

# From Experience to EXcellence

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Quantifying Employee Experience as a  
Predictor of Organisational Performance  
in the Global Airline Industry

[welliba.ai](https://welliba.ai)

Authors:

Sara Berger

Richard Justenhoven

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## Abstract

In an increasingly competitive business environment, employee experience (EX) has emerged as a strategic determinant of organisational performance. This study explores the predictive power of EX in differentiating high-performing airlines using the Welliba EX Index™ and EXcelerate, an AI-powered, psychometrically grounded tool that transforms passive employee data into actionable insights.

Drawing on the 2024 Skytrax World Airline Rankings, we analysed 24 contextual EX factors across the Top 100 airlines, applying statistical tests and machine learning models to identify those most strongly associated with performance excellence. The results reveal that Peer-to-Peer Communication, Company Brand & Reputation, Task Variety, Business Strategy, and Client Orientation consistently distinguish top-performing airlines, with Rewards and Mission & Values emerging as critical levers among the Top 10.

The findings underscore the narrow performance margins in a mature industry and highlight how small, targeted improvements in EX can yield significant competitive advantages. This research contributes to the growing field of EX analytics by demonstrating how passive data, when combined with robust psychometric frameworks, can inform strategic decision-making and drive long-term organisational success.

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## Objective & Purpose

In the competitive landscape of business, the drive towards optimising workforce productivity is a central goal for any organisation aiming for longevity and success. Sustainable productivity is about effectively synchronising the growth of the organisation with the wellbeing of its employees, captured under the term employee experience (EX). To this end, we developed the Welliba EX Index™.

The Welliba EX Index™ measures the experience of individuals, teams, and organisations and to what extent they are thriving. As an aggregation, the Welliba EX Index™ quantifies all internal and external factors and their interrelations that can determine employee experience, performance, and growth potential. The Welliba EX model accounts for different possible combinations of mindset (internal) and contextual (external) factors influencing the individual EX over time. For the purpose of this study, we shall focus on the 24 external factors impacting EX.

*For further information, especially for more details and definitions on each of the factors, see Welliba's Technical Documentation -Measuring Employee Experience with the Welliba EX Index™ by Justenhoven et al., 2024.*

## Quantifying EX: AI-Powered Insights

To quantify EX, we have developed EXcelerate, an AI-powered solution which draws on pre-existing passive data such as employee reviews and workplace discussions that are already publicly accessible.

What sets EXcelerate apart is its integration of advanced artificial intelligence with a strong foundation in psychometrics. By transforming this unstructured information into meaningful outputs, EXcelerate enables organisations to gain insights into EX without requiring ongoing input from individuals. This is achieved by mapping the data to Welliba's EX Model.

Hence, EXcelerate offers a scalable and robust way to monitor and enhance EX, empowering organisations to act on the signals embedded in passive data and translate them into strategic, data-driven improvements that support long-term success.

*For further information on our passive data approach, see Welliba's Technical Documentation - EXcelerate: Leveraging Passive Data to Bridge Gaps by Preuß et al., 2025.*

# Understanding Performance Excellence: The SkyTrax Airline Ranking

Hence, by combining the Welliba EX model with our passive data approach, we can identify factors that have the greatest impact on employees' productivity and performance and hence can predict the performance of an organisation at large. To validate this approach, we investigated the organisational factors that distinguish top-performing airlines from the broader industry. To do so, we used the *Skytrax 2024* rankings as a benchmark (*see <https://www.worldairlineawards.com/>*). The *Skytrax World Airline Awards 2024* are internationally recognised benchmarks of excellence within the aviation industry. Based on extensive global passenger surveys, the rankings assess over 350 airlines across key performance indicators such as service quality, cabin experience, and operational standards.

Drawing on Welliba's Business Metrics Model, we compared airlines ranked in the Top 100, Top 50, Top 25, and Top 10 against general industry averages. This multi-tiered approach enables us to examine not only the broad characteristics that differentiate high performers from the rest, but also the incremental shifts in experience factors that distinguish the very best from their near peers. By combining statistical testing and machine learning techniques, we aimed to identify the internal and external EX factors most strongly associated with recognised excellence. Importantly, our analysis does not focus solely on what high performers have in common but also on what differentiates them across increasing levels of performance. In doing so, we explore whether certain cultural, strategic, or interpersonal elements consistently underpin strong performance, and which additional elements may act as decisive levers at the highest levels of recognition.

This methodology was chosen in response to two key dynamics in the aviation industry. First, while the sector is mature and operational standards are generally high, performance rankings remain highly dynamic, with even minor differences in employee experience having the potential to shift competitive positioning. Second, despite a shared baseline of functional adequacy across many airlines, only a select few consistently achieve excellence, suggesting that distinct, experience-driven capabilities may be at play.

