Flight in Flux: A Phenomenological Odyssey through the Adaptations of Flight Attendants in Shifting Work Environments

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Abstract

Considered as front liners in the air, flight attendants hold as much responsibility in their work as they continuously adjust to emerging challenges. The nature of work in aviation has always been dynamic, posing the main problem of attending to the demands of the pandemic and changing standardized procedures to fit the health protocol to ensure safety, especially as air hosts traveling from one country to another. The central question is, "How do flight attendants adapt to their work during the challenging period induced by global circumstances?" the specific question is, "What kinds of work adjustments do flight attendants undertake during this transformative period?". This study explores the experiences and perspectives of 10 flight attendants who have maintained their jobs since 2019 despite the pandemic. The investigation aims to reveal the participants' real-life experiences using a phenomenological research design and a naturalistic approach to non-numerical data. Conducted through Zoom Conference to accommodate the global nature of the profession, the objective is to gain a genuine understanding of how these professionals adapt to dynamic shifts in their work environments during significant international events. The results showed emergent key themes: Job Roles and Responsibilities, Emotional Challenges, Well-being and Work-life balance, Team Dynamics and Relationships, and Learning and Development, all of which determined the areas of adaptation as flight attendants during the pandemic. Moreover, the study emphasized the importance of job and customer satisfaction through emotional intelligence while also bringing light to the strategies of individuals and teams. Finally, the findings suggest implementing targeted mental health and well-being programs for flight attendants, designing tailored training modules to enhance adaptability skills, and fostering open communication channels between airline management and frontline staff.

Keywords: Aviation adaptations; Cabin crew; Cabin crew strategies; Flight Attendants; Pandemic

1. Introduction

1.1. Background of the Study

The global dissemination of a significant health crisis has markedly influenced various facets of societal functioning, particularly within transportation systems, safety protocols, and work environments. As the aviation industry grappled with the repercussions of unforeseen challenges, such as staffing reductions and heightened safety measures, flight attendants were at the forefront of operational adjustments to ensure passenger safety and service continuity. The imperative for enhanced sterility, prompted by public apprehension, ushered in a paradigm shift in the work environment for flight attendants, necessitating meticulous adherence to safety measures.

The adaptability and success of these workplace transformations hinge upon the resilience and efficacy of the individuals tasked with implementing them (Nwanzu & Babalola, 2019). As integral participants in the aviation industry, flight attendants have witnessed substantial alterations induced by external factors, compelling them to navigate unprecedented challenges. This external factor acted as a catalyst, compelling a restructuring of the conventional routines that characterized the profession. During difficult times, flight attendants face more aggressive passengers who are heavily affected by the ongoing circumstances. During the inconsistency of aviation activity influenced by Covid, the need for job changes has, therefore, become a reality for many flight attendants, especially as the number of planned or already implemented job cuts at major airlines, such as United Airlines, American Airlines, Air France or Lufthansa, is reported to run into the thousands (Koenen, 2020). According to Indregard et al.'s (2018) study, it was evident that the results showed the relevance of mental distress to mental dissonance. Adjustment to aggressive

responses, which happen more often during such circumstances, will cause emotional dissonance, defined as the forceful act of something a person is unwilling to pull off. It is caused by the forced friendliness and composure flight attendants have to maintain despite difficult passengers. Effects inflicted will cause emotional disruption and eventually affect service distribution and delivery. Mindfulness enables flight attendants to modify their inner positive attitudes and feelings, apply deep acting skills, and be happier at work (Liu et al., 2020).

Time, a critical dimension for cabin crew members, assumes heightened significance, especially considering the elongated flight hours per plane. The circadian rhythm of flight attendants often grapples with the challenges imposed by dynamically assigned schedules and frequent changes in time zones, necessitating synchronizing their sleep-wake cycle with the specific time zone of the countries they serve. In the air transport sector, the work of flight attendants is characterized by the diversity of their temporalities and working hours. The constraints of working time impact the organization of other activities and social times of the staff (Gillet & Tremblay, 2021). It has also affected work environments in the aviation industry; it has changed significantly due to economic, regulatory, and technical improvements. According to Wen et al.'s (2023) study, airline cabin crew operate in dynamic work environments that are continuously changing, from unpredictable shift work hours to travel through multiple time zones. These likely impact cabin crews' overall health and may affect their performance on safety-related tasks. Concurrently, balancing personal and professional life encountered heightened difficulty amid workforce shortages, placing strain on the well-being of flight attendants due to time constraints and dynamic schedules (Gillet & Tremblay, 2021).

Amidst a world enveloped in new restrictions and rules, the mental well-being of flight attendants faces unprecedented challenges. The far-reaching impact of external factors has permeated various aspects of life, leading workers to risk their health daily for the safety and needs of others (Real et al., 2021). Research indicates a surge in depression, anxiety, sleep problems, and fatigue among flight attendants (McNeely et al., 2018). Flight schedules arranged by airlines expose attendants to health risks and insufficient rest, contributing to distress during individual shifts. The continual uncertainty surrounding staff dismissals amplifies the emotional burden, resulting in work overload, anxiety, and stress (Görlich & Stadelmann, 2020). Economic challenges exacerbate the situation, impacting the livelihood security of flight attendants through reduced salaries and the adverse effects of monitored flights with fewer passengers. According to Kim (2022), physical and mental changes are caused by excessive workload and constant adjustments to assigned aircraft. The dependence on lesser staff requires maximized effort, time, and capabilities to operate a flight efficiently.

This research endeavors to delve into the lived experiences of flight attendants during this transformative period. By capturing their perspectives as core participants, the study aims to offer insights that can benefit individuals facing similar challenges in adjusting to evolving work dynamics. The psychological and physical adjustments, considered foundational pillars for individual performance, take center stage as flight attendants navigate changes in their interactions with passengers, adapting to new norms imposed by external factors (Busque-Carrier et al., 2022). The study investigates the myriad adjustments flight attendants undertake, encompassing social interactions, schedule modifications, and psychological states, to acclimate to the altered landscape shaped by external factors.

"How do flight attendants adapt to their work during the challenging period induced by global circumstances?" is the main topic of this investigation. "What kinds of work adjustments do flight attendants undertake during this transformative period?" is the specific question that arises from this central question. This inquiry seeks to unravel how flight attendants manage their roles amidst the evolving circumstances, shedding light on their perspectives and strategies while on duty during the external factor outbreak.

These carefully formulated questions serve as a methodological guide, providing a framework to understand the myriad adjustments undertaken by flight attendants comprehensively. As essential contributors who traversed diverse locations grappling with the same global crisis, flight attendants' experiences, adjustments, perspectives, and methodologies are elucidated through their narratives.

2. Methodology

2.1. Research Design

This study is qualitative in general and categorically, a phenomenological research design, as it aims to understand the lived experiences of the flight attendants or the participants. Qualitative research is a naturalistic inquiry that deals with non-

numerical data. It seeks to understand and explore rather than to explain and manipulate variables (Nassaji, 2020). It is contextualized and interpretive, emphasizing the process or patterns of development rather than the product or outcome of the research. A phenomenological research approach will be applied in this study as it is designed to understand the participants' experiences and perceptions regarding the work adjustment of the flight attendants. Phenomenology is the study of what appears in consciousness or the eidos of what appears or gives itself in lived experience, or the study of how an event gives itself to us, or the quest for original understandings and insights into the phenomenality of human experiences (Manen, 2017).

2.2. Research Locus and Sample

The study involved collecting data from participants at their current locations. The researchers worked around their schedules to ensure the study was accommodating and convenient for the participants. Given the global nature of the flight attendant profession, the interviews were conducted through the widely used video conferencing platform Zoom Conference. This medium enabled easy connection with participants regardless of location while maintaining the safety and comfort of conducting the interviews remotely.

For this research, a purposive sampling strategy was implemented to carefully select a group of 10 flight attendants who met specific criteria. These criteria included that the participants must be of any nationality, have been continuously employed since 2019, currently working for an airline, and have been on duty during significant global events affecting air travel. The reason for these criteria was to ensure that the study captured genuine perspectives from individuals who had faced the challenges of working as a flight attendant during these impactful events. By selecting participants who had been continuously employed since 2019, the aim was to gather insights from individuals who had significant experience in their role and had worked in the industry before these events. Their responses would enable a better understanding of how these events affected their work and how they adapted to the changes.

Furthermore, by selecting participants who were currently working for an airline, the aim was to capture insights from individuals who were still actively dealing with the impacts of these events on their work. Accomplishing this provided a more accurate reflection of flight attendants' challenges. Overall, the criteria established ensured that the study captured genuine perspectives from flight attendants who had experienced the adaptability required to work in this industry during these impactful events.

2.3. Data Collection and Ethical Consideration

The data collection process started with constructing the interview questions based on the central and specific questions. The questions were validated by the selected teachers who have relevant professional backgrounds. After the validation, consent forms were emailed to the chosen participants as invitations to participate in the study. The interview time and place were scheduled according to the participants' availability. The interviews took place using the Zoom Conference since participants were interviewed from another country, given their layover after a flight.

