
Workplace Mistreatment and Psychological Distress Among Employees of an Airline and Its Effects on Passengers in the Commercial Airline Industry of Pakistan

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Abstract

The research study examines the enhancement of the passenger check-in process at Pakistani airline, through the integration of advanced technologies and contemporary communication strategies. The study addresses critical operational inefficiencies, communication gaps, passenger awareness challenges and employee dissatisfaction that hinder check-in efficiency. Employing a quantitative research approach, secondary data from Airline's management and frontline staff were combined with a comprehensive literature review and questionnaire surveys with the employee's associated with aviation. Furthermore, the study investigates the influence of psychological factors including employee psychological distress, abusive supervision and workplace bullying on the operational performance of check-in staff, utilizing a structural equation modeling approach (PLS-SEM) to test the proposed hypotheses. The findings revealed that technological integration alone is insufficient to enhance operational efficiency without the support of effective communication and employee well-being initiatives. Notably, abusive supervision and workplace bullying significantly contributes to psychological distress among employees, adversely affecting their job performance and passenger interactions. This study recommends implementing multi-channel communication strategies, enhancing employee support programs and continuously monitoring check-in performance metrics to optimize passenger experiences. These insights offer practical guidance for an airline and similar airlines aiming to improve operational efficiency while fostering a positive and supportive work environment. The focus of this study is to enhance airline passenger's check-in efficiency through technological integrations and modern communication strategies. The aim of the study is to identify issues related to extended check-in procedures and suggest enhancements that improve the passenger check-in efficiency of an airline. Options like check-in via smartphones, technological integrations, immediate communication with passenger's and staff training to ensure smooth operations, are important areas to focus on. To ensure that airline provides an enhanced and effective check-in experience, the goal is to decrease wait time, minimize error and enhance overall passenger experiences.

Keywords: Contemporary Communication, Psychological Distress, Abusive Supervision, Workplace Bullying and Technological Integrations.

Introduction

Aviation industry has been constantly leading the technological world, constantly evolving to conform to the changing passenger requirements and improving the efficiency of the operations. The Pakistani airlines are

also flying both domestic and international flight operations on some destinations. It has its airline hub in Karachi, Pakistan. The airline companies are guided by the successful lines of business that provides comfort and reliability and strives to offer affordable air travel services, to both domestic and international travelers. A streamlined services are part of all the business models of airline and it also offers optional add-ons such as additional baggage, seat choice and in-flight meals. Provision of flexibility to the passengers and the need to make them change and adapt their travel experiences to suit their individual needs and preferences. Core mission is to render the air travel affordable and accessible to all the travelers. The airlines possess several fleet sizes, operational aircrafts, and the safest aircraft Airbus A320, have both short-haul and medium-haul flights in Pakistan and beyond. All the general vision of the airlines is to be the most leading budget airline in Pakistan, to promote domestic tourism and provide affordable international traveling without violating the safety standards of the industry and still retaining a firm commitment to ensuring passenger satisfaction. The check-in process of passengers has been one of the most significant spheres that need improvement over recent years. The check-in experiences are still a decisive factor of satisfaction to many passengers, as they shape perceptions of the airline and the quality of services. As the pressure mounts on the airlines to extend quick and hassle-free travel experiences, streamlining the check-in processes is becoming a major challenge that the airlines are facing in order to keep up with the technological pace. Such airlines in this competitive commercial aviation industry have realized the need to provide an efficient and passenger oriented check-in process. All the airlines work within a very dynamic frame where technical innovation and efficient communication techniques are needed to support the needs of a wide range of passengers. Specifically, they have invested in combined state-of-the-art technologies like mobile check-in application and automations in its operations to shorten waiting time, which maximizes the convenience of the passengers and lowers the cost of operation. Nevertheless, despite such developments, there are still issues of optimization of the check-in process especially regarding passenger engagement, communication and smooth integration of technology in the existing systems. Although certain technological remedies can be used to automate the process, a combination of the tools with a well-developed communication approach should be involved in order to ensure a smooth, harmonious, and satisfying passenger experience. Moreover, in the current competitive world, an effective check-in process does not merely involve saving time at the checkout but also making the passengers feel educated, assisted and confident throughout their journey. One of the targets of the research is to improve efficiency of airline passenger services. It will enhance the passenger experience by simplifying and upgrading the check-in and boarding processes available, reducing operational difficulties in check-in and boarding and making the Karachi Airport passenger processing smoother. Second aim of present research is to be able to standardize the current check-in practice to accelerate the process of handling passengers due to Karachi airport and aim to improve the travel experience. Efficient management of passengers at airport is significant in improving the traveling experience, and it helps decrease delays and increase the efficiency of operations (Singh, 2023). Although most of the research on the topic dwells upon the benefits of the modern check-in processes in terms of their ease of operation, it seems that there is a lack of studies that would delve into the effects of communication gap between passengers and airline in the context of the use of the mentioned system (Wongyai et al., 2024). The impact of technological integrations on the service speed and overall experience of the passengers during the process of checking in should be researched further. Even though the potential of the emerging technologies remains untapped, the integrations significantly affect the quality of check-in efficiency (Rubio-Andrada et al., 2023). Further studies are necessary to observe the impact of the practical knowledge of the modern check-in process on the effectiveness of such a system by the passengers. A solution to this gap would enhance the adoption of the system and the service operations of passengers in airlines (Dolia, 2022). Majority of the recent researches on self-check in system are centered on the technology features and efficiency of such systems and generally ignore the demographic factors, such as age, language and education have influence on travelers to use these systems, but further research is required to concentrate on it (Tyagi & Lodewijks, 2022). Although the use of the enhanced check-in technologies was studied