The following analysis therefore serves a dual purpose: to provide a clear, evidence-based understanding of the factors that distinguish high-performing airlines, and to highlight the employee experience dimensions that offer the most leverage for organisations seeking to improve productivity, brand reputation, and long-term performance. Rather than treating EX as a generic driver of engagement, we approach it here as a strategic and cultural system, one that aligns employees around a coherent purpose and enables organisations to compete sustainably at the highest level.

# Study Procedure & Results

## How to Outperform the Industry Average

In the first instance, based on the 2024 Skytrax airline rankings, we generated scores for each of the 24 context factors of the EX model for every airline using Welliba's AI-powered Excelerate pipeline. To run the analyses, we grouped the airlines into the following categories: the Top 10, Top 25, Top 50, and Top 100. As an additional comparison layer, we included industry average values from Welliba's proprietary benchmark data. To determine the significance of any observed differences, we applied two-sided t-tests. The five factors showing the most statistically significant and consistently higher mean scores between the top-ranked airlines and the industry average are discussed below. For a full overview of the scores and differences, refer to Table 1 in the Appendix.

Among the **Top 100** airlines, the most pronounced significant differences relative to the industry average were found in the areas of Bottom-Up Communication, Business Strategy, Company Brand & Reputation, Peer-to-Peer Communication, and Task Variety. Interestingly, Bottom-Up Communication was an outlier, with the industry average outperforming the Top 100 in this domain. This suggests that while many high-ranking airlines do well across several dimensions, excellence in Bottom-Up Communication may not be essential for achieving a high Skytrax position. Overall, the Top 100 airlines scored particularly high on Colleagues, Company Brand & Reputation, Peer-to-Peer Communication, Purpose & Meaningfulness, and Task Variety. The overlap between high mean scores and the factors where these airlines visibly outperform the industry average indicates that these dimensions are likely core drivers of performance excellence.

A similar pattern emerged for the **Top 50** airlines. The most significant differences compared to the industry average were found in Business Strategy, Clients / Customers, Company Brand & Reputation, Peer-to-Peer Communication, and Task Variety. Notably, the gap in Bottom-Up Communication observed in the Top 100 was reduced here, resulting in its exclusion from the five most differentiating factors. Instead, Clients / Customers appeared as a defining dimension of Top 50 airline performance. In terms of general mean scores, the Top 50 also performed strongly on Colleagues, Company Brand & Reputation, Peer-to-Peer Communication, Purpose & Meaningfulness, and Team Dynamics & Culture. The recurrence of similar factors as in the Top 100, now joined by Team Dynamics & Culture, highlights the increasing importance of team cohesion as a distinguishing attribute among higher-performing airlines.

Looking at the **Top 25** airlines, the five factors showing the greatest significant differences from the industry average were Clients / Customers, Company Brand & Reputation, Peer-to-Peer Communication, Business Strategy, and Task Variety. Although the core differentiating dimensions remained consistent with those in the Top 50, the magnitude of the differences increased, suggesting further improvement in these areas among higher-ranked carriers. The highest mean scores for the Top 25 were observed in

Colleagues, Clients / Customers, Company Brand & Reputation, Purpose & Meaningfulness, and Team Dynamics & Culture. These closely align with the Top 50 results, though Peer-to-Peer Communication now plays a less central role, hinting at subtle shifts in emphasis among top-tier airlines.

For the **Top 10** airlines, the greatest significant differences compared to the industry average were found in Business Strategy, Clients / Customers, Company Brand & Reputation, Peer-to-Peer Communication, Rewards, and Task Variety. While most of these dimensions were already present in the earlier groupings, Rewards ( $\delta = 1.83$ ; mean = 3.5) emerged as a new factor. This shift will be examined in more detail in Section 3, but its appearance here already suggests that recognition and compensation may be key to reaching the very highest Skytrax rankings. More broadly, the Top 10 airlines also scored highly in Colleagues, Clients / Customers, Company Brand & Reputation, Purpose & Meaningfulness, and Task Variety, all factors that had been identified consistently across all tiers.

While the focus so far has been on areas of strong differentiation, it is equally important to highlight the dimensions where no significant differences were found. Across all levels, there were no notable gaps between top-ranked airlines and the industry average in Career Progression, Diversity, Equity & Inclusion, Learning & Development, and Team Dynamics & Culture. In addition, in certain areas, namely Bottom-Up Communication and Equipment & Technology, the industry average outperformed the top airlines. This suggests that these factors, while potentially important for overall employee experience, are not key levers of performance excellence as reflected in Skytrax rankings, or that the industry performs uniformly well in these domains.

