

AN ANALYSIS OF ORGANIZATIONAL COMMITMENT OF CABIN CREW IN
DIFFERENT GENERATION

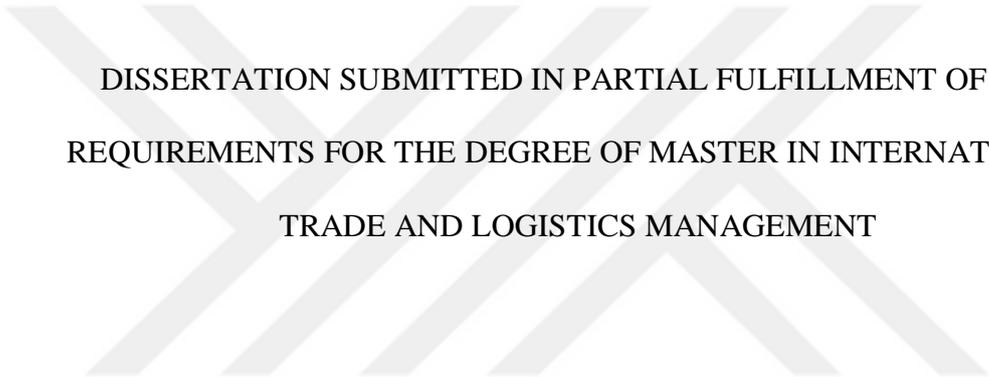
AYBIKE ZORLU

APRIL, 2019

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BY

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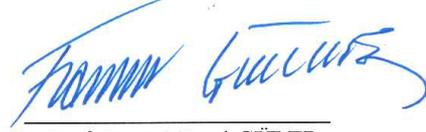
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YEDITEPE UNIVERSITY

APRIL, 2019

APPROVAL PAGE

Approval of the Institute of Social Sciences



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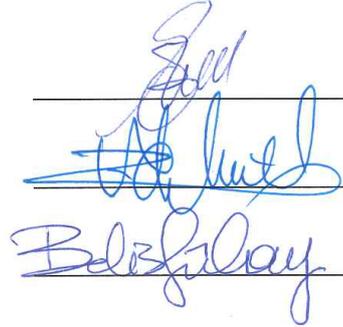
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ABSTRACT

The aim of this study is to investigate the organizational commitments of flight attendants of different generations who work in airline companies operating in Turkey. For this purpose, in the first part of the study, the concept of organizational commitment, its significance, classification, factors affecting organizational commitment, and the outcomes of organizational commitment are discussed. The second part of the study lays emphasis on the job description and exigence of flight attendants, and discusses the role of the flight attendants in the operation, and the work environment and conditions. In the third part of the study, the concept of generation and classification of generations are discussed, and different generations and their organizational commitment are discussed. In the final part, which constitutes the analysis stage of the study, a questionnaire was offered to 351 people, who work as flight attendants in the public and private airline companies operating in Turkey, and a study to identify the levels of organizational commitment in terms of generational differences was conducted.

The method of data collection using questionnaire, which was considered the most suitable method for the context of the study based on the literature search, was used. The questionnaire includes, in addition to the demographic information, questions which would support the main and sub-hypotheses and Organizational Commitment Questionnaire (OCQ) by Allen and Meyer (1984, 1997) to measure organizational commitment level. Organizational commitment model that includes affective, continuance and normative commitment dimensions, as classified by Meyer and Allen, is taken as a basis. With the study, generational differences of the flight

attendants who work in airline companies were studied within the scope of affective commitment, continuance commitment and normative commitment dimensions, which are the subdimensions of organizational commitment. The first part of the questionnaire comprises demographic characteristics, and the second part comprises the organizational commitment scale. Data are collected using questionnaire and these data were analyzed using SPSS 21.0 software. The concept of organizational commitment is analyzed based on these variables: subdimensions of organizational commitment, generational differences, gender, marital status, educational status and the duration of working in the industry. In the analyses, in addition to the descriptive statistics, t-test and unidirectional analysis of variance (ANOVA) methods were used. At the end of the study, differences were observed among the organizational commitment subdimensions of the flight attendants working in airline companies in terms of generational differences.

Keywords: Organizational commitment, Civil Aviation, Cabin Crew

ÖZET

Bu araştırmanın amacı, Türkiye’de faaliyet gösteren havayolu şirketlerinde çalışan farklı kuşaklardaki kabin memurlarının örgütsel bağlılıklarının incelenmesidir. Bu amaca yönelik olarak çalışmanın birinci bölümünde öncelikle örgütsel bağlılık kavramı, önemi, sınıflandırması, örgütsel bağlılığı etkileyen faktörler ve örgütsel bağlılık sonuçları ele alınmıştır. Çalışmanın ikinci bölümünde kabin memurlarının görev tanımı ve gerekliliği üzerinde durulmuş ve kabin memurlarının operasyondaki yeri ve çalışma ortam ve koşullarından bahsedilmiştir. Üçüncü bölümde ise kuşak kavramı ve kuşak sınıflandırılması ele alınmış kabinde farklı kuşaklar ve kuşakların örgütsel bağlılığı üzerinde durulmuştur. Araştırma analiz aşaması olan son bölümde ise Türkiye’de faaliyet gösteren kamu ve özel havayolu şirketlerinde kabin memuru olarak çalışan 351 kişiye anket doldurturulmuş ve anketler aracılığıyla kuşak farklılıklarına göre örgütsel bağlılık düzeyleri belirlemeye yönelik bir araştırma yapılmıştır.

Yapılan literatür taraması sonucu araştırma kapsamına en uygun olduğu düşünülen anket ile veri toplama yöntemi kullanılmıştır. Oluşturulan ankette demografik bilgilere ilave olarak ana hipotezi ve alt hipotezleri destekleyecek sorular ve örgütsel bağlılık düzeyini ölçmek için Allen ve Meyer’in (1984, 1997) Örgütsel Bağlılık Ölçeği (Organizational Commitment Questionere; OCQ) yer almaktadır. Meyer ve Allen’in sınıflandırdığı şekilde duygusal (affective), devam (continuance) ve normatif (normative) bağlılık boyutlarını içeren örgütsel bağlılık modeli esas alınmıştır. Araştırma ile havayolu firmalarında çalışan kabin memurlarının kuşak farklılıkları ile örgütsel bağlılık alt düzeyleri olan duygusal bağlılık, devam bağlılığı

ve normatif baęlılık boyutları kapsamında incelenmiştir. Anketin ilk bölümü demografik özellikler, ikinci bölümünü ise örgütsel baęlılık ölçeęi oluşturmaktadır. Veriler anket yoluyla toplanmış ve bu veriler SPSS 21.0 programı kullanılarak analize tabi tutulmuştur. Örgütsel baęlılık konusu; örgütsel baęlılığın alt boyutları, kuşak farklılıkları, cinsiyet, medeni durum, eğitim durumu ve sektörde çalışma süresi deęişkenlerine göre analiz edilmiştir. Analizlerde betimleyici istatistiklerin yanında t-testi ve tek yönlü varyans analizi (ANOVA) yöntemlerinden yararlanılmıştır.

Araştırma sonucunda havayolu şirketlerinde çalışan kabin memurlarının kuşak farklılıklarına göre örgütsel baęlılık alt düzeylerinde farklılıklar görülmüştür.

Anahtar Kelimeler: Örgütsel Baęlılık, Sivil Havacılık, Kabin Ekibi

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LIST OF ABBREVIATIONS

- ICAO -- International Civil Aviation Organisation
 - EASA -- European Aviation Safety Agency
 - DGCA -- Directorate General Of Civil Aviation
 - CC -- Cabin Crew
 - SHT -- Civil Aviation Commission
 - CRM -- Crew Resource Management
- 

1. INTRODUCTION

Aviation, an intensely competitive and rapidly growing industry, has been developing progressively with the globalization. Companies adopt various changes in order to increase the number of passengers and profit per passenger. Positive or negative evaluation from the passengers of the service provided by the airline company depends on various factors. In addition to the quality of the service, the positive or negative effect of the service providers on the passenger should also be considered.

Flight attendants hired by the companies as a result of the exams and interviews for evaluation during the recruitment process are subjected to an intense training program. They receive numerous trainings, including personal development training, until their starting day of employment. These trainings bring an additional cost to the company in terms of employing the trainers, the process of planning, and financing.

The most important problem of the businesses today is to access the source of qualified people, and even more importantly, to be able to retain that source. Organizational commitment begins when the employee accepts organizational values and starts the job with a psychological contract. It develops as the employee, as a member of the organization, learns about the goals, aims and the requirements of the job. From this point of view, organizational commitment is a union of forces established when an individual identifies with a certain organization (Northcraft & Neale, 1990). It is important for the organizations to know of the organizational commitment degrees of the generations with different characteristics, who work together at the same organization. Since it is not possible for the individuals in different age groups that constitute different generations to have the same level of

organizational commitment, identification of the different characteristics of each generation is an important goal. In this context, organizational commitment levels of the flight attendants of different generations who work in airline companies will be investigated.



2. ORGANIZATIONAL COMMITMENT

2.1. The Concept of Organizational Commitment and Its Definition

The concept of organization is a management function where the efforts of individuals with certain objectives operate in a coordinated manner; a system in which human, objective and technology dimensions are intertwined; a structure with a distinctive culture that demonstrates the relationships between the work and people (Güçlü, 2003).

On the other hand, commitment, as a concept and a form of understanding, emerges anywhere with a sense of community. Commitment is an emotional expression of the instinct of being a community and is an emotion experienced at its most intense form. Commitment, which means the loyalty of a slave to its master, of a servant to its duty, of a soldier to its homeland, expresses the state of being loyal. In general terms, it expresses our commitment, our liability to an individual, an organization, a thought, or something we consider greater than ourselves (Ergun, 1975).

Organizational commitment, which comprises the concepts of commitment and organization, expresses the employee's belief in the goals and values of the organization, desire to show effort toward the realization of the organization's goals, and wish to remain as a member of the organization (Mowday, Porter & Steers, 1979). Organizational commitment begins when the worker accepts organizational values and starts to work with a psychological contract. It develops as the employee, as a member of the organization, gains information on the goals, aims and the requirements of the job. From this point of view, organizational commitment is a

union of forces which is established when an individual starts to identify with a certain organization (Northcraft & Neale, 1990).

The concept of organizational commitment was first studied by Whyte in 1956, and developed by many researchers such as Mowday, Steers, Allen, Meyer and Becker, and in particular, Porter (Gül, 2002).

Studies performed since 1956 demonstrate that more than 25 different concepts are utilized regarding the commitment of workers to working. For instance, some of the most commonly used concepts are as follows: Protestant work ethic (belief that difficult tasks are actually good and comprise a goal per se); attaching importance to the profession (the importance of the job and career in the individual's whole life); identifying oneself with the work (how much place the work occupies in one's everyday life); work as the object at the center of one's life (the place one prefers to perform work-related activities); organizational commitment (staying in an organization, showing effort in the name of that organization, believing in and accepting the values and goals of the organization. In real terms, these concepts are not precisely equivalent concepts and have significant differences (Morrow & McElroy, 1986). Although organizational commitment, which is one of the attitudes of the workers regarding the work, is a concept that is being emphasized particularly after 1970s, a consensus on the definition of this concept has not been reached. The most important reason of this is that different researchers from different disciplines such as sociology, psychology, social psychology and organizational attitude approach this concept based on their own field of specialization. Thus, when the literature on organizational commitment is analyzed, it is possible to come across many different definitions of commitment (Çöl, 2004).

