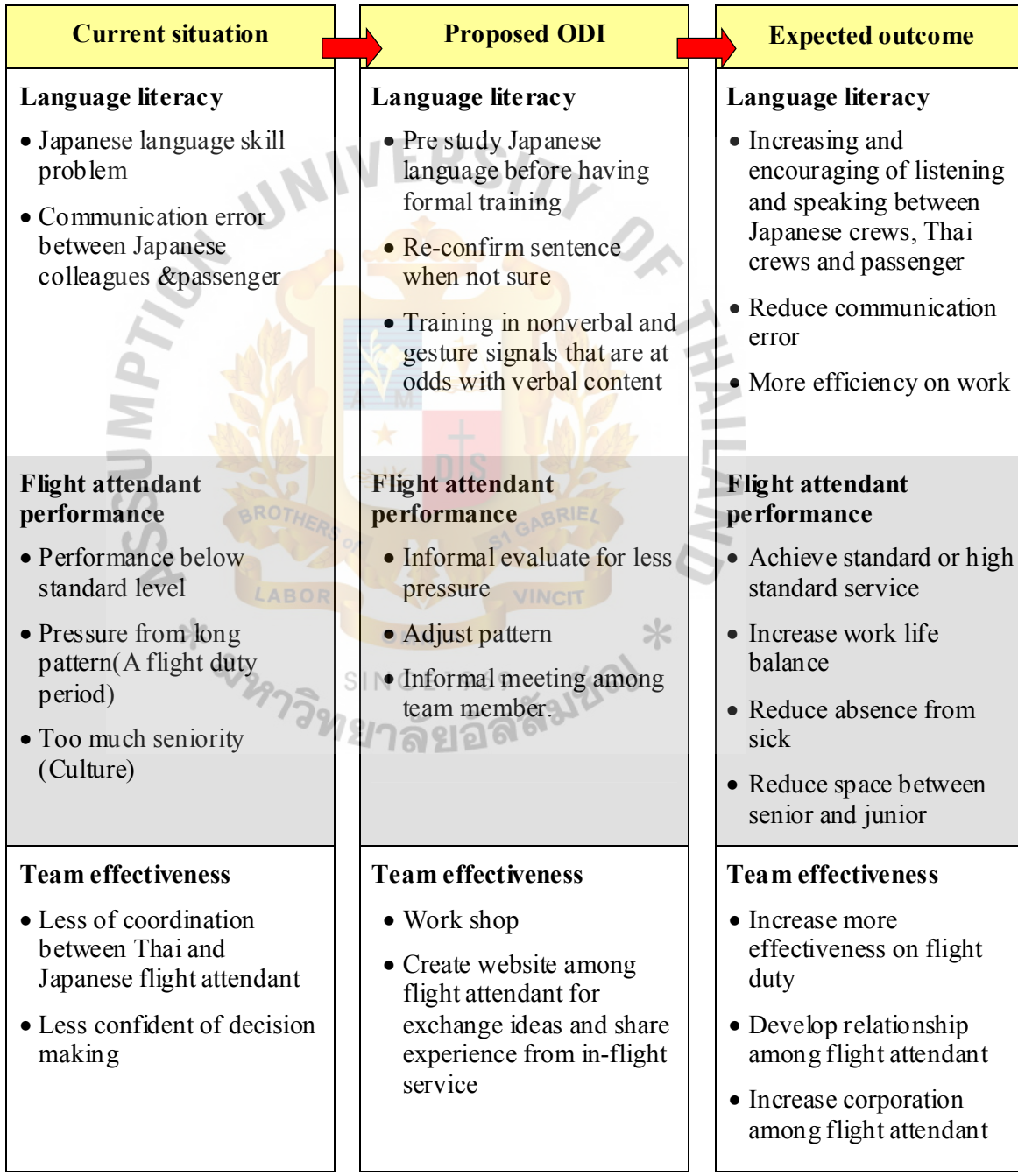


Source: http://www.learningunlimited.com (Retrieved on April, 2008)

2.11 Conceptual Framework

The pre ODI phase, shows the current problems of flight attendants development. The flight attendant development variable is divided into three sub-variables which are Language literacy, flight attendants and team effectiveness.

Figure 2.7. Conceptual Framework



The current situation that occurs at work among flight attendants can be classified into three main points which include language literacy, flight attendant performance, and team effectiveness.

Since Japan Airline hired both Thai and Japanese people to work together in the flight, the problem of language literacy cannot be avoided. The problems found are that Japanese language skill and communication errors and take place between Japanese colleagues and passengers. The situation is that is skill to communicate with Japanese people needs to be improves because many flight attendants do not have a background of using Japanese language before. Sometimes when they have to communicate with Japanese crew, they will face with the problems of misunderstanding.

There are three points which can indicate the problem of flight attendant performance. The performance below the standard level occurs since there is a long pattern which increases the pressure for the flight attendant. Moreover, the seniority on board is another factor that leads to performance drop.

The problem of team effectiveness includes of two main points which are lack of coordination between Thai and Japanese flight attendants and less confidence in making decisions.

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CHAPTER THREE

REREARCH METHODOLOGY

In this chapter the researcher defines the design of the research, the methods of gathering information, the sample size, sampling procedure and the instruments used to obtain answers, the techniques and procedures in collecting the data and the methods that are used for creating data analysis.

3.1 Research design

This study refers to the action research model. The research methodology applied made use of both quantitative and qualitative tools and analysis in order to achieve the objectives and answer the research questions. This research is intended to study three areas in Jalways as an organization was managed. These were the language literacy, flight attendant performance and team effectiveness. However, this action research only focused only on the first stage of OD which was the diagnosis stage of the organization.

The reason the researcher focused only on the diagnosis stage is because Jalways is not yet ready to implement the OD intervention. Therefore, the researcher designed the recommendations for improvement or development in phase two to introduce to the organization in order to implement OD in the future with the expected results designed as a forecast outcome when the implementation had been applied.

3.1.1 Phase One: Pre OD Intervention

This phase is a diagnosis of the problem phase which is the process for understanding the organization's current situation. It is a system's current functioning in which it also involves collecting information, analyzing data and drawing conclusions for potential change and improvement. (*Cummings and Worley, 2005*)

In this part, the diagnosis stage the researcher used the Pre OD Intervention in

order to collect information, create understanding of the current situation in the organization and analyzing it. The researcher emphasized on the flight attendant department in which the researcher was involved in order to introduce the director of administration in Jalways for further OD intervention in the future.

3.2 The Sample Size and Respondents

The respondents were flight attendants that are in different positions and categories as follows:

Flight attendant: a person who worked between 1 month to 5 years.

Orchid wing: a person who worked between 3 years to 5 years.

TG: a person who worked between 6 years to 7 years.

Supervisor: a person who worked over 6 years.

The total numbers of populations were 1,056 flight attendants (March 2008) in Jalways which composed of flight attendants, orchid wing, supervisors and TG position. The target respondents for interview were the flight attendants who were randomly selected by considering the variety of categories and years of service. The researcher interviewed the flight attendants before formal flight briefing on 4 flights by 4 flight attendants in Bangkok office at Suvarnabhumi Airport.