Taken together, the data reveal that top-performing airlines tend to significantly outperform the industry average in Business Strategy, Clients / Customers, Company Brand & Reputation, Peer-to-Peer Communication, and Task Variety. In the case of the Top 10, Rewards also becomes a differentiating factor. Importantly, the relative consistency of these dimensions across all ranking tiers points to a stable set of characteristics that define high performance in the airline industry. By contrast, factors like Bottom-Up Communication, while positively rated, do not appear to be distinguishing elements among the best airlines. Hence, in the next steps, we will explore in greater depth which of these context factors most powerfully define performance excellence and how they differentiate the Top 10, 25, and 50 airlines from the broader industry.

## Tight Competition: Investigating Ranking Changes

In the previous section, we identified a relatively stable set of factors that distinguish top-performing airlines from the broader industry. We now shift focus to examining how the very best airlines compare with one another by analysing the differences between the Top 50, Top 25, and Top 10. The data reveals that performance across these top tiers is remarkably similar. Most changes in average factor scores between the Top 25 and Top 10 are less than 0.5 points on a 1–5 scale, with the largest difference observed in Autonomy ( $\delta = -0.42$ ) and Business Strategy ( $\delta = 0.5$ ). Interestingly, the Top 25 actually outperformed the Top 10 on Autonomy – serving as an example that the relationship, even though significant and meaningful, is not strictly mathematically linear in all cases, given the small mean differences between the classes. This phenomenon was not isolated to Autonomy; a few other factors also showed similar reversals, reinforcing the idea that within the top 25, performance levels are so tightly clustered that even marginal variations can appear significant.

By contrast, the differences become more pronounced when comparing the Top 25 to the Top 50, and especially the Top 10 to the Top 50. In these comparisons, the expected pattern of improvement is linear and more stringent. The difference in average scores between the Top 25 and Top 50 reaches nearly 0.9 points, with the most notable gains in Rewards and Actionable Feedback ( $\delta = 0.62$ ). For the Top 10 versus the Top 50, the gap widens further to approximately 1.2 points, with Rewards and Company Brand & Reputation ( $\delta = 0.86$ ) showing the largest increases. These results suggest that while performance among the highest-ranking airlines is closely matched, even small score differences, particularly in specific high-impact dimensions, can significantly influence Skytrax positioning. For the full breakdown of mean differences, refer to Table 2 in the Appendix. In such a competitive environment, these seemingly subtle distinctions emerge as the most critical drivers of top-tier performance, a finding that will be further explored in the following analysis.

This narrow margin of performance difference is further illustrated by the high degree of volatility in the Skytrax rankings. One key metric that captures this sensitivity is the change index, which reflects how much airlines move up or down in the rankings from year to year. Between 2023 and 2024, over 60% of airlines in the Top 100 experienced a substantial shift in their position, defined as a change of three places or more. Only 2% of airlines maintained their position, and 25% moved by just one rank or stayed the same. These figures highlight two important dynamics: first, it is exceedingly rare for an airline to hold its precise rank year over year; second, even small changes in performance metrics can result in noticeable ranking movement. Nearly 90% of airlines remained within 10 places, underscoring the competitiveness and fluidity of the top rankings. This pattern strongly supports the earlier observation that among high-performing airlines, even marginal improvements or declines in key dimensions, such as Rewards, Business Strategy, or Brand Reputation, can significantly influence overall ranking outcomes. In such a tightly packed field, small shifts in performance have a clear outsized impact.

## Best Predictors of High SkyTrax Rankings

Based on the previous analyses, two key insights emerge. First, the Skytrax rankings exhibit high volatility, with many airlines performing at a similarly high level. Second, despite this overall competitiveness, a small set of factors appears to exert a disproportionate influence on an airline's ranking. The aim of this section is to identify which specific factors have the greatest positive impact; those that an airline can strategically improve to increase its Skytrax ranking.

To do so, we applied two complementary analytical approaches. First, we conducted t-tests comparing factor means between airlines ranked in the Top 50, Top 25, and Top 10 against the remaining airlines in the Top 100, following a methodology consistent with our earlier sections. Second, we employed a supervised machine learning technique, specifically, a Random Forest classifier, to predict whether an airline would fall into the Top 50, 25, or 10 of the Skytrax 2024 ranking. These dual methods offer distinct but complementary perspectives: the t-tests highlight statistically significant group-level differences, while the machine learning model uncovers predictive patterns in a multivariate context. Using both approaches in tandem allows for triangulation of findings, enhancing the robustness, reliability, and interpretability of our results.