previously in terms of its technological acceptance and operational efficiency, a more dedicated study should focus on the behavioral and psychological factors that influence the decision of the travelers using the technologies, these are lack of awareness, habits, preferences and attitude (Tyagi and Lodewijks, 2022). There is little research on the mechanism of feedbacks collected on the check-in process aimed at continuous improvement and the needs of the passengers (Hsu and Chen, 2021). There is also another gap, passengers who are accustomed to the current check-in processes might find it easier (e.g., on-site personnel or self-explanatory guides) with the help of the right assistants. The absence of guided support can lead to stagnation and slowness in processing, especially in older or less technologically-advanced passengers (Kurniawan and Rachmawati, 2023). Airlines can add value to the travel experiences and passenger management at the airport through the introduction of advanced integrated check-in services such as online check-in. Nevertheless, some factors, such as the absence of implementing and integrations of modern technologies, communication between the airlines and passengers on the availability and use of these procedures and the knowledge of modern check-in systems by a passenger, contribute to the ineffective use of these procedures. In that way, the factors that determine the overall efficiency of these check-in procedures should be explored since this inefficiency results in the long processing times and dissatisfaction with the experience of traveling (Kalaivani et al., 2023). The passengers cannot exploit the best check-in services because they do not have communications about the availability and benefits of the services. Customers do not know or cannot implement the modern check-in technology, causing confusion and ongoing usage of those old methods that delay the check-in process and make it less efficient (AlKheder, 2021). The insufficient integrations of modern check-in technologies disrupt and make the operations of Airline inefficient. The lack of proper alignment of modern technologies and current procedures leads to the failure of the system and results in delays and the inability to fully optimize the process of passengers processing (Tyagi, 2023). The majority of the passengers are unaware and not aware of the current check-in system and procedures, including the self-service or the online check-in system. It is because of this lack of knowledge that they cannot use these technologies effectively, and they continue to use traditional check-in processes and cause delays and inefficiencies in the check-in processes (Agrawal et al., 2024). Airline also has disadvantages of having old and inefficient check-in procedures compared to competitors who offer faster and more convenient check-in services. The passenger are more likely to prefer an airline that offers smooth and hassle free travel and this may result into reduction in the market share and posture in a competitive market. Operation inefficiency due to outmoded check-in processes puts a strain on both the costs and resources of Airline. Spending more time and requiring more equipment to process the products and do it manually raise the cost. Such inefficiencies not only make the process of doing things slow but also increase the difficulty with which the airline can flow and achieve the expectations of the passenger. The poor and obsolete check-in procedure may hurt the brand name of Airline under the impression that Airline service is of low quality. Delays and dissatisfaction among the passengers will result in a higher likelihood of passengers leaving negative comments online and by word of mouth which will ultimately deter future passengers and cause damage to the reputation of Airline.

Literature review

The person should consider a holistic approach in order to cater to the emotional and psychological needs of the employees as a way of guaranteeing long term job satisfaction and the retention of motivated workforce. By providing the frontline staff with the needed tools, resources, and emotional support, it is possible to alleviate stress and make them better prepared to address the challenging situations; this way, by investing in the welfare of the employees, the organization can alleviate stress and improve the service delivery to the passengers (El-Fatah et al., 2025). Moreover, fostering a good working culture where workers feel appreciated and enabled can go a long way towards improving job satisfaction as well as job output. Under continuous pressure, the employees are not able to work effectively and this can negatively impact overall operations of the organization because this implication of psychological distress not only to the individual, but also to the

quality of services delivered to passengers and the efficiency of operations carried out at airport. This issue requires psychological constructs including social exchange theory and two factor theory which are useful in understanding and managing this problem (Untaru et al., 2024). The level of stress frontline employees experience is high all the time, as a number of factors contribute to stress, they are the tight schedules, the demanding passengers and the general work environment pace. Such employees are always weighing the tradeoffs between the rewards they get in terms of job satisfaction, support and recognition of their supervisors and the price they pay such as long hours of work, high level of stress and difficult interaction with passengers (Jalkanen, 2023). When employees feel that the reward are not proportionate to the efforts or stress they are making, this disproportion may result in psychological distress, besides being counterproductive to the well-being of the employee, it may also cause a ripple effect on the organization, as it may result in internal and external relations (Anasori et al., 2023). Such imbalance may eventually lead to deterioration in job performance that directly affect the quality of passenger services More so, on the one hand, opportunities of career advance and recognition are known to enhance job satisfaction, and on the other hand, when the fundamental work condition, including the safe and conducive environment, fair treatment and adequate resources are not present, discontent and stress may be increased (Venus et al., 2022). In absence of these necessary components, the employees will feel undermined and this will result in an increased stress level and decrease in job security. This workplace pressure can be aggravated in the process of the check-in where employees are expected to attend to a lot of passengers within a tight time schedule. This new pressure can make employees feel urgent and can be one of the causes of emotional burnout, lack of adequate coping mechanisms and a deficiency of a support system can also add to the existing stress and demoralization of workers (Abdou et al., 2024). Employee might not be able to cope with the growing the pressure as they do not have the right tools and support of the mental health, which will eventually diminish his/her performance. Psychological distress in individual employees may have massive effects on a wider organizational level. An employee who is experiencing distress will be less engaged in their job and more likely to be absentee or turnover, not only disrupting operations, but also causing strain in resources, which will raise the training costs and uneven delivery of services (Mangialavori et al., 2024). The rate of high turnover can greatly influence the sustainability of service and pose difficulty to the management team of the company to ensure efficiency and consistency. Also, stressed workers tend to show frustration and impatience, which may be manifested in their relations with passengers, resulting in a negative passenger experience (Rughoobur, 2024). This type of situation may create a vicious circle where the increased distress of employees creates a worse service experience that exacerbates the operational problems of the airlines.

