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). The Winter issue usually contains papers (subject to changes) originally presented at the Air Transport Research Society (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)

Triaena Business Center, 15, Mesogeion Avenue, Athens 115 26, Greece.
Telephone: +30 210 64 24 401
Facsimile: +30 210 64 24 401
Website: http://www.aviationsociety.gr

Volume 12, Number 1, Winter 2021, ISSN:1791-6771.
DOI: https://doi.org/10.38008/jats.v12i1

Editorial and Advisory Board

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 *Transfer of Copyright* 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. *4th 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*. 23rd 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

limited to the airline as a unit of analysis. In this unit of analysis, further leadership and organization are considered as two sub-units of analysis. In the leadership sub-unit, mainly leadership traits and determinants, leadership perspectives, leadership styles and types of leadership have been studied, whereas in the organization sub-unit of analysis, human resources, technology, structure, safety culture, strategy, environments, the role of government, unhealthy competition, political instability and its effects, have thoroughly been studied. The results indicate that leadership and organizational performance of Nepali aviation industries are two sides of a coin and without effective leadership, better organizational performance is not possible. Besides other factors like culture, environment, technology and financial constrain, most of the cases revealed that the role of government leadership while formulating the policies and aviation leadership that fails in coopetition with governmental bodies due to lack of political competency are the two main factors for aviation organizational success or failure in Nepal. Success factors, as per the research findings, are: merit-based employee selection process, no discrimination based on gender, consideration of all employees as owners, and ownership feeling within employees due to profit distribution, highly qualified and well-educated employees. Finally, a new theory of successful airline has developed at the end of this research based on multiple case studies.

This study provides the result of statistical analysis of weekly airport passenger traffic data and the rate of new COVID-19 cases (COVID-19 incidence rate) in Europe at both the country and sub national level during 2020, controlling for the prior incidence rate, the level of stringency of government measures, and the mobility of people. This paper focuses on the relationship between air travel and the COVID-19 incidence rate during the second half of the year because this addresses the real problem faced in Europe about whether to permit air travel after a novel virus was already highly present in the community. The paper does not seek to add to the literature about the role of air travel in the initial propagation of a novel virus, nor does it consider the impact of vaccine availability. The analysis provides evidence that a 10% increase in airport passengers is correlated with a 0.14% increase in the COVID-19 incidence rate in Europe's subnational regions during the second half of 2020. As comparison, an increase of 10% in the index of the stringency of government measures is correlated with a 4.3% reduction in the COVID-19 rate, and 10% more mobility in the population with a 2.9% increase in the COVID-19 rate. The paper uses a model that is based in literature and applies ordinary least squares (OLS) regression techniques for fixed effects and pooled panel data. The finding that increases in air transport traffic when a novel virus is already widely present suggests that efforts to restrict or control air travel are not likely to be efficient.

This study analyses labor use efficiency of Ethiopian airports using an input requirement function approach. The study considers panel data for 13 international and domestic airports covering the period 2002-2017. The fixed effects, a multi-step model of separating persistent and transitory inefficiency, and maximum likelihood estimation techniques are used for estimating the airports' labor use efficiency. The study concluded that labor use and airport output were complementary hence expansion of airport facilities is recommended. Capital, energy, and maintenance and repair inputs substitute labor use. The efficiency results vary according to the models' underlying assumptions. The average labor use efficiency of the

fixed-effects, multi-step and maximum likelihood methods are 47.52, 49.60 and 50.59% respectively. Despite these minor differences, many domestic airports performed relatively better compared to international airports. Thus, deployment of resources above the minimum requirements should be reconsidered as a source of cost reduction. The airports with high persistent inefficiency will continue to remain inefficient which may necessitate structural changes and revision of employment and labor use policies so as to increase their labor productivity.

EDITORIAL

This issue collects five papers focusing on a variety of topics related with the contemporary air transport environment.

