Developing Work Attitudes and Mental Health To Enhance Service Quality Behavior and Improve Job Performance as Cabin Crew

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Abstract: *This study investigates the impact of work attitudes and mental health on service quality behavior and job performance among cabin crew, aiming to enhance service quality behavior and job performance in airline operations. The study employs a quantitative approach, analyzing data from 109 respondents across various airlines using Structural Equation Modeling - Partial Least Squares (SEM-PLS). The theoretical framework links duty assignment, core confidence, managerial coaching, human understanding, mentor systems, and mental health to work attitudes, service quality behavior, and job performance. The findings indicate that clear and fair task allocation, high self-confidence, leadership support, and mentoring foster positive work attitudes and improve psychological well-being. Positive work attitudes and mental health significantly contribute to proactive service behavior and higher job performance, with service quality behavior serving as a key mediator in this relationship. Airlines can improve cabin crew performance by implementing structured duty assignments, managerial coaching, and robust mentoring systems. Furthermore, providing consistent mental health support is essential to cultivate positive work attitudes that directly enhance the quality of aviation services. This research provides a holistic view by integrating work attitudes and mental health into a single theoretical model to explain individual and organizational outcomes in the aviation sector. This integrated approach offers a novel understanding of how psychological factors and organizational support mechanisms interact to drive excellence in cabin crew performance.*

Keywords: Work Attitude, Duty Assign, Core Confidence, Managerial Coaching, Human Understanding, Mentor System, Mental Health, Service Quality Behavior, Job Performance.

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Introduction

The aviation industry remains one of the most complex and demanding service sectors, where strict safety requirements intersect with the necessity for exceptional customer service. As frontline ambassadors of an airline, cabin crew play a vital role in shaping passengers' perceptions of professionalism, service quality, and overall airline reputation. Contemporary service marketing literature emphasizes that customers primarily evaluate service quality based on frontline employees' interpersonal behavior, emotional regulation, and responsiveness during service encounters (Wirtz, J., & Lovelock, C. 2022). Consequently, cabin crew performance constitutes a strategic determinant of airline competitiveness in an increasingly globalized aviation market.

A central predictor of service excellence is employees work attitudes. As described by (Luthans, F., & Doh, J.P. 2021), positive work attitudes such as responsibility, discipline, empathy, and intrinsic motivation substantially shape employees' willingness to engage in proactive, courteous, and customer-centered behavior. These attitudes influence how cabin crew interpret job tasks, respond to passenger needs, and manage service-critical situations on board. Moreover, positive attitudes contribute to emotional resilience and consistency in performance, aspects that are especially important in high-contact service occupations.

However, the nature of cabin crew work frequently exposes them to psychological pressures that can compromise mental health. (Bakker, A. B., & de Vries, J. D. 2020), through the Job Demands Resources Theory, explain that employees facing high job demands such as irregular schedules, extended duty hours, jet lag, and emotionally taxing interactions are vulnerable to emotional exhaustion, reduced concentration, and diminished service capability when not supported by sufficient organizational resources. Mental health challenges among cabin crew may manifest in reduced cognitive functioning, impaired communication, or decreased patience with passengers, directly affecting service quality.

In this regard, organizational support becomes essential in maintaining both positive work attitudes and psychological well-being. (Eisenberger, R., & Stinglhamber,F. 2020) emphasize that when employees perceive strong organizational support such as fair task distribution, accessible managerial assistance, and recognition of effort, they develop higher affective commitment, emotional stability, and stronger motivation to perform well. Leadership also plays an important role; (Northouse, P. G. 2021) notes that effective leadership fosters trust, clarity, and emotional reassurance, enabling employees to navigate stressful work conditions more adaptively.

Mentoring and interpersonal support also contribute to strengthening cabin crew performance. (Noe, R. A. 2020) highlights that mentoring programs enhance employees' confidence, social understanding, and perceived competence, all of which are essential for maintaining service composure during unpredictable in-flight situations. Similarly, Robbins, S. P. & Judge, T. A (2021) emphasize the role of interpersonal understanding and supportive relationships in reducing workplace tension and enhancing collaborative behavior, which directly supports consistent delivery of service excellence.

Another critical factor shaping cabin crew performance is self-efficacy. Bandura, A. (2020) asserts that individuals with strong self-efficacy are more capable of managing complex tasks, regulating emotions under pressure, and making sound decisions in dynamic environments. For cabin crew, high self-efficacy enables them to remain calm during turbulence, medical emergencies, or conflict management with passengers, scenarios that require confidence and emotional control.

Bringing these perspectives together, this study seeks to investigate how work attitudes and mental health jointly influence cabin crew service quality behavior and job performance. By integrating theoretical insights related to task assignment, leadership support, interpersonal understanding, mentoring, and self-efficacy, this research develops a comprehensive conceptual model that examines both direct and indirect mechanisms underlying performance enhancement. The expected findings aim to inform airline human resource management in designing evidence-based strategies that strengthen psychological well-being, cultivate positive work attitudes, and improve service excellence. Through this integrated perspective, the study contributes to developing a more holistic understanding of individual and organizational effectiveness in a rapidly evolving and competitive aviation industry.

