ACADEMIA International Journal for Social Sciences
Volume 5, Issue 3(s6), 2026 ISSN-L (Online): 3006-6638

Impact of Cabin Crew Emotional Intelligence on Passenger Experience in Pakistan

Samad Ikram
Institute of Aviation Studies, University of Management and Technology

Dr. Shahid Mahmood
shahid-mahmood@umt.edu.pk
Institute of Aviation Studies, University of Management and Technology

Corresponding Author: Dr. Shahid Mahmood shahid-mahmood@umt.edu.pk

Received: 20-01-2026 **Revised:** 03-02-2026 **Accepted:** 17-02-2026 **Published:** 04-03-2026

ABSTRACT

In the aviation sector of Pakistan, cabin crew emotional intelligence's influence on the satisfaction of the passengers was explored, using both the frequency of the passengers and satisfaction as a mediator. Design used was quantitative and the data collected were from 320 respondents who are airline passengers, which were obtained from a structured questionnaire. The study used a 5-point Likert scale to measure the emotional intelligence, satisfaction of passengers, the frequency of travelling and passenger experience. SmartPLS was used for the Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicated that emotional intelligence was a positive significant factor in the passenger experience and the passenger satisfaction. The level of the passenger experience also was significantly positively influenced by the satisfaction of passengers. Furthermore, the results revealed that emotional intelligence was indirectly related to the passenger experience through the passenger satisfaction, as well. The relationship between passenger satisfaction and passenger experience was also significantly moderated by travelling frequency, but in this instance the moderation effect was relatively small. The results show that the extent of use of emotional intelligence of the cabin crew is related to the satisfaction level of the passengers and the quality of the atmosphere of the trip. The study highlights that Emotional Intelligence has been identified as one of the most important skills of service competence for the airline industry. It recommends that airlines incorporate emotional intelligence in the recruitment, training and evaluation of staff to enhance the quality of services provided to the passenger and his experience. This research adds a new dimension to the literature on aviation services as it presents empirical data from the Pakistani context and elucidates the relationship between emotional intelligence and satisfaction and travel experience differences and their effects on the passengers.

Keywords: *Emotional Intelligence, Passenger Experience, Passenger Satisfaction, Travelling Frequency, Aviation Industry*

INTRODUCTION

The airline business is one of the most competitive and service-oriented businesses in today's economy. It is no longer just ticket prices, routes, aircraft quality and punctuality that differentiate airlines. While these are still relevant, the quality of human interaction during this journey is influencing the judgment of passengers to a greater extent. Cabin crew members make an important part of the airline's image in this context since they are the most visible members of the crew while the plane is in the air. How they communicate, how they handle their emotions, empathy, reacting sensitively to passengers' emotions, and their professionalism are all part of their way of communicating that affect the passenger's general impression of the airline. I might be a successful flight, but I feel like I'm being ignored, disrespected, anxious, or unsupported and the overall experience is still bad (Ordanini & Pasini, 2008).

Airborne travel doesn't just involve getting from one place to another. It comprises emotional comfort, perceived care, quality of communication, trust, satisfaction, and overall impression generated by service interactions. Cabin crew must handle the service delivery and handling of passenger emotions. They are expected to respond appropriately to complaints, to de-escalate anxiety, to communicate safety instructions, to support passengers with varying needs and act in a professional manner during stressful situations. Emotional intelligence is an important competency for cabin crew members due to these responsibilities (Daft & Albers, 2013).

Emotional intelligence is a combination of the ability to recognize, understand, utilize, and manage one's own and others' emotions. Within the aviation industry, EI helps cabin attendants to stay cool when faced with stressful situations, comprehend passenger needs and concerns, display good manners when dealing with challenging scenarios, and foster positive feelings on-board. Emotionally intelligent cabin crew will be more successful in managing their own emotions, in identifying the emotions of the passengers and in dealing with the service with maturity. This can enhance the passenger satisfaction and reinforce the overall passenger experience (Allen et al., 2006).

The Pakistani aviation industry is a significant context to discuss this relationship. Several factors such as rising competition, varying passenger demands, limited resources, operational delays, and the need to enhance service quality pose challenges to airlines in Pakistan. People visit Pakistan for various purposes such as business, study, family visits, medical treatment, religious visit, tourism, labour migration and others. The various modes of travel have varying emotional requirements (Tanabe & Watanabe, 2005). A first-time traveler might require reassurance and guidance, but if it is a frequent visitor, they will form a judgment on the levels of service on different airlines and may be more critical of the cabin crew. This means that the emotional mannerisms of cabin crew can have a great impact on the perceptions of their passengers.

Although emotional intelligence is of great significance in service industries, few studies have focused on the significance of emotional intelligence in aviation industry in Pakistan. Several studies concentrate on the service quality of airlines, customer satisfaction, customer loyalty, ticket prices or airline operations. But, the effect of cabin crew emotional intelligence on the experience of the passengers has received less recognition (Bates, 2023). This is a serious deficiency as the flight's emotional and service-related elements are directly created by the airplane crew. People can become not satisfied even if the other parts of service are satisfactory if the cabin crew don't manage their emotions well. However, when things go wrong, emotionally intelligent cabin crew can enhance the passenger experience (Mehmood et al., 2025).

The study under review is about the effect of EI of cabin crew on passengers' experience in the aviation industry of Pakistan. The Independent Variable (IV) for the study is Emotional Intelligence of Cabin crew, and the dependent variable (DV) is Passengers Experience. Passenger satisfaction is added to the model as a mediating variable as it could be argued that the satisfaction of the cabin crew could be a prerequisite for the satisfaction of the passengers. The frequency of travel is added as a moderating variable as the behaviour of the cabin crew could be assessed differently by passengers who travel often as compared to passengers who travel rarely. The survey questionnaire created for this research contains a 5-point Likert scale to measure the emotional intelligence of cabin crew, satisfaction of the passengers, frequency of the trips and the experience of the passengers (Khan, 2019).

The problem under study in this research is the fact that airlines tend to pay more attention to the delivery of technical services and operational performance and paid less attention to the emotional quality of the Cabin Crew's interactions. Safety, punctuality and aircraft condition are key factors but do not reflect the full experience of the passenger. They also recall the treatment received by the passengers, if their concerns were heard, whether the cabin crew responded effectively and whether they were treated with respect and

emotional comfort on the flight. Operational failure is not enough to cause passenger dissatisfaction: in many cases the failure is handled poorly (TAŞÇI et al., 2025). For instance, if a flight crew is communicating with each other in a calm and respectful manner, a delay may be accepted but if a flight passenger feels ignored or treated carelessly, the delay may cause anger and dissatisfaction (Mehmood & Maitlo, 2020).

This is particularly pertinent in Pakistan where airline passengers may have varying social, cultural, linguistic and educational backgrounds. Cabin crew need to be patient and sensitive to this diversity. They are also required to deal with instances of passengers being anxious, confused, frustrated, and unfamiliar with air travel procedures. Emotional intelligence becomes relevant because of its ability to help cabin crew comprehend passenger emotions and act responsibly to promote comfort, trust and satisfaction. If without emotional intelligence, the delivery of services can become mechanical, cold or not effective (Zia et al., 2023).

