

A Study on the Effect of Personal Capacity of Airline Employees on Turnover Intention and Customer Orientation

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Abstract

Purpose - This study aims to investigate the major capabilities of airline cabin crew to improve the performance of the organization by identifying how they are affected by turnover and customer orientation.

Research, design, data, and methodology –The survey participants were limited to all airline cabin crew members in Korea to look at the component measurement items. To verify the validity of the questionnaire, the final questionnaire for this survey was prepared by modifying and supplementing the questionnaire by analyzing factors and validating the questionnaire through reliability verification

Results - The analysis on the impact of personal capacity of the airline cabin crew on turnover revealed that some factors had an effect of the positive and the personal capacity of the airline cabin crew has a statistically positive effect on the customer orientation relationship, which is a sub-factor of the cabin crew

Conclusions –The capacity of the cabin crew of the airline was defined and the components were established as technical capacity, knowledge capacity and expertise capacity. It was found that the intangible performance of the individual capabilities and customer orientation were very closely related. Airline cabin crew have verified the importance of good talent selection and capacity development training, which are essential requirements for securing the airline's competitiveness.

Keywords: Personal Capacity, Turnover Intention, Customer Orientation.

1. Introduction

In recent years, in order for companies to be competitive and keep up with the trend of development, it is important for many airlines to have excellent staff. This highlights the need for good manpower training (Song, 2016). In addition, the service industry has become increasingly aware of the increasing standard of living and diverse types of needs of its customers in recent years (Park & Lee, 2016). Customers increasingly expect high-quality service. To have a positive impact on the business environment and increase customer loyalty (Sthapit & Oh, 2015), awareness of the selection and training of individual capable flight attendants is needed.

This study aims to investigate the major capabilities of airline cabin crew to improve the performance of the organization by identifying how they are affected by turnover and customer orientation.

2. Theoretical background

2.1. Personal Capacity

Boyatzis (1982) defined that individual behavior exists with factors of function, motivation, character, self-image,

and social role, and these factors are expressed in action through interaction with the needs of the environment and the task by influencing the individual's behavior. This is the most widely used definition of competency in the study of individual competencies to date.

Spencer (1993) looked at capacity as an in-depth and persistent aspect of his character, allowing him to predict the behavior of an individual with his inner character. They presented five concepts that classified the inherent characteristics of an individual into five categories: Motives, Self-Concept, Traits, Skill, and Knowledge.

Sparrow (1996) classed competences as individual and organizational capacity and argued that the similarities between the two dimensions were performance-critical factors or advantages over performance, which were related to each other. In addition, they said they could divide their capabilities into three categories: personal capacity, management capacity, and organizational capacity. Based on this, they said that the best suited for organizational purposes at the organization level is their capacity and that they are most suitable for individual duties or tasks at the individual level.

Mirabile (1997) analyzed the successes and failures of those who received excellent evaluations and those who did not, and found that the ability assessment that could result in the outcome of an individual's work performance was more effective, capable of outstanding performance, and had a direct impact on the performance of the task than intelligence.

Green (1999) defined capacity as "evidence of personal skills and habits of measurable tasks used to achieve mission goals." In recent years, the concept of capacity has increasingly varied in accordance with its management strategy, ease of measurement and evaluation, and suitability in an accelerated competitive environment. Personal capacity has been a long and varied discussion. Different disciplines and scholars are defined and used differently, and no unified definitions exist yet. As such, it is possible to summarize that the definition of individual capacity, depending on the area of learning and the scholar, differs in talent, knowledge, skill, etc., but that capacity is an inherent characteristic of the individual that allows the individual to calculate excellence in a particular area or work. These prior studies have something in common with attributes for effective task performance.

2.2. Turnover Intention

Turnover refers to quitting one's duties as an opposite concept of a job tenure and moving to another job or organization, although the intention is to include all the movements of the organization members entering and leaving the organization. The turnover system is the last psychological state that leads to job behavior and has been used in research on numerous positions since 1970. The turnover has a direct impact on Airline's operating performance and revenue (Simons & Parks, 2001) and involves a number of ancillary expenses (DeMicco & Giridhaban, 1987; Phillips, 1990; Denvir & McMahon, 1992). This is because the turnover can have an adverse effect on the performance of management by incurring additional costs such as hiring new employees and training. Mobley (1982) defined turnover as an individual receiving rewards from an organization's voluntary role as a member of the organization. An indicator that measures organizational effectiveness, as defined by the behavior or attitude of an organization member to voluntarily leave the organization.

