

The *Journal of Air Transport Studies* (JATS – ISSN:1791-6771) is a peer reviewed journal aiming at publishing high quality research related to air transport. JATS is interested in publishing papers primarily focusing on economics, geography, policymaking, management, marketing, operations, technology, logistics/supply chain management and modelling.

The Journal is published electronically twice a year, i.e. in January and July by the Hellenic Aviation Society ([www.aviationsociety.gr](http://www.aviationsociety.gr)). The Winter issue usually contains papers (subject to changes) originally presented at the Air Transport Research Society ([www.atrsworld.org](http://www.atrsworld.org)) Conference of the previous year(s) whereas the Summer issue may be occasionally dedicated to a special theme. The Journal is accessible online free-of-charge.

Journal of Air Transport Studies (JATS)  
© Hellenic Aviation Society  
12, Agiou Charalambous Street, Athens 114 74, Greece.  
Telephone: +30 210 64 24 401  
Facsimile: +30 210 64 24 401  
Website: <http://www.aviationsociety.gr>

Volume 11, Number 1, Winter 2020, ISSN:1791-6771.

## **Editorial and Advisory Board**

**Editor-in-Chief:** Professor Andreas Papatheodorou, Hellenic Aviation Society and University of the Aegean, Greece.

**Associate Editor:** Dr Kostas Iatrou, Hermes Air Transport Organization, Canada

### **Executive Editorial Team**

Dr Iva Bulatovic, Higher Colleges of Technology, United Arab Emirates

Dr Marina Efthymiou, Dublin City University, Ireland

Dr John F O'Connell, University of Surrey, United Kingdom

Dr Ioulia Poulaki, University of Patras, Greece

Dr Dimitrios Stergiou, Hellenic Open University, Greece

### **Reviewers and Advisory Board**

Professor Angela Stefania Bergantino, Università degli studi di Bari Aldo Moro, Italy

Professor Evangelos Christou, International Hellenic University, Greece

Professor Larry Dwyer, University of New South Wales, Australia

Professor Triant Flouris, American College of Greece, Greece

Professor Peter Forsyth, Monash University, Australia

Professor Anne Graham, University of Westminster, United Kingdom

Professor Sveinn Gudmundsson, Toulouse Business School, France

Professor Keith Mason, Cranfield University, United Kingdom

Professor Hans-Martin Neimeier, University of Applied Sciences Bremen, Germany

Professor Tae Oum, President of ATRS, University of British Columbia, Canada

Professor Paris Tsartas, Harokopio University, Greece

Professor Respicio Espírito Santo, Rio de Janeiro Federal University, Brazil

Professor Pauline Sheldon, University of Hawaii, USA

Professor Marianna Sigala, University of South Australia, Greece

Professor Kerstin Wegener, Frankfurt University of Applied Sciences, Germany

Professor Anming Zhang, University of British Columbia, Canada

Professor Yvonne Ziegler, Frankfurt University of Applied Sciences, Germany

Dr Andreas Andrikopoulos, University of the Aegean, Greece

Dr Pavlos Arvanitis, Southampton Solent University, United Kingdom.