The research gap is clearly identified. While studies on emotional intelligence have been undertaken in the domains of organizational behavior and service management, its relationship with passengers' experience in the aviation industry of Pakistan is under-researched. Most of the existing research focuses on passenger satisfaction as an outcome but less attention is given to the passenger satisfaction as a mediating variable between emotional intelligence and passenger experience. Likewise, the frequency of travel is seldom taken into account as a variable that might alter the perception of passengers' behavior by their cabin crew. Frequent travelers may be more knowledgeable on the service and have higher expectations, while occasional travelers might be more affected by the crew's support and communication. The aim of this study is to fill these gaps, and create a proposed model which connects the emotional intelligence, travel frequency, and passenger experience with passenger satisfaction (Reyhanoğlu & Yılmaz, 2022).

The primary objective of this study is to analyze the effect of EI of cabin crew on the experience of passengers in a Pakistani aviation company. Specifically the study aims were to examine: (a) the relationship between emotional intelligence and passenger satisfaction; (b) the relationship between passenger satisfaction and passenger experience; (c) the mediation of the relationship between emotional intelligence and passenger experience through passenger satisfaction; and (d) the moderation of the emotional intelligence and passenger experience relationship by travel frequency (Bates, 2023).

The study is of theoretical, practical and managerial significance. It theoretically adds to the existing literature on emotional intelligence and aviation service quality by using emotional intelligence in the aviation context in Pakistan. It also, however, adds by incorporating the mediation of passenger satisfaction and the moderation of the number of trips. This offers a more rounded picture of the role of emotional intelligence in passenger experience and can help to explain how some passengers may react differently to the actions of cabin crews (Bakir et al., 2024).

The study can be of practical use for airline management, cabin crew trainers, and human resource departments. If it is proved that the level of emotional intelligence positively affect the level of satisfaction and the overall passenger experience, airlines should pay more attention to the concept of emotional intelligence in the recruitment, selection, training and in the assessment of the performance of their employees. The training of cabin crew members should not have a narrow focus on safety and service. It should also encompass emotional regulation, empathy, communication skills, complaint handling, stress management and passenger psychology. These are the skills that are required in enhancing passengers' experience and minimizing dissatisfaction with services (Ergün et al., 2026).

This study reveals that technical capability is not all that is necessary for cabin crew. Cabin crew should also acquire emotional maturity and professional emotional behavior. They should calm down when dealing

with challenging situations, listen to the needs of passengers and respond with respect and patience. They can impact on how passengers experience their emotional behavior, whether it's comfortable, satisfied, and/or willing to return to the airline. Thus, emotional intelligence must be viewed as a key competency of a service and not as a personal attribute.

In this study, the scope is limited to the people who have been traveling by air in Pakistan. This study is based on passengers' perception of cabin crew emotional intelligence, passenger satisfaction, travel frequency and passenger experience.

LITERATURE REVIEW

Aviation is a very service-oriented business where people's perceptions are influenced not only by the efficiency of service, but also by the quality of interpersonal service. In the context of airline service the cabin crew is the human face of the airline. They can make a great difference to how passengers view their travels with their clear, calm communication, empathy and handling of emotional situations. Hence, emotional intelligence is an important concept to understand the concepts of service quality, passenger satisfaction and passenger experience.

Literature related to the cabin crew emotional intelligence, passenger satisfaction, travel frequency and passenger experience was reviewed. It also establishes the theoretical bases of the study and formulates the hypotheses which will form the bases of the research model. The last model of this study is the model that shows the independent variable and dependent variable of the study. The independent variable in this last model is the emotional intelligence of cabin crew, while the dependent variable is the passenger experience. The passenger satisfaction is placed in the intermediating variable, and the travel frequency is placed in the moderating variable. Consistency to the survey structure prepared for the study by measuring emotional intelligence, passenger satisfaction, travel frequency and passenger experience through 5 point Likert scale items is consistent with this model

Theoretical Underpinning

This study is based on three major theories which are Emotional Intelligence Theory, Social Exchange Theory and Expectation-Confirmation Theory. Theories describe why the EI of cabin crew can impact passenger satisfaction and passenger experience, and why the frequency of travel can impact travel evaluation.

Emotional Intelligence Theory

Emotional Intelligence Theory is an account of how people experience, comprehend, manipulate and control emotion. The independent variable of the study is based on this theory. Emotional intelligence in the cabin crew field can be interpreted as the ability to deal with their own emotions or with the emotions of their passengers (Bates, 2023).

The cabin crew work in an emotionally challenging environment. They can experience concerns and safety issues, service delays, complaints, and stressful working conditions from anxious passengers. Emotional Intelligence Theory states that workers with a higher emotional intelligence are more likely to identify emotional signals, control their emotions and react appropriately. This allows them to be more effective when it comes to roles in the passenger sector (Lee et al., 2013).

The theory validates the assumption that emotional intelligence has a positive effect on the quality of interaction with the service. It is not surprising that cabin crew members who possess high emotional

intelligence will be able to communicate effectively, empathize with others and behave professionally during stressful situations. These behaviours can contribute to passenger satisfaction and enhance their passenger experience.

Social Exchange Theory

Emotional Intelligence Theory is an account of how people experience, comprehend, manipulate and control emotion. The independent variable of the study is based on this theory. Emotional intelligence in the cabin crew field can be interpreted as the ability to deal with their own emotions or with the emotions of their passengers (Ordanini & Pasini, 2008).

The cabin crew work in an emotionally challenging environment. They can experience concerns and safety issues, service delays, complaints, and stressful working conditions from anxious passengers. Emotional Intelligence Theory states that workers with a higher emotional intelligence are more likely to identify emotional signals, control their emotions and react appropriately. This allows them to be more effective when it comes to roles in the passenger sector .

The theory validates the assumption that emotional intelligence has a positive effect on the quality of interaction with the service. It is not surprising that cabin crew members who possess high emotional intelligence will be able to communicate effectively, empathize with others and behave professionally during stressful situations. These behaviours can contribute to passenger satisfaction and enhance their passenger experience (Sharma & Kumra, 2025).

Expectation-Confirmation Theory

The Expectation-Confirmation Theory is an explanation of satisfaction that compares expectations with performance. When actual service is not less than expected satisfaction will result. When the service is not as expected, dissatisfaction is felt (Kleidon, 2010).

In the case of airline services, one expects certain things when one is on-board the aircraft. They are looking for Cabin Crew to be mannerly, professional, attentive and cooperative. Passenger's may feel that the cabins' service level is met or exceeded when cabin crew exhibit their emotional intelligence trait. This creates satisfaction. Satisfaction in turn affects passenger overall satisfaction (Sharma & Kumra, 2025).

This theory can also explain travel frequency. Frequent travelers might have more or higher expectations due to their experience travelling. They might have been influenced by their previous flights and/or may be doing comparisons between airlines. Thus, the increase or decrease in travel frequency could impact the passengers' perceptions of the cabin crew's emotional intelligence and their satisfaction with the passenger experience.

Emotional Intelligence and Passenger Experience

The importance of emotional intelligence is that it can directly impact the passenger experience as how the member of the cabin crew responds to the passenger is a significant part of the in-flight experience that the passenger rates. Cabin crew communicate with passengers for instructions, assistance, food service, comforts, complaints and safety (Kauppinen, 2025). These interactions don't lack emotion. Comfort and perception can be influenced by the way Cabin Crew communicate, respond and act.

Higher emotional intelligence in cabin crew is correlated with their ability to identify and react to passenger emotions (Rjsé et al., 2023). They might be aware of an anxious, confused or uncomfortable passenger.

May be able to keep a cool head in the face of complaints. They can also help by communicating positively to ensure a more comfortable environment in the cabin. These actions can help to convey care, respect and service quality to the passenger (Rui et al., 2015).