Price (2004) said the move includes a move away from the status of the organization's members, namely relocation, duty cycle and promotion. Mobley defines turnover as the termination of an individual's qualification as a member of an organization. In other words, turnover refers only to movement outside the organization. In this study, the concept of turnover is limited to voluntary turnover. It is difficult to track down members who have actually moved by measuring their movements. Therefore, an attitude variable called degree of turnover is often set as a dependent variable by measuring the turnover behavior. Mobley said that by developing a personnel decision-making process model for job satisfaction and seeking the mediated connection between job turnover, job satisfaction affects job turnover through a process ranging from the thought, search to the degree of turnover.

In this study, based on prior research and theory, individual characteristic factors will affect the behavior or psychological status of workers, such as turnover, and they are set as subordinate variables.

2.3. Customer Orientation

Saxe and Weitz (1982) defined customer orientation as indicative of the level of performance of marketing concepts that help salespeople make purchasing decisions that satisfy their customers' needs. It explained that in the long run, the salesperson will be engaged in the goal of improving customer satisfaction gradually and avoids customer dissatisfaction.

Narver and Slater (1990) called customer orientation a concept that aims to create a competitive advantage by conducting activities that are superior to competitors in order to understand customers' needs and desires and meet them.

Hoffman and Ingram (1992) sought to better define each meaning by distinguishing customer satisfaction from customer orientation. Compared to customer satisfaction, it defined customer orientation as a customer-facing position for businesses and employees who wanted to meet customer needs and needs in a direction that was most appropriate for the customer's understanding, and that those who experienced satisfaction through customer-oriented behaviors and rewards sought compensation by continuing to pursue customer-oriented actions.

Customer orientation refers to activities such as focusing on the customer's voice, paying attention to the customer's needs, providing accurate information to the customer, and meeting the customer's commitments (Berry & Parasuraman, 1991).

Kotler (1991) can be said to be marketing in a position to meet customer needs from the customer's perspective by determining the needs of the target market, gaining a more effective advantage in competition, and providing services of customer satisfaction as a key factor in achieving the organization's goals. Brown (2002) is a kind of personal variable that reflects the tendency of the employee to provide the service to meet the customer's needs and defined by the employee providing the service as executing the entity's services from the customer's perspective. Ruekert (1992) defined the level at which an entity obtains information from customers and uses it to develop strategies to satisfy customers' needs and needs.

A highly customer-oriented employee brings mutual benefits from the ongoing relationship between the organization and the customer, and is an important factor for an enterprise to gain an edge in the competition in the market (Rindfleisch & Moorman, 2003). Customer-oriented companies have a competitive edge over competitors because they provide greater customer satisfaction by predicting customer needs and responding with superior services (Jaworski & Kohli, 1993).

Based on the definitions of customer orientation in the preceding study, the research aims to define "an attitude in which an employee responds to and satisfies needs and desires from the perspective of a customer."

Brown et al. (2002) defined a component of customer-orientation, "categorizing customer-oriented dimensions into two categories for service personnel: the service provider's desire for kindness and enjoyment, and 23 items comprising four dimensions: the service provider's need for understanding, the need for delivery, and the need for human relationships" (Brown, 2002).

Henning-Thurau (2004) defined customer-oriented components as "the knowledge and skills of service personnel must possess during the process of personal interaction with customers to satisfy their needs," "social skills are the ability of service personnel to accommodate the customer's perspective during the interaction with the customer," and "motivation is the spontaneity and enthusiasm of service personnel to satisfy the customer's needs."

Based on the prior study of the Airline cabin crew's business customer orientation, this study aims to define the elements of customer orientation with a voluntary customer orientation and a business-oriented customer orientation, as the airline cabin crew can voluntarily identify the customer's needs and needs and perform services or perform tasks that are granted.

