The Impact of Work Life Challenges of Employee Behavior in Aviation Industry

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ABSTRACT

This study investigates the impact of work-family conflict on employee behavior within the Pakistan airline sector, focusing on the effects of job demands, heavy workloads, and irregular working hours on job stress and turnover intentions. The findings reveal a significant positive relationship between work-family conflict and employee turnover, with job stress acting as a mediating variable. Moreover, organizational loyalty is identified as a significant negative moderator of turnover intentions. Utilizing quantitative methodologies and a deductive research approach, data were collected through standardized surveys from 213 respondents across Pakistani airlines. The results underscore that job stress mediates the relationship between work-family conflict and turnover intentions, while organizational loyalty mitigates these intentions. The study advocates for employee training programs aimed at enhancing work-life balance as a potential strategy to reduce turnover. Additionally, it emphasizes the importance of cultivating a supportive organizational environment, where management actively addresses conflicts that could undermine organizational performance. This research, among the first to explore the South Asian aviation sector, offers valuable insights for improving employee well-being and mitigating turnover within Pakistan's airline industry. The findings suggest that fostering organizational loyalty and addressing work-family conflict can significantly reduce turnover intentions and enhance overall job performance.

INTRODUCTION

Aviation has a global transportation network for providing connectivity and major participation to play the significant roles in enhancing global economy worldwide (Cheung et al., 2020), Such as the air sector supports Pakistan's economy by creating a wide range of job opportunities for people because around 500 thousand people are connected as employees directly and indirectly with overall Pakistan air transportation which contributes to improving the GDP of

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Pakistan through their jobs including air travel tourism connectivity (Baeriswyl et al., 2016a). The number of jobs demands and their requirements in the air sector by airlines increasing because air travel is more than before. The responsibilities of employees have been increasing which identified numerous challenges including efficient ground operations, safety risk, workload, and employee management (Cheung et al., 2020). The workload will increase as responsibilities increase, the pressurized environment increases to complete a task, irregularity in working hours increases and then it most difficult to sustain the both modern aviation industry and society (family settings) due to the demands of work nature (Obrenovic et al., 2020a). It is clear that the high rate of job responsibilities can generate stress on employees and higher turnover as well as absenteeism will occur (Clarke, 2024.). The lack of work engagement and job performance declined by a stressor employee will be the part of air sector due to work conflict (Netemeyer et al., 2005a;Bongo et al., 2018).

A vast study determined that the conflicts between employees and the workplace cause job stress but, today, the personnel have their domains such as household responsibilities or leisure involvement which can change personnel traits and interests according to the time (Gragnano et al., 2020a). Sometimes, personnel keep their work with them to their homes while routine cannot diagnose their workload. (Netemeyer et al., 2005a; Yan et al., 2022). Job stress is becoming a major challenge across various industries and affects employee well-being, productivity, organizational performance as well as personal life. If we talk about the aviation industry then loaded job demand shifts and responsibilities from families could have effects particularly due to the nature of stress (Antwi et al., 2019). The aviation industry of Pakistan has experienced sustainable growth including over number of increases in passenger (air traffic) and expanded flight routes which make the work of employees more complex and more responsible than in the past (Baeriswyl et al., 2016a). There would be a struggle for an employee to balance the requirements of a passenger service job within the aviation industry where the multi-dimensional person is a top requirement because they can cope with each situation at airports. (Netemeyer et al., 2005b). The air traffic controllers are having hectic timings, both cargo handlers and flight operation officers and aircraft inspection teams have to stand for hours of the hour for their job design (Bongo et al., 2018; Jou et al., 2013a). An employee is more focused on their JDs rather than mental health. (Obrenovic et al., 2020a). Today, Job performance depends on different factors which can include spouse, married life & unmarried life with responsibilities of children and parents respectively (Khorakian et al., 2018a; Netemeyer et al., 2005a; Yan et al., 2022). These could be a main source of job stress

to build conflicts at both the workplace and in personnel's personal lives. The individual activities are according to their priorities that they are willing to prioritize their professional performances or want to pay only for humanized activities along their families. (Gragnano et al., 2020a). Their preferences will decide how much they can balance job performance and stress between work activities and non-working activities. (Gragnano et al., 2020a; Khorakian et al., 2018a; Obrenovic et al., 2020a).