Thus, it is expected that the influence of emotional intelligence will be good for the passenger experience. Cabin crew who are seen as emotionally mature, calm, sensitive and professional by passengers lead to positive evaluation of the overall flight experience.

H1: There is a significant positive relationship between Cabin crew emotional intelligence and:

Passenger Experience

Service behaviour is an important determinant of passenger satisfaction. In airline services, passengers are pleased when they are successful in meeting the expectations of the cabin crew through their professional conduct, emotional support, responsiveness and communication. Emotional intelligence helps cabin crew provide this type of service (Jeon, 2016). Cabin crew who is aware and in control of its emotions are more able to effectively handle service encounters to customer satisfaction. If a passenger is confused about the seating arrangements, anxious at times of turbulence, or is upset at a delay, a crew member with emotional intelligence will be able to respond calmly and respectfully. This alleviates emotional discomfort and makes the person more satisfied (Song et al., 2024).

H2: Cabin crew emotional intelligence positively impacts on the satisfaction of the passengers.

Passenger Satisfaction and Passenger Experience

Passenger satisfaction and Passenger experience are related but not synonymous. Satisfaction is the passengers' assessment of the service performance, whereas the passenger experience is a general impression of the trip. Satisfaction can then be a part of passenger experience (Harrison et al., 2012).

If passengers are pleased with the conduct of cabin crew they are more likely to rate their overall experience favourably. Perceptions of comfort, care, and airline quality can be enhanced when passengers are satisfied with emotional support, handling of their services, and their expectation fulfillment. A happy passenger will be pleased with the way the flight was conducted, respectful and pleasant (Mogaji & Nguyen, 2021).

However, cabin crew behavior complaints have the potential to negatively impact the overall passenger experience. Poor emotional treatment may make an otherwise safe, on-time flight feel negative. Hence, it is anticipated that passengers' satisfaction will have a positive impact on passenger experience to a great extent (Jeon, 2016).

H3: Passengers are satisfied with the airline service.H3: Passengers are satisfied with the service of the airlines.

Relationship Between Emotional Intelligence and Passenger Experience

A mediating variable is the variable that links two variables together to help to understand how or why one variable influences the other. Based on this, the following hypothesis is formulated in this research: Passenger satisfaction is mediator between the cabin crew emotional intelligence and experience of the passengers (De Oña et al., 2016). The connection between emotional intelligence of the cabin crew and passenger satisfaction and satisfaction to passenger experience is simple. Emotional intelligence could be a factor that not only impacts on the passenger experience, but also on satisfaction as a secondary effect.

By way of example, the emotional intelligence of cabin crew can help to make passengers feel respected, supported and understood. Such emotions enhance satisfaction. When your passengers are happy, they will have a more positive overall experience. If the aspects of EI and impact on passenger experience are present, but without satisfaction, then the relationship between EI and passenger experience would remain incomplete (Bellizzi et al., 2018). Emotional intelligence enhances the quality of service encounters, which in turn help to translate service encounters into a positive overall experience, namely service satisfaction. The hypothesis is that there is a mediating role between the cabin crew emotional intelligence and passenger experience through the mediator of passengers' satisfaction.

H4: Cabin crew emotional intelligence has a significant positive effect on passenger experience.

Relationship Between Emotional Intelligence and Passenger Satisfaction

Passenger satisfaction is strongly influenced by service behavior. In airline service, passengers are satisfied when cabin crew meet their expectations through professional behavior, emotional support, responsiveness, and effective communication. Emotional intelligence helps cabin crew provide this type of service.

Emotional intelligence also helps cabin crew avoid negative emotional spillover. A crew member w A mediating variable is the variable that links two variables together to help to understand how or why one variable influences the other. Based on this, the following hypothesis is formulated in this research: Passenger satisfaction is mediator between the cabin crew emotional intelligence and experience of the passengers. The connection between emotional intelligence of the cabin crew and passenger satisfaction and satisfaction to passenger experience is simple (Bhuiyan et al., 2023).

Emotional intelligence could be a factor that not only impacts on the passenger experience, but also on satisfaction as a secondary effect. By way of example, the emotional intelligence of cabin crew can help to make passengers feel respected, supported and understood. Such emotions enhance satisfaction (Vanniarajan & Stephen, 2008). When your passengers are happy, they will have a more positive overall experience.

Emotional intelligence enhances the quality-of-service encounters, which in turn help to translate service encounters into a positive overall experience, namely service satisfaction (Vanniarajan & Stephen, 2008).

The hypothesis is that there is a mediating role between the cabin crew emotional intelligence and passenger experience through the mediator of passengers' satisfaction.

Mediating Role of Passenger Satisfaction

A moderating variable influences the direction and/or magnitude of the relationship between two variables. The moderation variables considered in this research are the frequency of travel, which will be applied between the cabin crew emotional intelligence and the passengers' experience. This implies that the impact of emotional intelligence on the experience of travelers can vary depending on their frequency of air travel (Eboli & Mazzulla, 2015).

Emotional intelligence can also be a big part of a traveler's personality, though only occasionally, and for a different purpose. They may require extra guidance and reassuring emotions since they are not as accustomed to flying. Patience, empathy and effective communication from cabin crew can make them more at ease.

Hence, the frequency of travel could impact passenger response to Cabin crew EI. This connection between emotional intelligence and passenger experience could be strong or weak, depending on the traveller.

The relationship between the cabin crew emotional intelligence and the passenger experience is moderated by travel frequency (H5).

Conceptual Framework

This study adopts a conceptual framework that suggests the Emotional Intelligence of cabin crew contributes to Passenger Experience directly and indirectly. The direct relationship indicates that the emotions of the cabin crew have a direct effect on the passenger's experience, as they enhance communication, empathy, emotional control and service behavior. The indirect relationship is in the direction of emotional intelligence enhancing the satisfaction of the passengers, which in turn enhances their experience. A moderator is added – travel frequency – as there may be a difference in the evaluation of the cabin crew's emotional intelligence based on experience of travel.

The conceptual model can be displayed as shown below:

Moderating Role of Travel Frequency

A moderating variable affects the strength or direction of the relationship between two variables. In this study, travel frequency is proposed as a moderator between cabin crew emotional intelligence and passenger experience (Kim et al., 2021). This means the effect of emotional intelligence on passenger experience may differ depending on how often passengers travel by air.

Frequent travelers usually have greater exposure to airline service and may compare cabin crew behavior across different flights and airlines. They may be more skilled in identifying good or poor service. Therefore, they may evaluate emotional intelligence more critically. For frequent travelers, emotionally intelligent cabin crew may have a strong impact because these passengers understand the value of calm, respectful, and professional service (Huang et al., 2026).

Occasional travelers may also be strongly affected by emotional intelligence, but for a different reason. They may need more guidance and emotional reassurance because they are less familiar with air travel. Cabin crew who show patience, empathy, and clear communication can help them feel more comfortable (Wong & Zhao, 2016).

Therefore, travel frequency may influence how passengers respond to cabin crew emotional intelligence. The relationship between emotional intelligence and passenger experience may be stronger or weaker depending on the passenger’s travel frequency.

H5: Travel frequency moderates the relationship between cabin crew emotional intelligence and passenger experience.

Conceptual Framework

The conceptual framework of this study proposes that cabin crew Emotional Intelligence influences Passenger Experience both directly and indirectly. The direct relationship suggests that emotionally intelligent cabin crew improve passenger experience through better communication, empathy, emotional control, and service behavior. The indirect relationship suggests that emotional intelligence first improves Passenger Satisfaction, which then improves passenger experience. Travel frequency is included as a

moderator because passengers with different levels of travel experience may evaluate cabin crew emotional intelligence differently.

