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for Tourism and Hospitality (JAAUTH)**journal homepage: <http://jaauth.journals.ekb.eg/>**Leader Humor and Passenger-Oriented Organizational Citizenship
Behavior in Cabin Crew**

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ARTICLE INFO**Abstract****Keywords:**Leader, Humor,
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This study investigates if, even in the traditionally stressful aviation industry environment, leader humor may motivate the crew to overcome travel tension and anxiety in their supportive behavior toward passengers. The research findings show that humorous executives are More likely to encourage cabin crew to participate in passenger-oriented Organizational Citizenship Behavior (OCB). Through the mediating impact of relational energy, leader humor influences passenger-oriented OCB. Additionally, relational energy differential and worker traditionalism control the process. The topic of comedy and leader humor in the airline sector is augmented by this study, which uses data gathered from 117 members belonging to about 2200 cabin crew members at Egypt Air. According to the research, aviation leaders may use humor to increase relational energy and activate passenger-oriented OCB, especially with less-traditional crews and in circumstances with less relational energy distinction.

1. Introduction

Organizational Citizenship Behavior that is distinguished from the official role behavior and described as that individual voluntary behavior stemming from self-initiative that goes beyond the limits of commitment to what is prescribed in the job description and without expecting any material or moral reward (Hossain, 2020). As Islam (2015) confirmed, organizational effectiveness cannot be achieved through official roles only, but Organizational Citizenship Behavior (OCB) must be adopted and realistically augmented, especially since the cost of developing and emerging this behavior requires only providing human resources the necessary upbringing and organizing. According to Velickovska (2017), Organizational Citizenship Behavior contributes to the practical life of the organization in many significant ways including improving overall organizational performance, reducing the need to allocate scarce human resources to some tasks, and increasing the sense of working time importance and maximizing the utilization. Sadodin et al., (2016) further added that OCB contributes to consolidating basic relationships among individuals to create better interaction thus increasing the ability to perform the work more effectively by allocating more time for effective planning, scheduling and problem solving. Moreover, enhancing the sense of

belonging and loyalty and other voluntary behaviors of a collaborative nature that is missed in paid routine official behaviors.

The job of the cabin crew is to maintain the safety, security, and comfort of the passengers after the doors of the plane are closed. In the aviation sector, flight attendant jobs are distinguished by the variety of working hours. That restriction has impacts on organizing social times and other activities (Gillet et al., 2021).

2. Objectives

- Reducing stress and anxiety surrounding the flight.
- Applying the culture of humor in the aviation industry, supporting the Organizational Citizenship Behavior (OCB).

3. Research Problem

The cabin crew is responsible for end-to-end flight and is required to be aware of all the surrounding factors such as any defect in the aircraft, inhalation of strange odors, or passenger's behavior that could threaten the safety of the flight, in addition to the sick cases of passengers and crew. Thus, stress and anxiety are surrounding the flight which needs a sense of humor and Organizational Citizenship Behavior.

4. Research Importance

Previous studies (Deshpande, 2012; Kim, 2013; Lehmann and Allen 2014; Lin, 2016) show that a sense of humor can improve mental and physical health, as well as enhance attractiveness and leadership skill. Humor touches almost every aspect of life, and there is no doubt that it is a life skill that everyone needs, especially cabin crew that needs to overcome travel tension and anxiety with supportive behavior toward passengers.

5. Hypotheses

- Leader humor eliminates stress and anxiety during the flight.
- Leader humor in cabin crew enhances passenger-oriented organizational citizenship behavior.

6. Place Limitation

Egypt Air

7. Literature review

7.1.Cabin Crew

The International Civil Aviation Organization (ICAO) handbook on cabin staff standards in 2017 published the issues with cabin crew, their role in air travel, and the necessity to give recommendations concerning this important category of professionals (Wen et al., 2021). Cabin crew members play a critical role in safeguarding the safety of passengers transported on airplanes as well as the smooth functioning of the aircraft, as acknowledged by ICAO in the Foreword to this handbook. The crucial responsibilities of a flight attendant are the protection and safety of passengers not only because of being seen, as "frontline employee", but also because of continuous client communication during the passenger flight (Gibbs et al. 2017). They are the key factors in passenger satisfaction and service delivery (Babbar and Koufteros, 2008; Karatepe and Eslamlou, 2017).