In the first paper, **Lúcia de Fátima Silva Piedade** and **David Warnock-Smith** investigate the ways that airports use social media platforms for the cases of crisis and disruptions to highlight the need of their inclusion in overall airport crisis and disruption management strategies. Primary research concerned questionnaires distributed in Portuguese airport users and interviews with UK airport operational experts aiming to determine the engagement degree of passengers with airports' social media platforms upon crises and significant operational disruptions. An evidence-based template communications flow model for airport operations managers and their communications teams was the result of this work to ensure a) common and consistent messaging b) positive user engagement/experiences and c) reduced business fallout from significant disruption and crises. Future research is also indicated by the authors related with the consistency of social media usefulness among airport users who present different preferences by crisis typology.

Moritz Höser and **Ulrike Schmalz**, in the second paper, driven by the fact that major privacy concerns do not reconcile with commercial interests and functionalities towards a more convenient and profitable air travel, conceptualise an architecture for a virtual travel assistant that mediates between mobility and air transport providers as well as passengers while assuring privacy through local computation. In the post-Covid era the steady growth of air passenger volume, an open modular platform may be the technical solution in a time horizon of 10+ years, according to the authors. Network effects, passengers' overall travel experience improvement and ensuring traveller's privacy online, are business advantages that the proposed architecture can support. The way forward, as suggested by the authors, concerns initial simulations and implications of this open, modular platform.

The factors of the airline success or failure in the context of Nepali aviation are investigated, in the third paper, by **Dipak Prasad Bastola, Binod Krishna Shrestha** and **Prakash C. Bhattarai**, using a case study method that concerns six airlines that have been studied in an analysis based on two pillars: leadership and organization. The first pillar has been studied in terms of leadership traits and determinants, leadership perspectives, leadership styles and types of leadership, while the second one focused on human resources, technology, structure, safety culture, strategy, environments, the role of government, unhealthy competition, political instability and its effects. Research findings indicated that that leadership and organizational performance of Nepali aviation industries are two sides of a coin. In fact, the authors postulate that without effective leadership, better organizational performance is not possible, while the role of government leadership is very significant when it comes to aviation organizational success or failure in Nepal. Furthermore, the authors highlight the success factors which include, among others, merit-based employee selection process, no discrimination based on gender, and ownership feeling within employees due to profit distribution.

The fourth paper focuses on the relationship between air travel and the COVID-19 incidence rate during the second half of the year because this addresses the real problem faced in Europe about whether to permit air travel after a novel virus was already highly present in the community. **Michael Stanton-Geddes** provides the result of statistical analysis of weekly airport passenger traffic data and the rate of new COVID-19 cases (COVID-19 incidence rate) in Europe at both the country and sub-national level during 2020, controlling for the prior incidence rate, the level of stringency of government measures, and the mobility of people. The authors use a model that is based in literature and applies ordinary least squares (OLS) regression techniques for fixed effects and pooled panel data. The finding that increases in air transport traffic, when a novel virus is already widely present, suggests that efforts to restrict or control air travel are not likely to be efficient.

In the fifth and last paper **Tsegay Kaleab** and **Almas Heshmati** analyse labor use efficiency of Ethiopian airports using an input requirement function approach. Their research methodology considers panel data for 13 international and domestic airports covering the period 2002-2017. Labor use and airport output were found complementary hence expansion of airport facilities is recommended. Capital, energy, and maintenance and repair inputs substitute labor use. Nonetheless, the efficiency results vary according to the models' underlying assumptions, while minor statistical differences have been found among airports when it comes to average labor use efficiency of the fixed-effects. The authors postulate that many domestic airports performed relatively better compared to international airports. Furthermore, the airports with high persistent inefficiency will continue to remain inefficient which suggests structural changes and revision of employment and labor use policies to increase their labor productivity.

We would like to extend our thanks to all these authors and all the reviewers for their hard work and contribution to this issue of Journal of Air Transport Studies. We believe that these works are providing a valuable contribution to the aviation practitioners as well as encouraging further research on the respective topics.

Dr. Ioulia Poulaki
Department of Tourism Management
University of Patras
Patras, Greece