The conceptual model can be presented as follows:

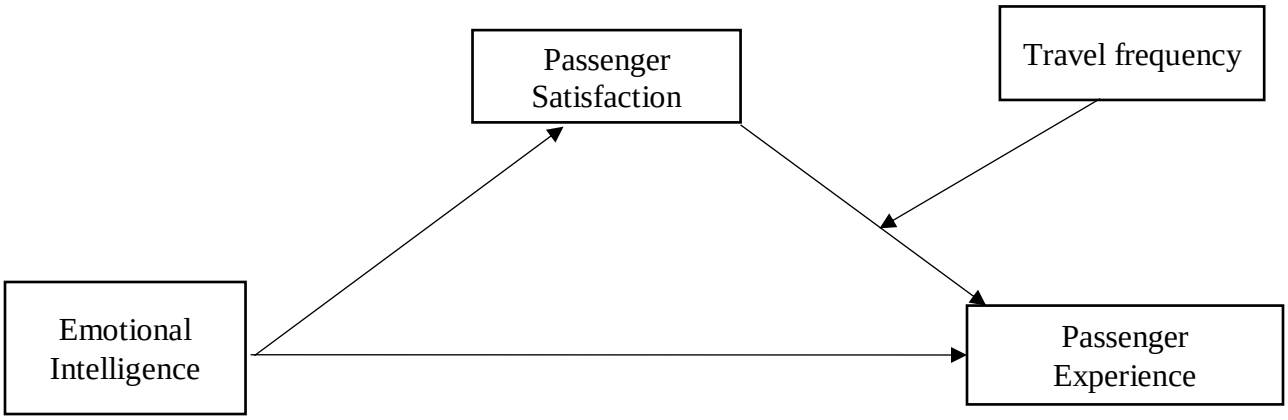

Figure 1 Conceptual Framework

METHODOLOGY

This study examines the impact of cabin crew emotional intelligence on passenger experience in the Pakistani aviation industry. The study adopts a quantitative research methodology because the objective is to examine relationships among variables through statistical analysis and hypothesis testing. Quantitative research is appropriate when researchers aim to collect measurable data and analyze relationships using numerical techniques (Mohajan, 2020). In this study, the relationships among cabin crew emotional intelligence, passenger satisfaction, travel frequency, and passenger experience are examined through structured survey responses collected from airline passengers.

Under this philosophy, researchers collect numerical data and use scientific procedures to identify patterns and relationships among variables. The positivist philosophy is appropriate because this research seeks to measure passenger perceptions regarding cabin crew emotional intelligence and examine how these perceptions influence passenger satisfaction and passenger experience. The study therefore relies on statistical evidence rather than subjective interpretation (Kittur, 2023).

A quantitative research approach was adopted because the study focuses on measurable variables and hypothesis testing. The research uses numerical responses collected through a structured questionnaire (Phakiti, 2015). The variables included in the study are cabin crew emotional intelligence as the independent variable, passenger satisfaction as the mediating variable, travel frequency as the moderating variable, and passenger experience as the dependent variable.

The research design of the study is cross-sectional and explanatory in nature. A cross-sectional design refers to collecting data at a single point in time rather than over a long period. The study captures passenger perceptions during the data collection period without repeated observations. This design is appropriate because the research aims to examine current passenger evaluations regarding cabin crew behavior and passenger experience in Pakistan's aviation industry. The explanatory design is suitable because the study seeks to explain how and why emotional intelligence influences passenger experience. It also attempts to

explain the mediating role of passenger satisfaction and the moderating role of travel frequency (Hodge, 2020).

The sample size of the study consists of 320 passengers. A sample size of 320 is considered appropriate for quantitative research and structural equation modeling using SmartPLS. Larger sample sizes increase statistical reliability and improve the accuracy of parameter estimation in structural equation models. The selected sample size is sufficient for examining direct effects, mediation effects, and moderation effects within the proposed research model. The final dataset includes 320 valid responses collected from passengers who completed the survey questionnaire.

Primary data were collected for this study through a structured survey questionnaire. Primary data are appropriate because they are collected directly from respondents for the specific purpose of the research. The questionnaire was designed according to the conceptual framework and research objectives of the study. It consisted of demographic questions and measurement items related to cabin crew emotional intelligence, passenger satisfaction, travel frequency, and passenger experience. The demographic section included age, gender, education level, occupation, airline travel experience, and frequency of air travel.

Passenger satisfaction was measured using adapted items based on the satisfaction framework proposed by (Oliver, 1980)According to expectation-confirmation theory, satisfaction occurs when service performance meets or exceeds customer expectations. In this study, passenger satisfaction reflects the passenger's evaluation of cabin crew service quality, emotional support, and handling of passenger needs. The construct included items related to satisfaction with cabin crew behavior, service handling, emotional support, and overall service experience

DATA ANALYSIS

Preliminary analyses were done to determine the reliability and validity of measurement model. Subsequently the structural model was tested to check the direct and mediating/moderating effects.

Demographics Analysis

Table 1: Demographic Analysis

Variable	Category	Frequency	Percentage
Age	18–25 years	79	24.7
	26–35 years	123	38.4
	36–45 years	82	25.6
	Above 45 years	36	11.2
Gender	Male	167	52.2
	Female	148	46.2
	Other	5	1.6
Education Level	Intermediate	45	14.1
	Bachelor's Degree	157	49.1
	Master's Degree	101	31.6
	Doctorate / Other	17	5.3
Occupation	Student	67	20.9
	Employed	136	42.5
	Self-employed / Business	83	25.9
	Other	34	10.6

Airline Travel Experience	First-time traveler	17	5.3
	Less than 1 year	48	15.0
	1–3 years	117	36.6
	4–6 years	96	30.0
	More than 6 years	42	13.1
Flights in Last 12 Months	1–2 times	85	26.6
	3–5 times	144	45.0
	More than 5 times	91	28.4

The demographic data revealed that the passenger sample was mostly mature (38.4%) aged between 26 and 35 years, 25.6% were aged between 36 and 45 years while only 24.7% were between 18 and 25 years. The majority of respondents were fairly even, with 52.2% being male and 46.2% female. The sample was relatively educated as most of the respondents had Bachelor's degree (49.1%) followed by those with Master's degree (31.6%).

The majority of respondents (42.5%) were employed, while 25.9% of respondents were self-employed/business. The passengers' familiarity with air travel was found to be adequate as most of the passengers were between one to three years (36.6%) and four to six years (30.0%) of flying experience. In terms of frequency, the highest number (45.0%) of respondents flew 3-5 times during the past 12 months with over five flights (28.4%) being the highest frequency flown by the next largest group. Overall, the sample can be used to assess the EI of cabin crew members and the experience of passengers.

Measurement Model

The demographic data revealed that the passenger sample was mostly mature (38.4%) aged between 26 and 35 years, 25.6% were aged between 36 and 45 years while only 24.7% were between 18 and 25 years. The majority of respondents were fairly even, with 52.2% being male and 46.2% female. The sample was relatively educated as most of the respondents had Bachelor's degree (49.1%) followed by those with Master's degree (31.6%).