As described by Mowday, Steers and Porter for the first time, organizational commitment was defined as the emotional attachment of the worker toward his/her organization, and it was suggested that the degree of commitment felt is equivalent to the degree of adoption of the values and goals of the organization. In other studies, organizational commitment was defined as the commitment that develops as a result of the workers' investment to their organization, and it was argued that the worker shows commitment to the organization because of the fear that his/her efforts and labours over the period of working at the organization will go to waste. (Becker, 1960). Later, Meyer and Allen (1984) suggested a model that includes these two different organizational commitments, and defined the former as "affective commitment" and the latter as the "continuance commitment". By adding the "normative" or "ethical" commitment dimension suggested by Weiner and Vardi to this model, they have developed the three-dimensional organizational commitment model (Meyer & Allen, 1991). As normative commitment develops as a result of the worker's perception of showing commitment to the organization as a duty and the worker's idea that organizational commitment is "right", it represents a dimension separate from the other two types of commitments (Wasti, 2003).

Models developed on organizational commitment can be listed chronologically as follows:

1. Becker's Continuance Commitment Model (1960)
2. Etzioni's Organizational Commitment Model: Negative, Neutral and Positive Commitment Model (1961)
3. Mowday, Steers and Porter's Affective Commitment Model (1979)
4. Weiner and Vardi's Normative Commitment Model (1980)

5. Meyer and Allen's Three Dimensional Organizational Commitment Model:
Affective Commitment, Continuance Commitment And Normative
Commitment (1991)

2.2. Importance of Organizational Commitment

Survival of organizations is closely related to the workers' use of their knowledge and skills for the sake of the organization. However, workers' efforts and skills to do their jobs are not sufficient for the survival of organizations. Strengthening and subsequent growth of organizations depends on the workers' strong feelings toward the organization. In order to achieve this, in addition to the knowledge and skills required by the job, the workers must also have positive attitudes toward the job and work environment. The degree of strength of the organization depends on the degree of the positive attitude of the workers toward the organization. In this regard, organizational commitment is a very important concept for the organizations (Bolat & Bolat, 2008).

Commitment of the workers is regarded as the most critical factor in achieving organizational success, and the organizations aspire to increase the organizational commitment of their members. This is because, organizational commitment turns workers into people who find solutions for the problems rather than people who create problems. If the organizations wish to survive or be affluent, they must ensure the commitment of their members (İnce & Gül, 2005). The fact that workers with high levels of organizational commitment have lower tendency to quit their jobs and show greater performance increases the importance of organizational commitment (Stup, 2006).

Dissatisfaction of the workers with their jobs and workplaces is among the most common problems in professional life. Ensuring the satisfaction of the workers with their jobs is now considered as a primary function and basic objective of the organizations, just like manufacturing products and/or providing service. In the realization of this objective, organizational commitment, which means the adoption of the organization's goals by the worker and the worker's desire to stay within the organization, comes to the forefront. Workers' behaviours at their workplaces and organizations has become a very important issue. Researchers have particularly tried to explain behaviours that are related to the important organizational outputs. Organizational commitment is regarded as one of the most important of these behaviours (Gül, 2002).

Organizations face many complicated problems that must be resolved in order to successfully compete in the world economy. They must continuously reduce their costs and increase their performances, improve the processes and products, increase the quality and efficiency. In this context, organizational commitment becomes more prominent for the companies (İnce & Gül, 2005).

2.3. Classification of Organizational Commitment

The reason that organizational commitment is studied in two different aspects, which are attitudinal and behavioral, is that organizational behaviourists and social psychologists approach the issue from different aspects. Organizational behaviourists intensely elaborated on attitudinal commitment, whereas social psychologists focused more on behavioural commitment (Sökmen, 2000). Reichers have developed attitudinal commitment some more and proposed multiple commitments approach (Reichers, 1985).

Numerous researchers have developed different approaches regarding the classification of organizational commitment. Within the scope of these studies, organizational commitment is studied in three main groups, which are attitudinal commitment, behavioural commitment and multiple commitments (İnce & Gül, 2005)

Table 1

Classification Of Organizational Commitment

Attitudinal Commitment Approach	Behavioural Commitment Approach	Multiple Commitment Approach
Kanter's Approach	Becker's Approach	
Etzioni's Approach	Salanick's Approach	
O'Reilly and Chatman's Approach		
Penley and Gould's Approach		
Allen and Meyer's Approach		

2.3.1. Attitudinal Commitment Approach

An individual's attitude toward the connection between him/herself and the organization enables him/her to behave in certain ways or to have the tendency to show certain behaviours. These behaviours include staying or leaving the organization, showing or not showing up to work, making or not making effort for the sake of the organization (Mottaz, 1989).

The concept of attitudinal commitment, which is utilized by the organizational behavior researchers, arises when an individual identifies with a certain organization and identifies his/her values and objectives with the values and objectives of the organization, and wants to continue to be a member of the organization. Such a type

of commitment is described as a trade where the individuals attach themselves to the organization in exchange for certain immaterial rewards (İnce & Gül, 2005).

Meyer and Allen (1991) schematized the attitudinal commitment approach as in Figure 1. The conditions that the individual is in affect his/her psychological status and thus the individual shows behaviours originating from this psychological status. These behaviours also lead to new conditions.

ATTITUDINAL PERSPECTIVE

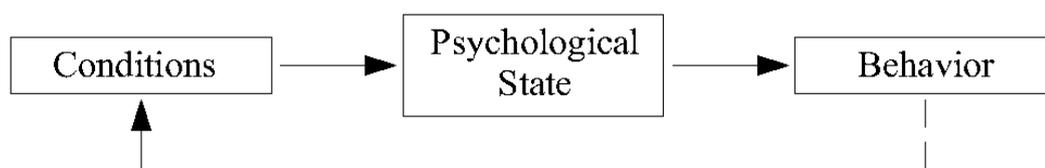


Figure 1. Attitudinal Commitment Approach. Source: Meyer ve Allen, (1991)

In the literature, there are different approaches regarding attitudinal commitment. The most important of these are the approaches developed by Kanter, Etzioni, O'Reilly and Chatman, Penley and Gould, and Allen and Meyer.

Attitudinal approaches are based on the compatibility between individual objectives and values and organizational objectives and values. In attitudinal commitment approaches, commitment dimensions that include affective, continuance and normative factors come to the forefront. In the studies by Kanter, Etzioni, O'Reilly-Chatman, Penley-Gould and Allen-Meyer, who are the most important theoreticians of the attitudinal commitment approach, these three dimensions of commitment are discussed under different nomenclature. Affective commitment

which represents adoption of organizational objective and values, making efforts for the sake of the organization voluntarily, and psychological attachment to the organization was conceptualized as cohesion commitment by Kanter, moral convergence by Etzioni, identification and internalization dimension of commitment by O'Reilly and Chatman, and moral commitment by Penley and Gould. Continuance commitment, which is based on trade (reward-cost) that tackles the investments on organization, scarcity of alternatives and financial and non-financial costs of leaving, was addressed using concepts such as continuance commitment by Kanter, profit-based convergence and/or cheeseparating commitment by Etzioni, adaptation dimension by O'Reilly and Chatman, and calculative commitment by Penley and Gould. Similarly, these researchers have addressed normative commitment, which is based on the idea that an individual's commitment to his/her organization is perceived as a moral behaviour, using different nomenclature (Gül, 2002).

2.3.1.1. Kanter's Approach

Kanter states that commitment to organization emerges at the intersection between the organizational necessities and personal experience. According to Kanter, commitment arises in two different systems. These are social system and personality system. In social systems, individuals' commitments comprise three fundamental areas; these are social control, group unity and the continuance of the system. Personality system is made up of cognitive, affective and normative orientations. Kanter argues that the behavioural demands imposed on the members by the organization leads to the emergence of different forms of commitment. These demands form three different commitments. These are continuance commitment, cohesion commitment and control commitment (Kanter, 1968).

Continuance commitment is to continue being a member of the organization and staying in the organization and dedicating oneself to the continuance of the organization. If the individual finds that the cost of leaving the organization is higher than staying in the organization, that is, if the individual finds it profitable to stay in the organization, the individual will show commitment. When the member realizes that things that are profitable for him/her depend on the continuance of his/her organization membership and are related to his/her position in the organization, he/she will commit to his/her organization and organizational role (Kanter, 1968). Cohesion commitment is the commitment of the individual to a group and to the relationships in that group. Cohesion commitment includes positive emotional approaches to the group. Taking care of each group member, establish a relationship with each group member and feeling as a member of the group will provide emotional satisfaction to the individual. This satisfaction will connect the individual to his/her organization. The third type of commitment is control commitment. Control commitment is the maintenance of the leader's orders and rules by the members of the group and organization. Workers regard the organization's demands and conditions that are requested to be obeyed as ethical. They do so because of the compatibility between their values and the demands and conditions of the organization (Kanter, 1968).

These three commitment types developed by Kanter have different outcomes. In organizations where continuance commitment dominates, the probability of the members to stay in the organization is higher. In organizations where cohesion commitment dominates, the ability of the organization to defend itself against the possible external threats and dangers is higher. Finally, in organizations with control commitment, members find the values and norms of the organization compatible with

their own values and norms. Although commitment types have such different outcomes, Kanter argues that these three commitment types are interrelated. In order for the organizations to ensure the commitment of their members, they must utilize all three approaches simultaneously (Sökmen, 2000).

2.3.1.2. Etzioni's Approach

As a result of his study in 1975, Etzioni classified the workers' commitment to the organization into three. Etzioni performed one of the studies regarding the classification of organizational commitment. He argued that the power or authority of the organization on the members arises due to the members' convergence to the organization. Etzioni classifies organizational commitment into three in terms of the members' convergence to the organization. These are (Balay, 2000):

- Moral convergence
- Benefit convergence
- Alienative convergence

Moral convergence, in other terms, moral commitment, arises when the standards and values are internalized and the organizational commitment is not affected by the relative changes in the reward (Newton & Shore, 1992).

Benefit convergence, or, calculative commitment, reflects a less intense relationship with the organization than the moral convergence. In this commitment type, individuals adjust their commitment levels based on how their needs are met. Thus, the basic philosophy of this type of commitment is, similar to Kanter's continuance commitment, the trade between the organization and its members. The individual shows commitment depending on the work norm per day according to the wage.

Alienative convergence represents an orientation negative for the organization, when the individual behaviour is significantly restricted. This type of commitment occurs when the member regards the organization as punitive or harmful. Moreover, in alienative commitment, although the individual does not feel committed to the organization psychologically, he/she is forced to remain as a member (Balay, 2000).

2.3.1.3. O'Reilly and Chatman's Approach

O'Reilly and Chatman (1986) have addressed organizational commitment as the individual's psychological commitment to the organization. According to these two researchers, there are three dimensions in organizational commitment. These are: compliance, identification and internalization (O'Reilly & Chatman, 1986; Newton & Shore, 1992).