The number of sample sizes indicated based on the table for determining sample size from a given population produced by Krecie and Morgan (1970) as shown below in table 3.1

Table 3.1. Determining Sample Size from a Given Population

No of population	Sample size	No of population	Sample size	No of population	Sample size
25	24	240	148	1300	297
30	28	250	152	1400	302
35	32	260	155	1500	306
40	36	270	159	1600	310
45	40	280	162	1700	313
50	44	290	165	1800	317
55	48	300	169	1900	320
60	52	320	175	2000	322
65	56	340	181	2200	327
70	59	360	186	2400	331
75	63	380	191	2600	335
80	66	400	196	2800	338
85	70	420	200	3000	341
90	73	440	205	3500	346
95	76	460	210	4000	351
100	80	480	214	4500	354
110	86	500	217	5000	357
120	92	550	226	6000	361
130	97	600	234	7000	364
140	103	650	242	8000	367
150	108	700	248	9000	368
160	113	750	254	10000	370
170	118	800	260	15000	375
180	123	850	265	20000	377
190	127	900	269	30000	379
200	132	950	274	40000	380
210	136	1000	278	50000	381
220	140	**1100**	**285**	75000	382
230	144	1200	291	100000	384

According to the table for determining sample size from a given population produced by Krecie and Morgan (1970), the sample size was originally set at 285 respondents from the total population of 1,056 flight attendants (source: Human resource manager in Jalways ,March 2008). The sample size for the questionnaire is shown below in table 3.2

Table 3.2. Sample size for the questionnaire classified by Thai flight attendant's position

Position	Total Population	Percentage of populations	Number of Sample size
Supervisor	226	21.40	61
Orchid wing	202	19.13	54
TG	28	2.65	8
Flight attendant	600	56.82	162
TOTAL	**1,056**	**100**	**285**

Source: Human resource manager in Jalways (March 2008)

3.3 The Research Instruments

The researcher used questionnaires and interviewed guides for data collection. The questionnaires and interview guides were used to specify the area of concern by the target respondents, which helped provide feedback information to analyze and support the research.

3.3.1 The Questionnaires

The researcher designed and developed questionnaires to reach the objective of the research. The questionnaires were used to specify the area of concern by the target respondents. The questionnaires did not need to be translated into Thai language because all target respondents were proficient in English.

The questionnaires consisted of four parts as described in table 3.3. The first section was demographic profile which composed of three questions. The researcher designed the demographic section by adapting to be suited with the respondents. The second part to fourth part was close-ended questions which focused on the area of language literacy, flight attendants performance and team effectiveness by using unbalanced rating scale with six point scales area of language literacy, flight attendant's performance and team effectiveness. (See questionnaire in Appendix A)

The order or sequence of the questions was logical and not too complicated for the respondents. The questionnaire consists of four parts, which were arranged as follows: (table 3.3.)

Table 3.3. The arrangement of the questionnaire

Parts	Content	Number of questions
Part One	Demographic Profile (3 Questions) • age, working year, and position	1-3
Part Two	Close-ended questions (8 Questions) • Language literacy	4-11
	Close-ended question (8 Questions) • Flight attendant performance	12-19
	Close-ended questions (8 Questions) • Team effectiveness	20-27

3.3.2 Interview guide

Interviews are particularly useful for getting the story behind a participant's experiences. The interviewer can pursue in-depth information around the topic. Interviews may be useful as follow-up to certain respondents to questionnaires, e.g., to further investigate their responses. (McNamara, 1999)

The researcher used the interview technique for data collection to help the researcher reach through sources of data collection. The interaction between the researcher and the respondents by using two-way communication during interview made easier to collect the data.

The interview guide had one set which the researcher used for an informal interview to the interviewees. The questions used in the interview were constructive questions under the main topic in the interview guide which were language literacy, flight attendant performance and team effectiveness. The questions consisted of 5 open-ended questions in each of the three variables.

3.3.3 Pre-test Questionnaire

Before implementing the real questionnaires to the target respondents, the researcher tested the questionnaire with non-respondents in order to test for accuracy and reliability of questionnaires. The researcher tested for reliability of questionnaire with in 20 non-respondents who were employees in another company that had the same type of business.

3.4 Data Collection Techniques and Procedure

3.4.1 Data Collection Techniques

The primary data collection techniques used a questionnaires and interview. Furthermore, the researcher collected the secondary data from books, research papers, journals and the internet for updated information.

The researcher used the following techniques of data collection which were:

- **Questionnaires**

The questionnaire was the one method to be used in data collection, because the result could be measured in quantitative terms. The researcher collected the data by a six-point scale questionnaire. For the Pre-ODI phase, it was necessary to launch the questionnaires to the target respondents before implementation in order to compare with the questionnaires of the Post-ODI phase.

- **Interview**

The researcher conducted the interview, which allowed the respondents to be free and unconstrained in the answers of particular questions at particular points of time. The results from the interviews could be an effective way of data collection because it was an interactive or two-way communication and immediate answers could be obtained.

3.4.2 Data Collection Procedure

In the first step, the researcher contacted and discussed the purpose of the study with the director of administration in Jalways and asked for permission to distribute the questionnaires to flight attendants in various positions and years. Before distribution of the questionnaires, the researcher pre-tested the questionnaires with non-respondents in similar airlines in order to test the reliability.

The questionnaires were distributed directly to the respondents by the researcher according to the numbers required within the scope of the research. The researcher put questionnaire in the personal mail box and informed the respondents subject to the purpose and confidentiality of this study in order to let the respondents feel free to respond to the questionnaires**.**

The researcher used to work at Jalways before the period of data collection. During the data collection problems may occur. The questionnaires were collected within three weeks to one month after distribution.

The data collection was obtained from the questionnaires and interview by using interview guideline. The following are the plans for data collection procedure for propose planning OD intervention.

Table 3.4. Data collection procedure.

Questionnaire	
Step One	Designed questionnaire in English into two sections: section one (part:1) – demographic data and section two (part2: 3 variable) – close-ended questions.
Step Two	Pretest with 25 non respondents to find the error and evaluate their understanding.
Step Three	Distributed the questionnaires to the respondents through personal mailboxes.
Step Four	Collected the questionnaires within 4 weeks to 1 month of distribution.

Interview	
Step One	Prepared interview guideline.
Step Two	Asked permission for interview from schedule manager to made appointment with flight attendant.
Step Three	Informal interviewed 25 respondents by using interview guide. Start informal interviewed with junior and senior flight attendant in various positions who stay in Bangkok base at that time.
Step Four	Summarized the findings from the interview

3.5 Data Analysis

Data analysis techniques that the researcher used in doing this research were through both quantitative and qualitative approaches.

Quantitative data

For the data collected by using the questionnaires, the researcher analyzed in the quantitative analysis by using SPSS (Statistical Package for Social Science) program. The researcher used frequency tables and percentage to measure the demographic profile and use the of descriptive statistics helped in analyzing the six-point scale section of questionnaire for acknowledging the respondent's perception. The average mean and standard deviation results would benefit in implementing ODI in the future.