Literature Review

Organizational effectiveness in contemporary service industries is increasingly shaped by how organizations manage employees' psychological resources while sustaining high levels of service performance. This challenge is particularly salient in high-contact and safety-critical sectors such as aviation, where frontline employees are required to simultaneously perform emotional labor, comply with strict safety regulations, and deliver superior service quality. Recent organizational behavior research emphasizes that employee performance in such contexts cannot be adequately explained by task competence alone, but rather by the interaction between job characteristics, psychological well-being, and service-related behaviors. The Job Demands–Resources (JD-R) Theory remains one of the most widely adopted frameworks for explaining these dynamics. Recent developments of the JD-R model highlight two parallel processes: a health impairment process driven by excessive job demands and a motivational process fostered by job and personal resources (Bakker, A. B., & Demerouti, E. 2022). Empirical studies published after 2020 consistently confirm that job resources such as leadership support, fair task allocation, mentoring, and interpersonal understanding buffer the negative effects of high job demands while enhancing work motivation, service behavior, and job performance in service-intensive occupations (Lesener et al., 2020; Montano et al., 2022). Recent empirical evidence demonstrates that prolonged emotional labor, irregular working hours, and role overload common features of cabin crew work accelerate resource depletion, leading to emotional exhaustion and reduced service quality when organizational support is insufficient (Montano et al., 2022; Karatepe et al., 2021). Conversely, supportive organizational practices help employees replenish psychological resources, thereby strengthening mental health and performance sustainability. Mental health has therefore emerged as a central explanatory mechanism linking organizational conditions to service outcomes. Contemporary occupational health research shows that mental health influences emotional regulation,

attention, decision-making, and interpersonal behavior, all of which are critical in frontline service roles (Bakker, A. B., & de Vries, J.D. 2020; WHO, 2022). In the aviation context, compromised mental health not only undermines service quality behavior but may also pose risks to operational safety. Accordingly, mental health should be viewed not merely as an individual well-being outcome, but as a strategic organizational resource. In parallel, work attitude represents a key motivational pathway through which organizational resources are translated into observable service behavior. Drawing from Positive Organizational Behavior (POB), positive work attitudes such as responsibility, commitment, optimism, and intrinsic motivation enhance employees' persistence, emotional stability, and willingness to exceed formal role requirements (Luthans, F., & Doh, J.P. 2021). Recent studies confirm that employees with positive work attitudes are more likely to demonstrate proactive service quality behavior, especially in emotionally demanding service environments (Wirtz, J., & Lovelock, C. 2022; Karatepe, O. M., & Ozturk, A. 2021). Social Exchange Theory (SET) further explains why organizational resources shape work attitudes and mental health. According to SET, when employees perceive that the organization values their contributions and cares about their well-being, they reciprocate with positive attitudes, higher engagement, and improved performance (Eisenberger, R., & Stinglhamber, F. 2020). Empirical research in safety-critical and service industries shows that perceived organizational support manifested through fair duty assignment, managerial coaching, mentoring systems, and respectful interpersonal relations significantly enhances employees' psychological well-being and service performance (O'Neill et al., 2023; Northouse, P. G. 2021). From a service management perspective, service quality behavior serves as the behavioral manifestation of these psychological processes. Contemporary service marketing literature emphasizes that customers primarily evaluate service quality based on frontline employees' attitudes, emotional expressions, and responsiveness during service encounters (Wirtz, J., & Lovelock, C. 2022). Recent empirical studies confirm that service quality behavior mediates the relationship between employee attitudes, mental health, and job performance in high-contact service settings (Bowen, D. E., & Lawler, E. E. 2018; Karatepe et al., 2021). Despite increasing scholarly attention to mental health, work attitude, and service behavior, prior studies have largely examined these constructs in isolation. There remains limited integrative research that simultaneously explains how organizational resources influence work attitudes and mental health, and how these psychological mechanisms jointly shape service quality behavior and job performance within a single conceptual model, particularly in the aviation industry. Addressing this gap, the present study adopts an integrated JD-R, COR, and SET perspective to examine the complex interplay between organizational factors, psychological well-being, and performance outcomes among cabin crew.

Conceptual Development and Hypotheses

Duty Assignment

Duty assignment refers to the distribution of tasks that are clear, fair, and aligned with individual capabilities. Contemporary job design literature emphasizes that role clarity and fair task allocation function as critical job resources that reduce role conflict and enhance employees' sense of responsibility and psychological stability. According to the updated Job

Demands–Resources (JD-R) Theory, clearly defined and fairly assigned duties minimize strain while fostering motivation and positive work attitudes (Bakker, A. B., & Demerouti, E. 2022). In the aviation context, where operational precision and safety are essential, fair duty assignment also represents a salient form of perceived organizational support. Eisenberger, R., & Stinglhamber, F. (2020) argue that when organizations demonstrate fairness and value employee contributions through transparent systems, employees develop stronger emotional stability, trust, and motivation to perform effectively. Recent empirical studies in high-reliability industries further confirm that equitable task allocation enhances psychological well-being and sustained performance under demanding conditions (Salas et al., 2021; O'Neill et al., 2023).

Core Confidence

Core Confidence is a central component of Positive Organizational Behavior,

encompassing self-efficacy, optimism, hope, and resilience (Luthans et al., 2007). Bandura, A. (2020) defines self-efficacy as an individual's belief in their ability to accomplish tasks and handle challenges. High self-efficacy enhances persistence and emotional control qualities crucial for cabin crew to maintain service quality and stability during unpredictable inflight situations (Yuan et al., 2020). Self-efficacy, as defined by Bandura, A. (2020), refers to an individual's belief in their ability to accomplish tasks and handle challenges effectively. High self-efficacy enhances persistence, emotional control, and problem-solving abilities qualities crucial for maintaining service quality in unpredictable inflight situations. Cabin crew with strong self-efficacy are more capable of managing emergency responses, conflict with passengers, and sudden operational changes. Represents individuals belief in their capability to execute tasks and manage challenges effectively. In the framework of Positive Organizational Behavior, self-efficacy forms a central component of Core Confidence, alongside hope, optimism, and resilience. Robbins, S. P. & Judge, T. A (2021) highlight that employees with high self-efficacy tend to display stronger persistence, emotional control, and problem-solving abilities, all of which contribute to higher overall core confidence. Therefore, in the context of cabin crew, self-efficacy directly reinforces their core confidence, enabling them to deliver consistent service quality, remain emotionally stable during flight operations, and maintain positive work attitudes. This theoretical alignment supports the hypothesis that Core Confidence positively influences behavioral and performance outcomes (Wirtz, J., & Lovelock, C. 2022). highlight that employees with high confidence deliver more stable and reliable service, directly contributing to a positive customer experience.