The majority of respondents (42.5%) were employed, while 25.9% of respondents were self-employed/business. The passengers' familiarity with air travel was found to be adequate as most of the passengers were between one to three years (36.6%) and four to six years (30.0%) of flying experience. In terms of frequency, the highest number (45.0%) of respondents flew 3-5 times during the past 12 months with over five flights (28.4%) being the highest frequency flown by the next largest group. Overall, the sample can be used to assess the EI of cabin crew members and the experience of passengers.

Table 2: Measurement Model Assessment

	Cronbach's Alpha	**Composite Reliability**	**(AVE)**
Emotional Intelligence	0.898	0.924	0.710
Passenger Experience	0.932	0.948	0.786
Passenger Satisfaction	0.912	0.934	0.740
Travelling Frequency	0.922	0.930	0.727

The test of the measurement model was carried out by the reliability test and convergent validity test as shown in Table-2. The results reveal that the internal consistency is satisfactory with Cronbach alpha coefficients 0.853 to 0.930 that is higher than the recommended internal consistency of 0.70. In particular, the Student Engagement (α =0.930) and Course Design Quality (α =0.916) were extremely high. The values

of Composite Reliability (CR) ranged from 0.905 to 0.921 and were considered to be acceptable, which falls within the range of 0.70-0.95 (Raykov & Grayson, 2003), thus providing further support to the internal consistency considered when applying PLS-SEM.

Average Variance Extracted (AVE) values were used to determine convergent validity ranging between 0.605 and 0.677 and all greater than the possible recommended 0.50 (Raykov & Grayson, 2003). This indicates that more than half of the variance in the indicators can be accounted for by the two constructs. In general, the results showed that the measurement model has good reliability and convergent validity, so it can be said that the measurement model is suitable for the further analysis of the structural model. All constructs demonstrated a good level of reliability and validity. All the Cronbach's alpha values for Emotional Intelligence, Passenger Experience, Passenger Satisfaction and Travelling Frequency are above the recommended value of 0.70 (ranging from 0.898 to 0.932). This indicates that items assessing each construct are internally consistent.

The Composite Reliability values range between 0.924 and 0.948, which is still higher than the satisfactory level. 0.70, suggesting reliability and consistency with which the constructs are measured. The Average Variance Extracted scores are in the range of 0.710 – 0.786, which is higher than the threshold of 0.50. This means that the items are representative of their constructs, which is an indication of convergent validity.

Discriminant validity

Table 3: Discriminant validity

	Emotional Intelligence	**Passenger Experience**	**Passenger Satisfaction**	**Travelling Frequency**
Emotional Intelligence				
Passenger Experience	0.673			
Passenger Satisfaction	0.623	0.655		
Travelling Frequency	0.115	0.062	0.039	

The results show that the constructs of the study have acceptable discriminant validity. There are moderate positive correlations (0.673 between Emotional Intelligence and Passenger Experience and 0.655 between Passenger Satisfaction and Passenger Experience). Likewise, there is a moderate relationship between Emotional Intelligence and Passenger Satisfaction with a value of 0.623.

On the other hand, Travelling Frequency has very weak relationships with Emotional Intelligence, Passenger Experience and Passenger Satisfaction, namely 0.115, 0.062 and 0.039, respectively. This indicates that travelling frequency is statistically separate from other constructs and does not have a strong correlation with them.

The results overall suggest that the constructs, as expected, are interrelated in the ways that they are supposed to be. Thus, in terms of discriminant validity, the model is acceptable and can be used for further structural analysis.

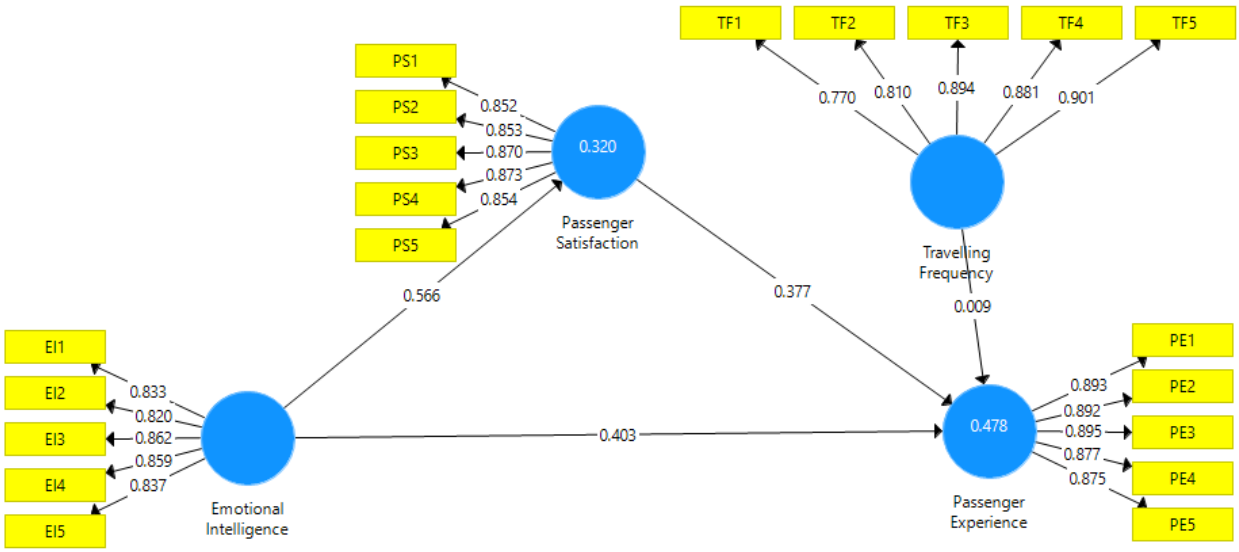

Figure 2: Measurement Model

Structural model and hypothesis testing

The structural model results support all of the proposed hypotheses.

The results reveal that, Emotional Intelligence has a positive significant relationship with Passenger Experience (β = 0.401, p = 0.000), which means that for the cabin crew, emotionally intelligent ones are those who improve the overall experience of the travellers. Emotional Intelligence also positively impacts on Passenger Satisfaction (β = 0.566, p = 0.000), which indicates that the emotional awareness, control and sensitivity of cabin crew employees has a positive effect on passenger satisfaction.

Passenger Satisfaction is also found to have a significant positive influence on the Passenger Experience (β = 0.375, p = 0.000), so that satisfied passengers are more likely to report that their flight experience is good. The indirect effect is also significant (β = 0.212, p = 0.000) and this shows that the relationship between Emotional Intelligence and Passenger Experience is mediated by Passenger Satisfaction.

From the moderation result, we can see that there is a significant interaction between Passenger Satisfaction and Travelling Frequency on Passenger Experience with the β value obtained 0.028 and p value obtained 0.005. This indicates that the relationship between passenger satisfaction and passenger experience is somewhat stronger when considering the influence of travelling frequency. The findings of the overall model validate that the emotional intelligence of cabin crew has a positive and direct effect on the passenger experience as well as indirect effect via the passenger satisfaction.

Table 4 shows the results of the structural model and the hypotheses testing. Table 4 presents the structural model results and hypothesis testing.