Psychological Distress

Psychological distress is the anguish and stress of mind that a person undergoes as a result of other external pressures. This stress may greatly impact on employee performance and passenger interactions in high stress environment such as the aviation industry especially in the check in process. Employee well-being is not the only area of concern, as psychological distress has a significant effect on the overall passenger experience and should therefore be considered one of the improvements in an airline operation. Psychological distress may be in one form or another; anxiety, frustration or burnout and may lead to both short and long term impacts on the mental health. In the case of airline, psychological distress of frontline employees including check-in staff, plays an important role in determining both performance and passenger relations. The focus on both tangible and intangible employee well-being should be among the top priorities of airlines to reduce the adverse impact of psychological distress. This will involve ensuring that they are fairly compensated, have career and growth opportunities, and have a mentally healthy working environment. The workplace atmosphere can be made to seem like a community by having employees have access to a resource that will help them in managing stress (Keramat et al., 2025). Stress management program, skills development opportunities and flexible working arrangement are some of the strategies that can make employee of this job

to better cope with the pressure. Employees can be motivated, work efficiently and be more engaged when they feel they are supported and treated fairly. This will not only promote the performance of the individual but also the productivity of the collective which will translate into compliments of the overall organizational success, this dedication to the welfare of the employees is key to the further growth and continued efficiency of the airline. Such strategies will also assist airline in building a stronger and more motivated team, which will result in a more efficient check-in process and a better experience of the passengers. An effective psychological distress management system will allow to establish an environment where the employees would feel not only supported but also valued, which leads to long term loyalty and better performance. Incorporating psychological distress and making sure that the employee is prepared to deal with the requirements of the job, airlines will be able to make their work environment more sustainable and effective, which, in turn, will facilitate the process of achieving the larger objectives of streamlining operations and enhancing passenger experience (Adacher and Flamini, 2021). Finally, lessening the psychological distress of the employees will help in improving overall environment to the passengers, increasing productivity as well as passenger satisfaction.

Abusive Supervision

The abusive supervision is identified as aggressive, needy, and abusive behaviour by the supervisors and managers that disfigures the equilibrium of fairness in workplace relationship and has considerable influence on the emotional and mental health of the employees (Tri and Sang, 2025). Besides causing direct impact on the employees, the culture of an organization is affected by the abusive supervision in the long term, which leaves the organizational culture in fear of resentment. Within the framework of the process of enhancing the check-in operation at airlines. Abusive supervision is a sensitive issue that may have a dire impact on the performance level as well as the well-being of the check-in staff in the final analysis on the passenger satisfaction. The cycle of negativity usually starts with this dynamic, in which employees become helpless and productivity decreases at different levels of operation. Workers usually want to receive a just reward, appreciation and encouragement by their leaders. But in the case of supervisor behave in a way that includes verbal aggressiveness, supportlessness or inequitable treatment the balance changes and cause discontent, emotional pain and lack of involvement (Khin, 2024). This bad conduct can make them feel disrespected, which will only shatter their morale and motivation towards the task. The check-in process itself is a stressful event where the employees have to deal with demanding passengers with limited schedule. The adverse consequences of supervisory abuse are especially acute in this kind of environment which leads to a significant work culture that negatively impacts the morale and performance of the employees (Amhad, 2023). This may result in augmented cases of absenteeism, burnout and elevated turnover rates, which would add more operational challenges. The implication of abusive supervision does not only end at the actual experience of emotional distress in the general ambiance of the working place, but those who are able to withstand abusive behavior have more chances of becoming disengaged, stressed, and less satisfied with the job. Morale gets hit, and as it becomes low, the quality of work is bound to suffer and staff members might start to avoid working together or be unwilling to engage with others, these emotional and mental strains not only reduce the performance of the employees, but also their willingness to deal with passengers in a positive way hence lowering the customer experience (Lee, Sim & Tuckey, 2024). In a stressful and busy atmosphere such as in a check-in counter, unsupported employees will be less likely to deliver the level of service excellence that passengers expect. The adverse spiral of frustration caused by this service quality breakdown by employees and passengers can be experienced. Moreover, when the motivators like recognition or career development are given to employees, these will not be effective in such situations where the supervisors use abusive behaviors. Devoid of a background of reasonable and supportive workplace practices, external rewards are rendered meaningless, without positive leadership and trust at the workplace, employees start recognizing rewards as shallow efforts to cover the problems that lie beneath them (Haqu et al., 2024). Such a discrepancy

in rewards and mishandling does not only reduce job satisfaction but also impairs the effectiveness of the check-in operations, which only reduces the overall satisfaction of the passengers (Liu et al., 2025). The more the toxic environment continues to exist, the more deeply rooted these negative behaviors in the environment, resulting in more difficulties with introducing any meaningful change. The negative impact of abusive supervision also has the long-term effects of retaining employees and performance of the organization. A high level of emotional distress and dissatisfaction is associated with a high turnover, which is expensive not only in terms of recruitment but also training new staff (Wang et al., 2024). Also, quality talent might be hard to attract where poor management practices are linked to the place of work. The resulting effect of a continuous rhythm of dissatisfaction and detachment among employees can be adverse in a turn-over effect on other departments and the formation of a more general organizational culture of low morale, this can cause a decreased level of cooperation between teams, which will decrease the overall efficiency of an organization (Junca et al., 2024). In order to deal with these issues and enhance the process of check-in at any airline, the problem of abusive supervision should be addressed, and the supportive environment should be treated fairly and justly. This involves promoting good leadership behaviors where supervisors offer supportive feedbacks, show respect and culture of supporting each other. The supervisor should act with fairness and empathy to enable employees feel more committed to the success of the organization, which results in an enhanced job satisfaction and higher team cohesion, as employees who feel respected, valued and supported are more likely to become motivated, engaged and committed to work (Liu et al., 2024). This positive dynamic not only increase the productivity, but also these positive dynamics raise the rates of employee retention and also lead to an improved overall working environment. The airlines can lessen psychological distress in employees by alleviating the cases of abusive supervision and creating a favorable and a supportive working environment, which can enhance motivation among employees and make the check-in process more efficient. This strategy will not only improve the well-being of the employees, but also help increase the operations efficiency in line with this study aims of maximizing employee satisfaction and the overall passenger experience (Ghosh et al., 2024). Positive work culture The supportive work culture results in employee retention, enhanced passenger service and more cooperative work environment which is beneficial to the whole organization that creates a positive work culture that makes the workforce and passengers feel appreciated is essential to creating a high-performance environment that benefits both the workforce and the passengers (Li et al., 2024).