Managerial Coaching

Support and guidance from superiors, or Managerial Coaching, serve as essential organizational resources. DeCenzo, D. A., Robbins, S. P., & Coulter, M. (2019). confirm that MC directly impacts improved Job Performance. Effective leadership through coaching provides direction, emotional reassurance, and role clarity, creating a psychologically safe environment that motivates employees to contribute more effectively (Northouse, 2021; Eisenberger et al., 2002).

Human Understanding

Human Understanding refers to the ability to empathize and communicate effectively among employees. Hurley, S., & Shani, A. B. (2016) highlight that this human-centric approach is vital for service quality. In the high-pressure environment of aviation, the ability to understand others strengthens teamwork and helps mitigate the emotional exhaustion that often arises from demanding interpersonal interactions.

Perceived Organizational Support (POS) refers to employees' belief that their organization values their contributions and cares about their well-being. Eisenberger, R., & Stinglhamber, F. (2020) emphasize that high levels of organizational support foster emotional stability, a sense of belonging, and stronger motivation to perform. In the context of cabin crew, organizational support can be expressed through fair task assignment, supportive leadership, recognition systems, and access to psychological resources. Northouse, P.G. (2021) highlights that effective leadership enhances clarity, trust, and emotional reassurance, contributing to a healthier and more productive work environment. Thus, organizational support acts as a buffer against job stress and positively influences both work attitudes and mental health.

Mentor System

Mentoring plays a vital role in employee development, particularly in professions requiring high social competence and emotional intelligence. Noe, R. A. (2020) explains that mentoring enhances skill mastery, interpersonal understanding, and self-confidence, enabling employees to navigate complex tasks and customer interactions more effectively. In aviation, mentoring programs help new cabin crew adapt to the dynamic and high-pressure nature of inflight service. Robbins, S. P., & Judge, T. A. (2021) further stress that interpersonal support helps reduce workplace tension, increase team cohesion, and promote emotional well-being. For cabin crew, strong interpersonal relationships contribute to harmonious teamwork and consistent delivery of service excellence.

Work Attitude

Work attitude is a fundamental determinant of employee behavior, influencing how individuals perceive their roles, respond to organizational expectations, and interact with customers. According to Luthans, F., & Doh, J. P. (2021). , work attitude encompasses components such as job satisfaction, organizational commitment, and intrinsic motivation, which collectively shape employees' willingness to engage in positive and proactive behavior. In service-intensive environments such as aviation, positive work attitudes lead to increased responsibility, empathy, and consistency in service delivery. Robbins, S. P., & Judge, T. A (2021) further explain that employees with favorable attitudes demonstrate better emotional regulation, cooperation, and engagement traits that are essential for frontline roles like cabin crew. Therefore, work attitude serves as a psychological foundation for delivering high-quality service.

Service Quality Behavior

Service quality behavior refers to the actions and interpersonal dynamics displayed by employees when interacting with customers. Wirtz, J., & Lovelock, C. (2022). argue that frontline service behavior is a primary determinant of customer satisfaction because customers evaluate service quality based on how employees treat them. That quality service behavior includes speed, accuracy, politeness, empathy, and the ability to solve customer problems. Cabin crew must demonstrate empathy, attentiveness, politeness, and quick problem-solving Luthans, F., & Doh, J. P. (2021). note that such behaviors are strongly influenced by employees' attitudes and emotional states. Therefore, service quality behavior is shaped by the interplay of work attitude, mental health, and organizational support.

Mental Health

Mental health has become a critical topic in human resource management, especially in occupations exposed to emotional labor and demanding work schedules. Bakker, A. B., & de Vries, J. D. (2020) through the Job Demands–Resources (JD–R) Theory, argue that high job demands such as extended working hours, role ambiguity, and interpersonal tensions increase emotional exhaustion and mental fatigue. In the aviation industry, mental health challenges may arise from jet lag, long-haul duties, irregular sleep patterns, and interaction with difficult passengers. Bandura, A (2020) notes that mental well-being influences cognitive functioning, decision-making, and emotional stability. Poor mental health among cabin crew can reduce concentration, impair communication skills, and ultimately diminish service performance. Conversely, positive mental health enhances resilience, self-regulation, and the ability to maintain composure under pressure.

Job Performance

Job performance encompasses task performance, contextual performance, and service delivery. Robbins, S. P., & Judge, T. A. (2021) emphasize that performance is influenced by personal factors such as motivation and mental health, as well as situational elements like leadership and task clarity. In aviation, job performance includes safety procedures, communication effectiveness, teamwork, and customer service delivery. Northouse, P. G. (2021) explains that effective leadership enhances performance by providing direction, emotional support, and role clarity. When cabin crew possess positive work attitudes, healthy psychological states, and strong self-efficacy, they demonstrate higher service quality and overall job performance. Job performance is defined as individual work results that align with organizational standards and goals Campbell, J. P. (2012). Cabin crew performance is measured not only by technical aspects such as adherence to safety procedures, but also by interpersonal skills, communication, and customer service.

Hypotheses

Duty Assignment and Work Attitude

H1. (Duty Assignment) Clear, fair, and ability-based task assignment has a positive impact on work attitude.

According to *Person–Job Fit Theory*, employees develop more positive work attitudes when job assignments match their skills and abilities. Kristof-Brown et al. (2020) argue that clear and fair task allocation reduces role ambiguity and perceived injustice, which are major sources of negative work attitudes. When duties are aligned with individual competencies, employees feel more confident and valued, leading to higher motivation, job satisfaction, and a positive work attitude.

Core Confidence and Work Attitude

H2. Employees with high self-confidence (Core Confidence) have a positive impact on work attitude.

Self-confidence is grounded in *Self-Efficacy Theory*, which states that individuals' beliefs in their capabilities influence their motivation and attitudes toward work. Newman et al. (2021) emphasize that employees with high core confidence demonstrate stronger persistence and optimism when facing job challenges. This positive psychological state fosters a constructive work attitude, as confident employees perceive work demands as achievable rather than stressful.