Dr Leonardo Corbo, Católica Porto Business School, Portugal

Dr Anderson Correia, Instituto Tecnológico de Aeronáutica, Brazil

Dr Dimitrios Dimitriou, Dimocritus University of Thrace, Greece

Dr Rafael Echevarne, ACI, Canada

Dr Paul Hooper, Department of Transport, Abu Dhabi, UAE

Dr Panagiotis Karamanos, Athens International Airport, Greece

Dr Eleftherios Katarelos, Hellenic Civil Aviation Authority, Greece

Dr Tay Ryang Koo, University of New South Wales, Australia

Dr Konstantinos Kostopoulos, Hellenic Competition Commission, Greece

Dr Christos Markou, IATA, Canada

Dr Antonio Menezes, University of the Azores, Portugal

Dr Theodoros Stavrinoudis, University of the Aegean, Greece

Dr Bijan Vasigh, Embry-Riddle Aeronautical University, USA

Captain Spyros Jancovich, Hellenic Aviation Society, Greece

Mr Takis Adamidis, Hellenic Aviation Society, Greece

Mr Mario Diaz, Atlanta International Airport, USA

Mr Ray Kaduck, Canadian Transportation Agency, Canada

Mr Antonios Simigdalas, Elix Aviation Capital, Ireland

Ms Narjess Teyssier, ICAO, Montreal

Mr Stamatis Varsamos, Athens International Airport, Greece

Ms Irini Vlasi, University of the Aegean, Greece

Mr David Young, Eurocontrol, France

## Notes for Contributors

JATS publishes the following categories of papers written in scholarly English: a) Full Research Papers, b) Conference Reports, c) Book Reviews, d) Industry Perspectives. Papers should be submitted electronically via journal's website <https://jats.aviationsociety.gr> in MS-Word format ONLY using British spelling, single-column, 1.5 line spacing, Tahoma letters, font size 11. Section headings (and sub-headings) should be numbered and written in capital letters. Upon acceptance of a paper and before its publication, the corresponding author will be asked to sign the *Publishing Agreement* form on behalf of all identified authors.

*Full Research Papers* should contain original research not previously published elsewhere. They should normally be between 4,000 and 7,000 words although shorter or lengthier articles could be considered for publication if they are of merit. The first page of the papers should contain the title and the authors' affiliations, contact details and brief vitae (of about 50 words). Regarding the following pages, papers should generally have the following structure: a) title, abstract (of about 150 words) and six keywords, b) introduction, c) literature review, d) theoretical and/or empirical contribution, e) summary and conclusions, f) acknowledgements, g) references and h) appendices. Tables, figures and illustrations should be included within the text (not at the end), bear a title and be numbered consecutively. Regarding the referencing style, standard academic format should be consistently followed. Examples are given below:

- Airbus (2003), *Global Market Forecasts 2003-2022*, Toulouse: Airbus.
- Fragoudaki, A., Keramianakis, M. and Jancovich, S. (2005) The Greek PSO Experience. *4<sup>th</sup> International Forum on Air Transport in Remoter Regions*. Stockholm, May 24-26.
- Forsyth P. (2002a), 'Privatization and Regulation of Australian and New Zealand Airports', *Journal of Air Transport Management*, 8, 19-28.
- Papatheodorou, A. (2008) The Impact of Civil Aviation Regimes on Leisure Market. In Graham, A., Papatheodorou, A. and Forsyth, P. (ed) *Aviation and Tourism: Implications for Leisure Travel*, Aldershot: Ashgate, 49-57.
- Skycontrol (2007) *easyJet welcomes European Commission's decision to limit PSO abuse in Italy*. 23<sup>rd</sup> April. Available from: <http://www.skycontrol.net/airlines/easyjet-welcomes-european-commissions-decision-to-limit-pso-abuse-in-italy/> (accessed on 22/08/2008).

*Industry Perspectives* are usually shorter than full research papers and should provide a practitioner's point of view on contemporary developments in the air transport industry. Contributors should explicitly specify whether their views are espoused by their organization or not.

*Conference Reports* should be between 1,000 and 1,500 words. They should provide factual information (e.g. conference venue, details of the conference organizers), present the various programme sessions and summarize the key research findings.

*Book Reviews* should be between 1,000 and 1,500 words. They should provide factual information (e.g. book publisher, number of pages and ISBN, price on the publisher's website) and critically discuss the contents of a book mainly in terms of its strengths and weaknesses.

## TABLE OF CONTENTS

EDITORIAL.....	vi
----------------	----

*Efstathios (Stathis) Kefallonitis, Tay Koo, Iva Bulatovic*

1. TRANSNATIONAL REPRESENTATION BY EUROPEAN WORKS COUNCILS IN THE PASSENGER AIRLINE INDUSTRY .....	1-10
----------------------------------------------------------------------------------------------------	------

*Stephen J. Havlovic*

Mergers and acquisitions have reduced the number of European Works Councils (EWCs) in the airline industry over the past two decades. In addition, start-up low-cost airlines have been reluctant to form EWCs. Only 5 of the 11 eligible transnational passenger airlines have established EWCs. This limited number of airline EWCs reduces airline employees' opportunity to be involved in strategic decision making in areas such as tourism. All of the available EWC agreements provide the opportunity for management and employee member consultation, the offering of opinions, and providing information related to European transnational operations. The Lufthansa Group and the International Airlines Group EWC agreements contain more subject areas for discussion than the Air France-KLM agreement. Only the Lufthansa Group EWC agreement includes the topic of environmental protection.

