

FACTORS AFFECTING THE WORK PERFORMANCE OF OPERATIONAL EMPLOYEES: A CASE STUDY OF A LOW-COST AIRLINE IN THAILAND

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ABSTRACT

The development and training of personnel within an organisation is a process that must be carried out systematically and effectively to ensure that employees possess competencies aligned with the organisation's vision and mission. When personnel have the appropriate knowledge, skills, abilities, and characteristics for their roles, operations in various areas can proceed smoothly and achieve the desired outcomes. Conversely, if employees lack readiness to perform their duties, whether due to insufficient knowledge, inadequate capabilities, or improper attitudes, their performance may fall short of the standards set by the organisation.

Therefore, personnel development and training must be carefully planned and implemented to enhance employees' capabilities, enabling them to work more efficiently and effectively. This process also plays a crucial role in creating sustainable competitive advantages for the organisation. For organisations in the aviation industry, a highly competitive sector, systematic personnel development is even more essential, as service quality and safety depend heavily on the readiness and competence of their employees.

Keywords: Work potential, Goals, Effectiveness, Low-Cost Airline

INTRODUCTION

In the wake of globalisation and intense competition, modern organisations must contend with both external and internal environmental factors. External factors encompass economic, political, social, and cultural conditions, whereas internal factors comprise operational methods, managerial practices, and human resources Bechtel, J., & Ramírez, R. (2023) [1]. One of the key priorities for organisations

today is the development of organisational competencies to enhance their competitive capabilities, ensuring survival and success in alignment with their vision and mission Farida, I., & Santoso, M. (2022) [2].

Therefore, the development and training of personnel must be carried out systematically and effectively to ensure that employees possess the competencies required by the organization Fejfarová, M., & Urbancová, H. (2022) [3]. When personnel possess the necessary knowledge, skills, abilities, and characteristics for their work, organisational operations can proceed smoothly and achieve the desired outcomes Hosen, M., Ogbeibu, S., Lim, W. M., Ferraris, A., Munim, Z. H., & Chong, Y. L. (2023). [4]. Conversely, if employees lack readiness—whether in terms of knowledge, skills, or attitudes, this may lead to performance that falls below organisational standards.

For this reason, personnel development and training must be carefully planned and executed to enhance employees' work efficiency and performance. Such efforts also contribute to the organisation's long-term competitive advantage. In the aviation industry, which comprises large-scale organisations, operational excellence plays a crucial role in driving development across related sectors Aksoy, C., & Akaydin, A. (2024) [5].

Therefore, the researcher is interested in studying approaches to enhance organisational performance capability within the aviation-related industry. The information obtained will be analysed to determine the outcomes of this study, to identify methods and strategies that can improve employee performance efficiency and enable them to achieve the organisational objectives set forth Nisara, P., Parnkan, V., & Sombat, T. (2023). Impacts of organization agility on the airline performance outcomes. In *E3S Web of Conferences* (Vol. 389, p. 05011). EDP Sciences [6].

Therefore, the objective of this study is to investigate the factors influencing the work potential of employees in a low-cost airline organisation in Thailand Paethrangsi, N., & Jamjumrus, T. (2021) [7]. The independent variables include personnel management factors for employees in the selected low-cost airline, demographic factors, work environment factors, and satisfaction with human resource management. The dependent variable is the work potential of employees, which encompasses work efficiency, including work quantity, quality, and productivity. As mentioned above, employee performance means that everyone's performance is adequate. It must include achieving goals, professional knowledge, and motivation. Performance evaluation is based on work quality. Wantayakul, N. (2024).

OBJECTIVE

To examine the factors related to the work potential of employees in a low-cost airline organization in Thailand.

METHODOLOGY

Section 1: Questionnaire on the demographic characteristics of the respondents, including gender, age, education level, length of employment, department or division of work, and monthly income of the respondents.

Section 2: Questionnaire on the work environment factors of operational employees in a low-cost airline in Thailand. This section includes items related to the working atmosphere, the relationship between employees and supervisors, and the relationship between employees and colleagues.