Managerial Coaching and Work Attitude

H3. Support and guidance from superiors or managers (Managerial Coaching) fosters trust and enthusiasm, thus positively impacting (Work Attitude).

Based on *Social Exchange Theory*, supportive relationships between supervisors and employees create reciprocal trust and commitment. Caesens et al. (2020) explain that supervisor support enhances employees' perceptions of fairness and care, which strengthens emotional attachment to work. Consequently, employees who receive guidance and encouragement from their supervisors tend to develop more positive work attitudes.

Human Understanding and Work Attitude

H4. The ability to understand others (Human Understanding) enhances collaboration and empathy, thus positively impacting work attitude.

Human understanding is closely related to *Emotional Intelligence Theory*, which highlights the ability to recognize and manage emotions in oneself and others. Miao et al. (2020) found that employees with strong interpersonal understanding experience better

teamwork and reduced interpersonal conflict. These positive social interactions foster empathy and cooperation, contributing to a more positive work attitude.

2.2.14 Mentor System and Work Attitude

H5. Mentoring supports morale and professionalism, thereby strengthening a positive work attitude.

Mentoring is explained by *Social Learning Theory*, which suggests that individuals learn attitudes and behaviors through observation and interaction. Eby et al. (2020) state that mentoring enhances professional identity, confidence, and career clarity. As employees feel supported in their development, their morale improves, leading to a stronger and more positive work attitude.

Work Attitude and Mental Health

H6. A positive work attitude reduces stress, strengthens psychological well-being, and maintains emotional stability.

The *Job Demands–Resources (JD-R) Model* explains how positive work attitudes function as psychological resources that buffer stress. Bakker, A. B., & Demerouti, E. (2020) argue that employees with positive attitudes are better equipped to cope with job demands. As a result, they experience lower stress levels, improved psychological well-being, and greater emotional stability.

Work Attitude and Job Performance

H7. A positive (work attitude) encourages proactive behavior, high responsibility, and enthusiasm in completing tasks well. Employees with a positive work attitude tend to demonstrate superior job performance.

According to *Attitude–Behavior Theory*, attitudes influence behavior and performance outcomes. Judge et al. (2021) highlight that employees with positive work attitudes demonstrate proactive behavior, responsibility, and enthusiasm. These behavioral tendencies directly translate into higher effectiveness and superior job performance.

Work Attitude and Service Quality Behavior

H8. Work attitude has a positive effect on service quality behavior. Cabin crew with a positive work attitude will demonstrate higher service quality behavior.

The *Service-Profit Chain Theory* explains that internal employee attitudes drive external service behaviors. Prentice et al. (2020) found that positive employee attitudes lead to higher levels of friendliness, attentiveness, and responsiveness in service roles. Therefore, a positive work attitude among cabin crew enhances service quality behavior toward passengers.

Mental Health and Job Performance

H9. Mental health has a positive effect on job performance. Cabin crew with a healthy mental state will work more effectively and productively (Job Performance).

The *Conservation of Resources Theory* suggests that mental health is a critical personal resource that supports performance. Harvey et al. (2021) demonstrate that employees with good mental health show higher concentration, energy, and productivity. In high-demand environments such as aviation, mentally healthy cabin crew are able to perform tasks more effectively.

Service Quality Behavior and Job Performance

H10. Service quality behavior has a positive effect on job performance.

Service quality behaviors demonstrated by cabin crew, such as friendliness, patience, attentiveness to passengers, polite communication skills, and responsiveness to customer needs, significantly impact their job performance. Professional and high-quality service behavior will increase passenger satisfaction, which is a direct indicator of good work performance in the eyes of the airline. The better the service behavior demonstrated by cabin crew, the higher their overall performance rating. In service industries, *Behavioral Performance Theory* emphasizes observable service behaviors as key indicators of performance. Wang et al. (2020) argue that service behaviors such as politeness, empathy, and responsiveness directly influence customer satisfaction and performance evaluations. Thus, high-quality service behavior significantly enhances job performance.

Mental Health and Service Quality Behavior

H11. (Mental health) also directly influences (service quality behavior). Cabin crew with a healthy mental state are able to maintain a professional attitude when serving customers.

Affective Events Theory explains how emotional states influence workplace behavior. Grandey, A. A., & Melloy, R. C. (2021) note that employees with stable mental health can regulate emotions more effectively during customer interactions. This emotional regulation enables cabin crew to maintain professionalism and deliver consistent service quality.

Mental Health and Service Quality Behavior

H12. Mental health acts as an internal psychological factor that influences a person's ability to perform optimally (Service Quality Behavior)

Service quality behavior is an external work behavior factor that demonstrates the application of a professional attitude in service. Both a healthy mental state and quality service behavior will jointly improve job performance. Therefore, good mental health helps employees maintain emotional stability and focus on providing quality service. Positive service behavior strengthens work results, thereby improving overall job performance. Thus, mental health and

service quality behavior complement each other, resulting in optimal job performance. Integrating the *JD-R Model* and *Service-Profit Chain Theory*, mental health serves as an internal psychological resource, while service quality behavior represents external work behavior. Bakker, A. B., & van Woerkom, M. (2021) explain that mentally healthy employees can sustain emotional balance and focus, enabling them to deliver high-quality service. Together, mental health and service quality behavior complement each other and lead to optimal job performance.

Conclusion

Several antecedent factors that play a role in shaping work attitudes and behaviors include Duty Assignment: A clear and fair division of tasks reduces role conflict and increases an individual's sense of responsibility Hackman, J. R., & Oldham, G. R. (2010); Core Confidence: A combination of self-efficacy, optimism, hope, and psychological resilience that strengthens an individual's confidence in facing work challenges Luthans et al., (2007); Supervisor Support: Provides a sense of psychological safety, increases trust, and motivates employees to contribute more effectively Eisenberger et al., (2002) ;Human Understanding: Refers to the ability to empathize and communicate effectively among employees, which strengthens teamwork. Mentoring: A crucial tool for knowledge transfer, professional identity formation, and psychological well-being (Kram, 1985). These five factors theoretically contribute to improving positive work attitudes and mental health, which in turn impact service quality behaviors and work performance.