From the t-test analysis, we found that the five factors with the greatest mean differences between the Top 50 and the bottom 50 airlines in the Top 100 were: Company Brand & Reputation, Clients / Customers, Purpose & Meaningfulness, Team Dynamics & Culture, and Colleagues (see Appendix: Table 3). These results are consistent with earlier sections, reinforcing the idea that these core factors are key drivers of airline performance. Notably, the same five factors also distinguished the Top 25 (see Appendix: Table 4). However, when isolating the Top 10, one new factor emerged as a particularly strong differentiator: Company Mission & Values, with a mean difference of 2.02 compared to the rest (see Appendix: Table 5). This finding suggests that alignment with a compelling mission and values becomes a hallmark of the most elite performers.

To verify and extend these insights, we constructed Random Forest models. A Random Forest is an ensemble learning method that aggregates multiple decision trees, each trained on random subsets of the data and features, to improve prediction accuracy and reduce overfitting. Our models showed substantial overlap with the t-test results, lending credibility to the findings.

For the Top 50 prediction, the most important variables identified were Company Brand & Reputation, Clients / Customers, Purpose & Meaningfulness, and Colleagues—a near-complete replication of the t-test results (see Appendix: Figure 1). Interestingly, Physical Workspace also emerged as a strong predictor in the model. This may reflect the narrow margins in factor scores across airlines, where even slight differences in a secondary factor can influence ranking. While Physical Workspace and Team Dynamics & Culture are certainly relevant, their impact may be more context-dependent, varying based on the unique profile or baseline of each airline.

For the Top 25, in addition to Company Brand & Reputation and Clients / Customers, the model highlighted Physical Workspace, Equipment & Technology, and Processes & Policies as predictive factors (see Appendix: Figure 2). In the case of the Top 10, only Company Brand & Reputation overlapped with earlier findings. Instead, the model emphasised Business Strategy, Physical Workspace, Task Variety, and Level of Responsibility (see Appendix: Figure 3). These shifts underscore how, at the highest levels of performance, even minute differences in less prominent factors can influence final rankings, echoing the earlier observation about ranking volatility.

Taken together, these findings underscore the highly competitive nature of the airline industry, where small variations in performance factors can lead to substantial differences in ranking. For airlines seeking to improve their position, one conclusion stands out unequivocally: Company Brand & Reputation was the single most influential factor across all analyses. Consistently emerging in both statistical and predictive models, it represents the clearest lever for strategic improvement. Other factors, such as Clients / Customers, Purpose & Meaningfulness, and Colleagues, also play a significant role, particularly when aiming to move into the Top 50 or 25. However, advancing into the Top 10 appears to require excellence across a broader and more nuanced set of dimensions, including Mission & Values, Business Strategy, and operational elements like Task Variety and Responsibility.

In summary, while there is no single path to the top, this analysis offers a roadmap: focus on strengthening brand reputation, customer orientation, and internal culture, and then refine strategic and operational practices to compete among the very best.

## Conclusion

This study provides compelling evidence that employee experience (EX), as quantified through the Welliba EX Index™ and operationalised via our AI-driven EXcelerate tool, serves as a powerful predictor of organisational performance in the airline industry. Through a combination of statistical and machine learning analyses grounded in the 2024 Skytrax rankings, we identified a stable core of EX dimensions that consistently distinguish top-performing airlines from their peers. Notably, *Company Brand & Reputation*, *Clients / Customers*, *Purpose & Meaningfulness*, and *Colleagues* emerged as foundational drivers of high performance, with *Company Brand & Reputation* standing out as the most influential factor across all tiers of ranking.

As airlines progress toward the upper echelons of performance, the analysis reveals an increasing importance of nuanced elements such as *Business Strategy*, *Task Variety*, *Level of Responsibility*, and alignment with *Mission & Values*. This suggests that peak performance is not solely a function of strong individual experience factors but of an integrated EX ecosystem that aligns strategic intent with cultural and operational excellence.

Furthermore, the observed volatility in Skytrax rankings underscores the razor-thin margins separating elite performers, making incremental gains in EX both strategically valuable and practically impactful. In such a competitive context, even small improvements in key experience factors can translate into significant movements in performance rankings.

Overall, this study advances the conceptualisation of EX from a static engagement metric to a dynamic, data-informed system of organisational capability. By leveraging passive data and psychometric modelling, EXcelerate provides organisations with a scalable means to monitor, predict, and act on EX in real time. Ultimately, this positions employee experience not merely as an HR concern but as a core driver of competitive advantage, operational excellence, and sustained organisational success.