2. IMPROVING AIR PASSENGERS' EXPERIENCE DURING FLIGHT DISRUPTION: THE CASE OF ENFORCING THE DENIED BOARDING REGULATIONS (DBRs) AT CHIOS AIRPORT "OMIROS".....	11-30
---------------------------------------------------------------------------------------------------------------------------------------------------------------	-------

*Maria Salamoura, Viktoria Voxaki*

Over the past few decades, air travel is no longer considered a luxury, but a commodity, as passengers are faced with the choice of traveling to various destinations at a lower cost and higher safety than ever before. Nevertheless, passengers' overall experience does not meet their expectations about excellent customer service, as flying results in various problems. This article focuses on the importance of understanding and improving aviation consumers' experiences of disruption at Chios Airport by investigating the implementation of the regulation known as the Denied Boarding Regulations (DBRs). The results show that passengers are unaware of their legal rights and dissatisfied with the outcome of their complaints concerning the main sources of disruption: flight delay/cancellation denied boarding, and baggage delay, loss, or damage. Furthermore, "refund of flight cost", "rescheduling/rebooking (free)", "financial compensation", "information on legal rights" and "flight status information" are critical factors for delayed or cancelled flights.

3. DEVELOPING INDICATORS FOR CAPTURING THE AIRPORTS DYNAMICS IN REGIONAL AND TOURISM DEVELOPMENT: EVIDENCE FROM GREECE.....	31-46
-----------------------------------------------------------------------------------------------------------------------------	-------

*Dimitrios Tsiotas, Spyros Niavis, Serafeim Polyzos, Artemis Papageorgiou*

Air transport is an aspect of the transportation and communication sector, it is a capital and technology intensive component of the national economies, and it plays an important role in communication and trade, in tourism development, and generally in the economic and regional development. The major role of air transport in the support of distant communication makes it a valuable tool for the strategic planning and innovative marketing in tourism, especially for tourism policies addressed to international markets. Within this context, this paper studies air transport in Greece and particularly the regional dimension of the Greek air transport, by excluding the metropolitan airports of Athens and Thessaloniki. The paper examines the factors that determine the attractiveness of the Greek regional airports on data referring to

air traffic statistics and on available spatial and tourism information. For measuring the dynamics of the regional airports in Greece in regional development, the paper introduces a composite index, which computes passenger-traffic change between time periods by considering an airports' classification. Next, for measuring the airport dynamics in tourism development, an index is introduced in terms of the international arrivals and overnights per region. The results of applying the proposed indices comply with the observations of the common practice and they seem sufficient to be used in other areas of application. The overall approach provides a novel measure for air transport studies and it illustrates the contribution of the small and regional airports to tourism and regional development in Greece.

4. CONSUMER ATTITUDES AND BEHAVIOURAL INTENTIONS TOWARDS CORPORATE SOCIAL RESPONSIBILITY: EVIDENCE FROM THE AIRLINE INDUSTRY.....47-70

*Kleopatra Konstantoulaki, Ahmet Yigitbas, Apostolos Giovanis, Ioannis Rizomyliotis*

This paper explores consumers' attitudes and behavioural intentions towards corporate social responsibility (CSR) practices in the airline industry by examining the role of consumers' perceived values and expectations towards CSR initiatives in the airline industry. Data pertaining to customers in the airline industry is used to determine the role of consumer values and expectations in relation to the attitudes and behavioural intentions towards CSR initiatives. According to results, consumer perceptions of value dimensions and CSR expectations have a significant positive effect on customer attitudes when purchasing services in the airline industry. Results also indicate that customer attitudes have a significant positive relationship with consumers' purchase intentions in the airline industry. The paper discusses implications for managers and adds to the understanding of CSR initiatives and how they can increase companies' value proposition.

5. THE RELATIONSHIP BETWEEN LEADERSHIP STYLES AND AVIATION SAFETY: A STUDY OF AVIATION INDUSTRY .....71-102

*Dipak Prasad Bastola*

The role of leadership in aviation safety is the subject of great interest. Aviation safety is related foremost to passenger safety, and ultimately to the economy. A single aviation accident can lead to organizational failures due to financial burden and loss of life. Therefore, the role of aviation leader in safety issues needs to be examined. In this article, 300 aviators, both managers and employees, have participated in the survey which utilized the Multifactor Leadership Questionnaire (MLQ), and the Nordic Network of Occupational Safety Questionnaire (NOSACQ-50). Three separate organizations were chosen for the study. A quantitative research methodology was used to analyze the research findings. The research results show that the safety level of most of the airlines under the investigation was below the desired level. Likewise, transformational leadership has a higher safety score than any other leadership styles; however, only a few aviation leaders are practising this style. It implies that aviation leaders can adopt a transformational style to reduce air accidents. This research also identified a few core competencies of the aviation leader within the transformational style of leadership. Intellectual stimulation and individualized consideration can contribute to higher aviation safety than any other factors of transformational leadership.