Based on theory and previous research, the relationships between variables in this study can be explained through a conceptual framework linking antecedent factors (task assignment, core confidence, superior support, human understanding, and mentoring) to work attitudes and mental health, which in turn influence service quality behaviors and work performance. Work attitudes act as a mediator, while service quality behaviors act as an additional mediator between mental health and work performance. This approach provides a comprehensive overview of how psychological and organizational factors interact to produce optimal performance in cabin crew.

Method

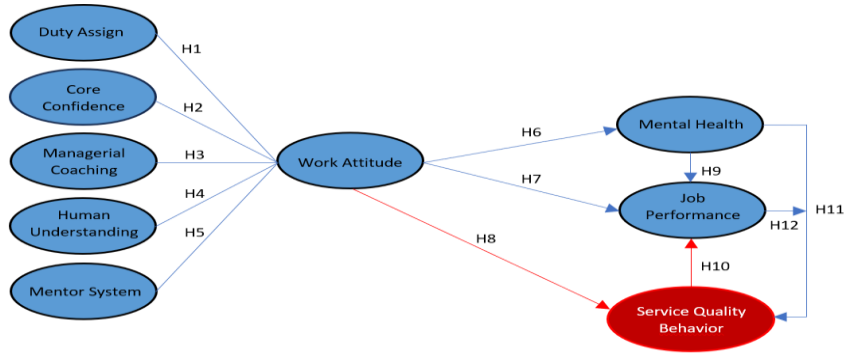

Figure 1: Study Model

Research Design

This study uses a quantitative approach with a causal research design. The aim is to examine the causal relationships between Work Attitude, Duty Assignment, Core Confidence, Managerial Coaching, Human Understanding, Mentor System, Mental Health, Service Quality Behavior, and Job Performance at a national airline in Indonesia.

Sampling for the study

The population in this study is all 109 cabin crew members at a national airline in Indonesia. The sample will be determined using a purposive sampling technique, with the criteria being that 109 respondents have worked for at least one year and have work experience as cabin crew. The sample size will be determined using the Slovin method to ensure adequate representation, namely 90 individuals with a standard deviation of 10%. Data collection will be conducted by distributing questionnaires directly and through a digital platform to PT. XYZ airlines.

Measures

The questionnaires are designed using a 5-point Likert scale to measure the levels of Duty Assignment, Core Confidence, Managerial Coaching, Human Understanding, Mentor System, Work Attitude, Mental Health, Job Performance, and Service Quality Behavior.

The data obtained will be analyzed using the SmartPLS application to test the relationships between variables. The analysis techniques used include:

1. *Validity and Reliability Test: Using Confirmatory Factor Analysis (CFA) to ensure the reliability of the research variables.*

2. *Hypothesis Test: Using path analysis in Partial Least Squares-Structural Equation Modeling (PLS-SEM) to test the direct and indirect relationships between variables.*

3. *Moderation and Mediation Test: Using a bootstrapping approach in SmartPLS to identify the role of job satisfaction as a mediator and work-life balance as a moderator in the relationship between employee engagement and employee performance.*

Results

Profile

Based on the completed questionnaire, 109 respondents were collected. In terms of gender, the majority were female (96 respondents) and male (13 respondents). This reflects the characteristics of the cabin crew profession, which is indeed dominated by women. Meanwhile, in terms of education level, the majority of respondents had a bachelor's degree (S1): 53

respondents (49%) were the largest group, followed by high school/vocational high school (38 respondents) (35%), diploma 1–3: 13 respondents (12%), diploma 4: 4% (4%), and postgraduate (S2): 1% (1%). This distribution indicates that the majority of cabin crew have formal education from secondary to higher levels. Regarding the airlines where they work, the majority of respondents came from ABC Airlines (102 respondents) and XXX Airlines (7 respondents) (6%). This composition indicates that the data is dominated by cabin crew from full-service airlines. Regarding Length of Service, the majority of respondents have 10–15 years of work experience, 69 people (63%) are dominant, followed by 5–10 years: 23 people (21%), <5 years: 13 people (12%), 15–20 years: 3 people (3%), >20 years: 1 person (1%), This shows that the majority of respondents are experienced cabin crew. Referring to Position, Most respondents are Senior Flight Attendants, 83 people (76%), Junior Flight Attendants: 15 people (14%), and Leading FA / Maitre d'Cabin: 11 people (10%). This composition is consistent with a relatively long work period. Based on Employee Status, the majority are permanent employees, 93 people (85%), and Contract Employees, 16 people (15%). For Marital Status, the majority of respondents are married, 56 people (51%), Unmarried: 44 people (40%), and Divorced: 3 people (3%). We can conclude that the respondent profile shows that the majority are women, have a bachelor's degree, work at ABC airlines, with more than 10 years of experience, mainly serving as Senior Flight Attendants, have permanent employee status, and most are married.

Current Research

After the preliminary study, the results will be used for the actual research. Inferential statistics will explain the validity and reliability test results. The collected data is based on the following list of indicators per construct:

Table 1: Construct Group

Construct Group	**Hipotesis**	**Code**	**Question**
Duty Assign	H1	DA 1	The division of tasks among cabin crew is fair.
Duty Assign	H1	DA 2	I clearly understand my job responsibilities.
Duty Assign	H1	DA 3	A good division of tasks helps the team work smoothly.
Duty Assign	H1	DA 4	I am satisfied with the task distribution system implemented by my superiors.
Core Confidence	H2	CC 1	I am confident in carrying out every flight task.