The arbitrary level and descriptive rating given below in table 3.5 was used for grouping responses into levels;

Table 3.5. The descriptive statistics table

Arbitrary Level	Descriptive Rating
1.00 -1.50	Strongly Disagree
1.51 – 2.50	Disagree
2.51 – 3.50	Slightly Disagree
3.51 – 4.50	Slightly Agree
4.51 – 5.50	Agree
5.51 – 6.00	Strongly Agree

Qualitative data

Qualitative data consist of words, not numbers. As with all data, analysis and interpretation was required to bring order and understanding. This required creativity, discipline and systematic approach.

The researcher decided to use content analysis as a major tool of qualitative type of data analysis to help analyze substantive data gathered from the interview. Content analysis would help summarize comments into meaningful categories. Content analysis could reduced a lot of comments into just a few themes that effectively summarize the issues or attitudes of a group of respondents. The process of content analysis consists of five major steps.

- **Step 1**: Got to know your data. This means you read and re-read the text. If use the tape recordings, the researcher listen to them several times and write down any meaning to assess the data.
- **Step 2**: Focused the analysis. The researcher focused on the analysis to look at how all individuals responded to each question and organized the data by questions to look across all respondents and their answers in order to identify consistencies and differences.

- **Step 3**: Categorize information. The researcher organized answers into coherent categories that summarize and bring meaning to the text.
- **Step 4**: The researcher began to see patterns and connections both within and between the categories. Assessing the relative importance of different themes or highlighting subtle variations that was important for analysis.
- **Step 5**: The researcher interpreted information all together and compared them with the questionnaires.

CHAPTER FOUR

RESEARCH FINDINGS AND ANALYSIS

This chapter presents the research findings and the analysis of primary data from 285 questionnaires, which were responded by the sample size. The data analysis part is divided into two major parts as follows: 1) descriptive statistics in the form of frequency tables; 2) discussion of the results from the informal interview. The analysis of data was done in both quantitative and qualitative terms to answer the research questions.

Part I: Quantitative Finding Results of Data Analysis

All 285 sets of questionnaires were returned. The researcher divided the valid data into four parts for interpretation, finding the results of data analysis as follows:

1. Demographic Profile of Respondents
2. Language literacy
3. Flight attendant performance
4. Team effectiveness

4.1 The Demographic Profiles of Respondents

The demographic profiles of the respondents in this study included age, working experiences and position in Jalways Co., Ltd. The analysis showed the frequencies and percentage to determine the respondents' demographic profiles.

4.1.1 Age

Table 4.1 shows the age range of the respondents and includes 55.4 % of the respondents who are 21 -25 years old, 29.1 % of the respondents were between 26-30 years old, 14.4 % of the respondents were 31-35 years old, and only 1.1 % of the respondents were between 36-40 years old.

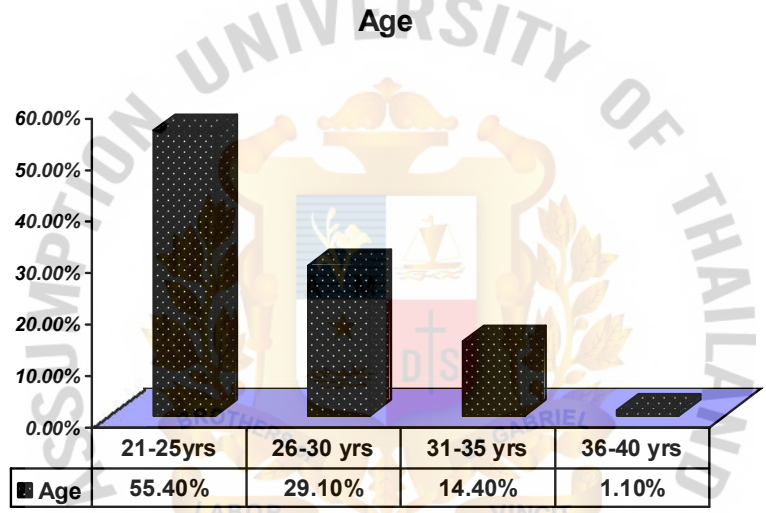
The group of the respondents with highest number were those respondents who are in the age category of 21-25 years old. The group of the respondents with lowest

number were those respondents who were in the age category of 36-40 years old.

Table 4.1: *Age*

Age	Frequency	Percent
21 – 25 years	**158**	**55.4**
26 – 30 years	83	29.1
31 – 35 years	41	14.4
36 – 40 years	3	1.1
Total	**285**	**100**

Figure 4.1: Age



4.1.2 Number of Working Year in Jalways

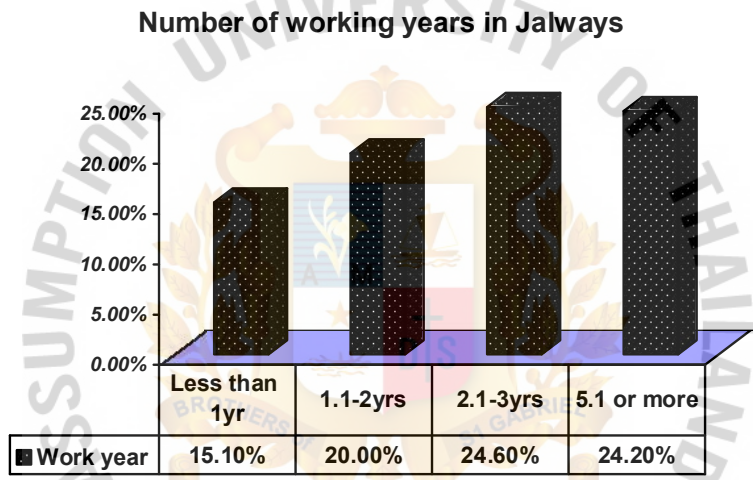
The working experience of respondents in Jalways as shown as table 4.2 below indicated those respondents who had been working for less than 1 year were 15.1 %, the respondents who had been working for 1.1 years to 2 years were 20 %, the respondents who had been working for 2.1 to 3 years were 16.1%, the respondents who had been working for 3.1 to 5 years were 24.6 %.

According to the results shown the majority of respondents who had been working in Jalways were between 3.1 years to 5 years, followed by 5.1 years or more.