# Appendix

## Table 1

Top Airlines vs. Industry Average: Mean Score Differences by Factor

| Factor                        | Δ Top100 | Mean Top 100 | Δ Top 50 | Mean Top 50 | Δ Top 25 | Mean Top 25 | Δ Top 10 | Mean Top 10 | Industry mean |
|-------------------------------|----------|--------------|----------|-------------|----------|-------------|----------|-------------|---------------|
| Actionable Feedback           | 0.644    | 2.544        | 0.912    | 2.812       | 1.192    | 3.092       | 1.0      | 2.9         | 1.9           |
| Autonomy                      | 1.119    | 3.019        | 1.3      | 3.2         | 1.444    | 3.344       | 2.17     | 2.982       | 1.9           |
| Bottom-Up Communication       | 1.553    | 2.447        | 1.31     | 2.69        | 1.060    | 2.94        | 1.009    | 2.991       | 4.0           |
| Business Strategy             | 1.375    | 3.375        | 1.6      | 3.6         | 1.872    | 3.872       | 1.973    | 3.973       | 2.0           |
| Processes & Policies          | 0.16     | 2.66         | 0.402    | 2.902       | 0.692    | 3.192       | 0.718    | 3.29        | 2.5           |
| Clients / Customers           | 1.204    | 3.504        | 1.642    | 3.942       | 1.868    | 4.168       | 1.8      | 4.1         | 2.3           |
| Colleagues                    | 0.138    | 4.138        | 0.474    | 4.474       | 0.548    | 4.548       | 0.427    | 4.427       | 4.0           |
| Company Brand & Reputation    | 1.792    | 3.692        | 2.28     | 4.18        | 2.592    | 4.492       | 2.573    | 4.473       | 1.9           |
| Company Mission & Values      | 1.017    | 3.517        | 1.32     | 3.82        | 1.548    | 4.048       | 1.573    | 4.073       | 2.5           |
| Direct Manager                | 0.871    | 2.971        | 1.16     | 3.26        | 1.316    | 3.416       | 1.136    | 3.236       | 2.1           |
| Equipment & Technology        | 0.914    | 3.086        | 0.718    | 3.282       | 0.456    | 3.544       | 0.56     | 3.62        | 4.0           |
| Flexible Working Arrangement  | 0.698    | 2.802        | 0.514    | 2.946       | 0.256    | 3.244       | 0.264*   | 3.236       | 3.5           |
| Peer-to-Peer Communication    | 1.813    | 3.813        | 2.126    | 4.126       | 2.176    | 4.176       | 1.955    | 3.955       | 2.0           |
| Physical Workspace            | 1.002    | 3.102        | 0.978    | 3.402       | 1.324    | 3.524       | 1.291    | 3.491       | 2.2           |
| Purpose & Meaningfulness      | 0.051*   | 3.851        | 0.446    | 4.246       | 0.524    | 4.396       | 0.536    | 4.336       | 3.8           |
| Rewards                       | 1.185    | 2.885        | 1.318    | 3.018       | 1.824    | 3.524       | 1.836    | 3.536       | 1.7           |
| Task Variety                  | 1.508    | 3.608        | 1.772    | 3.872       | 1.968    | 4.068       | 1.945    | 4.045       | 2.1           |
| Top-Down Communication        | 0.832    | 2.732        | 1.024    | 2.932       | 1.328    | 3.228       | 1.245    | 3.145       | 1.9           |
| Workload                      | 0.111    | 2.411        | 0.328    | 2.628       | 0.416    | 2.716       | 0.06     | 3.06        | 2.3           |
| Diversity, Equity & Inclusion | 1.017    | 3.042        | 0.410    | 3.190       | 0.172*   | 3.428       | 0.182*   | 3.418       | 3.6           |
| Level of Responsibility       | 0.056*   | 3.444        | 0.240    | 3.740       | 0.452    | 3.952       | 0.545    | 4.045       | 3.5           |
| Learning & Development        | 0.437    | 3.363        | 0.134*   | 3.666       | 0.14*    | 3.94        | 0.264*   | 4.064       | 3.8           |
| Team Dynamics & Culture       | 0.262    | 3.738        | 0.1*     | 4.1         | 0.2      | 4.2         | 0.06*    | 4.06        | 4.0           |
| Career Progression            | 0.008*   | 2.608        | 0.096*   | 2.696       | 0.340    | 2.94        | 0.13     | 3.2         | 2.6           |