3. Design of Study

3.1. Research model

This study aims to verify the relationship between the personal capacity of airline cabin crew on turnover and customer orientation. In this study, personal characteristics (Boyatzis ,1982; Spencer, 1993; Sparrow, 1996; Mirabile ,1997; Green, 1999) which formed the individual capacity of cabin crew based on the general capacity modeling of Spencer & Spencer (1993) through prior research.

The intention of the turnover was to apply a single dimension to the turnover applied by DeMicco and Giridhaban (1987), Phillips (1990), Denvir and McMahon (1992). Customer orientation, a psychological indicator of employees who can evaluate the performance of an organization in a service company, was presented with two different task-oriented sources based on a prior study by Saxe and Weitz (1982), Hoffman and Ingram (1992), Brown et al. (2002). Based on these prior studies, the model of this study was presented as shown in Figure 1.

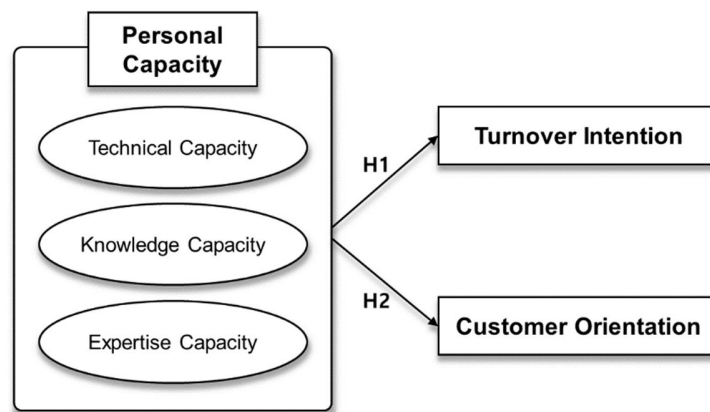


Figure 1: Research model

3.2. Setting a hypothesis

As such, hypothesis 1 was established as follows regarding personal capacity and turnover intention through discussion of theories on individual capacity and turnover and review of prior studies.

H1: Cabin Crew's personal capacity will have a significant impact on the turnover.

H1-1: Cabin Crew's technical capacity will have a significant impact on the turnover.

H1-2: Cabin Crew's knowledge capacity will have a significant impact on the turnover.

H1-3: Cabin Crew's expertise capacity will have a significant impact on the turnover.

Based on the prior study, the following hypothesis 2 was established to examine the relationship between the personal capacity and customer orientation of the airline crew, as shown in the study model Figure 1].

H2: Cabin Crew's personal capacity will have a significant impact on the customer orientation.

H2-1: Cabin Crew's technical capacity will have a significant impact on the customer orientation.

H2-2: Cabin Crew's knowledge capacity will have a significant impact on the customer orientation.

H2-3: Cabin Crew's expertise capacity will have a significant impact on the customer orientation.

4. Results

4.1. Data collection method

The purpose of this study was to find out the impact of individual capacity of airline cabin crew on turnover and customer orientation through empirical analysis, and to measure this performance, a survey was conducted on domestic airline cabin crew.

Distribution of questionnaires for empirical analysis were distributed at Kimpo Airport and Incheon International Airport, which are easy to access airline cabin crew. In addition, an online questionnaire was distributed through

SNS.

The survey was conducted on a self-subscribed basis. The survey participants were limited to all airline cabin crew members in Korea to look at the component measurement items. The survey period was conducted by distributing 530 copies from 1 February to 30 September 2018 to obtain a total of 515 copies.

To verify the validity of the questionnaire, the final questionnaire for this survey was prepared by modifying and supplementing the questionnaire by analyzing factors and validating the questionnaire through reliability verification. The purpose of the research and the method of responding to the survey were explained by visiting Gimpo International Airport or Incheon International Airport with a rewritten questionnaire and were required to respond on a self-addressed questionnaire. The respondents' characteristics for empirical analysis are shown in <Table 1>.