Table 4.2: *Number of Working Year in Jalways*

Number of working Years in Jalways	Frequency	Percent
Less than 1 year	43	15.1
1.1 years - 2 years	57	20.0
2.1 years - 3 years	46	16.1
3.1 years - 5 years	**70**	**24.6**
5.1 years or more	**69**	**24.2**
Total	**285**	**100.0**

Figure 4.2: Number of Working Year in Jalways



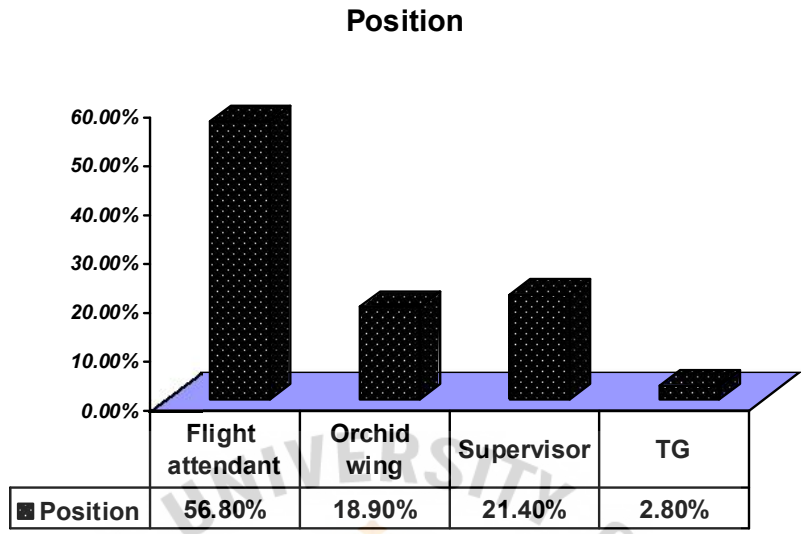
4.1.3 Position

The respondents of Thai flight attendants in Jalways who were in the position of flight attendants were 162 (56.8 %), the respondents who were in the position of orchid wing were 54 (18.9 %) , the respondents who were in the position of supervisors were 61 (21.4 %) , and the respondents who were in the position of TG were 8 (2.8 %)

Table 4.3: *Position*

Position	Frequency	Percent
Flight attendant	162	56.8
Orchid wing	54	18.9
Supervisor	61	21.4
TG	8	2.8
Total	**285**	**100.0**

Figure 4.3: Position



4.2 Descriptive analysis on language literacy, flight attendant's performance and team effectiveness

Regarding the results, the researcher intended to put the results of language literacy, Thai flight attendant's performance and team effectiveness variables together in order to gain the benefit and support. The descriptive analysis results of closed-ended questions and informal interviews checklist of language literacy, Thai flight attendant's performance and team effectiveness variables are shown respectively.

Those techniques were used together in order to support the reliability of the research.

4.2.1 Close-ended question of language literacy

In this part, there were 285 respondents who answered the questions related to language literacy. The respondents were asked about eight questions that are known to contribute to language literacy. The results showed that the total average mean was 4.99 and the standard deviation was 0.237

Table 4.4: Means and Standard Deviation of language literacy

Language literacy	Mean	Std. Deviation	Perception Level
1) I prefer to communicate with Japanese colleague in English language.	3.52	.970	Slightly Agree
2) Communication is very important among flight attendants.	5.93	.262	Strongly Agree
3) I attempt to communicate clearly.	5.87	.333	Strongly Agree
4) Sometime while Japanese colleagues communicate by combining two languages it makes me confused.	3.52	.866	Slightly Agree
5) I would ask the question in order to learn and increasing Japanese language skill.	5.56	.634	Strongly Agree
6) I would practice more Japanese language when I have a chance.	5.30	.580	Agree
7) It would be more understanding when using body language while I speak Japanese language.	5.14	.621	Agree
8) My Japanese colleagues understand me well when I communicate in Japanese Language.	5.11	.662	Agree
Language literacy	**4.99**	**.237**	**Agree**

Question no. 1 and 4 when asked whether they prefer to communicate with Japanese colleagues in English language or whether the Japanese colleagues communicates by combining two languages causing confusion, the respondents' responses were that they "**slightly agreed**" that using English language was more preferred for Thai flight attendants, however, the Japanese colleagues combining Japanese and English language while they communicated caused confusion to the conversation. It indicated that the clear understanding when there was a communication among different languages was important for them.

Question no. 2, 3 and 5 When asked whether the communication is very important among flight attendants, whether they attempt to communicate clearly, or whether they would ask the question in order to learn and increase Japanese language

skill, the respondents' responses were that they "**strongly agreed"** the very high mean score has indicated that communication was very important among flight attendant while they were working and they were willing to learn more Japanese language to increase their ability at work by attempting to communicate clearly.

Question no. 6, 7 and 8 when asked whether they would practice more Japanese language when they have a chance, whether It would be more easy to understand when using body language while I speak Japanese language, or whether the Japanese colleagues understand well when they communicate in Japanese Language, the respondents' responses were that they "**agreed"** which means that Japanese language was important for them to create more effectives of communication while they were working. They would also try to increase their capacity in Japanese language skills when they have a chance to learn in order to help them perform their job well.

4.2.2 Close-ended question of Thai flight attendant's performance

In this part, there were 285 respondents who answered the questions related to Thai flight attendant's performance. The respondents were asked about eight questions that are known to contribute to performance. The result showed that the total average mean was 4.72 and the standard deviation was 0.242

Table 4.5: Means and Standard Deviation of Thai flight attendant's performance

Flight Attendant's Performance	Mean	Std. Deviation	Perception Level
1) Personal problems can be a trouble that affects my performance.	3.55	.766	Slightly Agree
2) I am aware of improve service and willing to train in any course.	5.15	.595	Agree
3) Unexpected circumstances (e.g. turbulence, passenger sickness) will affect my performance.	4.99	.722	Agree
4) In my job I try to solve problem instead of finding the course of problem.	5.51	.521	Strongly Agree
5) I expected to find better ways to get a job done.	4.81	.731	Agree

6) I do not hesitate to help passenger whenever I have chance to do.	4.65	.987	Agree
7) I always maintain the best service standard in every flight duties.	4.64	.979	Agree
8) I strictly follow service procedure in flight duty.	5.07	.555	Agree
Flight Attendant's Performance	**4.72**	**.242**	**Agree**

Question no. 1 and 3 when asked whether personal problems can be a trouble that affects the performance, or whether the unexpected circumstances (e.g. turbulence, passenger sickness) will affect the performance, the respondents' responses were **" slightly agreed and agreed "** respectively, which means that the performance can be affected by many causes. There were some barriers towards their performance which caused through both internal and external factors that can affect while they were working.

Question no. 2, 6 and 7 when asked whether they were aware of improving service and willing to train at any course, whether they do not hesitate to help passengers whenever they have chance to do, or whether they always maintain the best service standard in every flight duty, the respondents' responses were that they "**agreed**" which indicates that they were willing to give the impression of service to the passengers and providing the best service by attending the training courses when the company assigned them.

Question no. 4, 5 and 8 when asked whether they try to solve problems instead of finding the cause of problems during duty, whether they expected to find better ways to get a job done, or whether they were strict to follow service procedure in flight duty, the respondents' responses were that they **"agreed"** which indicated that they tried to solve the problems that occurred due to the limitation of flight hours as much as

possible to get the job done as expected by following the service procedure in order to avoid the errors or mistakes.

4.2.3 Close-ended question of team effectiveness

In this part, there were 285 respondents who answered the questions related to team effectiveness. The respondents were asked about eight questions that are known to contribute to team effectiveness. The result showed that the total average mean was 4.10 and the standard deviation was 0.223

Table 4.6: Means and Standard Deviation of team effectiveness

Team Effectiveness	Mean	Std. Deviation	Perception Level
1) In-flight work processes/methods are suitable for team working.	4.52	.870	Agree
2) There is cooperation among flight attendants in order to increase the effectiveness of outcome.	5.26	.439	Agree
3) Working as a team is more prefer than individual to accomplish the organization's goals.	5.80	.401	Strongly Agree
4) Sharing information on board with my colleague is very important to reach the team effectiveness.	5.51	.521	Strongly agree
5) Making decision depend on in-charge only sometime it will effect team work during flight duty.	5.27	.445	Agree
6) I feel that to be a part of team, we are together and share responsibility for team success or failure.	4.65	.987	Agree
7) I always show my spirit of teamwork by helping others' role to finish service on time.	4.64	.979	Agree
8) The goal of our team is challenging and I understand how a team performance is measured on this job.	5.12	.601	Agree
Team Effectiveness	**5.10**	**.257**	**Agree**

From table 4.2.3, team effectiveness diagnosis result, its shows total average mean score at 5.10 and standard deviation was 0.257 .