Table 4: Structural model results and hypothesis testing

Path	Coefficient	P Value	Decision
H1: Emotional Intelligence -> Passenger Experience	0.401	0.000	Supported
H2: Emotional Intelligence -> Passenger Satisfaction	0.566	0.000	Supported

H3: Passenger Satisfaction -> Passenger Experience	0.375	0.000	Supported
Indirect Effect			
H4: Emotional Intelligence -> Passenger Satisfaction -> Passenger Experience	0.212	0.000	Supported
Moderation Analysis			
H5: Passenger Satisfaction × Travelling Frequency → Passenger Experience	0.028	0.005	Supported

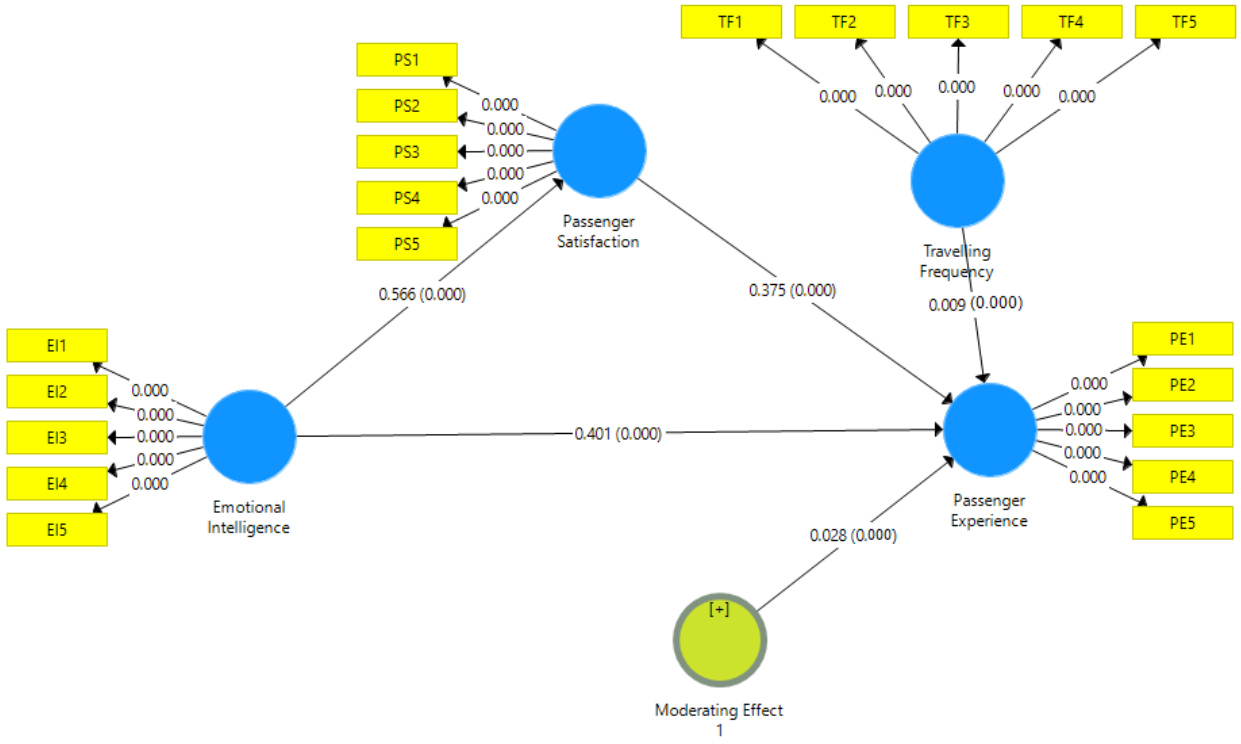

Figure 3: Structural Model

DISCUSSION AND CONCLUSION

Discussion

The main purpose of this research is to analyze the effect of cabin crew emotional intelligence on passengers' satisfaction in aviation industry of Pakistan. Passenger satisfaction was also explored as a mediator and travelling frequency as a moderator. The results showed support for all of the hypotheses proposed, thus supporting the importance of emotional intelligence as a factor influencing the outcomes related to passengers in the aviation industry.

The first hypothesis posited that the emotional intelligence had a positive influence on the passengers' experience. The results confirmed this correlation as the emotional intelligence had a significant positive impact on the passenger experience ($\beta = 0.401$, $p = 0.000$). This finding suggests that the passengers feel more positive toward the cabin crew who has emotionally intelligent characteristics and would also feel better about travelling. Cabin crew who can show emotional awareness, emotional regulation, empathy and

professional communication make a huge impact on the comfort, trust and service evaluation of passengers (Eboli & Mazzulla, 2015).

The results of these studies are in line with similar research carried out in the service and hospitality sectors. For instance, (Cherniss et al., 1998) stated that an increase in emotional intelligence contributes to the better interpersonal effectiveness and service interaction quality. Likewise, (Cherniss et al., 1998) proposed that emotionally intelligent employees would function more effectively in emotionally challenging settings due to their capacity to regulate emotions and deal with social interactions. In the aviation domain, Han, et al., (2019) also conclude that emotional intelligence is related to customer related benefits and service perceptions. Hence the results of this study are well in line with the previous studies and uphold the stance that emotional intelligence becomes a key competency in customer service jobs.

The second hypothesis investigated the link between EI and PSS. The results showed that there is significant positive relationship between the emotionally intelligent cabin crew and the level of satisfaction of the passengers ($\beta = 0.566$, $p = 0.000$). This discovery indicates that passengers are happier if the cabin crew conduct themselves professionally, communicate in a respectful way and show emotional reassurance during flights. Cabin crew emotional intelligence seems to help decrease passenger anxiety and to help increase passengers' perceptions of service quality.

This finding is in line with the Expectation-Confirmation Theory of (Oliver, 1980) suggesting that satisfaction is the outcome of the fulfillment or exceeding of customer's expectations. An emotionally intelligent cabin crew are more likely to satisfy the expectation of passengers by being empathetic, responsive and emotionally supportive. The results match those of Kim et al. (2020) who discovered that the employee's emotional competence has a positive impact on customer satisfaction in the service sector. Hence, it is concluded that Emotional Intelligence is not only a interpersonal skill but also an important predictor of passenger satisfaction which is validated by the present study.

The third hypothesis put forward was that the satisfaction of passengers is positively related to the passenger experience (Öz, 2024). The findings confirmed this relationship ($\beta = 0.375$, $p = 0.000$). This finding shows that passengers who are satisfied with their flights will be more likely to have a positive experience with their airline. Satisfaction is an emotional and psychological reaction that is pivotal in determining passengers' views about the trip.

This is consistent with the results of previous studies in the field of customer experience. According to Brakus et al. (2009), each service encounter promotes emotional and cognitive evaluation which affects customer experiences. Likewise, service quality studies have repeatedly indicated that satisfaction enhances positive service performance evaluations and benefits the customer's experience. For the airline industry, happy customers are more inclined to feel the business is dependable, attentive, and well-managed. Thus, the results corroborate extant literature on satisfaction's role on customer experiences.

The fourth hypothesis investigated the mediating effect of the passenger satisfaction on the emotional intelligence - passenger experience relationship. The results revealed that the indirect effect between emotional intelligence and passenger experience is significant ($\beta = 0.212$, $p = 0.000$), which indicates that the relationship between emotional intelligence and passenger experience is mediated by passenger satisfaction. This will directly enhance the passenger experience as well as indirectly via the passenger satisfaction.

The discovery offers valuable clues to the mechanism by which EI impacts passengers. But emotion intelligence for cabin crew doesn't just happen and improve passengers' experience - it first improves passengers' satisfaction, and then improves passengers' experience. This result is in line with the Social

Exchange Theory, which proposes that when interpersonal treatment is positive, then customers' responses are positive. Respect, emotional support, and professionalism can encourage passengers to feel satisfied and have a positive travel experience.