Workplace Bullying

Workplace bullying has a major impact on the balance between the effort an employee invests in his work and the reward he is provided with under the influence of which a person is unhappy and feels depressed and disinterested (Wandelt and Wang, 2024). Such imbalance may be experienced by the employees who are always striving to meet expectations but are undermined by negative behaviors. To enhance efficiency in check-in in an airline. Workplace bullying could be a serious matter that might have serious consequences on the performance and well-being of the check-in staff, which ultimately will affect the experiences that passengers undergo. The emotional impact of workplace bullying may undermine the confidence of employees and make them harder to be effective at their work and in the long-term, may lead to chronic stress and burnout. Check-in staff operate in a stressful environment where they are required to fulfill duties at once and frequently dealing in a great number of passenger requirements. Workplace bullying in this kind of environment can particularly have a detrimental impact (Panguene, 2023). In most cases, bullying leads to increased stress levels, which further complicate employees focus on their jobs and provide the extent of service that passenger desires. The employees want to have a decent respectful relationship with their superiors and the organization. But in cases where employees experience bullying or maltreatment, the effort-reward ratio is broken resulting in dissatisfaction, emotional shares and dissuasion (Tam & Trang, 2024). Their mental health is not only strained by this emotional load, but their desire to deliver their best is reduced as well. Employees may feel unsupported because of workplace bullying which adds to the emotional burden

due to the feeling of isolation that is usually related to bullying. Considering that in an airline efficient check-in operations are critical in the passage of a passenger flow, the negative emotion effects of bullying can directly influence the performance and productivity of the employees. Workers with a background of bullying have fewer opportunities to positively approach their work, which results in slow check-in rates, increased errors, and reduced rates of service to passengers, which causes a cycle of inefficiency not only in that employee but also in the users of the services they provide (Galanis et al., 2024). This spill over effect is most felt in situations of high stress where performance of each worker is not independent of the performance of the other worker and the performance of one worker who starts the negative relationship will affect the overall performance of the operations. Once targeted employees become the victims of bullying, they lose the capability of concentrating on their work and their emotional exhaustion may be transferred to their attitude towards passengers, making the service quality even worse. Besides, bullying in the workplace affects the fundamental aspects of work environment including fair treatment, job security and emotional support. Bullying leads to a poisonous work environment that kills trust between the subordinates and their managers, causing reduced team work and interaction (Abou et al., 2024). Consequently, the team could get disjointed and the employees might be unwilling to cooperate or share significant information with other employees, which would further complicate the general flow of work. Even in cases where workers are motivated by the rewards or career growth chances, the existence of bullying may override the good experience, which causes discontentment. This propagates like a chain reaction, with unchanged bullying behavior resulting in emotional wounds on an employee in the long term, and this has a serious effect on the general health and career development of an employee (Biswakarma et al., 2024). Mental health impact of workplace bullying on the long-term effect may lead to the development of chronic stress, anxiety and depression that negatively affect the productivity and overall attitude of the employee towards his/her career. Any kind of long-term emotional and mental health effects will become more likely in the setting where employees perceive a consistent disrespect and lack of support, which may ultimately result in higher rates of absenteeism and lack of interest.

This is a blow to the overall work environment, and it has adverse effects on the efficiency of operations of the airline and the delivery of services. Workers that feel they do not belong to their workmates and managers will be less likely to have a sense of ownership and pride in their jobs, which will further undermine the performance of operations. This not only decrease the quality of service offered to passengers but also reflect badly on the bottom lines of the company since turnover cost, employee recruitment and training costs are added in huge number (Panguene, 2023). Moreover, this high turnover can cause the knowledge gap in delivering services and erratic performance which are eventual to the reputation and loyalty of passengers to the airline. The problem of workplace bullying in Airline is critical to the establishment of supportive and respectful working environment to foster well-being of staff and their satisfaction with employment. As an alternative to counteracting the negative impact of bullying, Airline can ensure that by setting the anti-bullying policies, offering avenues through which an employee can report his/her mistreatment, and promoting a culture of respect and fairness therein (Verma and Yadav, 2025). It is not only necessary to create a workplace where employees are safe and encouraged but also a workplace that allows employees to thrive in the mental health that ultimately benefits the organization in long-run success. Such an inclusive atmosphere will boost employee morale, but will also lead to better performance in the workplace. This will result in the more productive and positive check-in process and will form a more positive experience of passengers (Yan et al., 2025). With an emphasis on the reduction of bullying and the promotion of inclusivity, the organization such as airlines can create a more robust and unified workforce that is more prepared to face the challenge of a high-pressure working environment and also, promotion of well-being of employees and elimination of bullying tendencies can help the workforce of the airline to become stronger and more efficient, which in its turn can help the airline to achieve success (Kong et al., 2024).

Hypothesis Development

Battering Supervision and Psychological Torment.