Question no. 1 when asked whether In-flight work processes/methods are suitable for team work. For working as a team, the respondents' responses were that they **"agreed"** which indicated that the practical processes or methods of service on board was important for team work to accomplish the same standards in every flight.

Question no 2, 3 and 4 when asked whether there is a cooperation among flight attendants in order to increase the effectiveness of outcomes or whether working as a team is more preferred than individuals to accomplish the organization's goals, or whether sharing information on board with their colleagues is very important to reach team effectiveness, the respondents' responses were that they **"agreed and strongly agreed"** respectively, which shows that they preferred to work as a team rather than individually and that they were willing to raise the effectiveness of teamwork by sharing the information in order to achieve the goal with high quality of work.

Question no. 5 when asked whether making decision depended on in-charge only sometimes it will effect team work during flight duty, the respondents' responses were that they **"agreed"** which means that the decision making depended on the person in charge only which sometimes can make team effectiveness to decrease during flight duty because they cannot make decisions by themselves and they have to wait for approval which may take time.

Question no. 6 and 7 when asked whether they feel that to be a part of team, they are together and share responsibility for team success or failure, or whether they always show the spirit of teamwork by helping others' role to finish service on time, the respondents' responses were that they **"agreed"** the high means indicate that sharing responsibility among the team is very important and the spirit of teamwork also affects the team effectiveness.

Question no. 8 when asked whether the goal of their team is challenging and I understand how a team performance is measured on this job, the respondents' responses

were **"agreed"** which indicates that the effectiveness of teamwork should be understood how a team performance is measured on this job.

Part II: Qualitative Finding Results of Data Analysis

4.3. Interview

In addition to support the data analysis above, the researcher used the informal interview checklist to gain more valuable information. The researcher interviewed the target respondents who were randomly selected according to their positions and year of service of flight attendants by 25 respondents who stayed in Bangkok base at that time. Interviewed had been conducted between September to October, 2008.

4.3.1 Textural and Structural Description of Interview Results

The researcher interviewed the target respondents by using fifteen questions in interview guide which concerned language literacy, flight attendant's performance and team effectiveness. The guideline questions for interview were in the same direction of the questionnaire that were distributed to the sample sizes of 285 respondents.(see in appendices) The target respondents for interviews were 25 flight attendants in various positions and years.

The researcher grouped the answers from the respondents into four categories for each question. There are category rank no.1, no.2, no.3, and no.4. The most responsive answer is ranked no.1 and the least responsive answer is ranked no.4 from 25 persons. The results will be shown in the following summary tables of each category and the last section will be the conclusion of both qualitative and quantitative results.

4.3.2 Open-ended question

Table 4.7: The perception of respondents toward language literacy

1. How did you study Japanese language before working with Jalways?	
Category	**Answer**
1	Studied from Japanese Institution.
2	Studied Japanese language from University.
3	Studied from Japanese course and Japanese friends.
2. How do you feel with Japanese language and communication in flight duty?	
Category	**Answer**
1	Sometimes, it is hard to understand when Japanese flight attendants speak fast but in general they mixed Japanese and English to make more understanding.
2	I think it is more effective to use Japanese with them because some Japanese flight attendants do not understand English very well.
3. What makes you think that you understand Japanese language clearly while communicate with Japanese people?	
Category	**Answer**
1	Explain one more time.
2	Understand meaning in Japanese sentence.
3	Try to say in English again to make sure that I understand correct.
4	Speak slowly and use gesture.
4. After you had joined with Jalways, do you still study Japanese Language?	
Category	**Answer**
1	Yes. Still studying Japanese by myself.
2	Yes. Studying private course and studied with company training course.
3	I don't study more but except study from company training course.
5. When your communication is error, what do you do to solve the situation?	
Category	**Answer**
1	-Try to explain one more time by use in English. -Try to say again and ask Japanese colleague how to say it in Japanese.
2	Ask senior or colleague who speak Japanese well to help explain clearly.

Additionally, the majority of respondents' answers showed in the category no.1 from the five open-ended questions towards language literacy as the above table:

From question no.1, when asked how you studied Japanese language before working with Jalways, most of the respondents answered that they had studied the Japanese language from the Japanese language institute before beginning training with Jalways.

From question no.2, when asked how you feel with Japanese language and communication in flight duty, most of the respondents answered that sometimes it was hard to understand when Japanese flight attendants speak fast but in general they mixed Japanese and English to make cause better understanding.

From question no.3, when asked what made you think that you understand Japanese language clearly while communicating with Japanese people, most of the respondents answered that they would ask to explain one more time.

From question no.4, when asked after you had joined Jalways, did you study Japanese Language, most of the respondents answered that they still continue their study of Japanese language by themselves.

From question no.5, when asked when your communication was erring, what you do to solve the situation, most of the respondents answered that they tried to explain one more time by using English language or tried to repeat the conversation again and asked the Japanese colleague how to say it in Japanese.

This implied that most respondents would like to increase their ability in using the Japanese language skills by trying to learn more through many ways when they had a chance. It was necessary for them to have effectiveness in communication since the majority of passengers on board were Japanese people including some Japanese flight attendants. It would be obstacles for them if they were unable to communicate clearly because it can lead to misunderstanding for service standard.

Table 4.8.: The perception of respondents towards flight attendant's performance

6. What do you think about your task and responsibilities in flight duty?	
Category	**Answer**
1	Prepare own self duty before work.
2	As an in-charge, Have to take so many responsibilities.
3	Do my best. Try to make passenger happy and satisfy in our service.
7. What do you think about the service standard?	
Category	**Answer**
1	Very importance and every flight attendant need to follow.
2	The service standard is practical and easy for every crew to follow
3	It's good to make all flights service in the same way.
4	Sometime difficult to keep service standard when full flight or unexpected circumstances occur during flight.
8. How do you feel with the evaluation process of Jalways?	
Category	**Answer**
1	It make me more awareness to increase the knowledge before flight.
2	Very strict but it will be able to maintain their knowledge
3	Improve and develop the weak point of knowledge and performance.
4	Feel stressful and concern.
9. Why do you think the long flight pattern will affect your performance?	
Category	**Answer**
1	Too long pattern make flight attendant exhausting for working except when they have enough hours for the day off between one flights to one flight.
2	Long pattern will affect to work performance but only when we get sick.
10. In what way that the seniority systems affect your performance?	
Category	**Answer**
1	Sometimes confuse to work with each style of senior in each flight.
2	Think differently and personal argue.
3	If senior too much strict and unkind.