Table 1: Profile of Respondents

Classification	Characteristic	Frequency (person)	Percentage (%)
Gender	Female	95	18.4
	male	420	81.6
Age group	21 ~ 30 years	228	44.3
	31 ~ 40 years	160	31.1
	41 ~ 50 years	99	19.2
	Over 40 years	28	5.4
Academic Background	Graduate of College	56	10.9
	College Diploma	347	67.4
	Graduate School	48	12.4
	Graduate School Graduation	64	1.8
Marriage Status	Married Marriage	292	56.7
	Single	223	43.3
Service Period	< 3 years	164	31.8
	3 ~ 6 years	116	22.5
	6 ~ 10 years	112	21.7
	10 ~ 15 years	40	7.8
	Over 15 years	83	16.1
Airline	K Airline	276	53.6
	A Airline	115	22.3
	Low Cost Carriers	124	24.1
Most difficult factor for career decision	Cabin Crew	248	48.2
	Assistant Purser	144	28
	Purser	63	12.2
	Senior Purser	44	8.5
	Chief Purser	16	3.1

4.2. Factor analysis and reliability analysis

In order to derive dimensions indicating the capacity of the cabin crew, a principal component analysis was performed using the Verimax rotation method based on factors with the number of factors greater than the eigen value of 1.0 or higher. The results of factor analysis and reliability analysis using 17 items for cabin crew capacity are shown in Table 2. The factor analysis of the cabin crew's capacity was all divided into three factors, and the overall cumulative variance ratio was very high at 68.485%, and the KMO measurement value was .935. The value of Bartlett's test is 6242.301 ($p < .001$) were derived. The KMO measure indicates the extent to which the correlation between pairs of variables is well explained by other variables, and points out that the selection of variables for factor analysis is poor if the value of these measures is small. A KMO value of 0.90 or more is very good, and a value of 0.80 or higher is good. A value of 0.70 or higher is appropriate, a level of 0.60 or higher is not desirable, and a value of 0.50 or lower is considered unacceptable. In addition, Bartlett's globular test is intended to test the null hypothesis that the correlation matrix is a unit sequence, and a factorial analysis model cannot be used unless null hypothesis is rejected.

The three common factors for the capacity of cabin crew extracted as a result of the factorial analysis were named 'Technical Capacity', 'Knowledgeability' and 'Expertise Capacity' respectively as in the preceding study. In detail, the 'technical competence' of the cabin crew's capacity factors consisted of seven questions, the eigenvalue of 4.757 was 27.983%, and the Cronbach's through reliability analysis was .835. Second, 'knowledgeable Capacity' consisted of six questions, with a unique value of 3.9850 dispersion rate of 22.650% and a Cronbach's of .821 through reliability analysis. Third, 'expertise capacity' was made up of four questions, with an eigenvalue of 3.035, a dispersion rate of 17.852% and a Cronbach's of reliability analysis of 7.733. Table 2 shows the results of factor analysis for individual competencies.

Table 2: Exploratory Factor Analysis and Reliability Tests

Factor	Variable	Factor Loading	Cronbach's α	Variance
Technical Capacity	Innovative core technologies	.814	4.757 (.835)	27.983
	Efficient management of technology and introduction technology	.767		
	Has plenty of skill	.752		
	Continuously acquire knowledge necessary for work	.751		
	Clear goals for technology development	.742		
	Highly connected technology and business	.729		
	High commitment to technology acquisition	.725		
Knowledge Capacity	The most essential knowledge in business	.768	3.850 (.821)	22.650
	Use your knowledge in your current work	.719		
	Can draw progress of work in department	.714		
	Work know-how	.651		
	Can accurately describe work	.617		
	Improve my knowledge by doing things	.540		
Expertise Capacity	Ability to multifaceted	.814	3.035 (.733)	17.852
	You can do anything	.784		
	As Competent as Others	.717		

	Strong personality to deal well with any situation	.503		
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KMO = .935, Bartlett sphere formation test = 6242.301 (df=136, p=.000), cumulative dispersion explanatory power = 68.485

In order to derive the level of turnover intention of the cabin crew, the principal component analysis was carried out by means of the verimax revolving method based on factors having the eigen value of 1.0 or more. <Table 3> shows the results of factor analysis and reliability analysis using four items for the turnover intention of the cabin crew. The results of factor analysis showed that the total cumulative dispersion was 75.383%, the KMO measure value was .824, the Bartlett 's sphere test value was 1237.901 (p<.001). Therefore, the results of analysis of factor of departure intention of cabin crew are appropriate and common factor exists. As a result of the factor analysis, the single factor name for the turnover intention of the extracted cabin crew was named as 'turnover intention' like the previous study. The 'turnover intention' was composed of four items. The eigen value was 3.015, the dispersion rate was 75.383%, and the reliability analysis showed Cronbach's was .810.