Section 3: Questionnaire on satisfaction with the human resource management of Airports of Thailand Public Company Limited (AOT). This section consists of items related to recruitment and selection, compensation, performance appraisal, and employee morale and motivation.

Section 4: Questionnaire on the work efficiency of operational employees in a low-cost airline in Thailand. This section includes items related to work quantity, work quality, and work productivity.

RESULTS

Work Environment Factors

1.1 The relationship between work environment factors specifically workplace atmosphere and work performance

Satisfaction with human resource management, specifically performance appraisal, was found to have a positive and statistically significant relationship with employee performance. The correlation is moderate and positive, meaning that when the company evaluates employees based on the quantity and quality of work performed, such evaluations influence decisions regarding wages, compensation, and promotions. Thus, when performance evaluations indicate that employees have performed well, the company should adjust compensation or salary increases based on the level of performance and the accuracy and quality of the work produced.

1.2 The relationship between work environment factors specifically the relationship between employees and supervisors and work performance

Work environment factors related to the relationship between employees and their supervisors were found to have a statistically significant positive relationship with work performance, although at a relatively low level. This indicates that the relationship moves in the same direction but with a weak degree of association. In other words, when the interpersonal environment between employees and colleagues improves, employees' work performance increases slightly. This may be because, within the company, the relationship between employees and supervisors is influenced by the supervisors' tendency to assign tasks and give instructions based solely on their own judgment, without seeking employees' input regarding their capability to perform such tasks. This practice may partially contribute to coordination issues between supervisors and subordinates, particularly in the area of task delegation and management.

1.3 The relationship between work environment factors specifically the relationship between employees and colleagues and work performance

Work environment factors relating to the relationship between employees and their colleagues were found to have a statistically significant positive relationship with work performance, although at a relatively low level. This suggests that the relationship is positive but weak in direction. In other words, when the interpersonal working environment among employees and their colleagues improves, employees' work performance increases slightly. This may be because the company assigns tasks to employees with higher educational qualifications but limited experience to work alongside employees with extensive experience but lower educational levels. These groups are required to work at the same operational level, resulting in teams composed of both competent and less capable employees. Consequently, employees with greater knowledge tend to shoulder a larger portion of the workload while still working within the same group.

HRM Satisfaction Factors

2.1 The relationship between HRM satisfaction factors related to compensation and work performance

HRM satisfaction factors related to compensation were found to have a statistically significant positive relationship with work performance, albeit at a relatively low level. This indicates that the relationship moves in the same positive direction but with a weak degree of association. In practice, the company may have policies that provide wages and compensation based on both the quality and quantity of work performed by employees. Employees who meet or exceed the company's standards receive higher compensation, whereas those who do not meet the required standards receive lower compensation. To address this issue, the company should provide training and skill development programs to equip employees with the necessary knowledge and abilities to perform their tasks at the quality and productivity levels set by the organization.

2.2 The relationship between HRM satisfaction factors regarding performance appraisal and work performance

HRM satisfaction factors related to performance appraisal were found to have a statistically significant positive relationship with work performance at a moderate level of significance. This indicates that the relationship is positive and moves in the same direction to a considerable extent. In practice, the company evaluates employees' performance based on both the quantity and quality of work produced, which serves as a basis for determining wages, compensation, and promotion opportunities. Therefore, when performance appraisal guidelines are established and applied, and employees are found to perform relatively well, they should receive appropriate compensation or salary increases that reflect their performance and the quality and accuracy of their work.

2.3 The relationship between HRM satisfaction factors regarding morale and work performance

HRM satisfaction factors related to employee morale were found to have a statistically significant positive relationship with work performance, although at a relatively low level. This means that the relationship moves in the same positive direction but with a weak degree of association. In practice, the company may have policies that provide wages and compensation based on both the quality and quantity of work performed by employees. Those who meet or exceed the company's standards receive higher compensation, while those who do not meet the standards receive lower compensation. To address this issue, the company should implement training and skill development programs to ensure that employees possess the necessary knowledge and competencies to perform their tasks at the required quality and productivity levels.

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