The robotfoto and interview guide were used to interview the participants. Orientation was also given to the participants to provide a run-through of the interview process. As for the recordings of the interviews, which the participants consented to, the researchers used the Zoom recording feature. The researcher asked permission to record the meeting for transcribing purposes. The recordings were necessary for the transcription of the shared experiences of the participants. Data interpretation and analysis were utilized thoroughly in the qualitative research process and transcribing the oral responses. In the transcription, the confidentiality of the participants was observed; therefore, their names were not manifested; instead, they will be referred to as P1, P2, P3, and so on.

2.4. Data Analysis

This study used data collected directly from the participants' perspectives and feelings. From their responses gathered through the designed interview, the research flow is then observed by using the following steps in data analysis: (1) Emic data transcription; (2) Emic to Etic transcription; (3) Cool to Warm Analysis; (4) identifying and analysing themes through the dendrogram tool; (5) and the integration of these themes to the simulacrum of this research. This study gained a thorough and deep understanding of the topic through this systematic procedure, analysing the experiences of flight attendants through thematizing. The first level of data analysis made sense of the set of information incurred, initially done by direct transcriptions,

then proceeded by data cleaning. The data treatment follows, with the cool-warm analysis clustered and reflected to form the dendrogram, which then extracts the themes and the sub-themes created. The study's conceptual framework is embodied in the research's simulacrum, which shows how the parts are interconnected. Then, the second level of data analysis reinforces the themes and subthemes via the lenses of related literature and studies.

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3. Results

In this academic discussion, five significant themes emerged with sub-themes accordingly. First, Dynamic Job Roles and Responsibilities; a detailed examination is conducted to understand the adaptability and evolution required for these duties. This investigation leads to a deeper analysis of the strategies used by aviation professionals to navigate their dynamic roles and responsibilities. Second, Emotional challenges with a sub-theme of Ethical Consideration in Conflict Resolution. Herein, it examines emotional experiences in high-pressure environments, especially for flight attendants, and includes stressors, coping mechanisms, and emotional intelligence strategies tailored to their profession. Third, Well-Being and Work-Life Balance with a sub-theme of Strategies for Well-Being Amidst Challenges faced by flight attendants due to their frequent travel and irregular schedules. Participants were encouraged to share insights into how flight attendants can achieve equilibrium between their professional obligations and personal lives. Fourth, Team Dynamics and Interpersonal Relationships, with a sub-theme of Effective Teamwork and Interpersonal Skills, focuses on the collaborative and interpersonal dimensions of flight attendants' work. Participants shared their experiences and strategies in navigating team dynamics within the aviation context. Finally, continuous learning and development for flight attendants, with a sub-theme of team collaboration and communication, are important to keep

up with safety protocols, industry regulations, and customer service standards. Contributors shared their experiences pursuing professional development within the aviation sector, leading to a better understanding of the landscape for flight attendants.

This framework depicts the complex professional experience of flight attendants in the aviation industry. Our objective is to gain insights and understand the work adjustments of flight attendants during the transformative period.
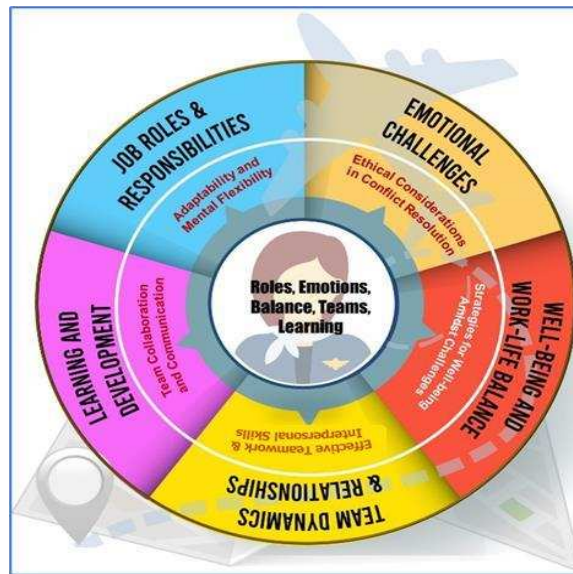

Figure 1. *Areas of Adjustments among Flight Attendants*

Figure 1 shows the five themes that emerged among the flight attendants during the experience. The main themes that harmonized with each other were Job Roles and Responsibilities, Emotional Challenges, Well-being and Work-life Balance, Team Dynamics and Relationships, and Learning and Development, Each coexisting with respective sub-themes of Adaptability and Mental Flexibility, Ethical Consideration in Conflict Resolution, Strategies for Well Being Amidst Challenges, Effective Teamwork and Interpersonal Skills, and Team Collaboration and Communication.

3.1. Job Roles and Responsibilities

In the current professional landscape, job roles and responsibilities are in constant flux, and this has been further accentuated by the unparalleled impact of global events, most notably the ongoing pandemic. This discussion aims to delve deeper into the experiences of individuals who have undergone significant cognitive transformations, assimilated novel proficiencies, and embraced ethical paradigms to tackle challenges and conflicts head-on. By examining such experiences in detail, we can gain a nuanced understanding of the intricate nature of dynamic job roles. Additionally, we can gain invaluable insights into how individuals navigate the ever-changing dimensions of their professional responsibilities, which can help us chart a course for success in this rapidly evolving landscape.

In response to the perpetual flux characterizing their occupational engagements, individuals manifest the indispensable quality of mental adaptability. As cogently articulated by the participant, a discernible cognitive metamorphosis is encapsulated in the assertion,

"I have changed mentally because my perception of things changed." (P8)

"Due to the pandemic, our pre-pandemic ways are gone forever. It has changed everyone's life, regardless of priorities and responsibilities. The pandemic made new responsibilities feel like the new normal." (P2)

"In the aviation industry, we must adapt and follow restrictions for our benefit, even if they may not always make sense to us at first." (P2)

"A stereotype of being a cabin crew is that it's an easy job, but we mostly lack sleep and have to take care of passengers despite them being disrespectful, and we have to do this while being polite, but I like this job despite the difficulties, I enjoy traveling and seeing how it differs from our home country and how we get discounted flight tickets." (P10)

"Well, normally, it is very crucial when it comes to medical situations, but as flight attendants, we are still trained to do what needs to be done, so our minds should be mentally prepared regardless of whether we have COVID. In terms of flight, one of the adjustments I made was to train myself to be aware of the situation and also to be able to limit positive cases that are happening around us." (P4)

The ongoing pandemic has presented us with unique challenges, including adapting to constantly changing circumstances. One way to address these challenges is through experiential learning and acquiring conflict resolution skills. In P8's response, the statement highlighted the daily adaptation of flight attendants and how it was crucial to their line of work by stating,

"If you're in this field, handling two things simultaneously is difficult. Adapting to change was something I went through every day. The changes I was getting used to, I was practicing them so that I could grow to be an expert on what I was doing. Practice is the key to being able to adapt to change." (P8)

This type of learning allows us to gain practical experience in real-world situations, which can be transformative. The experiences of those who have gained conflict resolution skills during the pandemic underscore the importance of mental flexibility. Being mentally flexible means adapting to different situations and finding creative solutions to problems. It is vital for anyone who works in a dynamic professional role. In addition to mental flexibility, it is also necessary to consider ethical considerations when it comes to conflict resolution in the workplace. It is especially relevant in dynamic job roles, where conflicts arise frequently. We can ensure that conflict resolution is carried out fairly and justly by examining ethical considerations.

The quote encapsulates the participant's experiential account, particularly his handling of customer grievances related to health issues during the pandemic, with eloquence,

"I witnessed how the worst of the worst came." (P8)

This statement emphasizes the importance of ethical responsibility in customer satisfaction scenarios. It is crucial to understand that ethical responses are vital in establishing trust and credibility, particularly in industries where client well-being is of utmost concern. Organizations can build a positive reputation and foster long-term customer relationships by prioritizing ethical decision-making. This approach benefits the clients and reflects positively on the business, creating a win-win situation for everyone involved.

It has genuinely changed the routines of the cabin crew. Their practices have been altered to fit the new normal, from usual smiles and greetings to silence and eerie halls when entering the plane. P1 provided an insight regarding this by stating,

"Most of the changes have been in customer service; we can no longer communicate with them and have had to be strict about our distance, making it harder to satisfy their requests. It seems nearly robotic." (P1)

In support of P1's response, robotic greetings during the crisis consisted of adjusting and modifying facial expressions, which was the farthest service they could have offered.