Table 3: Factor Analysis and Reliability Analysis of Turnover Intention

Factor	Variable	Factor Loading	Cronbach's α	Variance
Turnover Intention	Consider moving to another job	.895	3.015 (.810)	75.383
	Consider moving to a new job	.894		
	Often considered a job turnover	.888		
	Be able to move to similar jobs	.791		

KMO = .824, Bartlett sphere formation test = 1231.901 (df = 6, p = .000), cumulative dispersion explanatory force = 75.383

The results of the factor analysis and the reliability analysis of the customer orientation of the cabin crew are shown in Table 4. The results of factor analysis showed that the total cumulative dispersion was 53.974%, the KMO measure value was .861 and the Bartlett 's sphere test value was 1943.050 (p <.001). The results were derived. Therefore, the results of analysis of factor of customer orientation of cabin crew are appropriate and common factor exists. 'Customer orientation' is composed of 8 items. The eigen value is 4.318, the dispersion rate is 53.974%, and Cronbach's by reliability analysis is .699.

Table 4: Factor Analysis and Reliability Analysis of Customer Orientation

Factor	Variable	Factor Loading	Cronbach's α	Variance
Customer Orientation	Providing necessary services from the customer's perspective	.818	4.318 (.699)	53.974
	Provide as much information as you want	.781		
	Efforts to satisfy customers	.770		
	Act before the customer's request	.767		
	Makes the customer feel comfortable	.755		

	Customer satisfaction is important to me	.728		
	Efforts to provide useful information	.648		
	Honest answers to customer questions	.580		

KMO = .769, Bartlett sphere formation test = 822.899 (df= 6, p = .000)
 cumulative dispersion explanatory power = 66.557

Table 5: Correlation Analysis

	Mean	S.D	Technical Capacity	Knowledge Capacity	Expertise Capacity	Turnover Intention	Customer Orientation
Technical Capacity	3460	.720	1				
Knowledge Capacity	3793	.661	.690**	1			
Expertise Capacity	3619	.708	.650**	.695**	1		
Turnover Intention	3110	.810	.414**	.324**	.410**	1	
Customer Orientation	2639	.933	-.474**	-.361**	-.353**	-.384**	1

On the other hand, correlation analysis was conducted to find out what direction and how much each relationship was related to the scales for each concept with a single dimension as a result of the factorial analysis. The results are shown in Table 5. All of the correlations between the variables represent statistically significant correlations and are of no more than 0.7 correlation, so it can be determined that there is no multi-affinity.

4.4. Hypothesis Verification

Multiple regression analysis was conducted to test Hypothesis 1 that technological competence, knowledge competence, and competency competence, which are subordinate factors of cabin crew capacity, had a significant effect on turnover intention. As a result of analyzing the technical capacity, knowledge capacity, and competence of the cabin crew's personal capacity as dependent variables as the independent variable, the revised R^2 index representing the explanatory power of the regression analysis model was .223 and the F value was 50.288 (p= .000), indicating that regression models are appropriate. As a result of the detailed verification, the effect of the technical capacity, the knowledge capacity, and the capacity competence, which are subordinate factors of the cabin crew capacity, on the turnover intention were respectively technical capacity -553 (t= -7.419, p= .000), knowledge capacity .012 (t= .130, p= .897), expertise capacity -.108 (t= -1.332, p= .183), indicating that the effect of technical competence on turnover intention was statistically significant.

And the ability of knowledge and expertise to turnover intention were not statistically significant. As shown in Table 6, Hypothesis 1-1 was adopted, Hypothesis 1-2, and Hypothesis 1-3 were rejected.