The individual's commitment in the form of identification with the organization carries the purpose of establishing a satisfactory relationship within the group and to maintain this relationship. In this case, the individual is proud to be a member of the organization, believes in the goals and values of the group, and respects and accepts them. The individual wants to establish close relations with his/her colleagues in the organization and thus form the basis of identification (O'Reilly & Chatman, 1986).

- **Compliance:** In certain cases, people superficially support an organization. Rather than believing in the organization, these people wish to win some rewards and circumvent the penalties via compliant actions. This superficial commitment is called compliance. In this regard, in compliance commitment, psychological connection between the organization and individual is based on regarding the organization as a tool to obtain certain external rewards.

Compliance is the first stage of commitment. In this stage, individual utilizes the influence of others only to obtain something from them. Thus, in compliance, the objective is to win external rewards such as payment, advancement and material sources. (O'Reilly & Chatman, 1986).

- **Identification:** In commitment based on identification, the commitment is based on the individual's desire to be a member, a part of the organization (O'Reilly & Chatman, 1986). The second dimension of organizational commitment is the member's wish to remain as a part of the organization. The member establishes close relations with the others. Thus, identification arises when the individuals associate their attitudes and behaviours with the other members and groups in order to express themselves and achieve satisfaction (Ilsev, 1997).
- **Internalization:** It is based on the complete compliance between the personal and organizational values (O'Reilly & Chatman, 1986). Internalization is the most desired form of commitment by the organizations, because it is self-maintaining and thus independent of the original source of influence. However, it is harder and more time consuming to achieve. Once internalization occurs, no other resources are required to influence the individual, for the individual considers a new idea, change, attitude or behaviour as his/her own. (Handy, 1985).

2.3.1.4. Penley and Gould's Approach

Penley and Gould (1988) state that Etzioni's moral, benefit and alienative convergence or commitment model is very suitable to explain organizational commitment, although this model did not attract sufficient attention in the literature

due to certain reasons. The primary reason is that the model is complex. Likewise, there are two affective commitments in the model, which are moral and alienative. However, it is not perfectly clear whether these two concepts are completely independent or opposite. If these are opposite, alienative commitment will be the antonym of moral commitment and thus the term alienative will not be required. Penley and Gould addressed these two commitment concepts independently of each other (Penley & Gould, 1988). They have stated that, based on the types of participation in the organization, organizational commitment has three dimensions, which are moral commitment, benefit commitment and alienative commitment. (Penley & Gould, 1988).

Moral commitment is the commitment based on accepting the goals of the organization and identifying with them. In this commitment type, the worker dedicates him/herself to the organization, feels responsible for the success of the organization and supports the organization.

Benefit commitment is based on acquiring rewards and promotion in exchange for the contributions to the organization. In this commitment type, organization is regarded as a tool for reaching the intended rewards.

Alienative commitment is based on the individual's perceptions and thoughts of not having control on internal environment of the organization and the lack of alternative jobs or organizations. In this commitment type, the individual thinks that the rewards and penalties in the organization are not based on any quality or quantity and they are given randomly. This shows that the individual does not have any control on the internal environment of the organization. On the other hand, lack of an alternative job or organization causes the alienative commitment to arise. In this case,

individual sees that he/she does not have any control on the external environment either. Since the individual does not have any control on the internal and external environment of the organization, a negative connection is formed between the individual and organization. (Penley & Gould, 1988).

According to this, there is a significant difference in meaning between benefit commitment and alienative commitment. Individual with benefit commitment would leave the organization if he/she cannot get the rewards in return for his/her efforts. However, individual with alienative commitment cannot leave the organization not because he/she could not get these rewards. He/she would remain with the organization because he/she might have financial loss (salary, retirement, etc.) or there are no alternative jobs or organizations. (Penley & Gould, 1988).

2.3.1.5. Allen and Meyer's Approach

One of the most significant studies on attitudinal commitment is Allen and Meyer's. According to Allen and Meyer, attitudinal approach is a psychological situation that reflects the relationship between the workers and the organization. This is characterized by the behaviours of the individuals in organizations. Its symptom is when an individual continues to remain with the organization. (Meyer, Allen & Smith, 1993).

Allen and Meyer argue that organizational commitment is based on three main components. These are affective, continuance and normative commitment (Wiener, 1982).

Meyer and Allen (1997) have used this three dimensional approach to organizational commitment and stated that "the worker who remains with the organization on good and bad days, comes to work regularly, dedicates his/her whole

day to the organization, protects the company assets and shares the company goals is a worker committed to the organization” (Song, 2009).

In this triple approach, the idea is that commitment is a psychological situation in general, the relationship between the organization and the worker is characterized, and involves the decision of whether or not to continue to be a member of the organization (Meyer & Allen, 1991). Affective commitment represents emotional connection, identification,, and being interested in the organization whereas continuance commitment represents the costs of leaving the organization. Allen and Meyer (1990) then proposed a third distinctive commitment component, normative commitment, which is based on feeling obliged to remain with the organization (Meyer, Stanley, Herscovitch & Topolnytsky, 2002).

In parallel to this, in professional life, workers with strong affective commitment remain with the organization “because they want to”, workers with continuance commitment remain with the organization “because they need to”, and workers with normative commitment remain with the organization “because they feel obliged to” (Lawler & Yoon, 1996).

2.3.1.5.1. Affective Commitment

Affective commitment comprises the workers’ acceptance of organizational goals and values and their extraordinary efforts for the sake of the organization. In affective commitment, the reason that the workers remain with the organization is their identification with the goals and values of the organization. With strong affective commitment, those who remain with the organization do so not because they need to, but they want to (Allen & Meyer, 1990). In this type of commitment the individual

considers him/herself as a part of the organization and the organization signifies a great meaning and importance for him/her. (İlsev, 1997).

2.3.1.5.2. Continuance Commitment

Allen and Meyer developed continuance commitment based on Becker's (1960) Side-Bet Theory. In the literature, this type of commitment is also called rational commitment or perceived cost. Continuance commitment means that the individual is aware of the costs of leaving the organization (İnce and Gül, 2005). In continuance commitment, worker continues to work in the organization primarily because he/she needs to do so (Meyer & Allen, 1990; Meyer & Allen, 1991). Continuance commitment is to continue being a member of the organization because of thinking that the cost of leaving the organization will be high. In this commitment type, the individual cannot leave the organization even if he/she wants to because leaving will cost him/her and he/she will face difficulties (Sökmen, 2000).

2.3.1.5.3. Normative Commitment

Continuance of working is reflected as an emotional requirement. If the worker has a high level of normative commitment, remaining with the organization is a requirement for him/her. This requirement in normative commitment is based on virtuousness and moral sentiments, unlike benefit as in continuance commitment (Meyer & Allen, 1991).

The common point of affective, continuance and normative commitment is the presence of a connection between the individual and organization that reduces the probability of the individual to leave the organization. However, the quality of this connection depends on the aforementioned types of commitment. Affective commitment arises because individuals wish so, continuance commitment arises

because the benefits require commitment, and normative commitment arises due to moral reasons (Meyer & Allen, 1990; Meyer & Allen, 1991).

Allen and Meyer (1990) named the commitment type that involves obligation as normative commitment. Normative commitment is based on the individual's belief that he/she has responsibility and liability toward the organization and thus his/her perception that he/she is obliged to remain with the organization. Here, obligation is not based on organization-related benefits, unlike continuance commitment. Either the individual's family, society and organization have emphasized that loyalty is a virtue, or the individual is surrounded by people who work in the same organization for years. Thus, he/she believes that loyalty is important and feels a moral obligation. In summary, he/she is committed to the organization because he/she believes that it is right and moral to do so (İlsev, 1997).

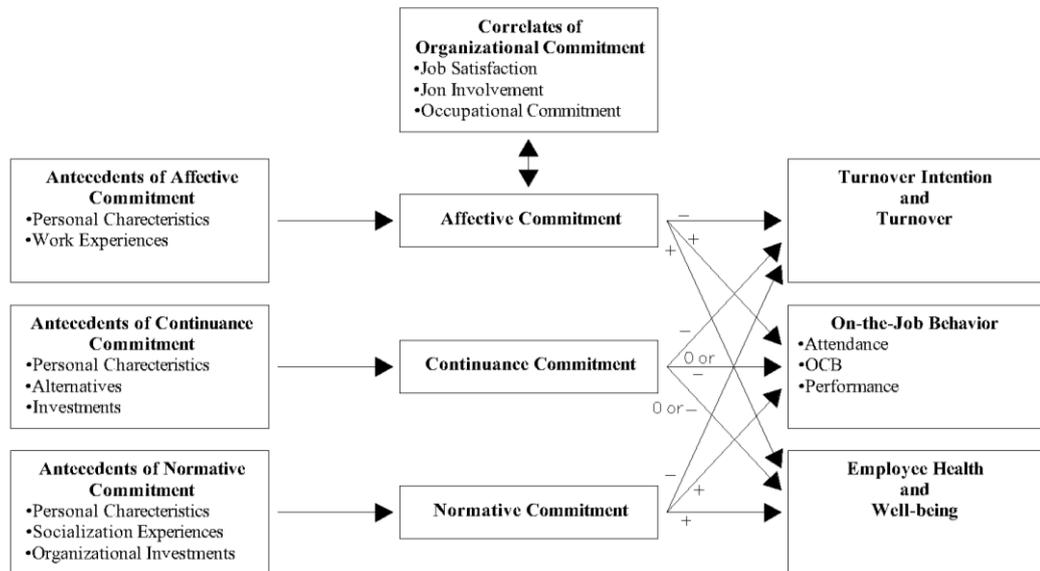


Figure 2. A Three-Component Model of Organizational Commitment.
Source: Meyer, Stanley, Herscovitch and Topolnytsky, 2002

In the three-component model, all three forms of commitment is negatively correlated with the personnel turnover rate; whereas there are different levels of positive or negative correlation with work-related behaviours such as continuance, performance and organizational citizenship behaviours. More clearly, the most positive correlation with these work behaviours is with affective commitment, followed by normative commitment, and continuance commitment is expected to be non-correlated or negatively correlated with the aforementioned work behaviours (Meyer et al., 2002).

In the study performed by researchers about organizational commitment and worker performance, it was found that the aforementioned factors will have different outcomes in terms of worker performances. Individuals affectively committed to the organization will make efforts for the sake of the organization in order for the

organization to reach its goals and values because they are happy to be members of the organization and adopt the goals and values of the organization, and thus they will have high performance. Those continually committed to the organization consider themselves obliged to remain with the organization because they either avoid the costs of leaving the organization or they have no other alternatives. Therefore, they will not make any efforts other than the requirements of the role and they will not have high performance (Meyer, Paunonen, Gellatly, Goffin & Jackson, 1989)

2.3.2. Behavioural Commitment Approach

Behavioural commitment arises toward the individual's own behaviours rather than the organization. Once the individual shows a certain behaviour, he/she continues to show these behaviours. After some time, the individual develops commitment to these behaviours because of certain reasons (Gül & İnce, 2005).