Based on this, the Manual discusses questions and offers recommendations about the minimum number of cabin crew that must be present in an aircraft in both routine and emergency situations, such as evacuations and accident-related emergencies. To be reasonable to ICAO, the International Air Transport Association (IATA), which has its own best practices guide on cabin operations safety and includes, among other things,

rules for cabin crew members, is more responsible for the safety of cabin crew members. (Abeyratne, 2019).

7.1.1 Skills of flight attendants

Because the success of the airline sector depends on the quality of the service given by cabin crews, airlines are keen to attract skilled candidates. Additionally, interpersonal abilities are required, such as personality features developed via life experiences (Youngmi and Hyejung, 2014): Central to this, flight attendants must:

- Pay attention to the requirements of passengers during service routing.
- Possess interpersonal talents to retain excellent communication expertise, have a professional appearance and the capability to empathize, convert and coordinate the conduct of others and be able to interact well with guests, flight attendants, aviators, and other airline workers.
- Possess good listening skills that enable them to understand and respond to guests.
- Convey the instructions to passengers and crew during oral messages.
- Possess Substantial thinking that enables them to use sense to break problems and make opinions, especially in stressful situations.
- Have the capability and desire to travel during navigation capacity, matching practical requirements.
- Be conscious of safety and security threats during the flight, and pay attention to the passengers, guaranteeing an enjoyable flight.
- Possess client service skills that enable them to handle stress and meet the requirements of passengers.
- Have physical strength that enables them to stand, walk for long periods, bow to the body, replicate the same movements, maintain, and regain balance in addition to use their hands to handle, control, or feel objects and tools.

7.1.2. Leader and Sense of Humor

The impact of leader humor on the creative output of teams has not yet been fully investigated, even though it has been extensively recommended in the workplace. Based on the superiority theory of humor and the theory of social information processing, the leader's humor might foster team psychological safety and subsequent team creativity by serving as the source of pertinent and important information for team members. Leader behavioral integrity and leader humor differentiation also serve as the boundary requirements for the usefulness of leader humor in teams because of the ambiguity and dual function of leader humor (Zhang et al., 2023).

Laughter is necessary for the airline industry. Every giggle or guffaw has a variety of commercial advantages, according to research from reputable universities like Wharton, MIT, and London Commercial School. Laughter improves engagement and well-being, reduces stress and boredom, and encourages not just cooperation and creativity but also analytical precision and productivity. (Beard, 2014).

7.1.3. The mechanism of humor

Zajdman, (1995) and Brooks (2021) mention that the sense of humor consists of six basic variables. These are:

- Cognitive ability to create humor.
- Humor creation indicates the capability to unexpectedly create humor as well as focusing on the conception and recognition of humor (Ruch and Heintz 2019).

- Appreciation and enjoyment.
- Appreciation is the response of an audience associated with the leader's performance. Appreciation differs conceptually and experimentally from enjoyment, that is described as entertainment and fun (Hofer, 2013).
- Behavior patterns.
- Behavior pattern reflects the humor style which is applied to support one's interactions with others somewhat gently. It is a propensity to tell funny stories and jokes, to amuse and joke with others. Behavior pattern may also refer to self-augmenting humor which enhances self-tolerance and maintains a humorous view of life displaying optimism (Leist and Muller, 2012).
- Humorous.
- Sustaining the humorous perspective regarding life's crises and vagaries constructs stability which improves psychological well-being and resilience (Plester, 2009; Cann and Collette, 2014).
- Dealing with a bit of amazement.
- Amazement is categorized into three sections: Silence, surprise, and Talk. These concepts mean how an individual deals, in all forms, with amazement (Edgarian, 2011).
- The strategy of using humor while facing adversity.
- Resilient person can make jokes and laugh at adversity. Smiling is the best weapon during facing adversity, because of helping to stay hopeful and positive. Positive reactions during anxiety can help the individuals' coping process which build the hidden strength (Thurber, 2022).