Problem Statement

The increasing congestion at airports, coupled with the growing number of passengers traveling daily, has intensified the challenges faced by employees in the aviation sector, particularly in terms of managing job-related stress and the impact of work-family conflicts on performance. Despite the critical importance of employee well-being in maintaining safety and security, existing literature on employee stress in the aviation industry remains insufficient in addressing its influence on turnover intentions, particularly within the context of South Asian aviation, such as Pakistan. Conflicts arising from competing work and family roles, along with job stress, can lead to emotional and psychological exhaustion, undermining employee satisfaction and organizational loyalty (Baeriswyl et al., 2016a; Bongo et al., 2018; Gragnano et al., 2020a). Furthermore, the high turnover rates in the aviation industry, exacerbated by factors such as mental health issues, job insecurity, irregular work shifts, and interpersonal conflicts with passengers, suggest a direct link between employee stress and job performance (Baeriswyl et al., 2016a; Netemeyer et al., 2005a; Obrenovic et al., 2020a; Salama et al., 2022).. As employee priorities evolve over time due to personal and professional factors (Gragnano et al., 2020), it becomes increasingly important to explore the interplay between these variables and their effects on turnover intentions and employee behaviour in the airport environment airport (Gragnano et al., 2020a; Obrenovic et al., 2020a; Salama et al., 2022). Therefore, this study aims to address the gap in research by examining the role of work-family conflict, job stress, and organizational loyalty in influencing employee turnover in Pakistan's aviation sector.

Research Gap

Despite extensive research on work-family conflict (WFC) and job stress, their specific impacts in safety-sensitive sectors like aviation remain underexplored. In Pakistan's aviation industry, job stress may compromise employee performance, operational safety, and service quality, yet little is known about its influence on organizational loyalty and turnover (Antwi et al., 2019; Salama et al., 2022; Yan et al., 2022).

Key gaps include the antecedents of WFC, its role in employee retention, and passenger perceptions of inconsistent airline staff (Bongo et al., 2018; Jou et al., 2013a; Salama et al., 2022).

Research Objective

1. Measure the relationship between work-family conflict (WFC), job stress, and employee performance in Pakistan's aviation industry.
2. Analyze the impact of WFC and job stress on organizational loyalty and employee turnover.

Research Questions

1. Does work-family conflict (WFC) significantly predict employee turnover intentions?
2. Does job stress mediate the relationship between work-family conflict and turnover intentions?
3. Does organizational loyalty negatively moderate the relationship between work-family conflict and turnover intentions?

HYPOTHESES DEVELOPMENT

Job Stress

Job stress is a situation that attracts the attention of different parties as it impacts employee performance and organizational performance as well. (Anggarini & Indrayanti, 2021) Define job stress as a feeling that interrupts an individual normal functioning at work. (Management et al., 2023) Job stress is further categorized into two parts which are time stress and anxiety. (Bakker & de Vries, 2021) It occurs when an employee faces such conditions which impacts their physical and psychological conditions. (Hutama et al., 2024) In the aviation sector, job stress is a common issue, especially for aircraft maintenance technicians. (Yusriani et al., 2024) These professional plays a crucial role in ensuring aircraft safety by assessing and fixing problems that can threaten the aircraft's safety during operations. (Porter et al., 2024) The study (Thi Yen, 2024)

A behavior which includes the time pressure and hard-driving competitive skills that affect the stress levels and well-being of employees. The global air transportation presents both opportunities and challenges for the aviation sector in Pakistan (Zaman & Khurram, 2023). Workloads can lead to an increment in the high stress levels among employees which causes work-life conflict. (S. Khadka & Khadka, 2023) Employees who lack independence may lead in under pressure issues. (Finthariasari et al., 2024) To cope with this issue, organizations must

regularly train their employees such as cabin crew members, and air traffic controllers who face heavy workload issues. (Syahrir et al., 2024) The employees need to be equipped with strategies and methods of managing tough situations effectively. (Annisa et al., 2024) The study revealed that all aspects of stress sources and their dimensions, including job characteristics, role of employee participation, relationship in the workspace, and organization structure, positively influence stress levels among aviation employees. (Amornpipat, 2020) Social anxiety or eagerness is a fundamental concept for individuals in the job environment.(Chen et al., 2024) (Wahyu et al., 2019)

Fatigue can lead to serious errors and accidents, making this issue to be reduced by airline operators at any cost. (Widyanti & Firdaus, 2020). Another study also found the mitigation methods regarding this issue, including reducing physical strain, taking mental and physical rest, and increasing employee motivation. The paper also concludes that stress and fatigue have a negative influence on job satisfaction, and extensive flight hours and dealing with toxic travelers increase flight crew (Schwenk, 2010).