In fulfilling responsibilities, cabin crew must know their purpose and exhibit flexibility no matter the scenario. Flight attendants do not only serve for safety but also to satisfy the customers' needs, as worded by P3 stating,

"Aside from safety, service is also a responsibility. "

This statement is supported by P7 and P8, who agree that the two responsibilities are equal and should be balanced to produce excellent performance in their work. The participants expressed,

"We prioritize the safety and security of passengers first, then service comes second. Service as in how we provide meals and how we greet them during boarding." (P8)

"The job involves handling diverse personalities of passengers, despite disrespect, as it is a necessary aspect of our job." (P10)

A salient outcome of navigating dynamic job roles is cultivating preparedness for prospective challenges. The first-hand narrative of the participants exemplified in the statement,

"Now when problems arise again in flights, I already know what to do." (P8)

"Regarding my schedule, I've become more flexible; as I mentioned earlier, there were no flights during the start of the pandemic, so I have to adjust my schedule to other priorities in life like my family, friends, and other loved ones. I also have to shift my mindset into prioritizing my health, like scheduling a monthly check-up to monitor my results in covid 19." (P4)

"The same thing I said, Taking it day by day. I did not know how long I would be doing it when I started. If I have nothing else planned to do and only two flights per month, I'd do the same thing today as before." (P5)

"I try to remind myself that I'm not only doing it for my work but also because I love what I was doing. I stuck to that mindset so every time I needed to adjust to change, I wouldn't feel so bad." (P8)

Attests to a learned perspective from overcoming hardship throughout the pandemic. This readiness enhances one's ability to navigate a role in real-time and presents oneself as a priceless asset that can proactively resolve impending workplace issues.

A noteworthy addition to the discourse arises from the articulation of another participant, denoted as P1. This participant brings forth a pragmatic perspective, stating,

"Minor problems we have usually encountered were when the customers do not receive their preferred meals, and sometimes because of some arguments arising in the aircraft, we have this de-escalation technique called LEAP." (P1)

"Our main problems are rude and disruptive customers, but they tend to behave now. Minor issues include customers not receiving preferred meals and occasional arguments on the aircraft. We use the LEAP technique, Listen, Empathize, Ask, and Paraphrase, to de-escalate and prevent disruptive behaviour. It works well." (P1)

This technique, an acronym for Listen, Emphasize, Ask Open Question, Paraphrase, is posited as a strategic approach to prevent or mitigate disruptive behaviour amongst passengers. The participant affirms that the LEAP technique proves efficacious in de-escalating conflicts and maintaining a harmonious inflight environment.

Continual learning and development emerge as pivotal constituents in assimilating dynamic job roles. The experiences shared by the participants underscored the importance of targeted training initiatives, particularly during difficult periods. The reflection,

"I was trained during the pandemic on handling problems." (P8)

The response signifies the potency of context-specific learning endeavours in improving competencies and instilling confidence. Flight attendants used such circumstances as experiences for additional learning, adjusting their perception of a challenging time. Such initiatives ensure that individuals remain aptly equipped to meet the evolving difficulties in their professional roles.

The participant's and others' first-hand stories provide a vivid and in-depth look into the transformational process of managing unpredictable work environments. The capacity to navigate a broad range of situations with intelligence, a steadfast dedication to moral behaviour, and an unwavering commitment to learning new things come together as essential tactics for surviving and thriving in the constantly changing landscape of the modern workplace.

3.2. Emotional Challenges

In high-pressure work environments, emotional experiences are pivotal in shaping an individual's response to challenges. This discussion explores the unfiltered accounts of individuals who have navigated such high-pressure environments, shedding light on the emotional nuances intertwined with professional responsibilities. Anchored by the articulations of participants P2, P3, and P4, the researchers aim to understand the profound impact of emotional experiences within dynamic job roles. One poignant account comes from participant P3, who shares a deeply personal experience, stating,

"Aside from the problems I have mentioned, I knew there were redundancies among companies due to bankruptcy during the pandemic, so I was concerned about being laid off any day. I felt that my emotions were high at the time." (P3)

"After my previous discussion, the initial phase of the pandemic impacted me negatively with anxiety and financial worries. I questioned how I could support my family without a job, but as the anxiety subsided, I focused on planning for the future. This experience strengthened me mentally by clarifying my priorities and acknowledging unwinnable battles. Though challenging, it ultimately made me stronger." (P2)

"I wouldn't say it is minimal; it is a lot, but as someone who works abroad, usually, the motivation is to earn money, and now that it's lesser, it gives us this anxiety, also mostly when we overthink about it being our last paycheck, and then you are going to be out of the company tomorrow or the next week." (P2)

The personal account shared by the participant sheds light on the intense emotional distress individuals experience when facing the possibility of losing their jobs amid widespread economic challenges. The situation can create a whirlwind of emotions, leaving one vulnerable and anxious. This turbulent emotional state serves as a poignant reminder of the fragility inherent in high-pressure environments where job security is at risk. Flight attendants' jobs might be considered "emotional labour." In this process, flight attendants' faces and bodies, such as smiles, beauty, charisma, and energy, become a commodity for airlines. Emotional labour necessitates flight attendants to induce or suppress their emotions to project an image of empathy and customer satisfaction.

A difficult time that resulted in multiple redundancies within companies and their employees, it was widespread and a trend to lose a non-medical job; approaches to the financial crisis were explored and delved deeper into by cabin crew as uncertainty was rampant. Participants elaborated, stating,

"Since my income decreased, I began appreciating my finances. I am focused on building my future and being responsible for my family. Coming to Doha was primarily to earn more money for my family, which has always been my priority. However, the pandemic made me re-evaluate my situation and set my priorities for the future. I realized that while I am family oriented, I must also care for myself financially. I am focusing on myself and my family, leaving some of my earnings to build my future." (P2)

"I have to put several income streams to survive financially and find ways to earn money. As I said, in terms of income, I have tried to build more income streams. I set up a bakery with my sister and did part-time jobbing. I have also done ESL and online selling during the pandemic. Regarding my health, I have been more aware of my environment. I've put on face masks and all the COVID measures to prevent being positive as I adapt to the changes around me, whether it may be physical, emotional, or mental." (P4)

"I reduced my expenses. I have bills at home in the Philippines, so I never stopped paying them. Since I was not earning so much and had bills to pay, I didn't shop for clothes or anything; I just bought food and necessities. If I do not earn much, I shouldn't spend much. I adjusted to my pay." (P5)

"The pandemic taught me that tomorrow is never sure. I must think of emergencies and be considerate of my actions even though I can always be practical working abroad. I became more open-minded even though I already knew my boundaries and goals. I am also more focused on the balance of spending and earning– I'd save, but I'd also reward myself for the hard work I've fulfilled, which makes me happy. I reward myself when I deserve it while also saving up." (P5)

"It's mainly about reducing expenses that are not important, knowing how to spend your money wisely, and knowing your priorities. You realize more about the needed expenses and know how to budget when put into such situations." (P7)

The responses emphasized the importance of being financially aware even before global events. As P4 said, she was able to manage income streams to adjust to the financial crisis brought by the circumstances, in contrast to P5, who had no choice but to adjust her pay.

Another participant, P4, contributes a reflective perspective, highlighting the necessity of pausing and introspecting amidst the tumult of high-pressure circumstances. In P4's words,

"There will be a time that you need to pause and reflect on the things that are happening around you since not everything is permanent; you have to adapt to the changes in your surroundings because you will either be deprived or be depressed in terms of mentally."

This statement highlights the significance of adopting a mindset that is receptive to change and focuses on cultivating a resilient approach to effectively manage the mental and emotional impact of ever-evolving work environments. It emphasizes the need for individuals to embrace change and develop the ability to respond to it adaptively. Furthermore, it involves honing problem-solving, creativity, and flexibility skills to navigate the uncertainties of rapid workplace change. By doing so, individuals can mitigate the adverse effects of these dynamic and unpredictable work environments on their mental well-being. Mindfulness allows flight attendants to engage in deep acting in their emotional labour. Deep acting and surface acting are two ways for flight attendants to give emotional work. Surface acting conveys the appropriate emotions without touching on deeper feelings.

Furthermore, P4 and P5 divulged the exhaustion felt while working in the aviation company during a global calamity. P5 expressed that,

"As a flight attendant, it's innate to be able to adapt to any situation easily. When the pandemic came, I found it difficult always to wear a mask because I was not used to it." (P3)

"My salary, public health safety, and other measures have changed significantly in the past three years. We faced mental and emotional exhaustion due to the impact on colleagues and bosses. The unpredictable environment led to deaths in my extended family, which was saddening. Staying positive but negative towards COVID is crucial because safety is uncertain." (P4)

"To summarize, it was much work. It was tiring. It involved much patience, but I had no choice but to do it. I knew my job, what to do, so I stuck to it." (P5)

This remark illustrates the need for dedication and tenacity in a flight attendant's job. Although most days are filled with exhaustion and passengers are unpredictable in their attitudes, flight attendants maintain their composure and patience throughout the journey.