7.2. Organizational Citizenship Behavior (OCB)

OCB may be simply described as extra-role behavior that supports organizational success but is not required by official organizational rules or job descriptions (Donglong, et al., 2020). Researchers generally agree that improved organizational citizenship behavior (OCB) is crucial for the development and profitability of organizations. Naturally, success and wealth in the aviation industry assume that cabin staff must go above and beyond what is required to maintain the safety and comfort of the flight. (Bellou, et al., 2005).

7.2.1. The elements of Organizational Citizenship Behavior (OCB) (Organ and Ryan, 1995; Bibi, et al., 2021)

The following are the top five organizational citizenship behaviors.

- Altruism - In the workplace, altruism happens when one person lends a helping hand to another without expecting anything in return. An easy way to demonstrate altruistic behavior at work is to volunteer to help or to take on part of the workload of a coworker who is overburdened. Workplace altruism can increase effectiveness, productivity, and morale among employees. (Mahin, et al., 2014; Somech, 2016).
- Courtesy – Courtesy is the practice of being kind and thoughtful towards others, or fellow employees. (Nezakati, et al., 2010). According to Law et al. (2005), courtesy is flexible behaviors that target avoiding work-related conflicts with others. This dimension is a type of helpful behavior, but it strives to stop problems before they start. It also incorporates the literal meaning of the term, which is to be attentive and kind to others (Organ et al., 2006; Yildirim, 2014).

- Sportsmanship – Sportsmanship is about a person's capability to accept defeat with grace. It's about having the ability to handle unfavorable shocks or events that don't go as planned, and not acting negatively in those circumstances. That means realizing only a temporary circumstance. (Nolley, 2011; Rave, et al., 2022).
- Conscientiousness – Conscientiousness is described as behavior that exhibits a certain degree of restraint and self-discipline and goes above and beyond the minimum standards. This implies that workers do more than just arrive on time and meet deadlines. Being conscientious also entails understanding when a task must be completed, even if it means working after hours. (Kianfar et al., 2013; Hobfoll, et al., 2018).
- Civic virtue – How well employees represent the company they work for is a measure of civic virtue. It concerns the way a worker assists their employer while they are not acting in an official position. How, for example, do they talk about the company with their friends and families? Employees can also display civic virtue by participating in company-sponsored activities like fundraisers or teaming up with coworkers. (Kianfar et al., 2013; Somech and Bogler, 2019).