Note. \* = difference not significant



Table 2

How Factor Scores Differ Among the Top 10, 25, and 50 Airlines

| Factor                        | Mean Top10 | Mean Top25 | Mean Top50 | Top10 vs Top25 | Top25 vs Top50 | Top50 vs Top10 |
|-------------------------------|------------|------------|------------|----------------|----------------|----------------|
| Actionable Feedback           | 3.0        | 3.153      | 2.532      | -0.153         | 0.621          | -0.468         |
| Autonomy                      | 3.09       | 3.513      | 3.056      | -0.423         | 0.457          | -0.034         |
| Bottom-Up Communication       | 2.89       | 2.973      | 2.44       | -0.083         | 0.533          | -0.45          |
| Business Strategy             | 4.17       | 3.673      | 3.328      | 0.497          | 0.345          | -0.842         |
| Career Progression            | 2.99       | 2.907      | 2.452      | 0.083          | 0.455          | -0.538         |
| Processes & Policies          | 3.29       | 3.127      | 2.612      | 0.163          | 0.515          | -0.678         |
| Clients / Customers           | 4.28       | 4.093      | 3.716      | 0.187          | 0.377          | -0.564         |
| Colleagues                    | 4.47       | 4.6        | 4.4        | -0.13          | 0.2            | -0.07          |
| Company Brand & Reputation    | 4.73       | 4.333      | 3.868      | 0.397          | 0.465          | -0.862         |
| Company Mission & Values      | 4.23       | 3.927      | 3.592      | 0.303          | 0.335          | -0.638         |
| Diversity, Equity & Inclusion | 3.4        | 3.447      | 2.952      | -0.047         | 0.495          | -0.448         |
| Direct Manager                | 3.35       | 3.46       | 3.104      | -0.11          | 0.356          | -0.246         |
| Equipment & Technology        | 3.7        | 3.44       | 3.02       | 0.26           | 0.42           | -0.68          |
| Flexible Working Arrangement  | 3.21       | 3.267      | 2.728      | -0.057         | 0.539          | -0.482         |
| Learning & Development        | 4.09       | 3.84       | 3.392      | 0.25           | 0.448          | -0.698         |
| Level of Responsibility       | 4.1        | 3.853      | 3.528      | 0.247          | 0.325          | -0.572         |
| Peer-to-Peer Communication    | 4.15       | 4.193      | 4.076      | -0.043         | 0.117          | -0.074         |
| Physical Workspace            | 3.62       | 3.46       | 3.088      | 0.16           | 0.372          | -0.532         |
| Purpose & Meaningfulness      | 4.39       | 4.4        | 4.096      | -0.01          | 0.304          | -0.294         |
| Rewards                       | 3.72       | 3.393      | 2.512      | 0.327          | 0.881          | -1.208         |
| Task Variety                  | 4.24       | 3.953      | 3.676      | 0.287          | 0.277          | -0.564         |
| Team Dynamics & Culture       | 4.06       | 4.293      | 4.0        | -0.233         | 0.293          | -0.06          |
| Top-Down Communication        | 3.27       | 3.2        | 2.636      | 0.07           | 0.564          | -0.634         |
| Workload                      | 2.74       | 2.7        | 2.54       | 0.04           | 0.16           | -0.2           |

**Table 3**
*Mean Difference between the Top 50 and the Bottom 50 Airlines*

| <b>Factor</b>                            | <b>Mean Difference</b> | <b>p_value</b> |
|--|------------------------|----------------|
| <i>Company Brand &amp; Reputation</i>    | -0.976                 | < 0.01         |
| <i>Clients / Customers</i>               | -0.876                 | < 0.01         |
| <i>Purpose &amp; Meaningfulness</i>      | -0.79                  | < 0.01         |
| <i>Team Dynamics &amp; Culture</i>       | -0.724                 | < 0.01         |
| <i>Colleagues</i>                        | -0.672                 | < 0.01         |
| <i>Peer-to-Peer Communication</i>        | -0.626                 | < 0.01         |
| <i>Company Mission &amp; Values</i>      | -0.606                 | < 0.01         |
| <i>Learning &amp; Development</i>        | -0.606                 | < 0.01         |
| <i>Level of Responsibility</i>           | -0.592                 | < 0.01         |
| <i>Direct Manager</i>                    | -0.578                 | < 0.01         |
| <i>Physical Workspace</i>                | -0.538                 | < 0.01         |
| <i>Actionable Feedback</i>               | -0.536                 | < 0.01         |
| <i>Task Variety</i>                      | -0.528                 | < 0.01         |
| <i>Bottom-Up Communication</i>           | -0.486                 | < 0.01         |
| <i>Processes &amp; Policies</i>          | -0.484                 | < 0.01         |
| <i>Business Strategy</i>                 | -0.45                  | < 0.01         |
| <i>Workload</i>                          | -0.434                 | < 0.01         |
| <i>Top-Down Communication</i>            | -0.4                   | < 0.01         |
| <i>Equipment &amp; Technology</i>        | -0.392                 | < 0.01         |
| <i>Flexible Working Arrangement</i>      | -0.368                 | < 0.01         |
| <i>Autonomy</i>                          | -0.362                 | < 0.01         |
| <i>Diversity, Equity &amp; Inclusion</i> | -0.296                 | 0.027          |
| <i>Rewards</i>                           | -0.266                 | 0.0812         |
| <i>Career Progression</i>                | -0.176                 | 0.1136         |