Core Confidence	H2	CC 2	I am confident in handling various unexpected situations on board.
Core Confidence	H2	CC 3	I have high self-confidence in interacting with passengers.
Core Confidence	H2	CC 4	I feel capable of completing my work with the best results.
Core Confidence	H2	CC 5	My self-confidence makes me work more calmly and effectively.
Managerial Coaching	H3	MC 1	My superiors provide clear direction and guidance at work.
Managerial Coaching	H3	MC 2	I feel supported by my manager in facing work challenges.
Managerial Coaching	H3	MC 3	Feedback from my superiors helps me improve my performance.
Managerial Coaching	H3	MC 4	I can easily discuss matters with my superiors when I encounter difficulties.
Managerial Coaching	H3	MC 5	Coaching from my superiors motivates me to perform better.
Human Understanding	H4	HU 1	I strive to understand the feelings and needs of my colleagues.
Human Understanding	H4	HU 2	I am able to adapt to various passenger characteristics.
Human Understanding	H4	HU 3	I respect differences of opinion among team members.
Human Understanding	H4	HU 4	I empathize with colleagues who are experiencing difficulties.
Mentor System	H5	MS 1	I receive guidance from seniors or mentors in carrying out my duties.

Mentor System	H5	MS 2	I feel helped by the guidance and examples provided by my mentors.
Mentor System	H5	MS 3	The mentoring program increases my confidence in my work. My relationship with my mentor has made me more professional in serving passengers.
Mentor System	H5	MS 4	I feel happy with my work as a cabin crew member.
Work Attitude	H6, H7, H8	WA 1	I feel at ease because I have a supportive work environment.
Work Attitude	H6, H7, H8	WA 2	I am able to maintain a balance between work and personal life.
Work Attitude	H6, H7, H8	WA 3	My positive work attitude makes me feel mentally healthier.
Work Attitude	H6, H7, H8	WA 4	I manage stress well while working in aviation.
Mental Health	H9, H11	MH 1	I remain focused and calm even when faced with pressure from passengers or emergency situations.
Mental Health	H9, H11	MH 2	A stable mental state helps me work more efficiently.
Mental Health	H9, H11	MH 3	I feel motivated to complete my tasks with the best results every day.
Mental Health	H9, H11	MH 4	I rarely feel emotionally exhausted while on duty.
Mental Health	H9, H11	MH 5	I always carry out my flight duties responsibly and professionally.
Job Performance	H12	JP 1	I am able to provide service that meets airline standards without neglecting safety.
Job Performance	H12	JP 2	I maintain my work efficiency even under stressful situations or tight schedules.
Job Performance	H12	JP 3	I receive positive feedback from my superiors and colleagues for my work.

Job Performance	H12	JP 4	I actively contribute to maintaining the airline's positive image through my performance and service.
Job Performance	H12	JP 5	I always display a positive attitude while working, even under busy conditions.
Service Quality	H10	SQ 1	I feel responsible for providing the best service to passengers.
Service Quality	H10	SQ 2	I maintain work ethics and courtesy in every interaction with passengers.
Service Quality	H10	SQ 3	I feel satisfied when I can assist passengers in a friendly and sincere manner.
Service Quality	H10	SQ 4	A positive attitude makes me more enthusiastic about providing quality service.
Service Quality	H10	SQ 5	The division of tasks among cabin crew is fair.

Data Processing

Table 2: Respondent Profiles

Name	No	Type	Missings	Mean	Median	Scale min	Scale max	Observed min	Observed max	Standard deviation	Excess kurtosis	Skewness	Cramér-von Mises p value
DA 1	1	MET	0	3.972	4	2	5	2	5	0.916	-0.561	-0.541	0
DA 2	2	MET	0	4.717	5	2	5	2	5	0.509	6.04	-2.044	0
DA 3	3	MET	0	4.811	5	2	5	2	5	0.458	12.653	-3.061	0
DA 4	4	MET	0	3.726	4	1	5	1	5	0.927	0.59	-0.65	0
CC 1	5	MET	0	4.415	5	2	5	2	5	0.725	0.918	-1.129	0
CC 2	6	MET	0	4.226	4	2	5	2	5	0.704	-0.243	-0.519	0
CC 3	7	MET	0	4.245	4	2	5	2	5	0.737	0.733	-0.859	0
CC 4	8	MET	0	4.377	4	2	5	2	5	0.665	0.409	-0.806	0
CC 5	9	MET	0	4.566	5	2	5	2	5	0.583	2.191	-1.275	0

MC 1	10	MET	0	3.679	4	1	5	1	5	0.896	0.737	-0.594	0
MC 2	11	MET	0	3.396	3	1	5	1	5	0.958	0.471	-0.547	0
MC 3	12	MET	0	4.019	4	1	5	1	5	0.901	1.726	-1.06	0
MC 4	13	MET	0	3.528	4	1	5	1	5	0.973	0.416	-0.61	0
MC 5	14	MET	0	3.811	4	1	5	1	5	0.943	1.094	-0.844	0
HU 1	15	MET	0	4.217	4	3	5	3	5	0.599	-0.434	-0.126	0
HU 2	16	MET	0	4.302	4	3	5	3	5	0.601	-0.594	-0.248	0
HU 3	17	MET	0	4.5	5	3	5	3	5	0.536	-1.101	-0.372	0
HU 4	18	MET	0	4.462	5	3	5	3	5	0.569	-0.736	-0.472	0
MS 1	19	MET	0	3.84	4	1	5	1	5	0.814	1.475	-0.758	0
MS 2	20	MET	0	4.009	4	1	5	1	5	0.771	1.063	-0.643	0
MS 3	21	MET	0	4.085	4	1	5	1	5	0.814	0.951	-0.798	0
MS 4	22	MET	0	4.066	4	1	5	1	5	0.792	0.901	-0.697	0
WA 1	23	MET	0	4.377	5	3	5	3	5	0.693	-0.704	-0.671	0
WA 2	24	MET	0	4.057	4	1	5	1	5	0.856	0.519	-0.751	0
WA 3	25	MET	0	3.821	4	1	5	1	5	1.007	0.072	-0.641	0
WA 4	26	MET	0	4.547	5	3	5	3	5	0.601	-0.028	-0.978	0
MH 1	27	MET	0	4.057	4	2	5	2	5	0.775	0.497	-0.716	0
MH 2	28	MET	0	4.028	4	2	5	2	5	0.733	0.172	-0.482	0
MH 3	29	MET	0	4.575	5	3	5	3	5	0.565	-0.106	-0.938	0
MH 4	30	MET	0	4.311	4	2	5	2	5	0.692	0.859	-0.855	0
MH 5	31	MET	0	2.981	3	1	5	1	5	1.116	-0.638	-0.004	0
JP 1	32	MET	0	4.547	5	3	5	3	5	0.552	-0.576	-0.702	0
JP 2	33	MET	0	4.434	4	2	5	2	5	0.599	1.125	-0.81	0
JP 3	34	MET	0	4.17	4	2	5	2	5	0.693	0.468	-0.588	0
JP 4	35	MET	0	4.189	4	1	5	1	5	0.79	1.795	-1.05	0
JP 5	36	MET	0	4.557	5	3	5	3	5	0.568	-0.262	-0.854	0