Job Turnover

The aviation industry has been growing rapidly with emerging new technologies leading to an increase in competition over the past decades. (Liu et al., 2019) Airlines mostly rely on their frontline employees who have direct interaction with passengers. However, the turnover rate of frontline employees such as flight attendants is higher due to insecure working environments and the influence of job stress. Airlines bear the expenses of recruitment, selection, training costs, and the knowledge and expertise of its competent employees when they leave the airline (Chung & Jeon, 2020b)**.**

The employment process includes recruitment, formal training, and induction of particular job fit. It also affects the employee-customer relationships.(Kumari, 2020). Turnover intentions are becoming a significant issue for flight attendants and cabin crew globally because of their technical and difficult jobs. The issues include long hours of duty timings, dealing with difficult passengers, changing sleep and eating habits, and working in a pressurized environment. (Raza et al., 2020) found that consumer behavior significantly influenced turnover intentions. (Mehmood et al., 2016) showed the linear relationship between employee's perceptions of their job satisfaction and the organizational environment. Airlines need to continuously monitor the employee performance and to give them adequate support if they need them. (Abeyrathna et al., 2019) revealed that transformational leadership negatively impacts turnover intention, job satisfaction does not influence turnover intention, and if the organization wants to reach the

maximum level of employee satisfaction with their working conditions, then there is a need to maintain stronger transformational leadership. (Schiffinger & Braun, 2020) Organizations and airline operators must focus on factors like workload, working conditions, and flexibility to adopt new emerging technologies with the growth of the aviation industry. Employee turnover can be reduced by improving the psychological resources and yearly or monthly increments or giving bonuses to employees. (Musfarat et al 2022) (Khuzaini 2021) found that turnover tendency depends on employee satisfaction levels and improving workload, job satisfaction mitigates the issue of employee quitting. As workload has a major effect on turnover rate.

Work-Family Conflict

In the digital and latest technological era, businesses face several challenges, and specifically, it is a major concern for employees as they play a very important role in achieving the business's future targets. (Yousefi et al., 2017) Organizational cultural values, and leadership styles adopted by the company leader or manager have a positive impact on mitigating the issue of work-family conflict. Best leadership style and organizational ethical values not only mitigate WFC but also increase the satisfaction levels of employees. (Ho Dai, 2024).

For the well-being of employees, it is very crucial to achieve a balance between work and balance life. (Pan et al., 2022) An employee's struggle to balance between work and family problems impacts the overall health and performance. (Uludag et al., 2023) The research (Chemirmir et al., n.d.) suggested that airline operators and policymakers implement work-life balance strategies to enhance employee independence to manage their work with their personal lives. The research (Hassan et al., 2021) also, concludes that the companies who enrich in religious culture should practice workplace and organizational culture to improve the work-family environment because this study indicates that there is a relationship between internal spirituality and the work-family environment. (Medina-Garrido et al., 2023) The work-family conflict becomes more crucial and important for the organization when a female employee faces this issue. (Ademuyiwa et al., 2021) uncovered and examined the problems face by female employee in managing their work and family responsibilities. Due to that female employee adopted different strategies to cope with this issue such as going to work on their own time, and using childcare facilities. (Lisans Tezi, n.d.) The job satisfaction of employees was seen to increase if company balance between work and employee's health. The job satisfaction of employees regarding the issue of work-family conflict depends on their characteristics such as age, gender, and parental status. (Khorakian et al., 2018b) The relationship between work-family conflict, and the well-being of employees, and its safety

positively impacts the job performance. (Hajiyousefi et al., 2015) To mitigate the issue, the managers of the company must create a healthy environment that motivates employees to reduce work-family conflict and perform company tasks with their full potential and skills.
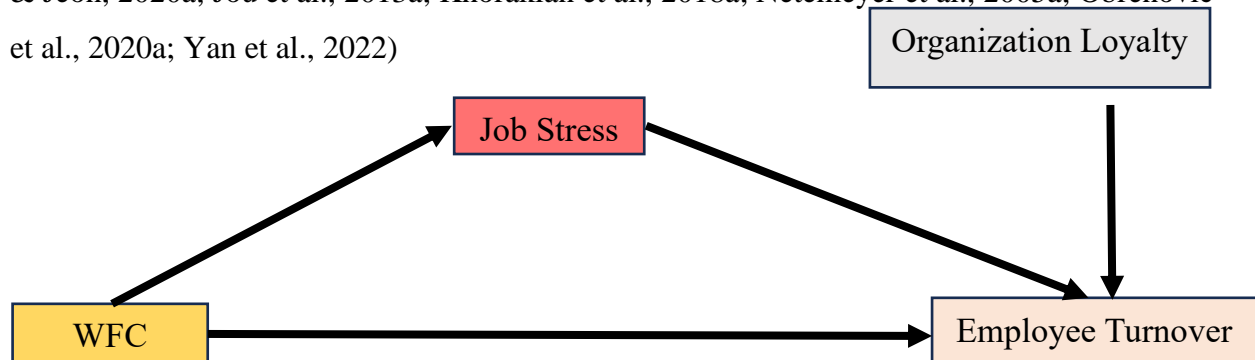
Organizational Loyalty