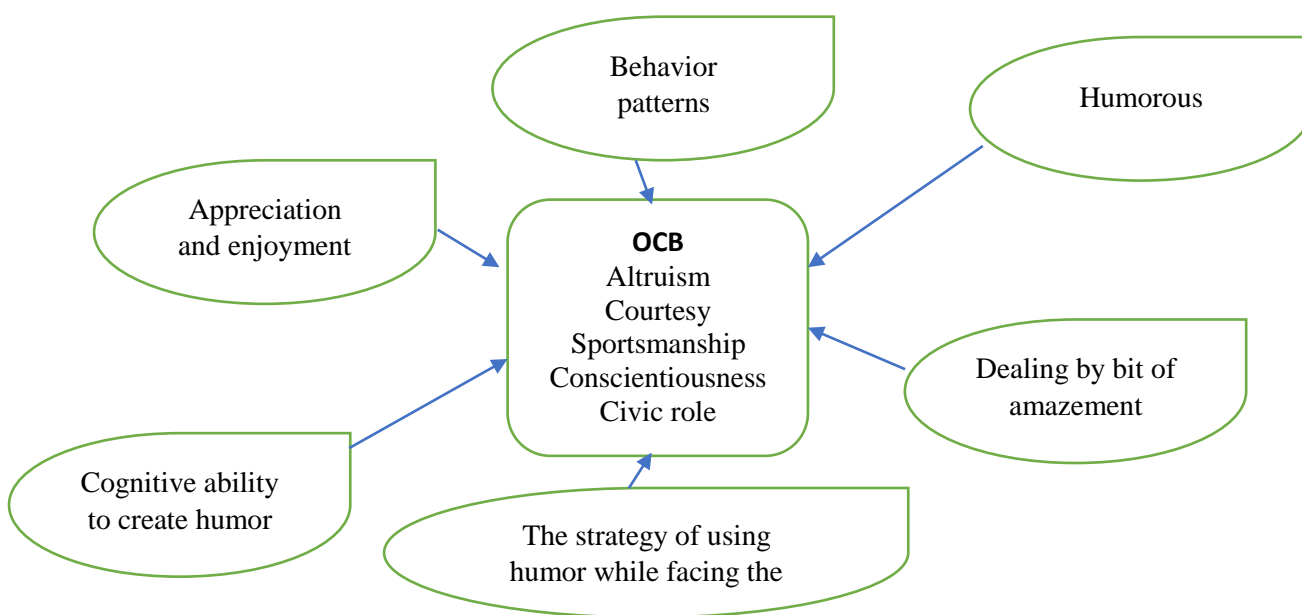
8. Research framework

The study explores the effect of the independent variable (Leader humor) on the dependent variable, (Organizational Citizenship Behavior) of cabin crew as shown in table (1) and diagram (1).

Table 1.
The strategy of each variable

Sense of Humor (var.1)	OCB (var.2)
Cognitive ability to create humor	Altruism
Appreciation and enjoyment	Courtesy
Behavior patterns	Sportsmanship
Humorous	Conscientiousness
Dealing by bit of amazement	Civic role
The strategy of using humor while facing the adversity	

Diagram (1): Research framework



9. Methodology

The whole population is 2200 crew members, and the sample size is 168 crew members of which 117 return valid representing 5.32% of the population of Egypt Air crew members, which is a statistically acceptable percentage. The responses were obtained via a Google form. The questionnaire consists of three parts: The first part includes the personal and occupational data of the respondents. The second one tests each of variable1 contents (leader humor) consisting of 18 items distributed over six dimensions. The last part, which is responsible for OCB, includes the Organizational Citizenship Behavior scale consisting of 20 items distributed over five dimensions. Part two of the questionnaire, which is responsible for leader humor independent variable, depends on yes\no questions (sense of humor test). The five-point Likert scale is used to answer the questions of part three, related to the level of practicing the organizational citizenship behavior within cabin crew toward passengers (var.2). The total arithmetic mean was calculated for both variable1 and variable2, then compared to the analysis scales as shown in Figures 2,3.

Diagram 2 Analysis scale of var. 1 (sense of humor)

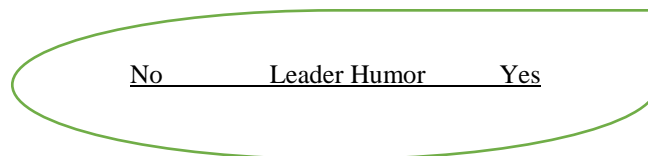


Diagram 3 Analysis scale of var. 2 (OCB)



9.1.Validity

In order to ensure the validity of the tools used, the questionnaire was first subject to assessment by specialists in the field of social research as shown in table (2)

9.2.Reliability

In order to verify the reliability of the study tools, the questionnaire was first distributed on an exploratory sample comprised of twenty cabin crew members in EgyptAir before being randomly distributed the initial study sample as shown in table (2).

Table 2

Validity and Reliability

Variables	N	Validity	Reliability
Leader Humor	6	0.777	0.844
OCB	5	0.797	0.823

Results of the study validity and reliability indicate a high degree of the responses in the exploratory sample, as it was confirmed again in the final randomly selected sample.

10. Results and discussion

The following represents the opinion of the respondents about leader humor and if it eliminates stress and anxiety surrounding the flight (H1) according to ratios and frequency, to reach the relative weight, represented by yes/no. Table (3) displays the findings of the strategy of leader humor to eliminate stress and anxiety surrounding the flight and displays whether leader has sense of humor or not within cabin crew.

H1: Leader humor eliminates stress and anxiety during the flight.

Table 3.