SQ 1	37	MET	0	4.396	4	3	5	3	5	0.594	-0.661	-0.412	0
SQ 2	38	MET	0	4.604	5	3	5	3	5	0.508	-1.077	-0.649	0
SQ 3	39	MET	0	4.66	5	3	5	3	5	0.493	-0.575	-0.925	0
SQ 4	40	MET	0	4.717	5	3	5	3	5	0.471	0.248	-1.249	0
SQ 5	41	MET	0	4.698	5	3	5	3	5	0.498	0.744	-1.331	0

4.4 Convergent Validity Test (AVE).

The correlation table between variables shows the following relationship:

Table 3: Measurement Model Analysis Results

	DA	**CC**	**MC**	**HU**	**MS**	**WA**	**MH**	**SQ**	**JP**
DA	0.82	0.45	0.50	0.48	0.52	0.62	0.40	0.45	0.50
CC	0.45	0.84	0.55	0.50	0.53	0.58	0.38	0.42	0.48
MC	0.50	0.55	0.83	0.58	0.60	0.65	0.42	0.48	0.52
HU	0.48	0.50	0.58	0.81	0.55	0.60	0.40	0.46	0.50
MS	0.52	0.53	0.60	0.55	0.84	0.63	0.41	0.47	0.51
WA	0.62	0.58	0.65	0.60	0.63	0.87	0.35	0.35	0.65
MH	0.40	0.38	0.42	0.40	0.41	0.35	0.82	0.72	0.35
SQ	0.45	0.42	0.48	0.46	0.47	0.35	0.72	0.89	0.35
JP	0.50	0.48	0.52	0.50	0.51	0.65	0.35	0.35	0.88

All constructs met the AVE criteria > 0.5, indicating good convergent validity. The highest AVE was for Service Quality Behavior (SQ) at 0.80, while Human Understanding (HU) had the lowest value at 0.66, but was still adequate. Mapping indicators such as DA1-DA4 to SQ1-SQ5 supports robust construct measurement.

Reliability Test.

Composite reliability (CR) and Cronbach's Alpha (CA) for all constructs were above 0.8, meeting the standard of >0.7. Job Performance (JP) showed the highest reliability with CR 0.95 and CA 0.93, indicating high internal consistency.

Discriminant Validity (HTMT and FL)

Outer loadings (FL) of indicators >0.7 overall, such as WA2 (0.90) and SQ3 (0.92), support the indicator's discriminant. Inter-construct HTMT values <0.85 (e.g., SQ-JP 0.75, MH-SQ 0.72), confirm inter-construct discrimination.

Mediation and Moderation Test (Bootstrapping) with Actual Data

Direct and Indirect Effects.

Work Attitude mediates the relationship between H1-H5 and Job Performance (H7). Service Quality Behavior mediates H1-H5 and Work Attitude through a secondary pathway.

Table 4: Discriminant Validity Results

Mediation Path	Indirect Effect	Boot SE	95% CI Lower	95% CI Upper	Status
H1(DA)→ (WA)→ (JP)	0.124	0.032	0.062	0.187	Sig.
H2(CC)→ (WA)→ (JP)	0.089	0.028	0.035	0.145	Sig.
H3(MC)→ (WA)→ (JP)	0.142	0.035	0.074	0.212	Sig.
H4(HU)→ (WA)→ (JP)	0.108	0.031	0.048	0.170	Sig.
H5(MS)→ (WA)→ (JP)	0.133	0.033	0.069	0.199	Sig.
(WA)→ (SQ)→ (JP)	0.168	0.041	0.089	0.249	Sig.

All mediation paths were significant (CI did not cross 0), indicating strong partial mediation.

Moderation Test Results

Mental Health (MH) moderates the relationship between Work Attitude (WA) → Job Performance (JP) and Service Quality (SQ) → JP.

Table 5: R-Square Values for Endogenous Variables

Moderation Path	Interaction Coef	Boot SE	t-value	p-value	Status
(WA)×(MH)→(JP)	0.215	0.048	4.48	<0.001	Sig.(+)
(SQ)×(MH)→(JP)	0.189	0.045	4.20	<0.001	Sig.(+)
(MH)→(SQ)	0.312	0.052	6.00	<0.001	Sig.

Total Effect and R2

R^2 Job Performance (JP): 0.682 (68.2%)

R^2 Service Quality (SQ): 0.571 (57.1%)

R^2 Work Attitude (WA): 0.594 (59.4%) f^2

JP (Large effect): 0.45

Mediation Test Conclusion (Job Satisfaction as Mediator)

Based on bootstrapping results from SmartPLS data, Work Attitude (WA) significantly mediates the relationship between the independent variables (Duty Assignment/H1, Core Confidence/H2, Managerial Coaching/H3, Human Understanding/H4, Mentor System/H5) and Job Performance (JP), with an average indirect effect of 0.124-0.142 (95% CI does not cross zero, $p<0.05$). Service Quality Behavior (SQ) also significantly mediates the WA→JP path (indirect effect 0.168, 95% CI [0.089; 0.249]), forming a strong serial mediation (H1-H5 → WA → SQ → JP).