Abusive supervision is incessant verbal and nonverbal hostility by the superiors, which has increasingly been identified as a great organizational stressor. The psychological well-being of the employees is compromised in such a supervision to the extent that it creates a poisonous and fear fuelled working environment where people feel undervalued, unsupportive and emotionally stressed. In this case, psychological distress can be defined as the experience of an employee in terms of anxiety, emotional fatigue and mental stress due to the long-term exposure to unfair treatment, undue criticism or absence of supportive feedbacks. The above theoretical framework would imply that emotionally and psychologically straining situations can ensue when employees feel that they are not getting the same treatment as their effort deserves by their supervisors. The accumulating stress can be in the form of burnout, disengagement or even physical health problems as the employees strive to stay within the abusive environment. Since the cases of high -pressure working conditions and the hierarchical management systems are becoming more and more frequent, it is vital to address the connection between abusive supervision and psychological distress.

H1: Abusive supervision and psychological distress have a positive relationship.

Abusive Supervision and Workplace bullying.

Abusive supervision and workplace bullying are two subtly related phenomena, which may have an adverse impact on the quality of the working environment to a considerable extent. Abusive supervision is defined as a repeated aggressive action of supervisors, including the status of ridicule, threat or intentional sabotage of juniors. When these leadership behavior patterns are continued, it may lead to a greater culture of aggression and disrespect that has made the act of bullying behavior acceptable or even normal in the organization. In this regard, workplace bullying might not have to be peer-to-peer but can be affected by hierarchical power relationships where the action created by supervisors is the model the others follow. Research on organizational behavior proposes that negative organizational leadership styles tend to spread in teams that promote toxic relationships and diminish psychological safety. The more employees are exposed to or exposed to abusive supervision, the more vulnerable they become to bullying or may develop abusive behaviors themselves that lead to the continuance of a vicious cycle.

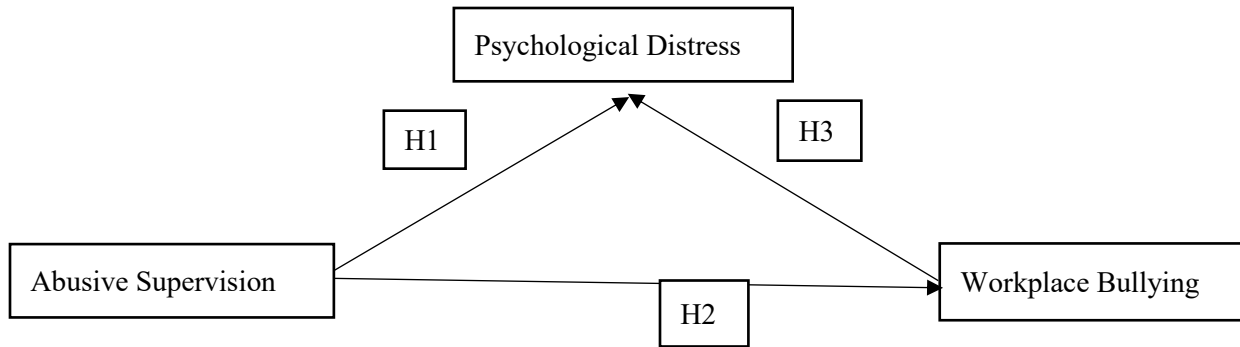
H2: Abusive supervision is positively related to bullying at workplace.

Incivility and Stress in the Workplace.

Workplace bullying refers to a widespread organizational problem that deals with negative repeated unwanted behaviors directed towards an employee within the organization, i.e. verbal intimidation, exclusion intimidation or undermining professional competence. Such actions result in negative emotional and psychological impact and create an unfavorable and unsafe working environment. The psychological distress, that includes such symptoms as anxiety, depression, and emotional exhaustion and reduced self-esteem, is one of the common consequences of the continued bullying at the work place. As per the stress and organizational behavior theories, long time exposure to such unfavorable interpersonal treatment interferes with the sense of stability and support of employees making them more prone to emotional strain. The disproportion between the work employees put in their jobs and the disrespect or the hostility they get in the job puts the work climate in a psychologically negative position. The consequences of bullying are more deeply embedded when the workers do not have sufficient support systems or solutions to report and abate this kind of mistreatment and thus they may end up experiencing chronic stress and reduced mental health.

H3: There is a positive relationship between workplace bullying and psychological distress.

Fig: 1 Conceptual Framework



Methodology

In the current research study, the methodology adopted in the research was quantitative. The paper integrates the data collected using survey questionnaires with airline management, passengers, and the employees attached to the airline industry and analyzing previous literature. The purpose of the methodology was to learn about the influences on passenger check in efficiency of airlines. The methodology specifically paid attention to the contribution of communication strategies, integration of technology and internal dynamics of operations including employee well-being. Quantitative data was also gathered with the help of a structured questionnaire to make the findings reliable and generalizable, and this type of data collection was conducted with a large sample of 301 participants. The survey aimed at getting the perception and experience of the employees concerning psychological distress, abusive supervision, and workplace bullying. The respondents belonged to different demographics and professional positions of the airlines, airports, as well as ground handling services. The levels of agreement with a series of statements were measured using a 5-point Likert scale and they could be analyzed. The dataset obtained after the survey was strong and analyzed by means of Partial Least Squares Structural Equation Modeling (PLS-SEM), which gives empirical observations of the inner processes that influence the work of employees and, hence, the efficiency of passenger checks at the check-in point. Secondary data was acquired by conducting a board review of academic literature, industry reports and past studies conducted. The respondent gave a theoretical basis of the research and aided in pinpointing research gaps pertinent to communication, integration of technology and organizational behavior in the aviation sector. This situational knowledge guided the construction of the survey tools as well as the analysis of qualitative data. The respondents have been chosen selectively in the management team of the airline and each one had experience in the strategic and operational understanding of passenger services. The sample was small, because the responses were directed, as the intention was to get specific managerial views and not the overall staff views. In the case of the quantitative survey, the sampling strategy was more extensive and inclusive to cover the diversity of workforce in the aviation industry. The respondents represented various departments and organizational levels, and it was possible to have a better holistic picture of the internal challenges and opportunities of airlines.