Table 6: The influence of the Personal Capacity of Cabin Crew on the Turnover Intention

MODEL		Unstandardized Coefficients		S.C.	t	p	R^2 , F, p
Independent Variable	Dependent Variable	B	Std.error	β			
(constant)		4.897	.217		22.580	.000	R^2 =.228 Adjusted- R^2 =.223 F=50.288 p=.000***
Technical	Turnover	-.553	.075	-.427	-7.419	.000	
Knowledge	Intention	.012	.095	.009	.130	.897	
Expertise		-.108	.081	-.082	-1.332	.183	

*p<0.05, **p<0.01, ***p<0.001 level.

We conducted multiple regression analysis to test hypothesis 2 that technical capacity, knowledge capacity, and expertise capacity, which are subordinate factors of cabin crew capacity, would have a significant effect on customer orientation. As a result of analyzing the personal competence of the cabin crew as the independent variable and the customer orientation as the dependent variable, the modified R^2 showing the explanatory power of the regression analysis model was .394 and the F value was 112.541 (p=.000) The model appeared to be appropriate. As a result of the detailed verification, the effect of technical capacity, knowledge capacity, and expertise capacity on the customer orientation as subordinate factors of the cabin crew 's personal technical capacity was .085 (t= 2.84, p= .038), knowledge capacity t = 4.477, p = .000) and expertise capacity .260 (t= 5.853, p= .000), indicating that the effects of technical capacity, knowledge capacity and expertise capacity on customer orientation were all statistically significant. As shown in Table 7, Hypothesis 1-1, Hypothesis 2-2, and Hypothesis 2-3 were adopted.

Table 7: The influence of the Personal Capacity of Cabin Crew on the Customer Orientation

MODEL		Unstandardized Coefficients		S.C.	t	p	R^2 , F, p
Independent Variable	Dependent Variable	B	Std.error	β			
(constant)		1.695	.119		14.306	.000	R^2 =.398 Adjusted- R^2 =.394 F=112.541 p=.000***
Technical	Customer	.085	.041	.106	2.084	.038	
Knowledge	Orientation	.233	.052	.267	4.477	.000	
Expertise		.260	.044	.318	5.853	.000	

*p<0.05, **p<0.01, ***p<0.001 level.

5. Conclusions

The rapid development of the air transportation industry in the world and the introduction of a mutual competition system have increased the reliance of human resources, and the demands of customers have become wider and diversified. As a result, the aviation industry is increasing its competitiveness in recruiting cabin crews, which are excellent human resources, and human resources development is becoming even more extreme. As a result, airlines are working diligently when hiring cabin crews. We are also paying great attention to train and educate cabin crews

to do their jobs in real life. In addition, one of the desirable methods of recruiting cabin crew is to adopt the consideration of the fact that it is difficult to individually identify the internal characteristics such as physical qualities and support motives.

The research that is underway is mainly concerned with the organizational competence and the unified achievement, but it is still not enough to see the relationship between the turnover and the individual competence, to be. In the air transportation industry, research on personal competence and the type of personality engaged in the service industry are related to personality traits, and research on interpersonal orientation and customer orientation is still lacking.

In order to improve individual competence and customer orientation based on the capacity of the cabin crew, it is necessary to strategically approach not only the importance of human resources and systematization and introduction of excellent human resources.

In this study, we investigate the personal competence of airline cabin crew members who are closest to customer service, which is one of the major competitiveness of airline companies. The study is based on the assumption that the personal capacity of airline cabin crew members will affect the turnover intention and customer orientation. . In order to accomplish the purpose of this study, we review the literature based on related domestic and foreign professional books and research papers, examine previous studies on each variable, and use the variables to analyze the validity and reliability. The validity and reliability of each variable were confirmed. Based on the previous studies, we set up research hypotheses and models based on theoretical studies and conducted empirical analysis studies to prove hypotheses.

Theoretical studies were conducted to establish the research models and hypotheses to clarify the interrelationship between the individual competence of the airline cabin crew based on the study of turnover intention and customer orientation.

The results of hypothesis testing in this study are as follows.