Analysis scale of leader humor within cabin crew

Select yes or no if the following eliminates stress and anxiety during the flight	Y	N	% Yes	% No	Relative weight
Cognitive ability to create humor	77	40	66	34	Yes
Appreciation and enjoyment	86	31	74	26	Yes
Behavior patterns	66	51	56	44	Yes
Humorous	73	44	62	38	Yes
Dealing by bit of amazement	71	46	61	39	Yes
The strategy of using humor while facing the adversity	101	16	86	14	Yes
Total					Yes
Select yes or no if the leader has sense of humor within cabin crew	Y	N	% Yes	% No	Relative weight
Cognitive ability to create humor	36	81	31	69	No
Appreciation and enjoyment	41	76	35	65	No
Behavior patterns	64	53	55	45	Yes
Humorous	40	77	34	66	No
Dealing by bit of amazement	45	72	38	62	No
The strategy of using humor while facing the adversity	18	99	15	85	No
Total					No

To validate the hypothesis, the ratio of yes versus no is calculated for each of leader humor dimensions, separately, as the first part of the above table shows.

The hypothesis was verified by 66 % of yes responses however $Y = 77$ in the cognitive ability to create humor. Appreciation and enjoyment, behavior patterns, humorous, dealing by bit of amazement, and finally, the strategy of using humor while facing the adversity were verified by 74%, 56%, 62%, 61%, 86% sequentially. Thus, the total relative weight of "Yes" is resulted, which confirms the first hypothesis.

To verify if the leader has a sense of humor or not, it is evident beyond a reasonable doubt that leader within cabin crew has no sense of humor during the flight, where the second part of the above table confirms by relative weight "No" totally, and separately, except within behavior patterns which is resulted yes.

H2: Leader humor in cabin crew enhances passenger-oriented organizational citizenship behavior.

To validate this hypothesis, the arithmetic means and standard deviations of the dimensions of organizational citizenship behavior were calculated individually and collectively as table (4) shows. Then the internal consistency coefficient (Cronbach Alpha) was obtained, for two variables (leader humor, the second part of table 3, and OCB, table 4) at the level of significance $\alpha \leq 0.01$.

Table 4.**Analysis scale of OCB towards passenger**

N.	Determine the agreement relating to the OCB towards passenger	SD	D	N	A	SA	Mean	Std.	Relative weight
1	Altruism	10	20	49	10	28	3.42	0.84	Moderate
2	Courtesy	16	24	36	10	31	4.00	0.66	High
3	Sportsmanship	9	11	33	18	46	3.36	0.79	Moderate
4	Conscientiousness	5	5	67	10	30	3.37	0.91	Moderate
5	Civic role	8	12	52	9	36	2.78	0.94	Moderate
	Total	48	72	237	57	171	3.39	0.68	Moderate

It appears from Table No. (4) that the total mean of organizational citizenship behavior dimensions combined was (3.39) with a standard deviation of (0.68). This result means that the degree of practicing organizational citizenship behavior was average among cabin crew members in EgyptAir. As further evidenced, the same table shows that most of the organizational citizenship behavior dimensions came with a medium degree of practice, as their arithmetic means ranged between (2 and 4). They came after “courtesy” in the first rank with a high arithmetic mean (4), followed by the dimension of “altruism” in the second rank with an arithmetic mean (3.42). Then, the third rank was the dimension of “Conscientiousness” with a mean of (3.37), and in the fourth rank the dimension of “sportsmanship” came with a mean of (3.36) and finally the dimension of “Civic role” came with a mean of (2.78).

The following represents Cronbach Alpha for two variables at the level of significance $\alpha \leq 0.01$.

Table 5.**Correlation between leader humor and OCB within cabin crew toward passengers**

		OCB
leader humor	Pearson Correlation	**0.53
	Sig. (2-tailed)	0.01
	N	117

Table 5 displays a positive correlation between the leader humor and OCB within cabin crew toward passengers. That is confirmed by the Pearson correlation value, (0.53), and it is significant at the level of significance 0.01, which are good and acceptable ratios in human sciences research. So, the leader’s humor influences the organizational citizenship behavior (OCB) within cabin crew toward passengers (H2).