# **JOURNAL OF AIR TRANSPORT STUDIES, VOL. 11, ISSUE 1**

## **EDITORIAL**

Efstathios (Stathis) Kefallonitis

*The State University of New York at Oswego, USA*

Tay Koo

*University of New South Wales, NSW 2052 Sydney, Australia*

Iva Bulatovic

*Higher Colleges of Technology, United Arab Emirates*

This issue of the *Journal Air Transport Studies* innovates in an interesting way by bringing together papers from different sources. In particular, the first four papers were originally presented during the 2019 International Conference on Strategic Innovative Marketing and Tourism (ICSIMAT) held in Chios. The fifth paper complements the selection of the conference papers to build a solid issue, which explores and highlights how strategic innovative marketing in tourism affect the air transport industry.

Scholars and industry practitioners have highlighted the need to integrate strategic planning, innovative marketing, and tourism activities to enhance the role and functions of air transport. Current trends and future planning are essential in bringing together expertise that highlights the crucial and interdisciplinary nature of these fields. Tourist infrastructure is not sustainable without the inclusion of aspects of destination marketing, the importance of sociocultural factors, strategic planning, innovation, and the support of a strong transportation base (that includes ground, air, and sea transportation options). This issue of JATS highlights the need of adopting and extending the holistic approach to air transport growth by enhancing marketing approaches to include innovation, strategic planning, and tourism activities.

A review of literature in the interrelationship between air transport and tourism has revealed a growing area of academic attention to include air route development, passenger experiences, affordable air travel through low-cost carriers, and environmental concerns such as carbon emissions (Spasojevic et al. 2018). These themes are interrelated; low-cost carriers are related to growing mass tourism development and environmental impact as well as varying levels of customer experiences.

The four conference papers provide a cutting-edge insight into current trends and outlook in the air transport industry. **Havlovic** examines the European Works Councils in the airline industry from an organisational management perspective, identifying links between low-cost carriers, labour union tensions, and environmental protection policies (or lack of). **Salamoura and Voxaki** investigate the sources of poor passenger service experience during times of flight disruption in the context of leisure- and low-cost carrier-traffic-based Chios airport in Greece. Moreover, while numerous studies have examined sustainable tourism indicators (for example, see European Tourism Indicator Systems), few have directly incorporated the dynamics and volatility of air transport in the thinking. **Tsiotas, Niavis, Polyzos and Papageorgiou** attempt to develop a composite index incorporating some of these features in Greek airports. Finally, **Konstantoulaki, Yigitbas, Giovanis and Rizomyliotis** examine the links between consumers of airline services and the demonstrated corporate social responsibility (CSR) of the airlines with a particular focus on the ethical behaviour of the airlines.

More specifically, the study titled “**Transnational Representation by European Works Councils in the Passenger Airline Industry**” by Stephen Havlovic aims to provide an overview of the EWC legislation, review prior EWC studies relevant to the airline industry, and to analyse active EWC agreements in the passenger airline sector. The study reviews the existing arrangements and discusses the variations within them, finding that all EWCs are primarily concerned with corporate strategies, economic and financial situations of the company, including mergers, takeovers, and acquisitions. Except for one, environmental protection and equal opportunities are not made explicit, while there are no formal statements relating to new technology policy and corporate social responsibility. In that context, the study identifies that significant conflict between airline unions and employers remains, in areas such as, but not limited to, pay inequities, especially where low-cost carriers or low-cost carrier subsidiaries are concerned. From an organisational management perspective, the study concludes that it is unlikely that EWCs in the passenger airline sector will have a meaningful contribution to EU transnational corporate decisions until labour-management tensions in the sector subside.

The paper by Maria Salamoura and Viktoria Voxaki entitled “**Improving air passengers’ experience during flight disruption: the case of enforcing the Denied Boarding Regulations (DBRs) at Chios airport Omiros**” investigates the importance of understanding and improving aviation consumers’ experiences of disruption at Chios Airport by exploring the implementation of the regulation known as the Denied Boarding Regulations (DBRs). According to the results, passengers are unaware of their legal rights and dissatisfied with the outcome of their complaints concerning the main sources of

disruption, namely flight delay/cancellation, denied boarding, and baggage delay, loss, or damage. In other words, passengers' overall experience does not meet their expectations about excellent customer service. These findings have managerial implications, as there is a need for a consistent approach across the airline industry to inform passengers about their rights and make airport customers' experience as pleasant as possible, which in turn will affect their recommendations to others through word-of-mouth. In conclusion, this study could be beneficial for policymakers in designing new transport marketing strategies in a more holistic approach to customer loyalty and airport branding, considering that air transport affects hospitality and tourism.