Employee retention is a very important concern for the organization as it impacts its overall productivity and performance. (Mohamed et al., 2022) Performance appraisals, future growth, management growth, and a strong leadership culture are the crucial elements that make employees loyal to the organization. And when employees become loyal the turnover rate will be decreased. Management support to employees includes managerial strategies to meet the needs of their employees and create a favorable work environment to increase the rate of brand loyalty among company staff. (Ma et al., 2017) Organizations need to understand the links between performance appraisals, training programs, growth opportunities, and good relationships with managers. By implementing these strategies company will be able to improve its human resources which can manage the workplace and employee commitment and satisfaction levels will be increased and vice versa. (A. K. Khadka & Khadka, 2024)

Similarly, (Bano et al., 2023) explored the organizational trust variable in the context of the Pakistani industry or community. The study concluded that employee loyalty is influenced by organizational trust and teamwork with other employees. There are suggestions for the managers to promote commitment within the organization among employees and focus on building a strong relationship with their team. Another study (Lee et al., 2013) examined the relationship between emotional intelligence, organizational loyalty, and service recovery in the airline industry. Organizational culture in the aviation industry significantly impacts employee loyalty. (Shahzad et al., 2022) In order to increase the employee commitment level to the organization, the managers must develop and implement a supportive culture based on values such as teamwork, respect for their fellow employees, and outcome orientation. (Wijonarko et al., 2024).

Another study revealed that the impact of organizational culture, and the relationship between employee loyalty and human resource practices has a high influence to decrease the intention of employee turnover. If organizations want their employees to become loyal to their organization, then the company must ensure transparency and fairness in their policies and operations through proper business framework.

Research Framework

The proposed research framework can visually examine has total of four variables and this model has been discussed in other famous reports which are:(Baeriswyl et al., 2016a; Chung & Jeon, 2020a; Jou et al., 2013a; Khorakian et al., 2018a; Netemeyer et al., 2005a; Obrenovic et al., 2020a; Yan et al., 2022)

Hypotheses

- **H1:** Work-family conflict (WFC) has a significant positive effect on employee turnover intentions.

- **H2:** Job stress significantly mediates the relationship between work-family conflict and turnover intentions.

- **H3:** Organizational loyalty significantly moderates the relationship between work-family conflict and turnover intentions in a negative direction.

METHODOLOGY

This study is grounded in the positivist philosophy, emphasizing the objective measurement of relationships among variables. Positivism facilitates hypothesis testing through quantitative methods, relying on empirical evidence derived from structured data collection. By adhering to this approach, the research ensures reliability and validity in evaluating the impact of work-family conflict (WFC) on job stress, turnover intentions, and organizational loyalty quantitatively (Park et al., 2020a (Saunders, M., Lewis, P., Thornhill, A., 2019).

The study employs a quantitative cross-sectional design to explore the relationships between WFC, job stress, and associated outcomes among employees in Pakistan's aviation industry. This design enables the systematic collection and analysis of data to test the proposed hypotheses. Quantitative methods were selected to ensure precision, minimize sampling error, and generalize findings across the targeted population (Abowitz & Toole, 2022.Yilmaz, 2013).

Data were gathered through an online survey distributed to employees from various operational roles in the aviation industry, including cabin crew, pilots, administrative staff, and ground services. The survey link was shared with 347 employees across domestic and international airports, yielding 244 valid responses. The questionnaire was designed using standardized

scales with Likert-type items to measure WFC, job stress, turnover intentions, and organizational loyalty.