Motivation to use experiences as building blocks to move forward is progress in the aviation industry. This is perfectly captured in P8 and P5's statement as quoted,

"I know that problems are omnipresent, but an adjustment I made was to take it easy on myself. I shouldn't dwell on only one problem, or I'll never get past it." (P8)

"Personally, the problems are always there, they've always been. It is all about the approach to the problem. (P5)"

A statement from P1 revealed shared insights among other participants as it showed the importance of ethical consideration in conflict resolutions on board. While a crisis faced by workers in the air was complex, it was also difficult for the passengers. As front liners serving customers, being humane and empathetic to those suffering the same difficulty is innate. The participants' following statements show this,

"Through self-reflection, I gained empathy for customers who experienced loss, became more understanding of my colleagues, and deepened my faith. I now freely share my beliefs, support others, prioritize relationships, and value work in our lives." (P1)

"As a cabin attendant, listening and empathizing with customers' complaints about Covid is crucial. Understanding their perspective was my biggest challenge. If you become a cabin crew member, you'll realize that most onboard challenges can be resolved by simply listening and adapting." (P2) "

"During the pandemic, it was a chance to empathize with the passengers because their stress may have roots in things like waiting too long at the airport or any unfortunate events within the family they're headed home for. Their stress may come from loneliness or grief; we never really know, so we must understand them. We need more empathy and sympathy for them." (P3)

"I was able to develop patience." (P3)

The experiences shared by the participants highlight the intricate bond between emotional experiences and professional

difficulties in high-pressure environments. One of the participants, P3, recounted their emotional highs and lows during the turbulent economic uncertainty, which served as a reminder of the fragility of job security. Their story underscores the importance of resilience in unpredictability and uncertainty. P4, on the other hand, considered the value of flexibility as a tactical reaction to the transience present in dynamic work environments. They emphasized the need for a proactive mental approach to tackle and navigate challenges effectively. P5 emphasized the need for patience in the workplace and the importance of resilience to keep working and survive in the community.

The participant stories shed light on the vital role that emotional intelligence plays in high-stress work environments. It becomes clear that those with the capacity to comprehend, control, and sympathize with both their own and other people's emotions are more likely to succeed under erratic circumstances. It becomes evident that emotional restraint and optimistic thinking are critical components of one's personal and professional growth. These answers clarify that emotional intelligence is a valuable skill that can significantly impact a person's professional performance.

The accounts shared by participants offer a poignant exploration into the emotional fabric of high-pressure work environments. The vulnerability and uncertainty described by P3 underscore the emotional toll associated with economic challenges, while P4's reflection advocates adaptability and mental resilience as essential coping mechanisms. Together, these narratives contribute to a nuanced understanding of the emotional dynamics within dynamic job roles, emphasizing the significance of emotional intelligence in fostering both personal and professional success amidst adversity.

3.3. Well-being and Work-Life Balance

In today's fast-paced world, job roles have become increasingly dynamic, significantly impacting personal well-being and work-life balance. The researchers want to delve deeper into this topic and explore it from the personal experiences of individuals who navigate high-pressure environments. By focusing on the detailed accounts provided by the participants, we aim to unravel the intricate interplay between the demands of dynamic job roles and the consequent effects on personal well-being and work-life equilibrium. We aim to comprehensively understand the factors influencing work-life balance and how they impact individuals differently. Participants P3 and P2 introduce a salient aspect of the challenges faced within dynamic job roles, expressing,

"Flight attendants face challenges such as irregular schedules, jet lag, long hours, and exposure to different environments. These irregular sleep patterns can disrupt sleep and personal routines, leading to fatigue and affecting their overall health." (P9)

"As a flight attendant, it's obvious that our sleep is irregular for our work eats the time we have for rest; it usually depends on the schedule set for us, which is tough as sometimes we also miss some of the important celebrations we are invited to, holidays that we are supposed to spend with our family and friends." (P2)

"Jet lag. It is difficult to keep up with the sleep cycle because of the time zones we fly to, so abiding by a scheduled sleeping pattern is hard." (P3)

Frequent travel across multiple time zones has affected the body, leading to disrupted sleep patterns commonly associated with jet lag. P3 elaborates on the challenges of maintaining a healthy and balanced lifestyle while constantly being on the go and how this can significantly impact the personal well-being of individuals in professions that require frequent long-haul flights.

The effects of jet lag are not limited to physical exhaustion but can manifest in other areas of life, such as decreased cognitive function and emotional instability. The importance of prioritizing personal health and wellness in such professions cannot be overstated, as taking measures to mitigate the damaging effects of jet lag can significantly improve one's overall quality of life. The participant's articulate explanation has shed light on the realities of living with jet lag. It has highlighted the importance of taking proactive steps to maintain personal well-being in professions that require frequent long-haul flights.

While jet lag is a common outcome of constant traveling, P7 and P1 have learned to counter this inevitable work habit by stating,

"High load of schedule which at times can be hard to keep up with that's why I managed my time and get some sleep during my day offs and free time." (P7)

"Before flying, I prioritize sleep for productivity. (P1)"

With the free time provided by the current work situation, the participants sought recovery from the troubles, worries, and anxieties dealt with in the redundancy phase. Changes in physical appearance were evident, as provided by the statements,

"Physically, I lost weight may be because of anxiety during the first phase, all the thoughts about redundancies and terminations happening, I was anxious." (P2)

"In terms of size, we are getting bigger because there is nothing to do during the pandemic, and when boredom strikes, we tend to eat a lot inside our houses. I've gained weight like two to three kilograms, but I still tried to maintain it because that's part of my job and to do that, I tried to exercise regularly and do some mental health activities such as meditation and others." (P4)

"I lost a little bit of weight. Of course, everyone was stressed, and maybe I was also a little stressed at that time, but I tried working out and was consistent; it was bringing me happiness, so I kept up with it, and I lost a little weight. I'm not sure when, but I did have a breakout on my face." (P5)

"Yes, it is already difficult, but it's manageable. For instance, you learn things along the way. When I first started flying, my body was shocked to learn that I had lost ten kilograms. This was due to my altered sleeping schedule, which means that sometimes I only eat once daily because I'm so exhausted that I'd rather sleep." (P6)

"I was breaking out and getting acne because of immense stress, and I did also gain some weight since I wasn't moving around to do much work as I mentioned. I also suffered from hair loss." (P8)

While some participants experienced heavy changes, P3 and P7 responded that they did not experience any changes at all compared to before, stating,

"Nothing much, still the same." (P3)

"I remained physically fit pre-pandemic until now, so there's not much changed physically." (P7)

As the participants' conditions proved, stress was a factor in losing weight and constantly missing the right time to eat. The anxiety prompted the delay in taking care of oneself and being occupied with thoughts, leading to not prioritizing their well-being and simply paying more attention to not losing their work.

From the statements above, the participants were able to provide strategies and solutions to get past their thoughts. The responses from participants proved enhanced personal relationships outside of work and a harmonious relationship with oneself

by connecting deeper through activities and discovering hobbies with the following statements,

"During a pandemic, I had much spare time. I can go to the gym regularly, so there have been many changes in my weight, and that has also made me a healthy person; for now, I can cook and prepare meals that are good for my health, although, now in the present, I don't have time for that anymore I still try to exercise twice a week." (P1)

"I adjusted well due to fewer flights, allowing me to sleep properly and follow an easy schedule. Standby was rare, benefiting me with a normal sleep and meal routine. I had more time for myself, needing a reset from the irregular cabin crew lifestyle." (P2)

"My sleeping schedule did change a lot because I was able to sleep a lot but not at the right time because since I had so much free time, I watched a lot of K-Dramas." (P3)

"I also had more time for my family and friends, which I could no longer do when I'm at work. We had much bonding, and that developed to a peaceful mindset, that everything has not to be rushed." (P4)

"I developed patience and the need to connect with others, even though I'm introverted. The pandemic taught me not to take time for granted, and I grew to appreciate my family and friends more. I became more verbal in expressing my appreciation instead of keeping it to myself." (P5)

"I'm surprisingly more social now. Pre-pandemic, my friends would always be my circle when I was still training. We were always a group of 4, and my friends from back home, but I figured they were not included. Only the ones here in Qatar. I came out of the pandemic knowing so many people I would gladly call my friends, and it is all thanks to the church and my community. I became more social; I never closed off." (P5)

"During limited flying, I stayed busy at home in company-provided accommodation with outside CCTVs. To pass the time, I read the bible and did home workouts. Trying exercises from YouTube, I briefly took online lessons. Adjusting to fewer flights, I had a consistent sleep, a simple schedule, and personal time. This break improved my skin." (P5)

"I became more vocal to my family and the people I love, and I let them know that I love them, I message them how they are, and I check on them from time to time. It was a good change." (P6)

"I was the same as I was before the pandemic; the only difference was being more aware, less interaction with colleagues, and a bit paranoid that I might bring the virus home to my family, but I had more time to myself and loved ones because of having lesser flights." (P7)

"I was glad because when the pandemic ended, there was freedom to go out and see people I wanted to see. There were a few limitations, but we must be careful even if the pandemic is inactive. We must limit some interaction because the virus was still there." (P8)

With the time available during the new routine work they had to adapt to, flight attendants could invest time in communicating with distant family members, improving bonds, and sharing realizations to never take time for granted. Moreover, they could also dedicate more time to personal hobbies to reconnect with themselves as they had plenty of time.