Table 6
Validating the Hypothesis

	Hypothesis	Results
H1	Leader humor eliminates stress and anxiety surrounding the flight	Accepted
H2	Leader humor in cabin crew enhances passenger-oriented organizational citizenship behavior	Accepted

11. Conclusion

There are some essential skills regarding a flight attendant, airlines must consider such as: Service Routing, Interpersonal talent, good listening, oral message, substantial thinking, navigation capacity, attention, client service skills, physical strength, in addition to personality features developed via life experiences. The leader's humor might foster team psychological safety and subsequent team creativity by serving as the source of pertinent and important information for team members. Laughter is necessary for the airline industry. Every giggle or guffaw has a variety of commercial advantages. Laughter improves engagement and well-being, reduces stress and boredom, and encourages not just cooperation and creativity but also analytical precision and productivity.

Naturally, success and wealth in the aviation industry assume that cabin staff must go above and beyond what is required to maintain the safety and comfort of the flight. The issue can be described as organizational citizenship behavior (OCB). In this context, the main purpose of this research carried out in EgyptAir cabin crew was to test two factors expected to affect flight positively. The independent one, leader's sense of humor was examined. Moreover, the dependent factor OCB was examined. Statistical analysis of the data provided by 117 cabin crew leaders and members confirmed the hypotheses stated. The findings show that the strategy of leader humor eliminates stress and anxiety surrounding the flight. The results also display that the leader has no sense of humor within EgyptAir cabin crew.

In conclusion, the research indicates that leader humor motivating the OCB in cabin crew is not followed toward passengers in EgyptAir, for the effective joyful flight. Evidently, a strong positive correlation between the leader humor and OCB within cabin crew toward passengers in EgyptAir is generated.

12. Suggestions

- Aviation leaders must have a sense of humor to increase relational energy and activate passenger-oriented OCB, especially with less-traditional crews and in circumstances with less relational energy distinction.
- Volunteering culture should be an essential part of the training plan in Egypt Air, especially about preparing leaders within.
- Designing the programs develop this culture untraditionally, that leads to show the positive impact of voluntary activities on the individual and on the organization.
- Developing the skill of leader humor in the cabin crew even in the most difficult times
- Egypt Air must attract skilled cabin crew members able to learn and apply new strategies, especially the strategies of humor and OCB.
- Leadership training courses must include spreading the culture of humor.
- Reconsidering the training plan of Egypt Air uses approaches that address the sentiments of crew members and leaders and achieve enjoyment via the flight.

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روح الدعابة لدى القائد وسلوك المواطنة التنظيمية الموجه نحو الركاب في طاقم الطائرة

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الملخص

تبحث هذه الدراسة في ما إذا كان، حتى في بيئة صناعة الطيران المجهدة تقليدياً، قد تحفز روح الدعابة الطاقم على التغلب على التوتر السفر والقلق في سلوكهم الداعم تجاه الركاب. تظهر النتائج أن القادة الذين يتمتعون بروح الدعابة يكونون أكثر تشجيعاً لطاقم الطائرة على المشاركة في سلوك المواطنة التنظيمية الموجه نحو الركاب. من خلال التأثير الوسيط للطاقة العلائقية، تؤثر روح الدعابة على سلوك المواطنة التنظيمية الموجه نحو الركاب. بالإضافة إلى ذلك، فإن اختلاف الطاقة العلائقية وطبيعة عضو الطاقم تتحكم في العملية. تم تعزيز موضوع الكوميديا وروح الدعابة لدى القائد في قطاع الطيران من خلال هذه الدراسة، التي تستخدم بيانات تم جمعها من 117 عضواً ينتمون إلى حوالي 2200 من أفراد طاقم الطائرة في مصر للطيران. وفقاً للبحث، قد يستخدم قادة الطيران روح الدعابة لزيادة الطاقة العلائقية وتنشيط سلوك المواطنة التنظيمية الموجه نحو الركاب، خاصة مع الأطقم الأقل تقليدية وفي الظروف الأقل تمايزاً بالطاقة العلائقية.

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