Although there is a significant difference between attitudinal commitment and behavioural commitment, it can be seen that the two approaches are also interrelated. The fundamental subject at the basis of the conceptual development of these two commitments is the idea of trade-off. According to this idea, individuals are committed to the organization because of certain goals, values or financial conditions. In the beginning, the individual enters the organization with his/her skills, wishes and objectives. He/she expects a work order where he/she can utilize these skills, satisfy these wishes and realize these goals. If the organization makes an effort toward serving these goals, organizational commitment can increase. However, if the organization is perceived as unsuccessful or unwilling in providing sufficient opportunities for the realization of these expectations, organizational commitment will decrease. The individual wants to be rewarded in exchange for his/her investments to

the organization. That is, even if the individual is committed to the organization via identification or various investments, he/she wants the organization to evaluate this contribution in return (Mottaz, 1989).

Behavioural commitment is the process of becoming committed to the organization depending on the individuals' past experiences and the status of complying with the organization. Workers with behavioural commitment are committed to a certain activity they do rather than the organization itself. For instance, after showing a behaviour, the individual continues to show that behaviour because of certain factors and after a while, he/she becomes committed to this continuing behaviour. As the time passes, the individual develops attitudes suitable for that behaviour or attitudes that justify that behaviour, which increases the probability of recurrence of that behaviour (Bayram, 2005).

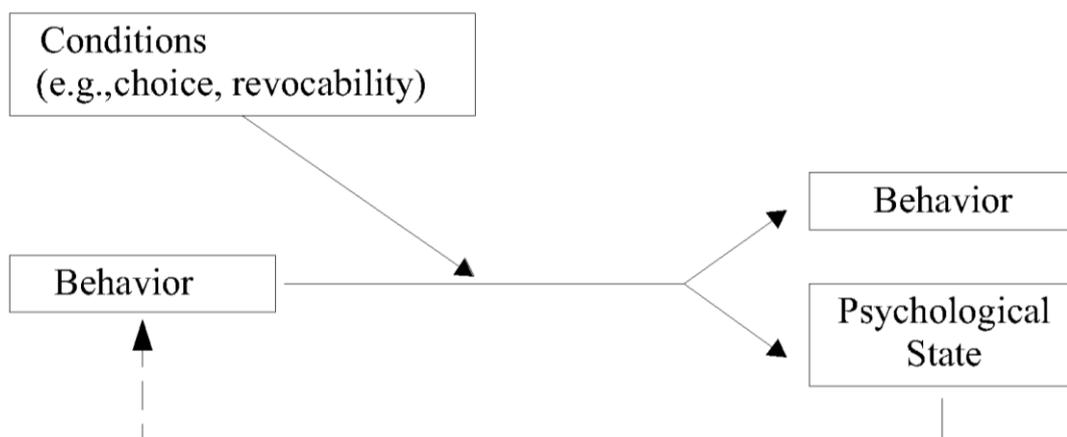


Figure 3. Behavioural Commitment Approach. Source: Meyer & Allen, 1991

As can be seen, the worker's behaviour becomes continuous due to certain conditions and makes the worker psychologically committed to the organization. This

psychological state the worker is in creates a feedback loop and enforces the organizational commitment of the worker (Doğan & Kılıç, 2007).

In the literature, there are Becker's Side-Bet Approach and Salancik's Approaches on behavioural commitment.

2.3.2.1. Becker's Side-Bet Commitment

According to Becker (1960), commitment arises when the individual places some side-bets and associates a consistent behaviour series with his/her interests that are not directly related with those behaviours. Thus, according to Becker, the individual is not affectively committed to the organization he/she is working at, and commits to and continues to work at the organization only because he/she considers what he/she will lose unless he/she commits (Gül, 2002).

Based on this approach, the individual has a betting relationship with the organization. In exchange for this bet, the individual obtains certain profits in the organization. However, these profits depend on the consistent maintenance of the values he/she invests in the organization (time, energy, knowledge, skill, etc.) (Güçlü, 2006).

The amount of bet placed by the worker is positively correlated with the state of continuing to exist in the organization. Becker states that this type of commitment arises due to economic reasons. The worker thinks that he/she is obliged to commit to the organization because of the idea that leaving the organization will lead to many losses financially, socially and psychologically. According to Becker, there are four side-bet sources that cause the workers to show commitment (İlsev, 1997). These are:

- Social expectations: The individual may place various side-bets that restrict his/her behaviour because of the social and moral sanctions of the

society's expectations. Regarding people who change jobs frequently as untrustworthy can be given as an example of such social pressures

- **Bureaucratic regulations:** The second source of side-bets is bureaucratic regulations. For instance, let's consider an individual, whose monthly retirement pension is subject to a certain amount of stoppage. When this person wants to quit his/her job, he/she will see that the amount deducted from the pension throughout the period of his/her service have reached to a significant amount. This bureaucratic regulation regarding the retirement pension have put the individual into a side-bet. Because if he/she leaves the organization, he/she will lose this money he/she deserves and that has been deducted from the pension for years, and cannot get his/her retirement pension.
- **Social interactions:** One of the sources of Becker's side-bets is the social interactions. When the individual interacts with the others, he/she ensures that a certain opinion of him is formed. He/she has to behave in a way that would not disrupt this opinion. For instance, if the individual has presented him/herself as trustworthy, he/she must not lie in order to not disrupt the opinion that he/she is trustworthy. In this case, the individual will develop commitment to honest behaviours.
- **Social roles:** Side bets may arise as a result of the individual getting used to and adapting to his/her social situation. In such a situation, the individual is so used to meeting the requirements of the social role he/she is in, he/she cannot fit in any other role any more. According to Becker, side-bets placed as a result of the aforementioned resources and the

investments for these increase in time. Therefore, the age and seniority of the individual are considered as the basic markers of his/her investments. Based on this, as the individual gets older and as his/her seniority increases, his/her investments will increase in parallel and it will be harder for the individual to leave the organization.

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2.3.2.2. Salancik's Approach

In this approach, commitment is defined as the commitment of the individual to his/her own behaviour. According to this, the individual's commitment to his/her beliefs and behaviours is important when the individual makes decisions regarding his/her commitment to an organization (Uygur, 2004). In other words, when the attitudes and behaviours of an individual are not compatible, the individual will feel tension and stress. Compatibility between the attitudes and behaviours will bring commitment (İnce & Gül, 2005).

Similar to Becker, Salancik states that the individual's wish to be consistent underlies the organizational commitment. However, unlike Becker, Salancik argues that the underlying cause of consistent behaviours is the individual's attitudes and beliefs (Gülova & Demirsoy, 2012).

In order for the behavioural commitment to arise, the psychological state that reflects the relationship between the individual and the organization must be the will to continue the behaviour. This will can only form in the presence of the qualities which make that behaviour a commitment behaviour. Factors such as the irrevocability of the behaviour or deciding on showing the behaviour without being under any pressure, are going to provide the individual with the will to remain with the organization once he/she makes the decision to work at the organization. (Sökmen, 2000; Meyer & Allen, 1991).

2.3.3. Multiple Commitment

Reichers made some developments on the attitudinal commitment approach and suggested multiple commitment approach (Reichers, 1985). According to the multiple commitment approach, organizational commitment has a multidimensional structure and its unidimensional assessment causes the other dimensions to be overlooked. Classification of organizational commitment by most of the researchers is based on the idea that organizational commitment is to the organization itself as a whole, whereas there are multiple elements in the organization and the individual can be committed to each of these elements at different levels (Balay, 2000).

Multiple commitments approach predicts that the commitment experienced by an individual can differ from the commitment experienced by another. Thus, while one individual can be committed to the organization because of the affordable marketing price of the quality goods offered by the organization, the other can feel committed because of the close interest shown by the organization to its employees (Reichers, 1985).

The most important source of the multiple commitment is the public opinion. Various groups, employees, customers, employers, directors and trade unions have an important role in the public opinion. It is an acknowledged fact in the organizational commitment literature that the leading cause of presence of organizations is to facilitate the achievement of the goals of multiple different groups. According to multiple commitment approach, commitment can vary among individuals. While the working principles of the organization may influence the organizational commitment of a worker, the organization's appreciation of the workers can influence the commitment of another. (Gürkan, 2006).

2.4. Factors Influencing Organizational Commitment

Since organizational commitment has a dynamic structure, it was found that there are numerous factors that influence the commitment of the workers to their organization. Although these factors are classified very differently, their common point is their determining role in the individual's decision to remain with the organization (Özler, 2012).

In this study, factors influencing organizational commitment are divided into three classes based on the general use in the literature. These are:

- Personal Factors
- Organizational Factors
- Extraorganizational Factors

2.4.1. Personal Factors

2.4.1.1. Job Expectancies

The raison d'être of the organizations is to meet the people's needs and goals. People join the organizations to realize their goals. In this regard, organizations act as a tool in achieving the set goals. Therefore, the capacity of the organizations to realize these goals positively affects the organizational commitment. There are studies demonstrating that the degree of realization of expectations is correlated with the commitment. (İnce & Gül, 2005)

2.4.1.2. Psychological Contract

There are two types of contracts between the organizational management and employee: professional and psychological. Professional contract is the written contract between the employee and organizational management, in which the mutual rights and liabilities are defined. On the other hand, psychological contract is an unwritten contract that includes the rules the workers in the organization must follow. In other words, when the worker joins the organization, the previously set rules of the institution are deemed as accepted by the worker. This causes the workers to behave in a way that is desirable by the organization. As a result, the worker voluntarily identifies with the organization. (İnce & Gül, 2005)

2.4.1.3. Personal Characteristics

There are strong relations between the personal factors and organizational commitment. According to Luthans et al. (1987), demographic factors include factors such as age, duration of service, education, gender and marital status. (Luthans, Baack & Taylor, 1987).

2.4.1.3.1. Age

The period of age the individuals are in may affect their attitudes toward, perceptions of, wishes and expectations about their jobs. When the employees are classified as young, middle-aged and elderly, young employees have a lower level of commitment while the middle-aged employees have a high level of commitment because they have deeper seated work habits. Elderly employees have decreased work capacity and ambition, because with increasing age, individuals show more resistance against change. (Çakır, 2001).

With increasing age, the employees reproduce the important information regarding their role in their minds. This is a result of the long-term investments of the employee. Thus, the employee does not feel attracted to other organizations or other jobs. On the other hand, in the case of young employees, the situation is different. Since their investment is not much, young employees feel less committed to their organizations than the elderly employees. (İnce & Gül, 2005).

Meyer and Allen (1984) have interpreted the correlation between age and organizational commitment differently. According to this, as the duration of remaining with the organization increases, the probability of the employee to find better positions in the organization increases. Moreover, workers cognitively convince themselves to remain with the organization for such a long period. As a result, the appeal of the said organization increases, thus increasing the psychological commitment of the workers. (Meyer & Allen, 1984).

In general, with increased age, a sense of closeness or belonging to the organization may arise. However, increased age indicates that the number of things the worker can lose will be higher. A worker whose retirement is close does not wish

to take on an additional burden like changing jobs. Therefore, organizational commitment of the elderly worker is positively affected by the increased age, much to the worker's reluctance. (Saldamlı, 2009).

On the other hand, according to the studies arguing that there is a positive correlation between age and organizational commitment, it is possible to list the causes of increased organizational commitment among elderly workers than the young workers as follows:

- The longer a worker remains with the organization, the higher his/her probability of being promoted to better positions. In other words, the opportunities of building a career is in parallel with the duration of service.
- Elderly employees find it more risky to take their chances in more appealing jobs than the young employees.
- Elderly workers feel more satisfied while doing their jobs because they feel more confident about themselves and their experiences. (Balay, 2000).