Aside from physical changes, many participants paid more attention to their mental well-being, which was one of the most affected aspects of the crisis. With redundancies happening and financial worries, the participants elaborated more on mental disruptions and their importance through the statements,

"Mental health is very important. That what I realized during and after pandemic cause I've seen a lot of people who had mental illnesses during those times, and what I learned during the pandemic about mental health is that you have to surround yourself

with people who can help you, who will listen to you whenever you have problems and also when going to doctors that treat mental illnesses is also advisable and should not be ashamed of, that's what I learned during the time, for me, I consider my faith as an important factor after and during the pandemic." (P1)

"The rollercoaster journey led to realizations about the pandemic's purpose and made me mentally stronger. Like everyone else, no one had an easy time. You've become mentally stronger if you're alive and seeking work for a brighter future." (P2)

"I can say we now have more of a deeper understanding as to why or how people react to something. I see the pandemic as a training ground for strengthening my mental health, and the product would then be my mentality after the pandemic. There was so much anxiety. I questioned whether I would still be able to see my family and go home, but then, at the end of the day, I just really had to hold myself together and compose myself. It was the time I prayed more and enough to join the church because of my anxiety. My spiritual activity helped my mental health." (P3)

"I would like to believe that I became stronger during the pandemic. Looking back to my first two years as a cabin crew, it was mainly stagnant and not progressively changing compared to my current experiences. I was always looking for what is next, but I grew more patient and appreciative of what I currently have during the pandemic. I am always grateful. Sometimes it was hard, but I emerged from the pandemic as a better person." (P5)

"It was frightening to be out of the house and not knowing where we might acquire the virus from." (P7)

The responses showed how they developed a stronger mentality and gained more knowledge through their experiences. It showed how the line between mentality and spirituality was crossed and connected to surpassing such difficulties. Spirituality refers to the connections that people seek and feel with the core of existence. It comprises three dimensions: connection with oneself, connection with people and nature, and connection with transcendent experiences. Spirituality was pivotal in having the motivation to keep moving forward and to hold onto their faith since they had the time to be more faithful. This was projected in the following responses stating,

"My faith was stronger because I trusted that the Lord would not let anything bad happen to me. With all my fears and worries, I cried it all out to Him. I then entrusted it all to Him and felt peace knowing He would always be there for me and bring me to this place to bless me. I think my faith improved at that time. I grew stronger. It's when 400 we started doing bible studies, and it was a good time to share our faith with the others." (P3)

"I did become more spiritually in touch with my religion. I became more faith-oriented, and I started to attend church more often. I am also trying to keep up with my faith now that everything is normal." (P5)

"Pre pandemic I believed in God but wasn't committed to him before, as I was during a pandemic and praying to him helped and gave relief. I continue to pray even after Covid is over." (P7)

*"With busy schedules like before, I told myself that I would not be able to keep up with my faith and go to churches, so I was inactive with my faith. During the pandemic, I realized that I needed to be in touch with my religion. I needed to seek God because if not for Him, I would not be able to cope with everything I was dealing with, so I am grateful that I had time to go to church during the pandemic. I am now attending JCTD in Qatar, and I'm grateful for the church because it helped me in my spiritual aspects: How I believe, and my faith worked." (*P8*)*

Moreover, another participant, P8, provides a distinct perspective, detailing the challenges encountered during the pandemic, stating,

"During the pandemic, we had fewer flying hours but came with the minimum rest days, so we could not manage the time properly since we were also wary of the curfew. It was tiring.'' (P8)

The narrative presents a detailed and comprehensive picture of the multifaceted challenges of navigating work-life balance when dealing with a decrease in flying hours, combined with heightened concerns about rest days and curfew constraints. Tangible fatigue resulted from combining these elements, highlighting the challenges of maintaining balance during turbulent moments. The person's daily routine was drastically altered due to having to adapt to a new work schedule due to the shortened flight hours. Finding a work-life balance became even more critical since the worker spent fewer hours in the air but still needed to meet job standards and maintain productivity. In addition, the restrictions imposed by curfews and rest days made everything more complicated. The individual had to manage their everyday activities while considering the restrictions on their range of motion and the requirement to get enough sleep. The culmination of these factors created a sense of exhaustion that was difficult to shake off. It highlighted the subtle intricacies of managing one's physical and mental well-being during times of uncertainty and upheaval. Ultimately, the narrative underscores the importance of maintaining balance and resilience, even when facing insurmountable challenges.

The participants' experiences highlight the need for strategic approaches to mitigating the challenges of personal well-being and work-life balance. P3 mentions that the difficulties in adhering to a sleep schedule necessitate a closer examination of strategies for managing jet lag, such as gradually implementing effective sleep hygiene practices and acclimating to new time zones. Similarly, P8's account calls for proactive measures in scheduling and prioritizing rest days to counteract the potential impact of a compressed work schedule.

Thus, the narratives presented by participants underscore the significance of organizational support in fostering employee well-being. Organizations must be attuned to the unique challenges posed by dynamic job roles and consider implementing policies and practices that prioritize work-life balance. Proactive measures must be implemented to sustain a healthy equilibrium between professional and personal spheres, such as providing resources for coping with jet lag or offering flexible scheduling options during challenging periods like a pandemic.

Lastly, the insights from participants' experiences unveil the multifaceted impact of dynamic job roles on personal well-being and work-life balance. Whether rooted in jet lag or pandemic-related constraints, the challenges presented necessitate a nuanced approach considering individual needs and organizational support structures. By understanding these challenges, organizations can cultivate environments that prioritize employee well-being and foster sustainable work-life harmony within the ever-evolving landscape of dynamic job roles.

3.4. Team Dynamics and Relationships

In today's rapidly changing work landscape, roles are becoming more dynamic and complex, requiring individuals to work together in teams to achieve shared goals. However, the success of these collective efforts is heavily influenced by the dynamics of the team and the interpersonal relationships within it. In this discussion, we delve into the personal experiences of individuals who work in dynamic environments where teamwork and interpersonal relationships play a crucial role in achieving success. By examining participants' perspectives, we gain valuable insights into the intricacies of collaboration and relationship-building within their respective professional domains. Participants articulate a crucial aspect of team dynamics, stating,

"We would normally run an airplane with 25 crew members; during the pandemic, that number will only be 18. Since we would operate with a full flight, that significantly reduces seven helping hands." (P5)

"Sometimes, I had to handle 80 people when another staff member was absent." (P5)

"Our priority is to assure the safety of the passengers and the crew onboard. Take our passengers to their destinations satisfied with our service." (P7)

"Ensuring the safety and welfare of the aircraft and its occupants, making sure that we provide the service according to the standards of our company." (P7)

"Another problem is when the flights get delayed by an hour because of a suspected virus case since we have to offload the customer or if a crew is infected which brings one less manpower for us." (P8)

The P5 statement highlights how teamwork is essential to maintaining production and efficiency. Each air staff plays a part in balancing and supporting the efforts of the others, distributing the workload evenly, and preventing any one individual from becoming overwhelmed. As P8 adds,

"Within the crew, it was mentally challenging." (P8)

With interdependence, one individual would be able to shoulder excessive work, which could result in inefficiencies and exhaustion. In contrary to this challenge, an adjustment was introduced by P3, stating,

"We adjusted our services in business class. The idea for business class was fine dining, but since there was Covid, we needed to protect ourselves and the customers, so instead of serving the cutlery one by one, we did tray service. It was less work, and it was easier for us." (P3)

The participant's view proves that acknowledging and valuing each team's member contributions promotes a culture of collaboration and support among teammates, which eventually helps the organization succeed, leading to knowing each and everyone's role as P4 integrates another critical aspect of team dynamics, saying,

"As passengers aboard the aircraft, safety and security checks are conducted to ensure the cabin is ready for boarding; we usually report everything back to the purser so that we can already take off." (P4)

"Back then, we should be prepared to report them to the quarantine certificate, and it's like acting as security on board to prevent positive passengers from entering and exiting countries. This increased vigilance and preparedness ensured the safety of passengers and the overall safety of the airline." (P4)

The response of P4 underscores the critical nature of communication and coordination within the team. It highlights the importance of maintaining a seamless workflow, where every team member is responsible for ensuring that safety protocols are adhered to, and operations proceed smoothly. The emphasis on reporting to the purser is a testament to the team's commitment to effective coordination and communication. This approach ensures that every decision is made with the utmost consideration for safety and efficiency.