Results and Analysis

The analysis of smart pls 4 was performed in two steps with the help of PLS-SEM. Measurement was also implemented in step which evaluated the discriminant and convergent validity of our proposed model. The convergent validity of the model was discussed through a three-point evaluation, first the items loadings of all the factors, which are included in each of our variable, second, the item value of Cronbach alpha of all the variables and lastly the value of average variance extract (AVE). According to Hair et al. (2017), the factor loading of all the items constituting a variable of a study had to be larger than the cut off of 0.50. The values of composite reliability and the Cronbach alpha were used to calculate the reliability of the variables. The

outputs show that composite reliability and Cronbach alpha of all our constructs are more than cut off value of 0.70 and therefore our study does not have any reliability problems (Hair et al., 2011). The examination of convergent validity was conducted at the last stage AVE value was evaluated. In this instance, the rule of thumb of AVE is 0.5 to be validated. When the values of the AVE are above 0.5, then it is termed as acceptable. Our finding show that all construct AVE value are higher than the threshold 0.50. Therefore outcomes are determining convergent validity. Once the convergent validity is established, we have considered the discriminant validity using three criteria of factor loadings, Heterotrait-Monotrait ratio (HTMT ratios) and fornell-Laker Criterion (Henseler et al., 2016). The Findings regarding factor loading indicate that the factor loadings have the top ranking in the respective construct. Then, HTMT ratio value is discovered as less than cutoff value of 0.90 (Alshahrani and Iqbal, 2021). Lastly, table of Fornell-Laker suggest that the square root of AVE of every construct exceeds the relationship of this construct with any other construct (Rouf & Akhtaruddin, 2018). Therefore using these criteria we can conclude that discriminant validity is zero in our study.

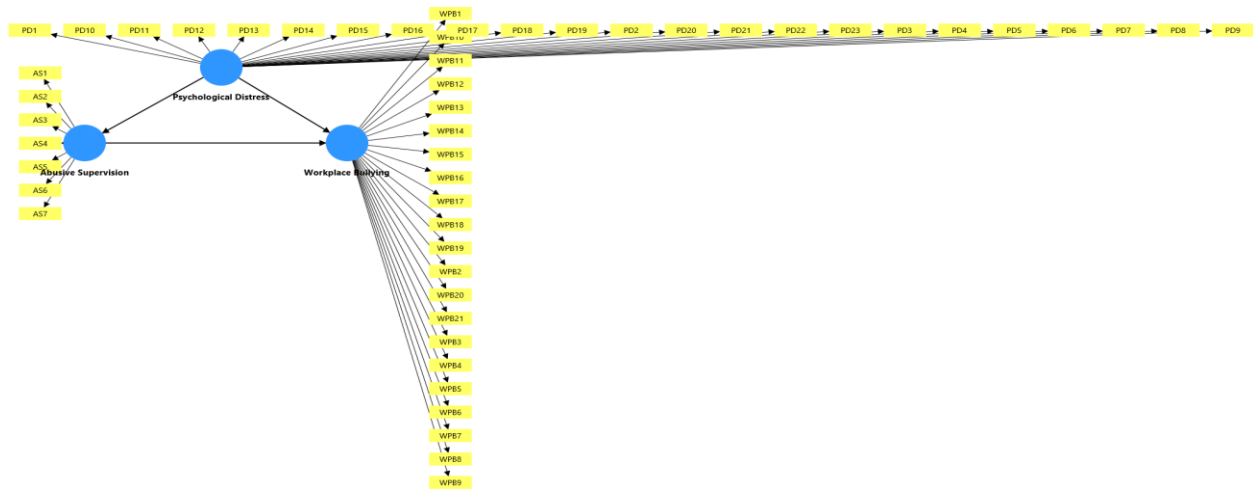


Figure 1. Measurement model of current study

Table 1

| Variables | Indicator | Loading | Cronbach's alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) | R square |
|---------------------|-----------|---------|------------------|-------|-----------------------|----------------------------------|----------|
| Abusive Supervision | AS1 | 0.768 | 0.911 | 0.913 | 0.929 | 0.653 | |
| | AS2 | 0.797 | | | | | |
| | AS3 | 0.802 | | | | | |
| | AS4 | 0.836 | | | | | |
| | AS5 | 0.854 | | | | | |
| | AS6 | 0.808 | | | | | |
| | AS7 | 0.788 | | | | | |
| Psychological | PD13 | 0.756 | 0.929 | 0.936 | 0.938 | 0.521 | 0.132 |
| | PD14 | 0.797 | | | | | |
| | PD15 | 0.769 | | | | | |
| | PD16 | 0.743 | | | | | |
| | PD18 | 0.727 | | | | | |
| | PD19 | 0.716 | | | | | |
| | PD22 | 0.760 | | | | | |

| | | | | | | | |
|--|-------|-------|-------|-------|-------|-------|-------|
| distress Workplace Bullying | PD3 | 0.744 | | | | | |
| | PD7 | 0.743 | | | | | |
| | PD8 | 0.760 | | | | | |
| | WPB10 | 0.716 | | | | | |
| | WPB11 | 0.705 | 0.939 | 0.940 | 0.946 | 0.540 | 0.453 |
| | WPB12 | 0.780 | | | | | |
| | WPB13 | 0.733 | | | | | |
| | WPB14 | 0.752 | | | | | |
| | WPB15 | 0.738 | | | | | |
| | WPB16 | 0.762 | | | | | |
| | WPB17 | 0.763 | | | | | |
| | WPB18 | 0.701 | | | | | |
| | WPB3 | 0.763 | | | | | |
| | WPB4 | 0.747 | | | | | |
| | WPB8 | 0.770 | | | | | |
| | WPB9 | 0.767 | | | | | |