2.4.1.3.2. Gender

Gender of the workers is one of the factors that affect organizational commitment. However, the correlation between gender and organizational commitment has not been clearly defined in the literature. While there are some studies demonstrating that females have a higher level of commitment than the males, there are other studies indicating that the opposite is true. (Güçlü, 2006).

Researchers argue that males or females have a higher level of organizational commitment based on different rationales. A group of researchers argue that female employees have lower organizational commitment levels than males due to the importance they attach to the family roles and the obstacles to their participation in

the workforce. Another group argues that female employees would have higher organizational commitment levels than males due to their greater stability by not changing organizations frequently and the fact that the obstacles they face increase their motivation. (İnce & Gül, 2005).

2.4.1.3.3. Marital Status

Marital status is another personal factor that influences commitment. While married individuals find it costly to leave the organization and thus have a higher commitment level, single individuals have less commitment to the organization and can leave the organization when a better job alternative arises. This is because married individuals have essential responsibilities for themselves and those they have to take care of. Thus, it is possible that they are more reluctant to take risks.

In another study, it was shown that married male employees feel a higher level of commitment to their organization whereas married female employees feel less committed to their organization. This conclusion can be attributed to the idea that married male workers will have a more organized life while married female workers will have extra series of responsibilities. (Dolu, 2011).

The fact that women have a greater domestic role and men are burdened with the “family man” role in Turkey influences married men to make the decision to remain with the organization and emerges as a factor that increases their levels of organizational commitment. The number of children and the presence of an elderly dependent are among the factors that influence organizational commitment. Moreover, it is argued that when there is a conflict between the professional and familial responsibilities of workers who are liable to look after their families and

relatives, these workers feel less committed to the organization and its practices. (Balay, 2000).

In the case of encountering new job offers, single workers can act more independently. Lack of or the small number of people they are liable to look after is the reason why single workers can act such liberally. Married workers cannot readily take the risk of changing jobs. Their primary concern is to hold their present job, and to prevent their lives, as well as the lives of those they are obliged to look after, from being affected negatively. negative effects. their lives negatively, as well as the lives of those they are obliged to look after. Since single workers can easily consider changing jobs, their commitment to the organization is low. (Sert, 2011).

2.4.1.3.4. Educational Status

The correlation between organizational commitment and educational level was investigated and it was found that, according to the results, employees with higher educational levels have less organizational commitment. It is argued that the most important reason of this is the ease of finding a job for those with higher educational level and as a result, their reduced adaptation to their roles at the organization. (Mowday et al.,1979).

Increased educational level negatively affects the organizational commitment of the workers. This is because, increased educational level increases the worker's expectancy from the organization and causes the worker to consider making use of different job alternatives. (Çöl & Gül, 2005).

The reason behind the high organizational commitment level of workers with low educational status is that they consider the organization as their only option and

believe that they cannot find a new job if they are laid off from the organization. (Doğan & Kılıç, 2007).

2.4.1.3.5. Duration of Service

There is a positive correlation between the duration of service and organizational commitment. As the duration of service at the organization increases, the workers' investments in the organization also increase and the workers, who do not want to lose their investments commit to their organization even more.

The knowledge, skill and experience of the experienced workers is acquired at the environment provided by their current organization. This causes them to feel responsible to the organization. Moreover, it might take time to transfer these achievements obtained at the organization to another organization and gain success. Young workers have lower level of commitment than the elderly workers who have been in the organization for a longer period and invested in the organization. Moreover, as a result of the studies, it was found that young and less satisfied workers have a higher tendency to quit work. (Balay, 2000).

Allen and Meyer stated that, being promoted and having greater satisfaction depending on the duration spent in the organization is the outcome of the positive correlation between organizational commitment and duration of service .(Cengiz, 2008).

2.4.2. Organizational Factors

Organizational factors describe the values of professional and work life and directly affect organizational commitment (Çöl & Ardıç, 2008). Organizational factors that affect organizational commitment will be discussed under the following sections: size and structure of the organization, quality and significance of the work,

management and leadership, wage system, teamwork, role ambiguity, role conflict, organizational culture and organizational climate. (Keleş, 2011; Uygur, 2004).

2.4.2.1. Size and Structure of the Organization

Organizational structure of the organization and the work processes it adopts influence the commitment levels of the workers. A positive correlation was detected between organizational commitment and the presence of formal, written rules, degree of centralization and functional commitment to other departments. On the other hand, there is an approach that claims a new type of organization has emerged with the influence of changing environmental conditions. According to this approach, the new type of organization emphasizes the principles of commitment, loyalty and identification, and enables the workers to build a relationship with the organization where their interests are also shared by the organization. (Baysal & Paksoy, 1999).

As the number of people working at the organizations increase, in other words, as the organizations grow, the bureaucratic tendencies increase. In big organizations, in order for the management and control mechanisms to function ideally, there is a well-defined hierarchical structure, and everyone has certain authorities and responsibilities depending on their position. There are detailed and tangible principles on how things must be done at every level. (Keleş, 2011).

2.4.2.2. Quality and Significance of the Work

Quality and significance of work is an important factor that affects organizational commitment. Significance of the work is described as the effect of a certain work at the organization or outside environment on people's lives. (Sökmen, 2000).

Characteristics of the work, such as the potential to motivate and degree of difficulty, as well as identification with the work subject, feedback, being responsible and having the authority directly affect organizational commitment. In this context, job enrichment arises as a work-related factor. Job enrichment means giving the worker the authority and responsibility for planning, organization and auditing of his/her own work. With the increase in such authorities and responsibilities, employees' commitments can be increased. (İnce & Gül, 2005).

Job rotation can be considered as a temporary solution to increase the organizational commitment of employees. In order for the employees to diversify their experiences and improve their skills, based on the organizational and personal requirements, the employees can be assigned pre-determined positions. Boredom and psychological fatigue caused by ordinary jobs can be prevented and thus, productivity slowdown can be averted. Job rotation can increase the potential of the employees at the organization and thus, provide personal satisfaction as well as contribute to the increase in organizational commitment. (Gündoğan, 2009).

2.4.2.3. Management and Leadership

Various studies have been performed on the leadership style and organizational commitment. Blau has found that structural leadership style has significant effects on commitment. Similarly, Williams and Hazer have found correlations between organizational commitment and leadership. (İnce & Gül, 2005).

Management and leadership styles exhibited by the managers at the organizations increase the commitment to organizational goals and values. If the top management cares for organizational culture and values, productivity and innovative ideas will increase in such organizations. Therefore, many researchers have laid

emphasis on leadership style and organizational culture. Flexible and inclusive management style positively affects organizational commitment. Because this management style reduces the stress of the role. (Zeffane, 1994).

Inclusive and participative attitude of the top management is an important factor that increases the individual's satisfaction and thus, determines his/her commitment. More flexible leadership style offers the individual more freedom and the power to make his/her own decision, and it was found that commitment increases at that point. (Abraham, 1997).

2.4.2.4. Wage System

One of the most important variables that has the power to influence the level of organizational commitment is wage. As the primary goal of the individuals is to earn sufficient amount of income to live on and satisfy their needs, in this regard, wage is an important motivation tool. While motivating the individuals, wage also has a significant role in the development of organizational commitment. At the same time, it is very important to fairly determine the wage level, which is the basis of one's decision to remain with the organization. (Ersoy, 2007).

The income of an employee also affects his/her position in the social life. Wages are an important factor provided by the organization, increase the appeal of the job, and a higher pay usually results in a higher level of organizational commitment. (Balay, 2000).

In businesses, it is important for the workers to believe that they are paid what they deserve, otherwise the reputation of that business will not matter. Thus, it is important to pay attention to establish fair and liberal wage policies.

Money is a symbol of social recognition and success. For the employee, money is usually perceived as the appreciation of the management for their support and contributions to the organization. Researchers have focused more on three factors when addressing the wage factor. Tikici have described these factors as follows: Comparison of the money earned as a result of the job with the money earned by other employees in the country, comparison of the money with the money earned by the employees with the same level of education, and comparison of the money with the money earned by the employees who are doing the same job. (Tikici, 2005).

Payments of the employees can be made directly or indirectly, as well as in the form of monetary or non-monetary rewards. Salaries and wages, bonuses, subsidies and commissions are direct monetary payments. Holiday entitlement, insurance, etc. are examples of indirect monetary payments. Non-monetary rewards such as praising, approbation, recognition are the elements of wage system which increase the job satisfaction, commitment and performance of the employees (Barutçugil, 2004).

2.4.2.5. Team Work

When the definition of team is analyzed, three important factors can be found. The first one is the requirement of two or more people to establish a team. The second one is that people who make up the team are dependent on each other. This means that they are constantly interacting and communicating with each other. Third one is that the individuals that make up the team work toward the realization of a certain goal. One of the most important benefits of team work is that it brings the knowledge, skill and experience of different disciplines in the organization together (Barutçugil, 2004).

With the help of team work, integration of the team will be ensured by bringing individuals with different knowledge and skills in the organization together, decisions will be made within a shorter period of time due to working as a group, individuals will be able to achieve much more than they can on their own thanks to the team, and obtain more success (Kasil, 2010).

Team work is also used to establish an efficient communication. With team work, individuals will get to know each other much better within the organization, intraorganizational communication will increase, and the individuals will feel like part of the organization (Kıraç, 2012).

Team work enables relationships between colleagues to be maintained in a more genuine and friendly environment. This genuine environment indirectly influences organizational commitment, Studies demonstrated that positivity or negativity of the relationships between colleagues is correlated with organizational commitment. If these relationships are positive, this will be reflected positively in organizational commitment (İnce & Gül, 2005).

2.4.2.6. Role Ambiguity and Role Conflict

In the literature, role conflict and role ambiguity are considered as sources of stress. Role conflict is the incompatibility between the role expected from the individual and the role the individual perceives in the organization. Role ambiguity is a situation that arises when what is expected from the individual is not clearly explained to the individual him/herself, and when the organization's expectations from the role are different from the individual's expectations from the role.

Role Conflict represents the individual's position when facing two or more obligations (duty, role, job, etc.) which do not or hardly comply with each other. Role conflict has five causes (Kılınç, 1985):

- The individual assigning the role has conflicting and incompatible expectations from the person assigned with the role,
- The demands of multiple supervisors overlap,
- The individual assigned with the role cannot choose between the roles he/she must fulfill,
- While the abovementioned role conflicts involve other people's expectations, the incompatibility between the individual and his/her role, also known as person-role conflict, is also a cause. Assigning the individual with more roles than he/she can handle.

Role conflict results in situations such as the employee's withdrawal into him/herself, disinterest, becoming distant to colleagues, and low job satisfaction levels (Katz & Kahn, 1977).

Role ambiguity arises when the organization does not clearly explain the limits of their expectations from the role to the worker. Role ambiguity can develop due to insufficient training, poor communication, misconveyance of or withholding information by a colleague or supervisor. Moreover, ambiguities within an organization can be the lack of clarity in terms of the expectations of the organization regarding the duties the employee is obliged to perform, and not providing clear information to the employee in order for the employee to take action. In other words, role ambiguity is the lack of clarity in duty, authority and responsibility (İnce & Gül, 2005).