Additionally, the majority of respondents' answer showed in the category no.1 from the five open-ended questions toward Thai flight attendant performance as in the above table:

From question no.6, when asked what do you think about your task and responsibilities in flight duty, most of the respondents answered that they prepared themselves before working.

From question no.7, when asked what you think about the service standard, most of the respondents answered that it was very important to follow the service standards and flight attendants need to follow it in every flight.

From question no.8, when asked how you feel with the evaluation process of Jalways, most of the respondents answered that it made them more aware of their knowledge during flights.

From question no.9, when asked why you think the long flight pattern will affect your performance, most of the respondents answered that the long flight pattern made flight attendants exhausted at work except when they had enough hours for the day off between one flight to another.

From question no.10, when asked in what way a seniority system affects your performance, most of the respondents answered that sometimes it made them confused to work according to the each style of senior in each flight.

This implied that most respondents would like to maintain their performance by preparing themselves before the flight. In conclusion, the maximum effect to their performance can be seen when they had not enough rest or inn expected circumstances.

Table 4.9: The perception of respondents towards team effectiveness

11. In your opinion, how important of teamwork effect to team effectiveness?	
Category	**Answer**
1	Only one flight attendant can not provide enough good service to the passengers. We need to help each other and have good coordination to each other.
2	It's very important. We can't do it everything perfectly without teamwork.
3	It's easy to be all bad in the other's eye. But if they make the good one, it's more equal and not to speak out the not good things.
12. How is your coordination among your teamwork?	
Category	**Answer**
1	I am always willing to help my colleague.
2	Keep co-ordinate and sharing information with everyone in the team.
3	Make everyone understand well in the same way and same target
13. How do you think your teamwork is successful in coordination?	
Category	**Answer**
1	Smooth flight and finish duty on time.
2	The work is accomplished and makes everyone satisfy.
3	Try to coordination with colleagues as much as I can.
14. What is the main obstacle for in-flight service and teammate?	
Category	**Answer**
1	Attitude of the teammate.
2	Full flight and passengers are demanding tend to make mistake easily (such as forget passenger's request or can not provide meal choice in the proper time).
3	Less experience (flight attendant with few years of work) are less effective in working. It decreases the entire team effectiveness.
4	The fear of seniority.
15. How the process and system of working in-flight lead to team effectiveness?	
Category	**Answer**
1	Make the colleague to understanding the process in the same way and lead team achieves the goal.
2	It very useful and help flight attendant know how to coordinate and relay information to each other that can lead to team effectiveness.
3	Make the work flow and flight duty smooth.

Additionally, the majority of the respondents' answers showed the category no.1 from the five open-ended questions towards team effectiveness as shown in the above table:

From question no.11, when asked how important teamwork affected the team effectiveness in your opinion, most of the respondents answered that only one flight attendant cannot provide enough service to the passengers. They needed to help each other and had good coordination with each other.

From question no12, when asked how your coordination among your teamwork was, most of the respondents answered that they were always willing to help their colleagues.

From question no.13, when asked how you think your teamwork was successful in coordination, most of the respondents answered that it was smooth flight service and finished the duty on time.

From question no.14, when asked what the main obstacles for in-flight service and teammates was, most of the respondents answered that the attitude of the teammates was the majority obstacle.

From question no.15, when asked how the process and system of working in-flight lead to team effectiveness, most of the respondents answered that it made the colleagues to understand the process in the same way and lead the team to achieve the goal.

This implied that most respondents understood that working as a team can create a more effective outcome during the flight. However, the attitude of the flight attendant in working together was also important to create teamwork.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

This chapter presents a summary of this study. The first part presents the summary of findings, the second part presents the conclusion of the research and the last part presents the recommendations of the researcher and provides suggestions for further study. The recommendations are discussed and provided as it would have been a proposal of OD intervention if the opportunity to implement the full cycle of the action research could have been feasible and possible.

5.1 Summary of Findings

The main purpose of the study is to determine and diagnose the problem areas of language literacy, flight attendant's performance and team effectiveness at Jalways. The research was conducted based on 285 respondents; consisting of various positions; flight attendants, Orchid Wing, Supervisors and TG who were working for Jalways. A set of questionnaire was composed of two parts namely: demographics and close-ended questions. In addition, other instruments such as the informal interviews were applied to gain more valuable information and to support the data analysis. The main findings of the study were summarized as follows:

5.1.1 Demographic Profiles

There were only three questions in the demographic profiles and it composed of the 285 respondents of the study as follows:

- In terms of Age, more than half of the respondents were in the range of 21 to 25 years old which is 55.4 percent. The second range was in range of 26 to 30 years old which is 29.1 percent. The third range was in range of 31 to 35 years old which is at 14.4 percent. The lowest range was in the range of 36 to 40 years old which is at 1.1 percent.

- Number of Working Years as a flight attendant the range of year of respondents was almost similar, most of the respondents were found in the range of 3.1 years to 5 years and which is at 24.6 percent and range of 5.1 years or more which is at 24.2 percent.
- Position; more than half of the respondents who work in flight attendant's position is 56.8 percent. The second who work in supervisor's position which is at 21.4 percent. The third who work in Orchid Wing position is at 18.9 percent. The last who work in TG position is at 2.8 percent.

5.1.2 Language literacy

Table 5.1: language literacy

Item	Mean	Std. Deviation	Perception Level
Language literacy	**4.99**	**.237**	**Agree**

According to language literacy variables, the process began with the diagnosis stage in order to find the problem in this area. There were eight close-ended questions in this part. The table 5.1 showed the results of language literacy where the total average mean of language literacy in terms of communication in Japanese language was 4.99 and the standard deviation was 0.237 which was equivalent to the level of "Agree".

It means that the perception of using Japanese language for flight attendants was acceptable in terms of language literacy. This showed that language literacy was very important in terms of communication among people especially with the multi-lingual organization for conversation in a multi-language oriented setting.

The open-ended question results show that when there is a communication error among colleagues which was caused by language literacy background, they will try their best to communicate with others by adding up the gestures and ask Japanese colleagues to repeat the sentence one more time in order to help them understand all the

conversation more clearly. Moreover, they would try their best to develop and improve their skill of communication in Japanese language to be more effective when they have a chance.

5.1.3 Thai flight attendant's performance

Table 5.2: Flight Attendant's Performance

Item	Mean	Std. Deviation	Perception Level
Flight Attendant's Performance	**4.72**	**.242**	**Agree**

The process of to Thai flight attendant's performance, at Jalways began with the diagnosis stage in order to find the problem in this area. There were eight close-ended questions in this part. Table 5.2 shows the results of Thai flight attendant performance's where the total average mean of performance in terms of service standard was 4.72 and the standard deviation was 0.242 which was equivalent to the level of "Agree".

This shows that the perception of flight attendant's performance according to service standard was acceptable. The flight attendants gave a "very important" to follow the service standard, processes and methods in which they were trained in order to help them work properly and deliver impressive service to passengers to be the same in every flight.

The open-ended question results show that it is very important and necessary for them to maintain their performance at the same standard in every flight. However, the barrier of unexpected circumstances (e.g. turbulence, passenger sickness) could be occurring anytime during flight and it can affect their performance while they are working. Additionally, they would prefer to follow the service standard that they have been trained for and they also intend to develop and improve themselves to offer the best service on board.