By keeping everyone informed and on the same page, P4's team can work together seamlessly to achieve their objectives while maintaining the highest safety standards. Complementing this perspective, participant P1 provides insights into the structured approach employed within the team, stating,

"We always have briefings that discuss what position we are in and which zones we are working in, so it is up to the cabin. For example, some are assigned to distribute meals to the passengers, some are in the safety and security check, and some are put

In P1's account, they emphasized the significance of task allocation and role clarity during pre-flight briefings. By having this structured approach, the team can develop a shared understanding of each member's responsibilities, which helps them work together cohesively and efficiently, implying that each team member knows what they need to do and can confidently perform their tasks while being aware of how their responsibilities fit into the larger picture of the team's goals. By clearly understanding their roles, each team member can be more proactive in identifying and addressing potential issues or challenges, which can help prevent problems from arising down the line.

The experiences the participants shared underscore the importance of interpersonal relationships within the team. P4's emphasis on reporting to the purser reflects a sense of accountability and collaboration, while P1's depiction of briefings and task assignments highlights the collaborative nature of the team dynamic. These interpersonal connections are foundational to creating a cohesive and supportive working environment where each team member understands their role and contributes to the collective success.

As cabin crews mainly function with a pilot operating the plane, it is also included in their duty to look out for one another, be transparent in their statements,

"We are also responsible for taking care of the captains since they are the ones leading the whole plane." (P1)

"As part of the business crew, we would check the flight deck where the captains stayed. Before the pandemic, we checked on the captains every thirty minutes in case they wanted something to drink or eat or a toilet break, to see if they were still alive in there and holding up just fine." (P3)

While the accounts provided by the participants illustrate effective team dynamics, it is essential to acknowledge potential challenges that may arise. High-pressure environments, time constraints, and varying personalities can hinder seamless collaboration. Strategies such as regular communication, fostering a culture of mutual respect, and providing avenues for feedback can contribute to overcoming these challenges and enhancing overall team cohesion. The narratives presented highlight the crucial role of organizational support in promoting effective team dynamics. Investing in team development initiatives and providing communication, conflict resolution, and interpersonal skills training can benefit organizations. Additionally, fostering a supportive organizational culture that places value on positive interpersonal relationships can significantly contribute to the success of dynamic teams.

The detailed feedback provided by the participants sheds light on the intricacies of team dynamics and interpersonal relationships within dynamic job roles. The significance of effective communication, task delegation, and nurturing personal connections underscores the fundamental elements of successful teamwork. By prioritizing these aspects, organizations can build a conducive work environment that fosters collaboration, improves efficiency, and drives overall success in today's dynamic and challenging professional landscape.

3.5. *Learning and Development*

Within the ever-evolving aviation industry landscape, the pursuit of continuous learning and professional development stands as a cornerstone for flight attendants. This exploration delves into the experiences of individuals within this dynamic field, unravelling the avenues for skill enhancement, career progression, and knowledge acquisition. The articulations provided by participants P3 and P4 shed light on the modifications made during the pandemic, the challenges posed by periods of reduced flying, and the imperative of prioritizing health through a proactive mindset shift. The participants offer insights into the adaptability required during the pandemic, stating,

"I tend to be a go-lucky person; I do not manage my finances, so if I want something, I get it immediately, so during the pandemic,

I learn to slow things down. I learned to prioritize my needs, my bills, and everything. Now, I tend to be organized in terms of my finances." (P1)

"The pandemic changed how I approach problems and heightened sensitivity towards health." (P2)

"It was modified to fit the safety standards for the pandemic, and we had to know the new procedures. It was relatively easy." (P3)

In response to the ongoing pandemic, P3 has strongly emphasized safety standards to ensure the well-being of passengers and staff. This focus on safety has been reflected in the seamless integration of new procedures into the skill set of flight attendants, who have demonstrated remarkable adaptability in quickly assimilating these changes. As participants recognized the importance of keeping industry professionals updated with the latest safety protocols, this reflects a proactive approach to continuous learning and competency enhancement. By prioritizing safety and investing in the ongoing education of its staff, P3 is demonstrating its commitment to providing a safe and comfortable travel experience for all passengers. The participants further elaborate on the challenges faced during the pandemic, stating,

"There were not many adjustments since we were given much free time, except it was hard to just go on a flight after not flying for 2 to 3 weeks." (P3)

"I was challenged with not flying at all, then flying again but being overworked." (P5)

"Schedule-wise, we had fewer hours. It was bearable because we had more flying hours pre-pandemic and enough rest days. During the pandemic, we had fewer flying hours but came with the minimum rest days, so we could not manage the time properly since we were also wary of the curfew. It was tiring." (P8)

"The schedule was difficult to put up with because when there were barely any flights, we struggled with finances– If we ever did have flights, it would accumulate seventy to ninety hours per month with minimum crew." (P8)

The statement emphasizes the importance of acknowledging the difficulties faced by flight attendants in coping with the constant changes in flight schedules and adapting to periods of reduced flying. It highlights the need for these professionals to remain flexible and agile to handle unexpected situations that may arise during flights. The reference to free time draws attention to the ample opportunities for flight attendants to hone their skills and invest in their professional development during downtime. It helps them stay ahead of the curve and ensures they are well-equipped to provide high-quality service to passengers when needed.

Participant P4 introduces a vital dimension to continuous learning by emphasizing the necessity of health prioritization. P4 states,

"I also have to shift my mindset into prioritizing my health, like scheduling a monthly check-up to monitor my results in covid 19." (P4)

The perspective of P4 highlights the crucial significance of adopting a proactive approach towards maintaining good health. This approach involves integrating regular health check-ups into one's daily routine for continuous self-improvement. This mindset shift aligns with the broader concept of professional development, which encompasses skill enhancement and personal well-being. By prioritizing their health, individuals can improve their overall quality of life, enhance their professional performance, and achieve tremendous success in their chosen field.

P3 and P4 have shared their experiences and provided some valuable insights for flight attendants seeking to improve

their skills and advance their careers. They suggest it is essential to remain updated with industry-specific changes by regularly seeking information and opportunities for continuous learning. Additionally, they recommend using free time to enhance skills and knowledge in areas relevant to their job. Prioritizing health and wellness is also vital and can be achieved through regular check-ups and self-care practices.

To support these efforts, organizations can provide training programs tailored to the profession to meet their employees' needs and goals. Encouraging a culture emphasizing holistic development and promoting self-directed learning can foster continuous professional advancement. Flight attendants can stay competitive and thrive by following these strategies and utilizing available resources.

The first-hand accounts from the interviewees emphasize the interdependent relationship between individual initiative and organizational support in enabling a culture of lifelong learning and professional advancement. Companies operating within the aviation sector must invest in comprehensive training programs, allocate resources for continuous education, and foster a work environment that values and encourages the pursuit of knowledge. By taking these measures, companies can drive the collective growth and adaptability of their workforce while simultaneously improving their overall performance and competitiveness.

The observations derived from the experiences of participants P3 and P4 emphasize the importance of continuous learning and professional development in the aviation industry. The capacity to adapt to new safety protocols, navigate changes in flight schedules, and prioritize health demonstrate the multifaceted nature of development in this dynamic field. By promoting a culture that fosters lifelong learning and offering resources for skill enhancement, organizations can ensure that flight attendants have the necessary tools to succeed in the ever-changing aviation industry.

4. Discussion

As the flight attendants' adjustments in their dynamic work environment reveal, this phenomenological research involves aspects of their lifestyle activities that emphasize how they adapt to the constantly altering job of the aviation industry, specifically on air. Their experiences during global circumstances uncovered five essential elements. Job roles and responsibilities are seen as adaptability and mental flexibility the flight attendants must take on during incidents. Emotional Challenges function as the ethical considerations they implement for conflict resolution. Well-being and work-life balance show the upbringing of flight attendants' strategies amidst challenges. Team dynamics and relationships influence a work task to be effectively finished, as it involves a support system that enhances a person's interpersonal skills in times of need. Learning and development up bring continuous training and collaboration between co-workers. These factors best explain how flight attendants adjust to the complex environment of their work.

4.1. Job Roles and Responsibilities

The aviation industry heavily relies on the dynamic and multifaceted contributions of flight attendants, who play a vital role in ensuring passengers' safety, satisfaction, and overall well-being during air travel. The literature on this subject, drawn from various studies, illuminates the extensive and continually evolving responsibilities that flight attendants undertake throughout their careers. The role of flight attendants encompasses a broad range of duties that include but are not limited to emergency preparedness, safety protocols, and customer service. Flight attendants must have the necessary knowledge and skills to handle various situations that may arise during flights. These include medical emergencies, mechanical malfunctions, and turbulence, amongst others.

The continuous changes in a flight attendant's position in the airplane, services to offer, and schedules require adaptability and flexibility to carry out the responsibilities to perform the job.