Presence of an ambiguity regarding the roles results in a decrease in the satisfaction level of the individual, thus causing distress and reluctance. In the case of role ambiguity, the individual will conclude that the connection between his/her role and reaching the organizational goals have decreased and thus, the individual's organizational commitment level will decrease (Uygur, 2004).

2.4.2.7. Organizational Culture

Organizational culture includes the ways things are done and the members' shared perceptions of the factors affecting the organization (Balay, 2000).

Organizational culture are basic assumptions that are discovered during the organization's adaptation to the external environment and inner integration, accepted because they resulted in good outcomes, and believed to be necessary to be taught to the new members of the organization so that these can be understood, thought and felt by the new members (Schein, 1992).

Organizational culture enables the workers to carry a different sense of identity and positively influences their participation in organizational goals, thus promoting the establishment and reinforcement of their organizational commitment. Culture is an important structure in the interaction between workers. The meaning of the values symbolic for the organization emerges with the organizational culture.

Organizational culture comprises following qualities (Yilmazer, 2012):

- History, experience and opinions of the organization
- Stories representing the organization
- Cultural norms of the organization
- Customs and traditions

Organizational culture has an important role in identifying the reactions the organizations will give in various conditions, shaping the behaviours of the workers, and determining how suitable they are for their organization. On the other hand, organizational culture is a factor that shows how workers act when identifying their personal and professional goals and when realizing these goals. Moreover, organizational culture acts as a bridge between the workers' goals and objectives and the organization's goals, thus positively affecting organizational commitment (Bakan, 2011).

2.4.2.8. Organizational Climate

Organizational climate is defined as the general mood that results from the perceptions of the workers on how they must behave within the organization. Organizational climate is the most obvious indicator of the harmony between the workers' values and organizational culture. If the workers have adopted their organization's culture, organizational climate will be positive and constructive. In the opposite case, the climate sensed by the workers can have a significantly negative effect on their motivation and performance (Barutçugil, 2004).

Organizational climate affects personal perceptions to establish a harmony between organizational goals and personal goals. For instance, if an organization establishes a specific workframe in order to achieve organizational goals and if the individual's choices and configuration of objectives also fit into this frame, the level of organizational commitment is expected to be high (Uygur, 2004).

2.4.3. Extraorganizational Factors

In extraorganizational factors, new job opportunities and professionalism will be addressed as extraorganizational determinants.

2.4.3.1. New Job Opportunities

The opportunities to find a new job are affected not only by the personal skills of the individuals, but also by the variables such as unemployment rates, socio-economic status of the country, and the state of the industry. The most important extraorganizational factor that affects the organizational commitment of an individual after he/she starts working is the presence of opportunities to find a new job. Of course, alternative job opportunities are not only affected by the personal skills of the employees, but also by the national and international variables such as the industry of the organization, globalization, and socio-economic status of the country (İnce & Gül, 2005).

There is a consensus among researchers that the scarcity of opportunities to find a new job increases organizational commitment. Balay (2000) state that the perception of limited job opportunities on the job market results in a higher level of commitment to the organization, and the organizational commitment of workers who perceive they have less alternatives and less options to find another job increases. Thus, in periods of economic crisis when the job opportunities are limited, organizational commitment of the workers can be expected to increase (Gündoğan, 2009).

2.4.3.2. Professionalism

Professionalism is the individual's commitment to his/her job, internalization of the professional values, and identification with his/her job. Professional people are described as people who make their own rules, are independent, have social responsibility and are very well-trained in their field (İnce & Gül, 2005).

Behavioural scientists, particularly sociologists, have been working on the concepts of professionalism and organizational conflict for a long period of time. This is because professionalism and organizational conflict are correlated with various work outputs such as organizational commitment and performance. However, professionalism leads to a paradoxical organizational commitment concept. For professionals in technical areas such as law, engineering and medicine, trying to develop both professional and organizational commitment can create a dilemma. If organizations where the professionals work at support professional development, professional commitment of the workers will be negatively affected while their organizational commitment will be positively affected (Dolu, 2011).

In order to reduce this dilemma, integration of professional values and organizational values and practices is recommended. By this way, it is possible to prevent the professionals to exhibit negative professional behaviours such as absenteeism and leaving the organization, which negatively affect commitment. In order to eliminate the conflict between professional and organizational commitment, via ensuring the adoption of organizational values that do not clash with the profession by offering professional career opportunities and autonomy, job satisfaction and organizational commitment can be elevated up to desired levels (Gündoğan, 2009).

It is stated that the commitment levels of the professionals working at professional organizations are higher than those working at non-professional organizations. This is because the goals and values of the organization are compatible with those of the professional employees. It is recommended that the organizations

must offer various professional career opportunities to maintain the organizational commitment of the professional employees at the maximum level (Wallace, 1995).

2.5. Outcomes of Organizational Commitment

In studies on the outcomes of organizational commitment, it was reported that, with regard to the individual and organization, as an independent variable, commitment affects work behaviours such as stress, performance, tardiness, absenteeism, labour turnover, intention to leave the job (İnce & Gül, 2005).

Outcomes of organizational commitment can be positive or negative depending on the degree of commitment. When organizational goals are unacceptable, the workers' high level of commitment can speed up the disintegration of the organization. On the other hand, when the goals are rational and acceptable, there is the possibility of a high level of commitment resulting in efficient behaviour. Commitment has a low level of correlation with the behaviour of leaving the organization, and a higher level of correlation with the withdrawal behaviours such as increasing absenteeism and tardiness (Balay, 2000).

2.5.1. Low Level of Organizational Commitment

Employees with low level of organizational commitment do not have the attitude that will connect them to the organization. Positive and negative outcomes of the low organizational commitment levels for individuals and organizations are observed. It is reported that employees with low organizational commitment levels have a high intention to leave the organization. These employees were shown to exhibit the negative outcomes of the low organizational commitment level, such as absenteeism, low performance, tardiness, high labour turnover and disloyalty to the organization (Randall, 1983).

Employees with low organizational commitment level are more interested in the alternative job opportunities and consider leaving the organization upon finding another good job. Thus, it has been found that such employees are not useful to the company, and in fact, they are regarded as unvaluable employees within the organization. In addition, low organizational commitment level is also negatively affected due to various personal-demographic characteristics. Younger, female, married, more junior employees were found to have higher rates of absenteeism and the intention to leave the job (Balay, 2000).

In addition to the negative aspects of low organizational commitment levels, there are also positive aspects that are useful for the companies. Employees with low organizational commitment levels become more comfortable in openly addressing the mistakes and errors as they put aside their fear of senior managers. By this way, they can express the issues that are hidden or avoided and attract the the interest of the organization to these issues (Somuncu, 2008). If the organization can take advantage of this internal and informal communication system on time, it can overcome lawsuits and legal regulations that might end up being costly (Mercan, 2006).

2.5.2. Moderate Level of Organizational Commitment

It is the level of commitment where the individual's experience is intense but the organizational identification and commitment is incomplete. Workers with moderate level of commitment object to be reshaped by the system and strive to preserve their identities as individuals. Workers with this level of commitment accept some if not all of the organizational values and meet the organization's demands, while continuing to identify with the organization and also to preserve their personal values. Moreover, moderate levels of commitment may not always lead to positive

outcomes. Workers with this level of commitment experience a conflict between their responsibility to the society and loyalty to the organization. This may lead to indecisiveness and inefficient functioning of the organization (Bayram, 2005).

2.5.3. High Level of Organizational Commitment

At this commitment level, workers are committed to the organization with strong attitudes and tendencies. High level of commitment can provide the worker with success in the profession and satisfaction with the salary, while rewarding the worker by delegating more authority to him/her and promoting him/her to higher positions in exchange for his/her loyalty (Balay, 2000).

Individuals with high level of commitment are the most precious members of the organization. These workers are highly satisfied with the job itself, their future in the organization, supervision, colleagues and salary. They would leave work only if they feel unhappy, disappointed, or if the goal and culture of the organization changes, or if they feel dissatisfied with the job, under-rewarded, or incapacitated. Regarding absenteeism; these individuals are rarely absent unless they have a health problem (Mercan, 2006).

High level of commitment occasionally restricts the development of the worker and the opportunities of mobility. This also suppresses creativity and innovation, and prevents development. High commitment level sometimes brings along negative outcomes such as the dissolution of creativity, excess stress and tension in extraprofessional relationships, enforced adaptation, inefficient use of human resources and committing compound offenses for the sake of the organization (Mercan, 2006).

3. GENERAL OVERVIEW OF FLIGHT ATTENDANT CAREER

3.1. Job Description and Significance of Flight Attendant

The certified person other than the flight crew and technical personnel, who is provided with the required training and commissioned by the airline company to perform services regarding the safety of the flight and passengers during the operations is called flight attendant (SHT-CC).

Flight attendants are employees responsible for the implementation of the required security and safety measures and for passenger comfort in aircrafts used in passenger transportation. Flight Attendants who work at the cabin section of the aircraft for a secure, safe and comfortable flight, are people who have successfully completed their training by meeting the requirements listed in the relevant regulations issued by the Directorate General of Civil Aviation, and as a result, entitled to obtain “Flight Attendant Certificate”.

In the cabin, flight attendants are responsible for the area that starts with the cockpit door and ends with the “back kitchen” found at the backmost section of the cabin. Flight attendants do not have any duties or responsibilities in the cockpit or at the exterior part of the aircraft.

In general, the primary responsibility of every flight attendant is the exit gate at the right or left side of the aircraft. This responsibility encompasses both the normal operational conditions and the emergency conditions. The responsibilities include, under normal operational conditions, opening and closure of the exit gates the flight attendant is responsible for by using methods specified in the company operations handbook, and under emergency conditions, opening the exit gates by using methods

specified in the company operations handbook and keeping the exit gates closed if the outside conditions are insecure.

Duties of the flight attendants regarding service varies depending on the company. Service can be summarized as the presentation of products and materials deemed appropriate by the company within the context of a flow and order determined by the company to the passengers, after loading these products and materials onto the plane. Selling customs free products in international flights is considered within this context. Trainings on the points of consideration and procedures regarding service are provided by the company.

Flight attendants' duties regarding security and safety can be grouped under to main headings:

- Making observations to prevent the occurrence of a situation that can threat safety and security and ensuring communication (for instance, observing the cabin/toilets periodically to prevent fire/smoke in the cabin)
- In cases of emergency that occur despite all preventive measures, immediate implementation of emergency procedures with minimum possible injuries in order to ensure the security and safety of all passengers (for example, in the case of an emergency, evacuation of all passengers and cabin crew in the aircraft within the durations tested in aircraft certification by taking directions from the Pilot in Command)

Trainings on these subjects (basic security training, refresher trainings) are specified in the relevant regulations of Directorate General of Civil Aviation and are documented in the every company's training manuals approved by the Directorate General of Civil Aviation.

In our country, the minimum requirements within the scope of the regulations in order to become a flight attendant are as follows:

- To be at least 18 years of age
- To undergo periodical examination or evaluation at a certified healthcare facility authorized by the Directorate General in order to be checked for fitness to perform the duty
- To have the competence to perform the duties according to the regulations issued in the company Handbook (height, weight, psychological test, etc.)
- To be the graduate of a domestic or international highschool or equivalent, which provide education for a minimum of 10 years
- To have knowledge of English

In addition to these, companies may add different application conditions. With candidates who have the desired qualifications during the recruitment process, the company proceeds with the next step and performs various tests. Written and oral foreign language test, personality inventory, interview, psychological test can be given as examples to these processes. (DGCA Aviation Personnel, 2012).