The mediation finding also aligns with what has been found in previous research in the service management literature, which posits that customer satisfaction is typically a mediation mechanism between employee behavior and customer outcomes. Hence, the present study was an extension of previous aviation studies as it had empirical validation of mediating effect of passenger satisfaction in the aviation industry of Pakistan.

The fifth hypothesis was the moderating effect of travelling frequency between passenger satisfaction and passenger experience. The results indicated that the moderating effect of the variables was significant ($\beta = 0.028$, $p = 0.005$). The result suggests that there is a moderation effect, albeit relatively small, that alters the strength of the relationship between satisfaction and passenger experience if the level of travelling is increased.

This indicates that there are different types of travelers who rate the services of airlines differently. For frequent fliers, the number of flights they make could mean that they end up having a very critical attitude towards assessing the actions of the members of the cabin crew. However, less frequent travellers might prefer more emotional reassurance, communication and support throughout the trip. The discovery is consistent with earlier literature on customer behavior that has indicated that well-established customers make different assessments of service quality than do less well-established customers.

In general, the results of this study strongly support the theoretical premise that emotional intelligence is one of the major factors that influence the results of passengers in aviation service environments. The findings are mostly consistent with the findings from previous studies and theoretical expectations. There were no significant disparities from existing literature. Rather, the study reinforces the previous research by extending emotion intelligence theory in the context of aviation industry in Pakistan where there is lack of empirical studies.

Theoretical Implications

This is a significant study because of a number of important contributions to the literature. First, it brings Emotional Intelligence Theory into aviation sector in Pakistan by showing the impact of emotional intelligence on the satisfaction and passenger experience of the passengers. Though emotional intelligence has been extensively researched in organizational behavior and hospitality industry, yet few empirical studies have been conducted in the context of Pakistan's airline industry.

Secondly, this study's integration of three key concepts of the customer experience, namely, emotional intelligence, passenger satisfaction, and passenger experience, within a single conceptual framework is a contribution to the literature in that area. The study validates the mediating role of passenger satisfaction between emotional intelligence and passenger experience, which helps to understand how emotional competencies can result in positive passenger experience.

Third, the study adds to the Social Exchange Theory by validating the finding that positive emotional interaction between cabin crew and passengers leads to positive reactions from the passengers. This emotionally intelligent treatment correlates to a higher likelihood that the passenger will respond positively, with high satisfaction ratings, and high overall travel experience ratings.

Last, the moderating effect of travelling frequency, as a theoretical variable, provides theoretical support by demonstrating that the passenger's travel experience is not only affected by the cabin crew's behavior but also by their level of travelling experience.

Practical Implications

The results of this research have several practical implications in airline management and in aviation world. One of the first things to consider is to include emotional intelligence as an important competency in the hiring and selection process for airlines' cabin crew. Today's airline service environments require more that technical skills; cabin crew members are constantly engaged in emotionally challenging interactions with passengers.

Second, the airlines will need to be able to create programs to train the cabin crew to have emotional intelligence. Emotional awareness and emotional regulation, empathy, communication skills, conflict management, stress handling should be the main areas of training. This training can help to enhance the overall experience and satisfaction of passengers.

Third, there is a need to include emotional competencies in airline management systems of performance appraisal. The efficiency of the operational performance is not the only performance criterion for cabin crew, the quality of emotional interaction with the passengers, the quality of handling passengers show the cabin crew performance.

Fourth, airlines need to appreciate the value of their frequent fliers as "in-house" service quality testers. Airlines need to pay attention to the consistency of emotional and service levels on all flights since journey frequency has an impact on the evaluation by passengers and should ensure that they have experienced passengers to ensure that customer loyalty is built.

Lastly, the results indicate that there is a possibility to enhance the emotional intelligence of airlines to boost their reputation and competitiveness in the aviation market. Emotionally supportive and professionally managed service experiences are more likely to be favorable in the eyes of passengers.

The limitations are discussed and future research directions are identified.

The study has some limitations, although it has made some contributions. Firstly, the study is of the cross-sectional design and thus cannot generate long-term causal relations between variables. Longitudinal designs could be used in future research to investigate attitudes toward passengers over time.

Second, the study is self-report using questionnaires that could result in response bias and social desirability bias. Some respondents may answer in a socially acceptable or positive manner, rather than a truthful answer.

Third, the study is based on convenience sampling, which could restrict the generalizability of the results. Further research could be conducted via probability sampling methods with a greater number of airlines and regions.

Fourth, the study only investigates perceptions of the passengers and does not consider the perception of the cabin crew as well as organizational factors. Other factors like service quality, organizational culture, leadership style, employee stress or airline reputation can further be studied in the future.

Last, the role of the moderation effect of travelling frequency was only statistically significant though weak. Other moderating factors like age, cultural background, purpose of trip, flight class etc. could be explored in future research to gain insight into variation in passenger evaluation.

Limitations and Future Research Directions

The study has some limitations, although it has made some contributions. Firstly, the study is of the cross-sectional design and thus cannot generate long-term causal relations between variables. Longitudinal designs could be used in future research to investigate attitudes toward passengers over time.

Second, the study is self-report using questionnaires that could result in response bias and social desirability bias. Some respondents may answer in a socially acceptable or positive manner, rather than a truthful answer.

Third, the study is based on convenience sampling, which could restrict the generalizability of the results. Further research could be conducted via probability sampling methods with a greater number of airlines and regions.

Fourth, the study only investigates perceptions of the passengers and does not consider the perception of the cabin crew as well as organizational factors. Other factors like service quality, organizational culture, leadership style, employee stress or airline reputation can further be studied in the future.

Last, the role of the moderation effect of travelling frequency was only statistically significant though weak. Other moderating factors like age, cultural background, purpose of trip, flight class etc. could be explored in future research to gain insight into variation in passenger evaluation.

CONCLUSION

The aim of this study was to examine the impact of EI of the cabin crew on the experience of the passengers in the aviation industry of Pakistan. The results indicated that Emotional Intelligence has a positive effect on the passenger experience and on the passenger satisfaction. Furthermore, the study verified that the satisfaction of the passengers towards the service has significant impact on the satisfaction of the passenger experience and it is an intermediary variable between emotional intelligence and passenger experience. In addition, travelling frequency was also determined to be a significant moderator between passenger satisfaction and passenger experience.

The results suggest the importance of EI in the current air service contexts. Cabin crew demonstrate emotional awareness, empathy, emotional regulation and professional communication with a positive outcome on the passenger's satisfaction and the overall travel experience. From this it is confirmed in this study that emotional intelligence is not personal attribute but it is a strategic competency of a service which impacts the results related to the customers.

Overall, the study has contributed to the theoretical and practical points, supported with the empirical evidence in the context of the aviation industry in Pakistan. The results validated the importance of emotional intelligence to improve the level of services, passengers' satisfaction, and the passenger experience in the airline industry.

REFERENCES

Allen, P. R., Allen, P., & Higgins, S. (2006). *Service orientation: winning strategies and best practices*. Cambridge University Press.

Bakir, A., Basal, M., Süzen, E., Sahin, Z., & Çora, H., A. A. (2024). The impact of innovative customer service practices on organizational performance in airline companies: A qualitative analysis of article. Journal Of Organizational Behavior Research Name, 10(2), 123–145.

Bates, S. G. (2023). *Emotional Intelligence and Safety Culture in Business Aviation* Walden University].

Bellizzi, M. G., Eboli, L., Forciniti, C., & Mazzulla, G., A. A. (2018). Air transport passengers' satisfaction: an ordered logit model of article. Transportation Research Procedia Name, 10(2), 123–145.