Probability sampling techniques, including simple random and stratified sampling, were employed to ensure representativeness and reduce selection bias (Abowitz & Toole, n.d.; Flynn et al., 1990) This approach allowed for the inclusion of employees from diverse operational roles and hierarchical levels within the aviation industry.

Quantitative data were analyzed using SPSS to test the study's hypotheses. Statistical techniques such as T-tests, ANOVA, regression analysis, and correlation were employed to assess relationships between variables. Likert-scale responses were further analyzed to interpret agreement and disagreement levels among respondents. These methods provided robust insights into the predictors and outcomes of job stress.

A quantitative methodology was chosen to enable hypothesis testing, measure relationships with high precision, and facilitate large-scale data collection at a relatively low cost. The use of statistical techniques minimized researcher bias and ensured the reliability and validity of findings, making the results generalizable to a broader population biasness (Flynn et al., 1990) This cross-sectional study provides empirical evidence on the relationships among WFC, job stress, and turnover intentions. However, it is limited by its reliance on self-reported data and the absence of qualitative insights, which could provide deeper contextual understanding. Future research could adopt a mixed-methods approach to address these limitations.

ANALYSIS

Table 1: Descriptive Statistics

	JB	ET	BLE	WFC
Mean	3.4914	3.0402	3.0673	3.4548
Std. Deviation	0.45658	0.55355	1.19426	0.99512
Skewness	0.128	-0.190	-0.213	-0.589
Kurtosis	-0.637	-0.448	-1.295	-0.795

The descriptive statistics for the variables under investigation in table 1 are as follows: Job stress exhibited a mean (M) of 3.4914 with a standard deviation (SD) of 0.456. The skewness value was 0.128, and the kurtosis value was -0.637. Employee turnover had a mean of 3.0402, with a standard deviation of 0.5535. The skewness was -0.190, and the kurtosis was -0.448. Organizational loyalty showed a mean of 3.0673 and a standard deviation of 1.1942, with a skewness of -0.213 and kurtosis of -1.295. Work-family conflict had a mean of 3.4548 and a standard deviation of 0.995, with skewness at -0.589 and kurtosis at -0.795. All skewness and

kurtosis values fall within the range of -1 to +1, indicating that the data distribution is approximately normal, which is appropriate for subsequent regression analyses.

Table 2: Regression Analysis

Hypothesis	Regression Weights	Beta Coefficient	R square	F	P-value	Hypothesis Supported
H1	WFC	.787	.619	504.23	.000	Yes
H2	Job Stress	.639	.713	569.39	.000	Yes
H3	Organizational Loyality	.612	.644	570.12	.000	Yes

To examine this relationship, employee turnover was regressed on work-family conflict as the predictor variable. The analysis in table 2 revealed that WFC significantly predicted employee turnover, with $F(1, 242) = 103.301$, $p < .005$, indicating that work-family conflict plays a substantial role in influencing employee turnover ($b = .787$). Additionally, the model demonstrated a strong explanatory power, as indicated by an R-squared value of 0.619, suggesting that 61.9% of the variance in employee turnover is explained by work-family conflict. A summary of the findings is provided in the following table 2.

Correlation

The Pearson correlation analysis was performed to measure the direction and strength between variables. The results are shown in following table 3: -

Table 3: Correlation

	JB	ET	BLE	WFC
JB	1			
ET	.822**	1		
BLE	.578**	.803**	1	
WFC	.760**	.787**	.619**	1

Job stress exhibits a strong positive correlation with employee turnover ($r = .822$, $p < .01$), indicating that as job stress increases, employee turnover also tends to rise. Furthermore, job stress demonstrates a moderate positive relationship with organizational loyalty ($r = .578$, $p < .01$). Additionally, work-family conflict is found to have a strong positive relationship with both job stress and employee turnover ($r = .760$, $p < .01$; $r = .787$, $p < .01$), suggesting that an increase in work-family conflict within the Pakistan airline industry leads to higher levels of both job stress and employee turnover.

Table 4: Reliability Analysis

Constructs	Number of items	Alpha (α)
Organization Loyalty	6	.875
WFC	15	.918
Turnover Rate	5	.655
Job Stress	14	.675

The results indicated in table 4 that the job stress scale, consisting of 14 items, demonstrated acceptable reliability with an α value of 0.675, while the employee turnover scale, comprising 5 items, exhibited a reliability of α = 0.655. Additionally, the organizational loyalty scale, consisting of 6 items, showed high reliability with an α value of 0.875, and the work-family conflict scale, containing 15 items, was found to be highly reliable with an α value of 0.918.