**Table 4**
*Mean Difference between the Top 25 and the Bottom 75 Airlines*

| Factor                        | Mean_Diff | p_value |
|-------------------------------|-----------|---------|
| Company Brand & Reputation    | -1.652    | < 0.01  |
| Clients / Customers           | -1.48     | < 0.01  |
| Purpose & Meaningfulness      | -1.348    | < 0.01  |
| Team Dynamics & Culture       | -1.316    | < 0.01  |
| Colleagues                    | -1.148    | < 0.01  |
| Company Mission & Values      | -1.124    | < 0.01  |
| Bottom-Up Communication       | -1.072    | < 0.01  |
| Peer-to-Peer Communication    | -1.028    | < 0.01  |
| Actionable Feedback           | -0.996    | < 0.01  |
| Direct Manager                | -0.952    | < 0.01  |
| Task Variety                  | -0.944    | < 0.01  |
| Learning & Development        | -0.936    | < 0.01  |
| Level of Responsibility       | -0.892    | < 0.01  |
| Top-Down Communication        | -0.86     | < 0.01  |
| Rewards                       | -0.828    | < 0.01  |
| Business Strategy             | -0.82     | < 0.01  |
| Physical Workspace            | -0.816    | < 0.01  |
| Processes & Policies          | -0.78     | < 0.01  |
| Flexible Working Arrangement  | -0.768    | < 0.01  |
| Diversity, Equity & Inclusion | -0.76     | < 0.01  |
| Autonomy                      | -0.752    | < 0.01  |
| Equipment & Technology        | -0.736    | < 0.01  |
| Workload                      | -0.492    | < 0.01  |
| Career Progression            | -0.404    | 0.014   |

Table 5

Mean Difference between the Top 10 and the Bottom 90 Airlines

| Factor                                   | Mean_Diff | p_value |
|--|-----------|---------|
| <i>Company Brand &amp; Reputation</i>    | -2.02     | < 0.01  |
| <i>Purpose &amp; Meaningfulness</i>      | -1.76     | < 0.01  |
| <i>Company Mission &amp; Values</i>      | -1.72     | < 0.01  |
| <i>Clients / Customers</i>               | -1.61     | < 0.01  |
| <i>Team Dynamics &amp; Culture</i>       | -1.4      | < 0.01  |
| <i>Learning &amp; Development</i>        | -1.37     | < 0.01  |
| <i>Task Variety</i>                      | -1.35     | < 0.01  |
| <i>Flexible Working Arrangement</i>      | -1.3      | < 0.01  |
| <i>Bottom-Up Communication</i>           | -1.22     | < 0.01  |
| <i>Business Strategy</i>                 | -1.2      | < 0.01  |
| <i>Colleagues</i>                        | -1.18     | < 0.01  |
| <i>Level of Responsibility</i>           | -1.14     | < 0.01  |
| <i>Diversity, Equity &amp; Inclusion</i> | -1.1      | < 0.01  |
| <i>Peer-to-Peer Communication</i>        | -1.09     | < 0.01  |
| <i>Top-Down Communication</i>            | -1.03     | < 0.01  |
| <i>Actionable Feedback</i>               | -0.99     | < 0.01  |
| <i>Direct Manager</i>                    | -0.98     | < 0.01  |
| <i>Processes &amp; Policies</i>          | -0.95     | < 0.01  |
| <i>Rewards</i>                           | -0.95     | 0.0207  |
| <i>Equipment &amp; Technology</i>        | -0.93     | < 0.01  |
| <i>Physical Workspace</i>                | -0.87     | < 0.01  |
| <i>Career Progression</i>                | -0.63     | 0.0201  |
| <i>Autonomy</i>                          | -0.48     | 0.0905  |
| <i>Workload</i>                          | -0.33     | 0.0939  |