5.1.4 Team effectiveness

Table 5.3: Team Effectiveness

Item	Mean	Std. Deviation	Perception Level
Team Effectiveness	**5.10**	**.257**	**Agree**

According to team effectiveness variables, the process began with the diagnosis stage in order to find the problem in this area. There were eight close-ended questions in this part. The table 5.3 showed the results of team effectiveness where the total average mean of team effectiveness in terms of teamwork and cooperation was 5.10 and the standard deviation was 0.257 which was equivalent to the level of "Agree".

It indicated that the perception of flight attendants towards team effectiveness was acceptable as have good cooperation and support each other at work. They also gave "very important" for teamwork by helping each other at work in order to achieve success at work together.

The open-ended question results show that teamwork during flight was very important among flight attendants in terms of creating the best service within the limited time and during unexpected circumstances. However, they would prefer to work as a team rather than individually by showing their spirit in terms of sharing information and helping each other while they were working on board.

5.2 Conclusion

The main purpose of this study is to find the factor that is related to and affects language literacy, Thai flight attendant's performance and team effectiveness in Jalways Co., Ltd. To know the important key factors that can be improved and develop language literacy, flight attendant's performance and team effectiveness, the study used the

diagnose's stage to identify the root cause of the problem. In this study, the appropriate recommendations were designed in phase two to improve its current situation of the primary areas which focuses in data findings. The following are conclusions that can be drawn from the study.

1. Current situation of flight attendants' **language literacy** of Jalways co. ltd. is in a level of satisfactory which is agreed. The results showed that flight attendants are able to communicate in Japanese language but they still need to learn and develop their communication skills in the language literacy variable. This statement supports both qualitative and quantitative data. The weak points show that they would ask questions in order to learn and increase Japanese language skill and they would practice more Japanese language when they have a chance.
2. Current situation of **Thai flight attendant's performance** of Jalways co. ltd. is in a level of satisfactory which is agreed. From the results it shows that the flight attendants' performance can be affected both by external and internal conditions. There are weak points in the performance variable which are personal problems and the unexpected circumstances such as turbulence, passenger sickness that can affect flight attendant's performance on board.
3. Current situation of **Team effectiveness** of Jalways co., ltd. is in a level of agreed or satisfactory. The results show that flight attendants have a good teamwork by sharing the information on board with their colleagues and they realize that the effectiveness of the outcome can be accomplished by teamwork rather than individually. The only weak point of team effectiveness which occurs on board is caused by the limitation in decision making which is at the hands of the person in-charge and this means that when other flight attendants face any situation they have to wait and follow their superior's decision only.

4. Lastly, this study shows the relation of language literacy, performance and team effectiveness which can be synchronizes in order to increase the satisfaction of customers more effectively. Additionally, it can also increase the capacity of competition with other airlines.

5.3 Recommendation

This study covers only the diagnosing phase which is the first phase of the OD process. The reason for conducting the diagnosing phase is that the researcher would like to search for improvements and developing areas of Thai flight attendants in Jalways co., ltd. to increase their capacity especially in three areas; language literacy, flight attendant's performance, and team effectiveness. Some recommendations that the researcher makes are based on the findings as follows:

5.3.1 Recommendations for the organization

This study covers various variables which appear in the organization. The researcher would like to search for improvements and develop areas of this company especially the three areas of; language literacy, flight attendant's performance and team effectiveness.

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Figure 5.1. Conceptual Framework: Recommendations for organization

Results of the Diagnosis	Recommendation for ODI	Expected outcome
Language literacy • Japanese language skill problem • Communication error between Japanese colleagues &passenger	**Language literacy** • Pre study Japanese language before having formal training • Confirm sentence again when not sure by use both English and Japanese language. • Training nonverbal signals that are at odds with verbal content • Keep practice to speak in Japanese language	**Language literacy** • Increasing and encouraging of listening and speaking between Japanese crews, Thai crews and passenger • Reduce communication error • Increase relationship among Thai and Japanese crews • More efficiency on work
Flight attendant performance • Performance below standard level • Pressure and exhausting from long pattern(A flight duty period) • Too much seniority • Difference working style	**Flight attendant performance** • Informal evaluate for less pressure • Adjust pattern • Informal meeting among team member. • Make understand in the same way of service standard	**Flight attendant performance** • Achieve standard or high standard service • Increase work life balance • Reduce absence from sick • Reduce space between senior and junior • Less stressful from evaluate
Team effectiveness • Less of coordination between Thai and Japanese flight attendant • Less confident of decision making	**Team effectiveness** • Work shop with Japanese flight attendant such as: o Cultural exchange o Language exchange • Create website among flight attendant for exchange ideas and share experience from in-flight service	**Team effectiveness** • Increase more team effectiveness on flight duty • Develop relationship among flight attendant • Increase corporation among flight attendant

Firstly, the researcher suggests Jalways to inform for all new flight attendants on signing the contract that everyone has to study Japanese language as a pre requisite for at least 2 levels before training with Jalways.

The objectives for learning Japanese language before training course will begin are:

1. To let new flight attendants read, write (Hiragana and Katakana), and understand Japanese language.

2. To help new flight attendants reduce their stress when the training course begins.

Secondly, Jalways should have an informal meeting at least twice a quarter in order to understand and update new information and objectives of Jalways clearly. This also can create the relationship between schedules flight managers, senior flight attendants and junior flight attendants in order to increase the benefits of every employee.

The objectives for having an informal meeting are:

1. To inform Jalways's purpose and principles clearly.

2. To find out why the performance of flight attendants is dropping comparing to the standard structure and find out ways to reduce the cause of problems for them to be better.

Lastly, in terms of competency of service, the researcher suggests them to build a better teamwork and improve their effectiveness on flight duty which is important in driving the airline business; so Jalways should pay more attention to the key factor of is flight attendants. Jalways has to follow up and recognize the improvement.

The objectives for follow up are:

1. To increase team members in terms of sharing information and coordinate their services through a systematic process.

2. To increase cooperation and teamwork.

5.3.2 Recommendation for Further study

The findings of this study have raised additional questions for future research which are as follows:

Nowadays, the airline is the best alternative of transportation which provides passengers ease of travel. Moreover, the airlines are now expanding for benefits to drive businesses effectively. This research focuses on **Organization Development Intervention** to create flight attendants' language literacy, performance, and team effectiveness. This research was useful and it provided useful information, techniques and procedure for the airline industry to run the business effectively in the long term.

For further study, the researcher recommends more study on type of airlines for passengers' pleasure and facility n flight as an alternative while they are travelling such as the individual TV or Video. Then, the researcher also recommends focusing later on how culture in the working place can generate effectiveness and motivation of the flight attendants of a multi-cultural airline organization.

However, the activities to improve the flight attendant's performance and team effectiveness in order to fill in the passengers' needs while they are traveling would be an ongoing process. The airline will update and create the new process for developing and compete with other airlines by planning for both for short-term and long-term. Moreover, it could help both to maintain the old process and also improve some areas to be better. By finding the root cause, the organization will be able to understand the situation which occurs and handle it effectively.