Table 5: Mediator Analysis

The indirect hypothesis of the study was tested using the bootstrapping method suggested by (Hayes. Andrew, 2022)

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI
.3189	.0314	10.1637	.0000	.2571	.3808

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.2652	.0349	7.6045	.0000	.1964	.3339

Indirect effect(s) of X on Y

	Effect	BootSE	Boot LLCI	BootULCI
JB_Mean	.0537	.0212	.0153	.0970

Table 6: Moderator Analysis

	coeff	se	t	p	LLCI	ULCI
WFC_Mean	.5287	.0724	7.2990	.0000	.3859	.6714
BLE_Mean	.6412	.0944	6.7904	.0000	.4550	8273
Int_1	-.1053	.0237	4.4478	.0000	-.1519	-.0586

The regression coefficient for corporate loyalty is β = -0.1053, p < 0.001, and the 95% confidence interval (CI) is (-0.1519, -0.586). This indicates that a one-unit increase in corporate loyalty results in a 0.1053-unit decrease in employee turnover. The significance of this relationship is confirmed by the p-value and t-value, which further support the negative moderating effect of corporate loyalty on the work-family conflict turnover relationship.

DISCUSSION

The current study results have concluded that the Work Family Conflict has significant impact on employee turnover intentions in Pakistan Airline industry while the job stress is playing the mediating role between work-family conflict and airlines employee turnover. Although, investigation of this research proves that the both work family conflict (WFC) and job stress are directly proportional to each other because as the Work family conflicts increases as job stress increases.

The employees are hard to manage their workload and stress manipulate them to quit the airline jobs rather than to improve the job performances. Thus, the organization loyalty for an employee in airline is able to reflect the adverse effect on turnover rate. The encouraging therapy of employee by providing them a protective environment can influence to eliminate the job stress and conflict consequences. This study promotes the better relationship between airlines and their employees to sustain the industry turnover rate including those factors (such as, incentives) which have resilience to oppose the employee job stress and work-family conflicts. It is found by results that the air sector should increase their corporation loyalty for employee to enhanced performances success, employee retention and employee protection.

Limitations

The fewest number of limitations have been acknowledged after valuable contributions through research on airline industries operating from Pakistan. One of the primary limitations of this study was based on cross-sectional concepts while it can be longitudinal which could be more effective in underpinning the relationships among all variables. The current study aims to conclude objectives on cross-sectional nature, quantitative and based on deductive reasoning but it was second most obvious limitation for this research that it cannot interpreted future outcomes; For example, the job nature will change in future and it can improve the social or psychological well-being at a point at where the job performances would be enhanced and change the perception of employees at both workplace and family. So, the conflicts at work will be reduced when job performance will improve in future.

Another is our study based on limited sample size which collected from only three international airports of south Asian aviation industry while it can be include other airports via qualitative or mixed methodology approach research. Future studies may use self-rated variables such as their personality traits which can cause of the stress at workplace.

Recommendations

Research shows and recommended that the employee freedom regarding workplace task is more vital key aspect for both enhance an airline services performance and their secure feel which enable them to release the stress and generate productive ideas for corporation. The managers should entertain their employee issue and problems as they are doing as the service provider employee at ground operation to resolve the passenger/customer quires or their problems then airline supervisor will have to take care of their employee employees.

So, it is about the relationship of problems ownership of employees which will reduce the work to family conflict (WFC). There are need to observed the work to family conflict which is important resource to destroy the working environment for employees and it leads to unfavourable job behaviour of employees; although to increase the job performance airlines have to be understood with those antecedents which can create mental stance for employee to work hard. Such as the Organization loyalty which known as organization loyalty into current research model which achieve by providing the incentives to employees. It will enable the airline employees towards the more creative and engaged with high performance personality.

Our suggestions to Pakistan airline industry that the moderating factor will be dominant on mediating role of job stress level but only within one condition which is that airlines should make them more attractive for their employees by giving them the incentives, bonus, layoffs at different places and provide medical more assistance in order to generate more positive results. It has inversely proportion relation with each other, thus if stress level increase, then loyalty decrease and if stress decrease then loyalty will increase. So, it is strongly suggestion by current study that to promote that kind of programs for both consoling and assisting airline employees which will satisfy them psychologically and physically as well.

The counselling system will allow to airline employees to decrease their turnover tendency such as in Taiwan university a study concluded about air traffic controller stress should be manageable by giving them counselling hours properly which help aviation to decrease their turnover rate.

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