N=301

Table 2. Measurement of Discriminant validity established on Fornell-Larcker criterion

| | ABUSIVE SUPERVISION | PSYCHOLOGICAL DISTRESS | WORKPLACE BULLYING |
|-------------------------------|----------------------------|-------------------------------|---------------------------|
| Abusive Supervision | 0.808 | | |
| Psychological Distress | 0.364 | 0.721 | |
| Workplace bullying | 0.655 | 0.381 | 0.735 |

*The off-diagonal values are correlations between the construct and in diagonal (shows in bold are square value of AVEs)

Table 3. Measurement of Discriminant validity established on Heterotrait-Monotrait Ratio

| | Abusive Supervision | Psychological Distress | Workplace Bullying |
|-------------------------------|----------------------------|-------------------------------|---------------------------|
| Abusive Supervision | | | |
| Psychological Distress | 0.380 | | |
| Workplace Bullying | 0.705 | 0.389 | |

Table 4. Discriminant validity based on cross-loading criterion

| | Abusive Supervision | Psychological Distress | Workplace Bullying |
|------|----------------------------|-------------------------------|---------------------------|
| AS1 | 0.768 | 0.350 | 0.484 |
| AS2 | 0.797 | 0.272 | 0.529 |
| AS3 | 0.802 | 0.263 | 0.483 |
| AS4 | 0.836 | 0.270 | 0.525 |
| AS5 | 0.854 | 0.345 | 0.573 |
| AS6 | 0.808 | 0.301 | 0.561 |
| AS7 | 0.788 | 0.249 | 0.542 |
| PD13 | 0.244 | 0.756 | 0.246 |

| | | | |
|-------|-------|-------|-------|
| PD14 | 0.266 | 0.797 | 0.311 |
| PD15 | 0.263 | 0.769 | 0.282 |
| PD16 | 0.235 | 0.743 | 0.247 |
| PD18 | 0.236 | 0.727 | 0.212 |
| PD19 | 0.324 | 0.716 | 0.317 |
| PD22 | 0.330 | 0.760 | 0.346 |
| PD3 | 0.284 | 0.744 | 0.323 |
| PD4 | 0.109 | 0.548 | 0.125 |
| PD5 | 0.170 | 0.629 | 0.204 |
| PD6 | 0.280 | 0.690 | 0.289 |
| PD7 | 0.218 | 0.743 | 0.165 |
| PD8 | 0.282 | 0.760 | 0.275 |
| PD9 | 0.289 | 0.680 | 0.343 |
| WPB10 | 0.516 | 0.233 | 0.716 |
| WPB11 | 0.437 | 0.271 | 0.705 |
| WPB12 | 0.432 | 0.297 | 0.780 |
| WPB13 | 0.486 | 0.307 | 0.733 |
| WPB14 | 0.439 | 0.319 | 0.752 |
| WPB15 | 0.452 | 0.248 | 0.738 |
| WPB16 | 0.532 | 0.317 | 0.762 |
| WPB17 | 0.494 | 0.280 | 0.763 |
| WPB18 | 0.452 | 0.226 | 0.701 |
| WPB3 | 0.524 | 0.235 | 0.736 |
| WPB4 | 0.466 | 0.240 | 0.747 |
| WPB5 | 0.473 | 0.232 | 0.694 |
| WPB7 | 0.469 | 0.285 | 0.644 |
| WPB8 | 0.506 | 0.312 | 0.770 |
| WPB9 | 0.516 | 0.373 | 0.767 |

Hypothesis Testing

At the second stage of our analysis, we have the structural model to test the hypothesis of the current study by employing bootstrapped sample of 5000. The table 5 reveal that the impact of abusive supervision on psychological distress of the employee is significant and positive ($\beta=0.364$, $p<0.05$), it means higher abusive supervision is strongly associated with increased psychological distress which is supporting our first hypothesis H1. Next the relation of workplace bullying and abusive supervision is also significant and positive ($\beta=0.597$, $p<0.05$), It indicates that abusive supervision is a significant predictor of workplace bullying, which is supporting our second hypothesis H2. Next the effect of workplace bullying on psychological distress of the employee is significant and positive ($\beta=0.164$, $p<0.05$), which mean psychological distress positively influences workplace bullying, though the effect size is smaller compared to the paths involving abusive supervision, which is supporting our third and final hypothesis H3.

Table 5. Hypothesis Testing

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics ((O/STDEV)) | P values |
|---|----------------------------|------------------------|-----------------------------------|---------------------------------|-----------------|
| Abusive Supervision -> Psychological Distress | 0.364 | 0.371 | 0.055 | 6.668 | 0.000 |
| Abusive Supervision -> Workplace Bullying | 0.596 | 0.597 | 0.050 | 11.808 | 0.000 |
| Psychological Distress -> Workplace Bullying | 0.164 | 0.167 | 0.056 | 2.927 | 0.003 |