Additional research in Jalways Co., Ltd is needed in the area of culture adaptation and relationships among people of different cultures of employees in the organization. Finally, future research should be conducted on the OD intervention

implementation plan in order to know the improvements of employees and also to help the company to have a more effective and efficient employee performance level.

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Epilogue

At the beginning, it was very difficult for me to study the English program at Assumption University, however, the short journey with Organization Development and Management program here has given me a meaningful study as well as to pursue my career and experience in my own life. Organization Development is a program that I have come to witness in its essential nature in bringing me benefits both small and big and changes in many areas which can help to create the process of thinking. The journey of education in OD program gives me not only the knowledge but I also receive a great sense of warmth and healthy relationships among lecturers and classmates.

All of the subjects learnt have given me many ideas to understand myself as an individual, I realize that I have to build and develop myself continuously in order to becoming a human being that I want to be in terms of success with my career in the future. While doing this research, I learned to be more prepared and confident in looking into the future and I am able to look at it positively and enthusiastically. At this point, I also realize how to adapt the knowledge or skills to apply for the advancement of my career progress.

From the point of view, I also have a chance to gain more advantages from the research that is presented here. I have come to appreciate the importance of communication, teamwork, and the reflection when working in a team as I have a chance to make contact with the flight attendant's by interviewing them. However, my positive thinking is not only occurring when I pursued my research but it began since I studied in the first class and little by little until now. More importantly, I have understood how to handle situations and work properly by mirroring myself through many subjects while I studied, and through some mirrors from my classmates.

With this journey, I have a chance to experience the great value of doing thesis research that I will never forget because it is new and challenging for me. I admit that I found some difficult times at the beginning in many areas such as to find out a lot of information through

books, journals, and other sources that was related to my thesis study. This beginning stage made me worried of a lot of things, started from what topic was I going to choose, the time of preparing, will the company allow me to implement ODI and so on. Surprisingly, I found a lot of help and support from my advisors, my classmates, and my sister which give me a strong encouragement when I was faced with the hard times while undertaking the thesis research.

The completion of this thesis was supported by many people to whom I would like to express my gratitude here. First of all I would like to thank my advisor Dr. Luis for the precious help to me. Secondly, my appreciation will go to my entire classmates in MM12 who gave me both encouragement and support to pass a very hard time. Thirdly, this thesis research would not have happened without the kind cooperation from Jalways co. ltd and my ex-colleagues at Jalways for their some time to fill in the questionnaires and be my interviewees. Additionally, I would like to thank all the others professors and everyone who gave professional suggestions and valuable advice when I was face with obstacles on my project. Also I want to thank all the people who are not listed here but offered lots of help. I am pleased to study with you and spent a nice time with you all.

Lastly, I would also thank to my sister for sharing her own experience of knowledge in doing the thesis research with many insightful discussions and I also want to thank my family for their support, and especially my husband who gave me a warm understanding and was sympathetic when I got some stress during these two years. From now on, I would apply the knowledge from this research to improve my skills as well as to help other people in the society to be better. Thank you all of you as I always could count on your support, help, trust and love.

APENDIX

Appendix A: Questionnaire

Questionnaire

The success of the survey depends on your contribution, so it is important that you answer questions as honestly as you can. There is no right or wrong, and often the first answer is best. **This questionnaire will be filed confidentially.**

Part I : Personal data

Please mark "√" in the following sentences in according to your personal.

1. Age?

☐ 21 years to 25 ☐ 26 to 30 years ☐ 31 to 35 years ☐ 36 to 40 years

2. How long have you worked for Jalways ?

☐ Less than 1 year

☐ Between 1.1 years - 2 years

☐ Between 2 .1 years - 3 years

☐ Between 3.1 years - 5 years

☐ 5.1 years or more

3. What is your position (in Jalways)?

☐ Cabin crew ☐ Orchid wing ☐ Supervisor ☐ TG

Part II: Individual characteristic

Please mark "√"answers the following questions by rating your opinion according to the closest value given to the statement as follows:

1 = Strongly disagree

2 = Disagree

3 = Slightly Disagree

4 = Slightly Agree

5 = Agree

6 = Strongly Agree

I	Language Literacy	Strongly Disagree 1	Disagree 2	Slightly Disagree 3	Slightly Agree 4	Agree 5	Strongly Agree 6
4.	I prefer to communicate with Japanese colleague in English language.						
5.	Communication is very important among flight attendants.						
6.	I attempt to communicate clearly.						
7.	Sometime while Japanese colleagues communicate by combining two languages it makes me confused.						
8.	I would ask the question in order to learn and increasing Japanese language.						
9.	I would practice more Japanese language when I have a chance.						
10.	It would be more understanding when using body language while I speak Japanese language.						
11.	My Japanese colleagues understand me well when I communicate in Japanese.						
II	**Flight attendant performance**	**Strongly Disagree 1**	**Disagree 2**	**Slightly Disagree 3**	**Slightly Agree 4**	**Agree 5**	**Strongly Agree 6**
12.	Personal problems can be a trouble that affects my performance.						
13.	I am aware of improve service and willing to train in any course.						
14.	Unexpected circumstances (e.g. turbulence, passenger sickness) will affect my performance.						
15.	In my job I try to solve problem instead of finding the course of problem.						
16.	I am expected to find better ways to get a job done.						
17.	I do not hesitate to help passenger whenever I have chance to do.						
18.	I always maintain the best service standard in every flight duties.						
19.	I strictly follow service procedure in flight duty.						

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III	Team effectiveness	Strongly Disagree 1	Disagree 2	Slightly Disagree 3	Slightly Agree 4	Agree 5	Strongly Agree 6
20.	In-flight work processes/methods are suitable.						
21.	There is cooperation among flight attendants.						
22.	Among flight attendant we will work as a team to accomplish the organization's goals.						
23.	There is a lack of team unity and spirit in the Jalways.						
24.	I have a sense of teamwork to help and support my colleague while working.						
25.	I often feel my role and involvement is not very satisfying or significant in making contributions to team objectives.						
26.	In general, colleague is not good at learning from mistakes, solving problems, and trying to continually improve.						
27.	I prepare to look at my own duty with my team.						

Thank you for taking the time to complete the questionnaire.

Your participation is appreciated.

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Appendix B: Interview Guide

Language literacy

1. How did you study Japanese language before working with Jalways?

2. How do you feel with Japanese language and communication in flight duty?

3. What makes you think that you understand Japanese language clearly while communicate with Japanese people?

4. After you had joined with Jalways, do you still study Japanese Language?

5. When your communication is error, what do you do to solve the situation?

Flight attendant performance

6. What do you think about your task and responsibilities in flight duty?

7. What do you think about the service standard?

8. How do you feel with the evaluation process of Jalways?
9. Why do you think the long flight pattern will effect your performance ?
10. In what way that the seniority system effect your performance?

Team effectiveness

11. In your opinion, how important of teamwork effect to team effectiveness?

12. How is your coordination among your teamwork?

13. How do you think your teamwork is successful in coordination?

14. What is the main obstacle for in-flight service and teammate?

15. How the process and system of working in-flight lead to team effectiveness?

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