Safety is the most important responsibility of the cabin crew before an aircraft operates. Emotional intelligence is a factor in determining what kinds of measures should be followed to ensure the passengers' safety. Developing emotional intelligence prevents possible issues that everyone in the airplane may face as it solves predicted problems and provides solutions gained from experience (Bates, 2023). Furthermore, emotional intelligence is heightened through experiences. Quickly adjusting is innate for flight attendants as there are many changes in their workflow. Adaptability is a dimension of emotional intelligence that can contribute to providing outstanding services and exhibiting excellent performance as a flight attendant (Waramontri et al., 2022). Various studies have shown that flight attendants must possess personal and professional qualities, such as effective communication, attentiveness, emotional intelligence, and situational awareness. These qualities are essential for ensuring

passengers have a pleasant and safe flight experience. The contributions of flight attendants to the aviation industry should be emphasized. They are pivotal in ensuring passengers have a safe, comfortable, and enjoyable flight experience. The literature on this subject highlights the need for continuous training and development of the skills required by flight attendants to enable them to provide the high-quality service that the aviation industry demands. According to the research conducted by Smith and Jones (2018) and Chang et al. (2020), it has been noted that the cabin crew is required to perform diverse tasks that demand a high level of adaptability and effective communication. These tasks range from pre-flight safety checks to emergency response protocols. To meet these demands, cabin crew members must possess exceptional communication skills while adapting to changing situations quickly.

The research findings of Anderson and Brown (2019) highlight the nature of the responsibilities carried out by flight attendants in the aviation industry. The study emphasizes the importance of enhancing customer service through individualized services, including safety instructions, meal and beverage services, and addressing passenger inquiries-- Showcasing skills for interpersonal communication. Additionally, the study emphasizes the need for flight attendants to maintain a positive and professional demeanor, essential in ensuring passenger satisfaction and building a good brand image for the airline. Additionally, studies by Hopcia et al. (2012) delve into the challenges flight attendants face regarding health complaints and sleep disturbances due to irregular schedules and long flights. Integrating these diverse findings offers a comprehensive understanding of the intricate nature of flight attendants' roles, encompassing safety, customer service, emotional well-being, and adaptability to the evolving demands of the aviation industry.

4.2. Emotional Challenges

Flight attendants often encounter high-pressure environments as an inherent aspect of their profession, necessitating the management of emotions in various situations. According to Hu et al.'s (2017) study, the researchers found that emotional exhaustion among cabin crew also stems from passenger conflicts, adding emotional burden. A study by Westman et al. (2004) stated that emotional exhaustion is a form of resource depletion prompting coping approaches, which are often associated with withdrawal tendencies, including turnover intentions. The emotional challenges were countered by coping strategies such as continuation of hobbies, strategical planning of sleep, and communication with loved ones as a form of motivation. A study by Chang et al. (2020) explored the adaptability of flight attendants in meeting industry demands, shedding light on their capacity to navigate high-pressure situations. The study emphasized the dynamic nature of flight attendants' roles, requiring them to swiftly adjust to unforeseen challenges and maintain composure, especially during critical moments of flight operations. The LEAP response to difficult passengers, an uncommon phenomenon, is a responsible guide to de-escalating conflicts. As stated in the study of Clarke (2023), such themes emerged from the results of interviewed flight attendants: (1) Communication Skills, (2) Situational Skills, (3) Coping Skills, (4) Establishing or Asserting Authority, (5) Engaging the Passenger, and (6) Reframing the Passenger Experience. These elements were beneficial as they correlate to the LEAP procedure, as mentioned by the participants of this study. This highlights the importance of control, discipline, and reorientation of the flight towards passengers. The participants introduced a helpful approach, encompassing both teamwork and conflict resolution dimensions, as taught to them. According to Cao (2011), Employees' emotions have been shown to impact their job behaviors. Self-efficacy is one of the driving forces of a good psychological state. This is evident in the persistence seen in surpassing everyday struggles faced by flight attendants, as self-efficacy stems from their achievement of excellent training.

The study conducted by Anderson and Brown (2019) examined the role of flight attendants in elevating the passenger experience. The findings highlighted that flight attendants play a crucial role in managing passengers' emotional experiences during the flight, contributing significantly to overall customer satisfaction. This aspect becomes particularly challenging in high-pressure environments where flight attendants must balance multiple responsibilities while ensuring the well-being and comfort of passengers. Another factor to consider is the service flow of flight attendants when affected by adverse events. Flight attendants could adjust and promote their newly implemented protocols to achieve customer satisfaction. According to a recent study by Yum et al. (2024), a variable of service sabotage is stress. Such an impact could severely affect the total performance of a cabin crew. This is even more critical as their primary purpose is to interact with passengers; however, with the emotional burden, their treatment, way of talking, and attitude as significant factors, stress may disrupt customer satisfaction. Considering these studies, it is evident that flight attendants' emotional experiences in high-pressure environments are complex and multifaceted. To resist such challenges, flight attendants depended on their family responsibilities as breadwinners and income earners, repurposing their work for their families and themselves. According to Tang et al. (2020), enhancing the positive emotions of flight attendants is widely considered the most critical issue for the airline industry. The emotional labor they invest influences their job attitudes and customer perceptions and contributes significantly to the overall satisfaction and safety of the flying experience. Flight attendants,

therefore, navigate a delicate balance in managing their emotions, meeting passengers' expectations, and ensuring the smooth operation of the flight, particularly in high-stakes situations.

The study conducted by Woods and Valcour (2009) delves into the intricate dynamics of emotional labor within the flight attendant profession, focusing on its impact on job attitudes and customer perceptions. Recognizing the unique challenges flight attendants face, the research underscores the demanding nature of their emotional labor, which involves effectively managing emotions in the face of diverse challenges, such as handling difficult passengers, responding to emergencies, and maintaining composure throughout flights. In their study published in Aviation, Space, and Environmental Medicine (2012), Hopcia and colleagues investigate the interplay between health complaints, sleep issues, and fatigue exposures among flight attendants. The research recognizes the unique occupational challenges faced by flight attendants, who operate in a high-demand work environment with irregular schedules, varying time zones, and potential exposure to circadian disruptions. The study examines the associations between health complaints, sleep problems, and occupational fatigue experienced by flight attendants. It sheds light on the potential health consequences of the demanding nature of their profession, particularly fatigue, which is a critical concern in the aviation industry. The findings are crucial not only for the health and safety of flight attendants but also for informing aviation industry policies and practices. Insights into the specific health challenges and sleep disturbances experienced by flight attendants can guide interventions aimed at mitigating the negative consequences of fatigue, ultimately contributing to the overall well-being and performance of these essential aviation professionals.

4.3. Well-being and Work-Life Balance

The role of flight attendants in the aviation industry is critical, and their well-being is essential for personal and professional reasons to excel further in what they do. According to Fila's (2021) research, work-life balance has become a central interest for individuals and companies over the last decades. The focus lies on balancing and achieving satisfaction with the work and the life spheres. Being able to balance these dimensions becomes extremely difficult when severe job irregularities take place. This can be seen, for example, among flight attendants and pilots, who never have regular work hours or days and are even considered shift workers worldwide.

Flight attendants work in a highly demanding environment with long working hours, irregular schedules, and exposure to different time zones. Characteristically, flight attendants work irregular shifts without pre-planned rest periods, eventually including night and trans meridian flights and stopovers away from home. All these factors jeopardize the flight attendants' social and family lives (Riberio-Silva et al., 2016). These factors can significantly affect their work-life balance and personal lives. Worsened situations arise during the sudden shifts, resulting in flight attendants utilizing the generous number of workless days as rest days to prepare for a workday that makes up for the workless days. This strategy balanced their wellness and their work integrity, allowing them to do well on days they were on duty. Research conducted by McNeely et al. (2018) reveals that working as a flight attendant can pose various mental health challenges. Flight attendants are at a higher risk of experiencing depression, anxiety, sleep problems, and fatigue. This is due to their job requiring them to deal with the stress of unexpected situations, high-pressure work environments, and the constant need to be alert and responsive to passengers' needs. As stated by Liu et al. (2022), the nature of flight attendant work and the working environment have always had a negative psychological impact on the workers. Stress and anxiety are frequently reduced by using mindfulness techniques. The mental health challenges facing flight attendants must be addressed to ensure their well-being and job satisfaction. Airlines should consider implementing policies and programs that promote mental health and well-being. This could include counseling services, providing adequate rest periods, and ensuring that flight attendants can access healthy food options and exercise facilities. By prioritizing the well-being of their employees, airlines can improve the overall quality of service and create a more positive work environment for flight attendants.