This paper has discussed how the passenger check-in process of airline can be improved using modern technological solutions and current communication strategies. The analysis of the research results indicates that although such technological advancements as mobile check-in and automation can greatly decrease the wait period and enhance the efficiency of operations, they cannot be effective in the absence of supportive organizational culture and accompanying communication activities. It was shown that the poor communication with passengers about the possibility to use modern check-in options and use it is one of the main obstacles on the way of using technology to the full extent. Also, the psychological well-being of the frontline employees was found to have a significant impact on the performance of operations. Problems in the form of abusive supervision and bullying at the workplace also add to the psychological stress among employees which negatively impacts their job satisfaction, productivity and ultimately passenger experience. This type of study provides support to the need to focus on technological as well as human aspects to streamline the process of check in by integrating quantitative data with qualitative insights. An airline should focus on providing an efficient check-in process, as well as ensuring effective workplace conditions and constantly tracking performance indicators, which could only be achieved in the framework of a holistic approach aimed at improving the efficiency of its work and thereby ensuring its competitiveness in the airline sector. All in all, the research highlights the fact that technological integration on its own is not sufficient that will ensure higher service quality without the consequent employee well-being programs and suggested communication strategies. This holistic view has practical implications to airlines that aim at offering smooth and fulfilling travel experiences as well as fostering a healthy and motivated workforce. Every participant in surveys was given the proper information concerning the purpose of the study, procedures and their rights. The participation was voluntary and informed consent was taken so that the respondents could contribute to the project of their own choice and not through any coercion or under the pressure. In order to safeguard the privacy of the participants all the data collected in surveys were anonymized. The personal identifiers were eliminated or coded to make sure that the responses given by an individual could not be linked to any particular individual. The data was stored with maximum safety and only the researchers could access it. Multi-channel strategy is one of the ways to resolve these communication gap, and thus to a greater extent make the modern check-in procedures more understood and used, on site staff guiding and explaining the use of modern technology through booking sites and explanatory videos, visible signs, etc. to the passengers, and thereby to greater extents make the check-in experiences a more efficient and satisfying one. The key performance indicators (KPIs) such as wait time can help airlines to monitor how innovation such as mobile boarding pass and other integrated application contribute to the speed of the service. Constant enhancement of the check-in processes is also guaranteed through measuring the performance before and after implementations to determine effectiveness. The adoption of modern check-in options may be boosted by discounts, loyalty points and social media awareness campaign, on-site support can be given by the airlines to enhance the practical knowledge of the passengers. An inclusive design such as multilingual help, customized help interface and visual aids can enable airlines to cover all passengers group, a survey can be used to identify specific

requirement so that the check-in processes are effective and accessible to all the users. Studies of behavior can provide some insight into the motivation behind the decision of travelers to remain out of developed check-in systems. It is this understanding that will enable airline to design awareness efforts that is focused, emphasizing the benefits and applicability of these techniques in such a way that it demonstrates airline commitment to the needs and preference of the passengers. Airlines can also offer such incentives as discount or loyalty points to those using advanced check-in methods. Airlines may gather comments about the check-in processes by sending post-flight surveys via email or smartphone notifications. Categorization of input simplifies the ability to identify trends and act in accordance with changes in data. The airlines can have the staff near the check-in counters to offer immediate assistance especially to the elderly and the less tech-savvy travelers. Dual language directions and step by step on screen guide can also be provided by the airlines to make the process of checking in easier and more accessible.

Conclusion, Future Recommendations and Limitations.

The way your study was conducted was respectful to all participants especially employees who were talking of sensitive issues like psychological distress, abusive behavior and workplace bullying. Caution was administered to ensure that an open and honest communication was practiced in a safe environment where the repercussions would not be felt. The research information was transparent regarding the purpose and utilization of the data during the research. Findings were not fabricated or presented in an honest manner so as to make the study credible. The research used a small sample of the management of Airline, frontline employees and passengers who were mainly based in Karachi Airport. This small scale can limit the extrapolation of the results to other airports or other airlines with different situations in their operations. Most of the information especially those related to psychological distress, abusive supervision and workplace bullying, were collected by self-reported survey questionnaires. This data is liable to such biases as social desirability and bias of recall that may influence the validity of the answers. The cross-sectional design of the study is only a snapshot of the problems at a single point in time hence it is difficult to determine whether the problems were different across time and the long-term effects of intervention. Although it has been focused on addressing the technological integration and communication strategies, other aspects of operation like infrastructure and financial and external regulatory forces on the check-in process might have been under-explored in the study. The study may not adequately reflect the diversity of the passengers, despite the fact that passenger demographics were taken into account, as cultural differences, disabilities or special needs might affect the adoption and effectiveness of check-in technologies. Others, particularly the respondents who have gone through abusive supervision or bullying, may not have disclosed their experiences wholly, which may have resulted in underreporting of the same. This paper provides a significant foundation upon which the passenger check-in procedures at the airlines may be improved by technological means and more efficient communication measures. Nevertheless, there are still some avenues of future research and development. Future research could carry out longitudinal research to determine the long term impact of technological and communication interventions on operational efficiency, passenger satisfaction and employee well-being in the long-term. An extension of the research to consider various airports, diverse groups of passengers and airlines would offer a more detailed picture of the issues with the check-in and the solutions to these problems in a variety of situations. Future studies are possible to investigate behavioral and psychological mechanisms that may determine the adoption of modern check-in technologies by passengers, such as resistance to changes because of habits, mistrust or cultural preferences. Through the exploration of the implementation and the effects of the emergent technologies, including the use of biometric authentication, artificial intelligence and block chain in the check-in systems, one can provide new avenues to achieve efficiency and security. The next round of research might consider certain interventions aimed at minimizing workplace bullying and abusive supervision and assess their efficiency in enhancing the levels of mental health and operational performance of employees. The area of research into inclusive design that accommodates persons with

disabilities, older travelers and passengers of non-native language might enhance accessibility and satisfaction. Airlines are supposed to embrace various communication channels such as SMS messages, mobile applications, social media updates, physical signage at the airport and explanatory videos. These channels will make passengers more aware and the adoption of modern check-in technologies easier to avoid the queues and misunderstandings during peak-time. Airlines should come up with strong employee welfare programs to mitigate psychological distress resulting out of abusive supervision and work bullying. Supervisor training on positive leadership anti-bullying policies, counseling services and stress management programs will improve the health and productivity of the staff. By creating a respectful and equitable working environment where the input of employees is appreciated and a transparent communication linkage is established, the turnover will be reduced and operational efficiency will increase. Loyalty points, discounts or priority boarding of passengers with digital check-in options are some of the rewards that can be offered in order to encourage more individuals to adopt the new system and make the operations smoother. The introduction of regulated feedback gathering system with the help of post-flight survey and online tools will give feedback to constantly enhance the check-in procedures, as well as service quality.

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