Bhuiyan, M. R. I., Islam, M. T., Alam, S. A., & Sumon, N. S., A. A. (2023). Identifying passengers satisfaction in transportation quality: An empirical study in Bangladesh of article. PMIS Review Name, 10(2), 123–145.

Cherniss, C., Goleman, D., Emmerling, R., Cowan, K., & Adler, M., A. A. (1998). Bringing emotional intelligence to the workplace of article. New Brunswick, NJ: Consortium for Research on Emotional Intelligence in Organizations, Rutgers University Name, 10(2), 123–145.

Daft, J., & Albers, S., A. A. (2013). A conceptual framework for measuring airline business model convergence of article. Journal of Air Transport Management Name, 10(2), 123–145.

De Oña, J., de Oña, R., Eboli, L., Forciniti, C., & Mazzulla, G., A. A. (2016). Transit passengers' behavioural intentions: the influence of service quality and customer satisfaction of article. Transportmetrica A: Transport Science Name, 10(2), 123–145.

Eboli, L., & Mazzulla, G., A. A. (2015). Relationships between rail passengers' satisfaction and service quality: a framework for identifying key service factors of article. Public Transport Name, 10(2), 123–145.

Ergün, E., Elüstün, T. S., & Balcıoğlu, Y. S., A. A. (2026). Sustainable Cross-Cultural Service Management: Cultural Intelligence as a Mediating Mechanism Between Cultural Values and Influence Tactics in International Civil Aviation of article. Sustainability Name, 10(2), 123–145.

Harrison, A., Popovic, V., Kraal, B., & Kleinschmidt, T., A. A. (2012). Challenges in passenger terminal design: A conceptual model of passenger experience of article. Name, 10(2), 123–145.

Hodge, S. R. (2020). Quantitative research. In *Routledge handbook of adapted physical education* (pp. 147-162). Routledge.

Huang, H., Yang, F. X., & Gu, M., A. A. (2026). Frequent travel, responsible tourists? The role of travel frequency in tourists' pro-environmental behaviors of article. Tourism Management Name, 10(2), 123–145.

Jeon, A., A. A. (2016). The effect of pre-flight attendants' emotional intelligence, emotional labor, and emotional exhaustion on commitment to customer service of article. Service Business Name, 10(2), 123–145.

Kauppinen, L., A. A. (2025). Assessing the Importance of Emotional Intelligence in Cabin Crew Training Programs: Perceptions of Cabin Crew Members of article. Name, 10(2), 123–145.

Khan, J. A., A. A. (2019). The Role of Emotional Intelligence in Organizational Justice Development and LMX in Pakistan International Airlines of article. Peshawar Journal of Psychology & Behavioral Sciences Name, 10(2), 123–145.

Kim, M. J., Hall, C. M., & Bonn, M., A. A. (2021). Factors affecting pandemic biosecurity behaviors of international travelers: Moderating roles of gender, age, and travel frequency of article. Sustainability Name, 10(2), 123–145.

Kittur, J., A. A. (2023). Conducting quantitative research study: A step-by-step process of article. Journal of Engineering Education Transformations Name, 10(2), 123–145.

Kleidon, M. W. (2010). *The role of fatigue, safety climate, and emotional intelligence in shaping safety behaviours in aviation maintenance* University of Southern Queensland].

Lee, J.-H., Kim, M.-s., & Jeon, A., A. A. (2013). The effects of emotional intelligence on service recovery and organizational loyalty: a case of flight attendants of South Korean airlines of article. Service Business Name, 10(2), 123–145.

Mehmood, S., Rizwan, H. N. B., Iqbal, S., & Sabir, I., A. A. (2025). The Impact of Work Life Challenges of Employee Behavior in Aviation Industry of article. International Journal of Business and Management Sciences Name, 10(2), 123–145.

Mehmood, T., & Maitlo, G. M., A. A. (2020). Leadership Competencies Leadership competencies and job satisfaction among Aviation employees of Pakistan International airline (PIA) of article. Amazonia Investiga Name, 10(2), 123–145.

Mogaji, E., & Nguyen, N. P., A. A. (2021). Transportation satisfaction of disabled passengers: Evidence from a developing country of article. Transportation research part D: transport and environment Name, 10(2), 123–145.

Mohajan, H. K., A. A. (2020). Quantitative research: A successful investigation in natural and social sciences of article. Journal of economic development, environment and people Name, 10(2), 123–145.

Oliver, R. L., A. A. (1980). A cognitive model of the antecedents and consequences of satisfaction decisions of article. Journal of marketing research Name, 10(2), 123–145.

Ordanini, A., & Pasini, P., A. A. (2008). Service co-production and value co-creation: The case for a service-oriented architecture (SOA) of article. European management journal Name, 10(2), 123–145.

Öz, T., A. A. (2024). Exploring the Impact of organizational behavior on safety culture in aviation Management: a qualitative study of article. Nişantaşı Üniversitesi Sosyal Bilimler Dergisi Name, 10(2), 123–145.

Phakiti, A., A. A. (2015). Quantitative research and analysis of article. Research methods in applied linguistics: A practical resource Name, 10(2), 123–145.

Reyhanoğlu, M., & Yılmaz, H. (2022). The Importance of Organizational Behavior Model Applications in Air Transportation Industry. In *Corporate Governance, Sustainability, and Information Systems in the Aviation Sector, Volume I* (pp. 213-234). Springer.

Rjsé, V., Jylkäs, T., & Miettinen, S., A. A. (2023). AI Enabled Airline Cabin Services: AI Augmented Services for Emotional Values. Service Design for High-Touch Solutions and Service Quality of article. Design Management Journal Name, 10(2), 123–145.

Rui, A. S., Plewe, D. A., & Röcker, C., A. A. (2015). Themed passenger carriages: promoting commuters' happiness on rapid transit systems through ambient and aesthetic intelligence of article. Procedia Manufacturing Name, 10(2), 123–145.

Sharma, P. K., & Kumra, R., A. A. (2025). Emotional intelligence and self-efficacy as mediators in the relationship between transformational leadership and proactive customer service performance of article. International Journal of Quality and Service Sciences Name, 10(2), 123–145.

Song, R., Shi, W., Qin, W., Xue, X., & Jin, H., A. A. (2024). Exploring passengers' emotions and satisfaction: a comparative analysis of airport and railway station through online reviews of article. Sustainability Name, 10(2), 123–145.

Tanabe, K., & Watanabe, C., A. A. (2005). Sources of small and medium enterprises excellent business performance in a service oriented economy of article. Journal of Services research Name, 10(2), 123–145.

TAŞÇI, H., Sezgin, B., & Kazar, M., A. A. (2025). Examining The Relationship Between Emotional Intelligence and Organizational Conflict Management; Aviation Industry Example of article. Transportation Research Procedia Name, 10(2), 123–145.

Vanniarajan, T., & Stephen, A., A. A. (2008). Railqual and passengers satisfaction: an empirical study in Southern railways of article. Asia Pacific Business Review Name, 10(2), 123–145.

Wong, I. A., & Zhao, W. M., A. A. (2016). Exploring the effect of geographic convenience on repeat visitation and tourist spending: The moderating role of novelty seeking of article. Current Issues in Tourism Name, 10(2), 123–145.

Zia, O., Hanif, A., & Ahad, A., A. A. (2023). Examining the impact of emotional intelligence on project success in Small-Scale aviation projects of article. RADS Journal of Business Management Name, 10(2), 123–145.