3.2. Training and Certification of the Flight Attendants

Flight attendant trainings involve providing theoretical information regarding the profession, as well as developing self-confidence of the individuals to establish the authority they require by using this sense of self-confidence in the case of an emergency (DGCA, 2013).

Final offers are made to the candidates who answered the advertisements for the recruitment of flight attendants and completed their recruitment process, and training process is initiated. While training duration varies depending on the company, it

complies with the company's DGCA-approved training manual. The candidate who successfully completes all three trainings, which are theoretical, practical and flight training, is certified and he/she is added to the cabin crew to go on flights.

Flight Attendants have certain duties and responsibilities in the aircraft. The most important, but the least visible of these is ensuring the security of passengers. This main responsibility necessitated the flight attendants to receive a continuous and special training. In addition to providing theoretical information, this training involves the development of one's self-confidence and being able to establish authority with this sense of self-confidence when performing his/her duty. The second, and the most prominent duty of the flight attendant is to meet the passenger's requirements and leave a nice impression in the name of the airline service he/she is working for.

Each flight attendant is trained by authorised trainers in an extensive, realistic way so that he/she can take over the duties and responsibilities of all the cabin crew in the aircraft (EASA, 2013). By this way, in the event of incapacitation of any of the flight attendants, other members of the cabin crew have the competence to take over his/her duties and responsibilities.

Combined security and safety trainings enable the development of the self-confidence of the members of the flight and cabin crew, and the maintenance of the flight security at the maximum level by the informed participation via communication and coordination, in light of the qualities of each of them.

The main training programs that must be provided to the cabin crew are as follows:

- Initial training

- Aircraft type specific training and operator conversion training and differences training
- Recurrent training
- Refresher training
- Senior cabin crew member training

The contents of these training programs are generated based on the requirements of the national and international regulations.

- Initial training: (EASA, 2012)

Flight Attendant Basic Training is the training provided to people who have not yet become a member of the cabin crew and do not have a planned flight duty. The aim of the Flight Attendant Basic Training is to provide the flight attendant candidates with the required information and skills about the profession in order to ensure the passenger security and safety during normal operation or in the case of an emergency in the cabin (ICAO 7192, 1996).

Basic Training program should include at least the following subjects:

- General information on theoretical aviation that contains all the elements of the duties and responsibilities of the cabin crew and aviation standards
 - Aviation terminology, flight theory, distribution of passengers in the cabin, operation fields, meteorology and the effects of surface contamination of the aircraft,
 - General safety considerations in aviation
 - Aviation instructions for the cabin crew and the role of Directorate General,

- Duties and responsibilities of the cabin crew during the flight operation and the importance of quick and efficient intervention in emergency situations,
 - Maintenance of the competence and health conditions by the member of the cabin crew in order to operate sustainably, considering the flight and duty period limitations and rest requirements,
 - The importance of keeping all the necessary papers and documents provided by the operator up to date, together with their revisions
 - The importance of fulfilling the duties and responsibilities as a member of the cabin crew in light of the operations manual of the operator,
 - The importance of cabin crew pre-flight briefing and providing the cabin crew with the required information regarding security according to cabin crew duty enumeration,
 - The definition and importance of when the members of the cabin crew have the authority and responsibility to initiate an evacuation or emergency situation process.
- During Communication Training; in addition to communication techniques, common language and terminology, the importance of efficient communication among the cockpit and cabin crew must be emphasized.
 - Basic training on human factor in aviation and crew resource management (CRM) must be provided by the Cabin Crew CRM trainer. Crew Resource Management Training ensures an efficient/secure flight operation by establishing correct and efficient use of all available resources (e.g. crew

members, plane systems, supportive resources, etc.). The aim of Crew Resource Management Training is to develop the communication and leadership skills of the crew members as well as the importance of two-way communication and efficient coordination. When cabin crew members perform their duties in the case of an emergency, they should be trained in communication with the cockpit crew and human performance, which is on the importance of human factor. This training includes the following information:

- Human factor in aviation industry, general information on the principles and objectives of CRM, human performance and limits.
- Regarding the member of the cabin crew, personal awareness, human errors and reliability, attitude and behavior, self-assessment, stress and stress management, fatigue and vigilance, determination, situational awareness, knowledge acquisition and implementation.

Cabin Crew CRM Training

CRM TRAINING ELEMENTS to be covered	Operator's CRM Training	Operator Aircraft Type Conversion Training	Annual Recurrent Training	Senior Cabin Crew (SCC) Course
General Principles				
Human factors in aviation	Not required			
General instructions on CRM principles and objectives	(as covered under initial training required by part - CC)	Not required	Not required	Overview
Human performance and limitations				
Relevant to the individual cabin crew member				
Personality awareness, human error and reliability, attitudes and behaviours, self - assessment	Not required			
Stress and stress management	(as covered under initial training required by part - CC)	Not required	Overview (3 year cycle)	Not required
Fatigue and vigilance				
Assertiveness, situation awareness, information acquisition and processing				
Relevant to the entire aircraft crew				
Error prevention and detection				
Shared situation awareness, information acquisition and processing				
Workload management				
Effective communication and coordination between all crew members including the flight crew as well as inexperienced cabin crew members, cultural differences	In-depth	Relevant to the type(s)	Overview (3 year cycle)	Reinforcement (relevant to the SCC duties)
Leadership, cooperation, synergy, decision-making, delegation				
Individual and team responsibilities, decision-making and actions				
Identification and management of the passenger human factors: crowd control, passenger stress, conflict management, medical factors				
Specifics related to aircraft types (narrow/wide bodied, single/multi deck), flight crew and cabin crew composition and number of passengers	Not required	In-depth		
Relevant to the operator and the organisation				
Company safety culture, SOPs, organisational factors, factors linked to the type of operations				
Effective communication and coordination with other operational personnel and ground services	In-depth	Relevant to the type(s)	Overview (3 year cycle)	Reinforcement (relevant to the SCC duties)
Participation in cabin safety incident and accident reporting				
Case-studies	Required			

Source: EASA AIR OPS AMC1 ORO.CC.115(e)

The definitions of the expressions “in depth” and “Not required” in the table are as follows:

- In depth: Detailed discussion, investigative examination, exemplification of the subjects to gain knowledge, skill and behaviour, and reinforcement with case-oriented studies, group discussions, team analyses and team simulations,
 - Not required: Will be discussed in the CRM training within the scope of Part-ORO.
- Providing information regarding the actions to be taken for passenger management and cabin observation. Actions and measures to be taken include the following subjects:
 - Importance of allocation of the correct seat to the passenger based on aircraft weight and balance calculations, classification of passengers with special circumstances, and the importance of seating physically fit passengers next to the exits without the cabin crew,
 - Rules and regulations that include the secure placement of cabin service/complimentary materials and cabin baggages and the dangers these can pose for those in the passenger cabin, their risk as a harmful/obstructive objects for emergency exits and emergency situation equipments,
 - Instructions regarding the recognition and management of passengers who can be under the influence of alcohol or psychoactive substances or were found to be under the influence of alcohol, psychoactive substances and those exhibiting aggressive behaviour,

- Measures that must be taken if a live animal is carried on the passenger cabin,
- Their duties in the case of a turbulence, including securing the passenger cabin,
- Methods to be used in crowd control and directing the passengers, which are required for evacuation in the case of an emergency.
- Medical practices and first aid in aviation:
 - Medical practices in aviation and general instructions on survival;
 - Special emphasis on hypoxia, oxygen demand, function of the eustachiantube and barotrauma, and physiological effects of flying,
 - Basic first aid including air sickness, stomach and intestinal diseases, hyperventilation, burns, wounds, loss of consciousness, fractures and soft tissue injuries;
 - First aid including medical emergencies and the following issues during the flight: (a) Asthma, (b) Stress and allergic reactions, (c) Shock, (d) Diabetes, (d) Embolisation, (e) Epilepsy, (f) Labour, (g) Stroke and (h) Heart attack.
 - Use of first aid materials, including the use of first aid oxygen, first aid bag, emergency medical aid bag and its contents,
 - Considering the physical environment in the plane, ensuring each member of the cabin crew undergoes hands-on training in heart-lung massage on the specially designed dummies,
 - Flight health and hygiene that includes hygiene during flight, risk of contacting contagious disease and the methods to minimise these risks,

medical waste management, disinfection of the plane, actions to be taken in the case of death on the plane and management of state of alert on the plane, physiological effects of fatigue, sleep physiology, circadian rhythm, time differences;

- Dangerous substances according to the ICAO Technical Instructions in practice,
 - Leakage or spillage of dangerous substances may lead to smoke, toxic gas, or even fire (spontaneous combustion). Dangerous substances loaded on the plane cargo may be affected from the aforementioned smoke and fire, and can exacerbate the problem. Because of this and other related causes, flight attendants must receive the trainings considered necessary based on their duties. Depending on his/her duty, the flight attendant who received Dangerous Goods Regulations Training must learn the general conditions regarding the airline transportation of dangerous substances, safe transport of dangerous substances during the flight, defining dangers that may arise due to dangerous substances, and performing the appropriate emergency procedures (ICAO 7192, 1996).
- Fire and smoke training;
 - By emphasizing the importance of identifying the source of fire, emphasizing the duties and responsibilities of the member of the cabin crew in the case of fire and smoke,

- Emphasizing the importance of immediately informing the cockpit crew while taking the actions required for coordination and support upon the detection of fire or smoke,
 - Importance of frequently controlling areas with fire risk, including toilets and smoke detectors,
 - Types of fire, definition of procedures to be performed depending on the type of fire and suitable fire extinguishers to use,
 - Techniques of using fire extinguishers; hands-on fire extinguishing training, misuse of fire extinguisher and its effects when used indoors; use of protective materials against smoke during flight,
 - Operational procedures regarding ground services used in the airports in emergency conditions.
- Survival training; Principles of survival in tough conditions such as arctic, desert, forest, sea, aquatic survival training including putting on and using life vest in water as well as the hands-on training to use slide-raft and similar devices in water.
 - Aircraft Type Specific Training, Operator Conversion Training And Differences Training (EASA, 2012)

In terms of plane type and transition difference training; it involves the training and practice in a simulated training device or on a real plane, including all of the normal and emergency procedures regarding the location, demounting and tactile use of all emergency equipment on the plane, the type of, series of and layout plan regarding the survival materials on the plane where the operations will be performed.

- Recurrent Training (EASA, 2012)

Recurrent Training is provided so that each member of the cabin crew does not lose his/her qualities and completes the training and the evaluation regarding the training in every 12 months. The program that includes the normal and emergency procedures of the plane types and series the cabin crew member is assigned to must be performed in every 12 months. Recurrent Training is planned for all flight attendants and includes theoretical (distance training and/or classroom training) and hands-on trainings, ensuring the development of their skills. Recurrent Training must include the duties of every member of the cabin crew in normal and emergency conditions and be based on the type and series of the plane.