The paper by Dimitrios Tsiotas et al. entitled "**Developing indicators for capturing the airport's dynamics in regional and tourism development: evidence from Greece**", examines the factors determining the attractiveness of the Greek regional airports and develops two indicators for capturing airport dynamics, based on data referring to air traffic and on available spatial and tourism information. The first composite index captures airport dynamics in a regional development context, by computing passenger-traffic change between time periods by considering airport classification. The second measure captures airport dynamics in a tourism development context by computing tourism load in terms of international arrivals and overnights per region. Due to the major role of air transport in support of distant communication, the proposed measures may suggest valuable tools for the strategic planning and innovative marketing in tourism, especially for tourism policies addressed to international markets, in the context where a highly developed air transportation network is facilitating the conduct of inbound tourism flows. Thus, it improves the effectiveness of national strategic tourism planning and tourism policies to attract international tourism. On the other hand, a destination not supported by air transport is restricted in receiving international inbound tourism flows. Thus, the policies aiming to develop this destination in the international tourism market cannot be that effective. Towards this demand, the paper offers new decision-making tools for strategic planning and innovative marketing in tourism. It provides useful insights contributing to a profound knowledge of the airport dynamics and regional and tourism development.

The fourth paper by Kleopatra Konstantoulaki et al. entitled "**Consumer Attitudes and Behavioural Intentions towards Corporate Social Responsibility: Evidence from the Airline Industry**", seeks to explore consumers' attitudes and behavioural intentions towards corporate social responsibility (CSR) practices in the airline industry by exploring the role of consumers' perceived values and expectations towards CSR initiatives in the airline industry. Data about customers in the airline industry is used to determine the role of consumer values and expectations in relation to the attitudes and behavioural



intentions towards CSR initiatives. According to results, consumer perceptions of value dimensions and CSR expectations significantly affect customer attitudes when purchasing services in the airline industry. Results also indicate that customer attitudes have a significant positive relationship with consumers' purchase intentions in the airline industry. The paper discusses implications for managers and adds to the understanding of CSR initiatives and how the latter can lead to increasing companies' value proposition.

Although the fifth and last manuscript into this issue is not part of the selection of conference papers it complements the previous papers in an interesting manner stepping beyond traditional marketing issues to explore the role of leadership in aviation safety. After all, marketing in aviation is of almost no importance unless airlines operate in a safe environment. In particular, the paper entitled "**The Relationship Between Leadership Styles And Aviation Safety: A Study Of Aviation Industry**" by Dipak Prasad Bastola explores the impact of three different leadership styles (transformational, transactional, and laissez-fair) on aviation safety climates in Nepal as one of the most unsafe according to IATA. The author employed a survey among managers and employees of local airlines in Nepal. For the aim of his research, the author defined twelve factors to describe the independent variable - leadership style and five factors to clarify the dependent variable – safety climates. His results showed there is a correlation between leadership and safety climates in aviation. Specifically, research results indicate that the relationship between transformational leadership and safety climate in the aviation sector is much stronger compared with the relationship between other leadership styles and safety climate. Moreover, research results indicate a significant difference in leadership impacts on climate safety in governmental, semi-governmental, and private organizations in the aviation sector. To put it differently, the author's analysis shows that transformational leadership is more effective in private aviation organizations than in public ones. The paper represents one of the first of this kind, and the research on the topic might be further explored and expanded in other countries' contexts.

We want to thank all the authors and reviewers for their contribution to this issue of the *Journal of Air Transport Studies*. We believe that these papers represent a significant contribution to aviation research and practice.

## References

Spasojevic, B., Lohmann, G., and Scott. N. (2018) 'Air transport and tourism – a systematic literature review (2000–2014)', *Current Issues in Tourism*, 21-9, 975-997.

European Commision (2016) European Tourism Indicators System for sustainable destination management. Available from:  
[https://ec.europa.eu/growth/sectors/tourism/offer/sustainable/indicators\\_en](https://ec.europa.eu/growth/sectors/tourism/offer/sustainable/indicators_en) (accessed on 1/ 12/2019)