First, the analysis on the impact of personal capacity of the airline cabin crew on turnover revealed that the technical capacity of the lower factors of the personal capacity, the technical capacity of the lower factors of the individual capacity, the knowledge capacity, and the ability of the individual capacity, had an effect of the positive.

Second, it has been found that the personal capacity of the airline cabin crew has a statistically positive effect on the customer orientation relationship, which is a sub-factor of the cabin crew.

Accordingly, one can see that the technical skills of a person's personal capacity affect the degree of turnover, but that knowledge and expertise show a low level of explanation in the degree of turnover. This is not to say that turnover is not important in assessing customer orientation in the work of airline cabin crew. Regardless of the degree of turnover, Airline cabin crew is the first person to provide room service and receive immediate evaluation in the shortest time and closest to the customer. For this reason, it is known that the room attendant performs duties regardless of customer orientation even though he or she has a degree of turnover, and performs the tasks until the change is actually made. Flight attendant turnover can be caused by other negative effects, i.e. the negative atmosphere of the organization and the negative relationships among colleagues. Therefore, an organizational approach is needed to analyze and lower the exact cause of turnover.

It can be seen that a cabin crew performs duties regardless of customer orientation even if he or she has a degree of turnover, and performs the tasks until they are actually transferred. However, the cabin crew's turnover can be caused by other negative effects, namely the negative atmosphere of the organization and the negative relationships among colleagues. Therefore, an organizational approach is needed to analyze and lower the exact cause of turnover.

The empirical analysis of the study gives the following theoretical implications.

First, based on the prior study of personal capabilities of airlines' cabin crew, the individual capabilities of the cabin crew were reviewed and analyzed as a whole to model the capabilities. Based on the studies of the individual competences studied earlier by the general enterprise, etc., it can be said that the capacity of the cabin crew of the airline was defined and the components were established.

Second, the study on the capabilities of the members of the organization, their turnover, and their relationship to customer orientation was very insufficient for the cabin crew responsible for the main role of customer contact services in the air transport industry. This study made a theoretical contribution to the significant expansion of the

study by identifying the impact of individual competence on factors such as turnover, customer orientation, etc.

Third, as an indicator of the performance of airline cabin crew, customer orientation, which is an intangible performance was approached. As one of the trends to analyze customer-oriented tendencies, attitudes, motivations, etc. in the recent service industry, there may be academic implications that the scope of research has been greatly broadened by multi-dimensional approaches to customer orientation by dividing it into business and voluntary customer-oriented ones.

As such, the airline cabin crew who plays a leading role in customer service at the forefront is an important talent in customer orientation, so securing and fostering human resources, which are essential requirements for securing a competitive advantage in an era of intense competition, is important.

Airlines will have to focus on developing and managing their personal capabilities as a way to achieve the goals of individual and corporate cabin crew members. When recruiting room attendants, excellent personnel with such personal abilities should be selected and further developed and developed through training and education after recruitment. In addition, useful methods should be sought to better recognize the room attendant by developing capabilities in a well-organized.

This study verified the impact of individual capacity of airline cabin crew on turnover and customer orientation, and although it was designed to provide various implications for human resource management of domestic airlines, it has limitations.

First, there are limitations to this sample. Due to the nature of the flight attendant's service, the sample collection is limited as more time is devoted to collecting samples. In addition, it was determined that the individual capacity of the airline cabin crew was leveled and that the recognition and perception of the airline's organizational capacity were formed relatively consistently, which was limited to some crew members. Further research will require expanding the scope to include more global airlines' flight attendants.

Second, in the process of deriving individual capabilities of cabin crew, three factors of individual competence were extracted, and the limited capacity factors did not ensure objective reliability of the ability of the airline cabin crew to define the capabilities of the various levels.

Third, since the turnover of airline cabin crew is a personal and psychological part, it is necessary to classify the airline cabin crew into various psychological attitudes, which are positive attitudes they feel in their duties, and reflect them in subsequent studies. It is necessary to empirically analyze the impact of the personal capacity of the flight attendant on these factors and how the flight attendant affects the customer's orientation to the customer in the work.

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