The study by Chang et al. (2020) explores the relationship between work adaptation and turnover intention among flight attendants, emphasizing the importance of job satisfaction as a mediating factor. Job satisfaction becomes critical when considering the impact on personal well-being and work-life balance. The research results indicate that focusing on improving the ability of employees to adapt to their work environment can significantly impact their job satisfaction. This, in turn, can reduce the likelihood of employees leaving their current jobs. Therefore, organizations should prioritize work adaptability as an important factor in retaining their workforce. Also, as front-line workers in challenging times, flight attendants continue to work productively while they experience difficult situations. The challenging situations allow them to create new management strategies and adjust to different scenarios (Real et al., 2021). In their groundbreaking study, Anderson and Brown (2019) delve deep into the often-overlooked role of cabin crew, especially flight attendants, in providing top-notch air travel services. The research underscores the significance of their physical and mental well-being in delivering high-quality services. The study highlights that stressed or

fatigued flight attendants may need help to maintain optimal performance, which could eventually impact the overall quality of air travel services. It is crucial, therefore, to prioritize the well-being of cabin crew and ensure they are in good shape to deliver exceptional services to passengers. Considering these studies collectively, it becomes evident that the challenges faced by flight attendants can have a profound impact on their personal well-being and work-life balance. To improve flight attendants' positive well-being, airlines must create a work atmosphere that highlights the good aspects of work-family interactions. As Byrne and Canato (2017) and Xanthopoulou et al. (2008) have shown, flight attendants' work engagement can be improved by creating a work-life balance that also improves their productivity and health Cheng et al. (2018). Addressing these challenges through strategies that enhance job satisfaction, promote mental health, and recognize the importance of the cabin crew's role can contribute to creating a healthier and more balanced work environment for flight attendants. This, in turn, may positively influence their overall well-being and the quality of service they provide.

4.4. Team Dynamics and Relationships

Team dynamics and interpersonal relationships among flight attendants play a crucial role in airline operations' overall functioning and efficiency. Studies have highlighted the significance of effective teamwork and positive interpersonal relationships within the cabin crew. For instance, Smith and Jones (2017) researched team dynamics among flight attendants. They emphasized the importance of clear communication and mutual trust in ensuring the safety and well-being of passengers. Their findings indicated that cohesive teams with strong interpersonal relationships contribute to a more harmonious work environment and better job satisfaction among flight attendants. According to Ko et al. (2021), teamwork, communication, and a sense of belongingness play a vital role in projecting respect among flight attendants on board, given their interdependent nature of work. Extant literature has underscored the importance of team dynamics and interpersonal relationships within the context of flight attendants. As stated in the study of Bienefeld and Grote (2013), the achievement of team goals is made easier by the shared leadership of the cabin crew. Positive relationships among flight attendants contribute to the welfare of cabin crew members and airline passengers' overall safety and satisfaction. These findings highlight the need for continued emphasis on training programs and strategies to enhance flight attendants' teamwork and communication skills. Ultimately, such interventions benefit the aviation industry by improving its safety and operational efficiency.

In a related study by Johnson et al. (2018), the researchers explored the impact of interpersonal relationships on team performance and identified key factors influencing positive team dynamics. The study revealed that flight attendants who fostered collaborative relationships within their team and with other airline staff experienced enhanced job satisfaction and overall job performance. Effective communication, mutual support, and shared responsibility contributed to successful team dynamics. Furthermore, Smith's (2019) investigation into team cohesion and collaboration in airline operations highlighted the role of training programs in promoting effective interpersonal relationships among flight attendants. The study found that structured training sessions focusing on teamwork and communication skills positively influenced team dynamics, improving collaboration during in-flight operations and emergencies.

4.5. Learning and Development

Continuous educational practices enable cabin crew members to stay updated with industry changes, enhance their skills, and adapt to evolving challenges. Research in this domain suggests that ongoing training and educational opportunities are essential for flight attendants to maintain high competency and readiness. By staying informed and educated, these professionals can effectively deal with unexpected situations during a flight. The purpose of a study by Chang et al. (2016) was to examine the effects of continuous learning programs on flight attendants' performance and job satisfaction. Participants were divided into two groups; one group participated in constant learning programs, while the other did not. The study's results showed that the group that participated in continuous learning programs had higher job satisfaction and better performance levels than those that did not. The research also highlighted the importance of constant learning in enhancing cabin crew members' problem-solving skills and adaptability. Flight attendants participating in professional development initiatives were better equipped to handle diverse situations during flights, improving their job performance. The study found that the participants who engaged in continuous learning programs demonstrated greater confidence in dealing with passengers and were more likely to resolve conflicts effectively.

Furthermore, the study's results suggested that the benefits of continuous learning extended beyond job satisfaction and performance. It was observed that flight attendants who engaged in continuous learning programs were more likely to stay with the airline longer. This finding is significant as it implies that investing in continuous learning programs can help improve employee retention rates, which, in turn, can contribute to the overall success of the airline. The study's findings indicate that

investing in continuous learning programs is vital for enhancing flight attendants' job satisfaction, performance, and retention rates. The results suggest that the airlines should be responsible for opening opportunities for the employees to develop their skills, heighten their confidence to increase performance excellence, and improve their ability to provide high-class service to all passengers.

In a study conducted by Rodriguez and Martinez (2018), the impact of advanced training programs on the professional growth of flight attendants was examined. The research revealed that access to specialized training, such as emergency response simulations and cultural sensitivity courses, significantly contributed to developing a multifaceted skill set among flight attendants. The study recommended incorporating ongoing professional development opportunities within airline policies to ensure the continuous improvement of cabin crew competencies. The findings of this study underscore the crucial role of training programs in the aviation industry. A study by (Yamamoto et al., 2021) found that time limitations and a lack of reliable infrastructure to support healthy habits are significant barriers for many flight attendants. Continuous learning is necessary to keep pace with the industry's ever-changing demands and ensure cabin crew members have the required skills and competencies. Thus, airlines must provide their employees access to relevant and specialized training programs. By doing so, they can ensure that their cabin crew members are prepared to handle the challenges of their jobs with competence and professionalism. According to a study by Smith and Brown (2019), mentorship programs are crucial in facilitating continuous learning within the flight attendant profession. The study emphasizes that mentorship initiatives provide valuable guidance, insights, and opportunities for knowledge exchange among cabin crew members, positively impacting their career trajectories and driving them into better work environments fuelled with confidence, motivating them to perform their duties and fulfil their roles. The accumulated learnings will be applied to the situations, leading to more exploration. In correlation to Ahmad's (2023) study, organizations may focus on programs that can assist employees with interpersonal skills and invest in training programs.

Additionally, establishing a culture of continuous learning within the profession is attributed to the mentorship relationships fostered by these initiatives. This also leads them to adapt various skills in the field, encouraging a more diverse skill set to use in the aviation industry as it is dynamic. The key to achieving success and fulfilment in the role of a flight attendant lies in adopting a continuous learning and professional development approach. To further improve cabin crew members' overall competence and adaptability in the dynamic aviation industry, it is crucial to establish appropriate training programs, mentorship initiatives, and accessible educational resources. By doing so, flight attendants can stay up to date with the latest industry practices and trends and be well-equipped to handle any challenges in their line of work.

5. Conclusion

This comprehensive study provides an in-depth exploration of various aspects of contemporary professional landscapes. It covers the constantly evolving job roles and responsibilities, including the emergence of new roles and the phasing out of others. The study also focuses on the emotional experiences of professionals working in high-pressure environments. It looks at the impact of these dynamic job environments on personal well-being and work-life balance as it also examines team dynamics and interpersonal relationships. The study highlights the importance of continuous learning and professional development in staying relevant and competitive in today's rapidly changing professional landscape. By integrating diverse perspectives from participants, the research illuminates the challenges and strategies necessary to navigate these dynamic job environments successfully. The pandemic, which has caused a major shift in work environments, has catalysed cognitive transformations, forcing individuals to rethink their assumptions, values, and priorities; in these challenging times, mental adaptability has emerged as a critical skill that enables individuals to change their perceptions, navigate conflicts, and handle challenges with sagacity. This skill showcases the significance of fostering mental flexibility in individuals, allowing them to overcome obstacles and seize opportunities in a rapidly changing world. Organizations must proactively address these challenges to create a workplace that promotes employee wellness. Implementing initiatives such as flexible scheduling, providing mental health support, and offering resources for coping with stress can go a long way in creating a healthier work environment. When everyone knows what they need to do and how they fit into the larger picture, it fosters a sense of unity and helps create a positive work environment. This will help the employees stay up to date with the latest trends and technologies and improve their productivity and efficiency in the workplace. It can be achieved by offering regular health check-ups and wellness programs, which can help employees identify and address any health issues before they escalate. Such initiatives can also promote a healthy work-life balance and contribute to the overall well-being of the employees while reducing absenteeism and improving retention rates. Finally, continuous learning is crucial in ensuring success in dynamic job roles. Professionals must be committed to ongoing personal and professional development, keeping up with new technologies, industry trends, and best practices. This requires a growth mindset and a willingness to seek new learning opportunities. By collectively implementing these recommendations, professionals and organizations can take a holistic approach to professional development, fostering resilience and growth in the face of evolving challenges.

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