Figure 1

Random Forest Top 50 Model

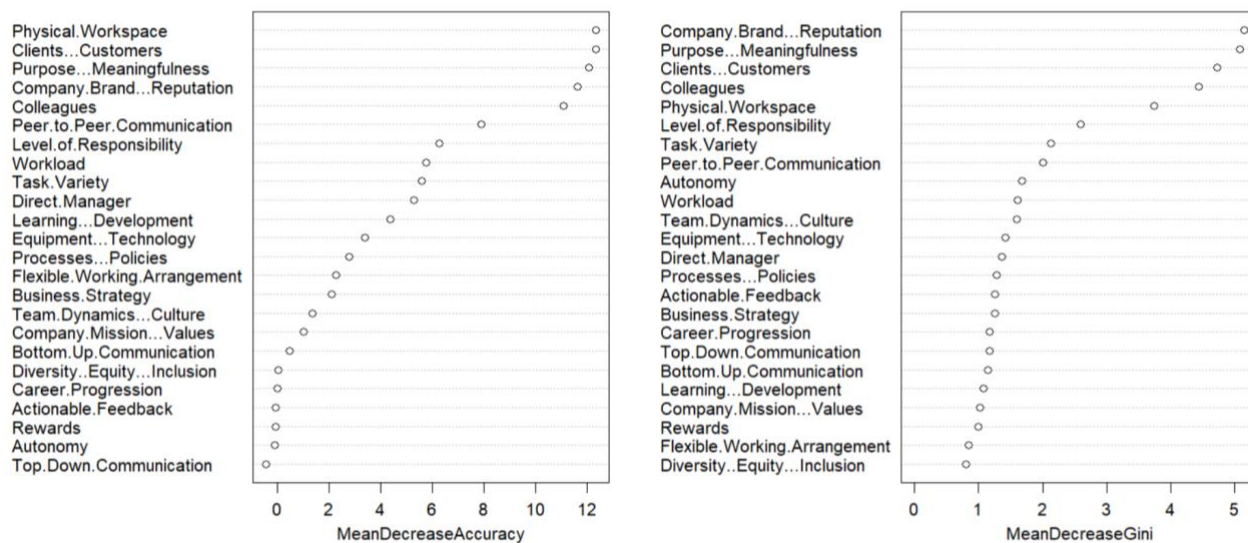


Figure 2

Random Forest Top 25 Model

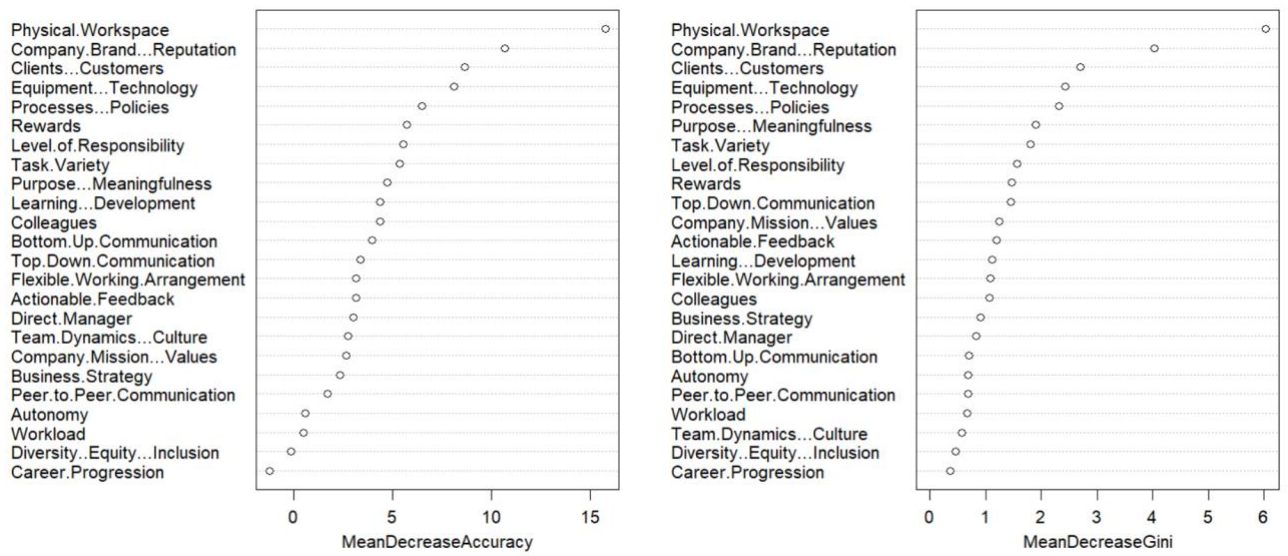


Figure 3

Random Forest Top 10 Model