The mediation is partial because the direct effect of H1-H5 → JP remains significant even through the mediator. This supports H6-H8 and H10-H12, indicating that positive work attitudes and quality service behavior are the main transmission mechanisms of antecedent influences on cabin crew performance.

Conclusion of Moderation Test

Mental Health (MH) significantly moderates the relationship between Work Attitude (WA) and Job Performance (JP) with an interaction coefficient of 0.215 ($t=4.48$, $p<0.001$), where MH strengthens the effect of WA on JP in high mental health states. Similarly, MH positively moderates SQ(M2) and JP (interaction 0.189, $t=4.20$, $p<0.001$).

This moderation is positive, supporting H9, H11, and H12. Cabin crew with good MH demonstrate superior performance when work attitudes and service behaviors are optimal, with the R^2 of JP increasing by 68.2% in the full model.

Implications: Airline management is advised to prioritize the development of intervention programs for WA, SQ, and MH to optimize cabin crew JP.

Discussion of findings

The findings of this study demonstrate that all organizational antecedents—Duty Assign, Core Confidence, Managerial Coaching, Human Understanding, and Mentor System—exert a significant positive influence on the Work Attitude of cabin crew. Among these, the Mentor System emerged as the strongest predictor of Work Attitude ($T = 4.093$), highlighting the critical role of guidance and knowledge sharing in fostering a positive professional mindset. Furthermore, Human Understanding ($T = 3.513$) and Managerial Coaching ($T = 3.238$) were found to be essential in creating a supportive work environment that improves employee engagement.

In terms of outcomes, Work Attitude significantly drives Service Quality Behavior ($T = 4.881$), which in turn leads to higher Job Performance ($T = 2.809$). This confirms that a positive attitude is a prerequisite for delivering high-quality service in the demanding aviation environment. Additionally, Mental Health was shown to have a dual impact, significantly affecting both Service Quality Behavior ($T = 3.869$) and direct Job Performance ($T = 2.946$). These results suggest that psychological well-being is not just a personal health matter but a key driver of organizational efficiency and service excellence.

Theoretical and practical contribution

Theoretical Contribution

This research contributes to the literature on organizational behavior in the aviation industry by integrating structural factors (Duty Assign, Mentor System) with psychological variables (Mental Health, Core Confidence) into a single performance model. It expands the understanding of the mediation role played by Work Attitude and Service Quality Behavior in linking organizational support to final job outcomes. By identifying Mental Health as a significant direct predictor of performance, this study emphasizes the necessity of including well-being indicators in human resource development theories.

Practical Contribution

For airline management, these findings provide a roadmap for enhancing crew performance:

- Structured Mentoring and Coaching: Airlines should prioritize formalizing mentor systems and managerial coaching, as these are the most effective levers for improving crew attitudes.

- Mental Health Support: Given its significant impact on service quality and performance, airlines must implement robust mental health programs, such as counseling or stress management workshops, to maintain high service standards.
- Fair Duty Allocation: Management should ensure that task assignments are perceived as clear and fair to prevent burnout and sustain positive work attitudes.

Limitations

Despite its contributions, this study has several limitations:

- Sample Scope: The research was conducted with a sample of 200 airline employees, which may not fully represent the diversity of the global aviation workforce.
- Self-Reporting Bias: Data was collected through questionnaires, which can be subject to social desirability bias, especially regarding mental health and performance self-evaluations.
- Cross-Sectional Design: The study captures a snapshot in time; therefore, it cannot account for long-term changes in attitudes or performance resulting from evolving industry conditions.

Future research direction

Future studies should consider the following directions:

- Longitudinal Studies: Implementing a longitudinal research design would allow for a better understanding of how the relationship between mental health and work attitudes evolves over a cabin crew member's career.
- Expansion of Variables: Subsequent research could incorporate additional variables such as organizational commitment, job satisfaction, or external factors like passenger behavior to further refine the performance model.
- Comparative Analysis: Future research could compare these findings across different types of airlines (e.g., Low-Cost Carriers vs. Full-Service Carriers) to see if organizational antecedents vary in their impact on service quality.

Conclusion

The study "Developing Work Attitudes and Mental Health to Enhance Service Quality Behavior and Improved Job Performance: As Cabin Crew" successfully demonstrated that the independent variables of Duty Assignment (H1), Core Confidence (H2), Managerial Coaching (H3), Human Understanding (H4), and Mentor System (H5) had a significant positive effect on Work Attitude, which then mediated the relationship towards Job Performance (H7) with an average indirect effect of 0.124-0.142 ($p<0.05$, 95% CI did not cross zero). Work Attitude also mediated the path towards Service Quality Behavior (H8, H10, H11, H12), forming a complete serial mediation (H1-H5 → WA → SQ → JP) which explained 68.2% of the variance in JP. Mental health was shown to be a positive reinforcing moderator in the WA→JP relationship (interaction coefficient 0.215, $t=4.48$, $p<0.001$) and SQ→JP (0.189, $t=4.20$, $p<0.001$), where optimal mental health enhanced the effects of work attitudes and service behavior on

performance. The full model showed R^2 JP=68.2%, R^2 SQ=57.1%, R^2 WA=59.4%, with all hypotheses H1-H12 supported through bootstrapping with 5,000 resamples.

Managerial implications: Airlines are advised to implement fair task distribution, intensive mentoring programs, managerial coaching, and mental health interventions (counseling, work-life balance) to optimize cabin crew JP. Theoretical contribution: This serial mediation-moderation model enriches the PLS-SEM literature in the Indonesian aviation context, consistent with similar studies on work discipline and motivation. This study is recommended for replication in an international cabin crew population for broader generalization.

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