- Refresher Training (EASA, 2012)

Member of the cabin crew who is in duty for more than 6 months but less than 12 months, did not take part in any flights, but whose certificate remains within the validity period;

- Completes the refresher training and evaluation and
- Performs at least two sectors of Familiarization Flight in any one of the plane types he/she has the certificate for. In cases where the member who is still flying and was not assigned to a certain plane type he/she has the certificate for for more than 6 months, prior to being assigned to that certain plane type, the member of the cabin crew;
- Completes Refresher Training and evaluation in the available plane type or

- Performs at least two sectors of Familiarization Flight in the plane which he/she was not assigned to. The member of the cabin crew who was not assigned to any flights within more than 3 months but less than six months but whose certificate remains within the validity period;
 - Performs at least two sectors of familiarization flight in any one of the plane types he/she has the certificate for or
 - May take the refresher training when required if there is difference between the equipments and procedures of plane types.
- Senior Cabin Crew Member Training (EASA, 2012)

Senior cabin crew member is responsible for the coordination and implementation of normal and emergency procedures in the airline operations manual to the pilot in command during the flight.

In airlines which multiple cabin crews work on the plane, the person assigned as the senior cabin crew member by the operator must be flying as a flight attendant for at least a year and complete a training that includes the following items:

- Pre-flight briefing
- Crew cooperation
- Review of legal requirements and operating rules
- Accident and incident reporting.
- Human factors and CRM.
- Flight and duty period limitations and rest requirements

3.3. Role of Flight Attendants During Operation

While many professions require “Managing and Being Directive”, most professions require “Serving and Adaptation”. The flight attendant must bear certain amount of conflicting characteristics such as being directive and meeting the customer demands. A flight attendant is expected to show behaviours focused on the passenger’s needs, whose success will be measured with customer satisfaction. On the other hand, the flight attendant must enforce the security rules in the plane, prevent behaviour that will disrupt the comfort of other passengers, and stop the passenger when necessary (Baltaş, 2009).

The fact that flight attendants serve passengers during their duties leave the impression that their duty is not ensuring security but serving. However, in each flight, upon encountering an emergency, cabin crew make themselves ready for the emergency. They become a leader for passengers and become responsible for the security of every passenger on the plane (İşyapan, Gürbüz & Sözen, 2016). The expressions in here clearly demonstrate the role and importance of the cabin crew during operation.

It is possible to evaluate the subject of role and importance of cabin crew during operation based on security and service factors. While it is possible to discuss the roles taken over during the processes until the plane is ready for flight from a ground and flight security point of view, services performed during the flight are evaluated from a service activity point of view. Thus, when explaining the role and importance of the cabin crew during operation in airline services, evaluations of contributions to ground and flight services and contributions to service activities are performed.

3.4. Factors Affecting the Working Conditions and Work of Flight

Attendants

“Flight attendant performs his/her duty at the airport and on the plane. Work environment is noisy, has pressure variations, shaky, closed, and narrow. Flight attendant is a profession that requires interacting with different people, both as a personnel and as a passenger, during every operation. People who carry out this profession can have stress-related disorders due to working conditions and physiological and psychological impacts due to flight environment. Working hours of the flight attendant vary greatly, and they work during day, night, weekends, as well as on holidays. The flight attendant’s flight plan and duration of duty, monthly flight and working hours are arranged according to the written instructions of international national civil aviation authorities. The flight attendant may have shift duties, or house shifts. Due to overnight duties, he/she might need to be in extremely hot or cold places depending on seasonal conditions.” (Official Gazette, 2015)

An overview of the working conditions of the cabin crew is as follows (Birgören, 2015):

- Cabin crew works on the plane or at the airport.
- It is possible to say that, when working on the plane, the cabin crew works under noisy, abnormal -such as pressure- conditions, at a shaky environment and this environment is narrow.
- Working conditions of the cabin crew involves frequent interaction with the passengers.
- Working conditions of the cabin crew may cause physical and psychological damage.

- Work hours of the cabin crew varies. They have shifts and in terms of working conditions, they can have house or airport shifts.
- Working conditions of the cabin crew may be extremely hot or extremely cold depending on the destination of flight.
- Cabin crew may be assigned to overnight duties and may face very different conditions – climate, holidays- than where they live.

Certain critical incidents that occur during the service on flight affect the work of the cabin crew. In this regard, the basic critical incidents that affect the work of the cabin crew can be listed as follows (Durceylan, 2013):

- Troubles during the presentation of the complimentary foods and products,
- Positive or negative discrimination against a member of the crew,
- Delays and disruptions,
- Conflicts between the passengers,
- Presence of a passenger or flight attendant who does not want to comply with the determined rules,
- Pressure level during the flight,
- Occurrence of extraordinary incidents such as turbulence and being overtaken by panic,
- Reactions of colleagues and passengers.

As can be understood by the listed items, factors affecting the work of cabin crew can emerge under the influence of various processes. It is possible to classify the factors affecting the work conditions of cabin crew under four main headings:

Troubles during service, problems due to passenger behaviour, problems due to cabin crew behaviour, and ground services.

In general, cabin crew have a very important role in the presentation of services in airline industry. Presence of working conditions different than the majority of the professions make the job of the cabin crew unique. Since the duties of the cabin crew involve high levels of stress, negative physical and psychological outcomes may emerge.



4. THE CONCEPT OF GENERATION

4.1. The Concept of Generation

Historically, the concept goes back to the times of Ancient Greece and Egypt. In Ancient Egypt, generations were represented by various literary characters and rituals; while in Ancient Greece, those from the line of Cronos were called “golden generation”, those from the line of Olympians were called “silver generation”, fighter groups were called “bronze generation”, and heroes were called “iron generation”, regardless of their age. As can be understood from those ages, classification of people was indeed considered a classification of time and belonging. However, in order to apply this logic to today, one must assume there have been no technological developments, which is not possible. In neo-classical period, it can be seen that anthropologically, the concept of generation was perceived as consanguinity and based on this, depended on the family environment (Joshi, Dencker & Franz, 2011).

In the dictionary of sociology terminology, the concept of generation is defined as “group of individuals, lineage, breed comprising age groups of approximately twenty five, thirty years”. In Turkish Linguistic Society’s Philosophy Terminology dictionary, the concept of generation is defined as “the group of individuals who were born approximately in the same years, shared the conditions, and thus, similar problems and destinies of the same era, and were responsible for the similar duties”. (<http://www.tdk.gov.tr>). In the literature, generation is defined as the group who shares the same birth year and the same significant life events. Moreover, it is believed that various historical, political and social events shape the attitudes, beliefs and values of every generation. Each generation identifies their own personality,

attitude against authority, values, beliefs, work ethics, reasons for working, goals and expectations from professional life (Kupperschmidt, 1998).

Generations are time intervals that are formed by the economic and social movements in the world. Generations, which are called so due to their upbringing and changes in their environment, can differ significantly in terms of character, working methods and their expectations from the workplace. Generation also means the average time interval between the birthdate of parents and the birthdate of their children. Biologically, within a millenium, a new generation arises in every 20-25 years. Today, with changing societies and values, this duration seems long. Because childbirth is delayed. While the age of becoming a mother was 25 in the 1980s, today, it is 30. This shows that the changes throughout the generations are sociological. In today's workplaces where different age groups work together, the majority of the problems arise due to intergenerational differences in perception, method, implementation and communication. Each generation has different characteristics, morals, attitudes, behaviours, weak and strong points (Keleş, 2011).

As can be understood from all these definitions, the main reason behind dividing human communities into generations is to facilitate understanding many factors, such as the world views, moral values, expectations and behavioural characteristics, of individuals living in the same period of time. Each generation is shaped with critical developments and different experiences they face in their own period. With this process, individuals have a common emotional memory and using this memory, differentiate the economic and social behaviour of their generation.

Intergenerational differences in expectation and perception affect the behaviour of individuals in an organization. Characteristics of different generations

are also reflected in the management style and leadership of the employee and director (Demirkaya, Akdemir, Karaman & Atan, 2015). Among all these effects, the one that differs is the fact that this many generations are simultaneously taking part in the business life for the first time. Increased life expectancy and welfare enables the workers to take part in the business life for a long time, and even makes it possible for the members of different generations, who retired but continue working, to become colleagues (Aydın & Başol, 2014).

4.2. Classification of Generations

It would be wrong to classify generations based only on the historical period they were born in. Thoughts, emotions and experiences of the community that constitutes generations, that is, the definition of culture, is also used for classification (Adıgüzel, Batur & Ekşili, 2014).

When defining the concept of generation, three different variables must be explained. These factors, listed as age, historical period and cohort, can be explained as follows (Chen, 2010; Costanza & Finkelstein, 2015):

Age, as an indicator of generation, is a method to facilitate understanding the complex social structure, differentiations that occur due to the maturation of individuals or changes in the course of life (Chen, 2010).

Historical period is the differences that occur as a result of events that occur in certain periods. Elements of social structure such as social mobility, ethnic and regional differences and cultural structure of the society affect the generations within a historical period (Chen, 2010).

Cohort is another important concept used to distinguish between the subgroups in the society (Chen, 2010). Cohort signifies the differences that arise due to the

communities comprising people born at the same period and experienced similar problems and experiences (Costanza & Finkelstein, 2015).

Generational studies are usually performed based on the concept of age, and thus it becomes difficult to control the effects of age, historical period and cohort variables. Therefore, when studying the source of intergenerational differences, these three factors must be evaluated in detail.

Throughout the historical periods, it was found that there are different definitions and classifications regarding the perception of generation. Similarities between the behavioural patterns of individuals who live in the same years, and share the same social and cultural environments have enabled making generalizations when classifying these generations. It is observed that the differences between generations are shaped according to the historical and cultural events the individuals lived in. With the impact of globalization, developing technologies have brought along the initiation of changes for the humanity. With the era initiated by the technology, generations defined according to the historical periods have begun to be described in the light of technological changes. After 1965, generations were described in parallel with the sociological developments. After Generations X and Y, Generation Z, whose life is shaped at the heart of technology, is described (Kuyucu, 2014).

Generations affect and be affected by different areas such as lifestyle, consumption patterns, culture, art, politics, technology, fashion, food, business life, family structure, communication, and media. These interactions bring up the need for the classification of generations. Members of the generation are born, start school, have children and they all retire at approximately the same age. When there are social changes such as war, economic crisis, technologic development, they are all at similar

ages. All these changes may evoke similar effects in the lives of most of them (Etlican, 2012).

In the literature, it can be seen that the start and end dates of generations differ. Throughout the history, generations of different historical periods are classified with different names. The most frequently used classification today divides the individuals into five generations. The table below demonstrates this classification (DeVaney, 2015).

Table 3

Classification of Generations

Silent Generation	Born between 1925-1945
Baby Boomers Generation	Born between 1946-1964
Generation X	Born between 1965-1979
Generation Y	Born between 1980-1999
Generation Z	Born in 2000 or later

Source: DeVaney, 2015

4.2.1. Silent Generation

This generation includes individuals born between 1925-1945. They have lived through the Great Depression, the Dust Bowl, the Second World War and the Korean War. This generation, which was devoid of the freedom to talk about their beliefs during the McCarthy era, was called “The Silent Generation” in 1951 by the Time Magazine. This generation was dominated by war and poverty. For the Turks, it corresponds to a period in which a great empire fell. People of this period have fought only to survive and continue their lives. They have seen wars, migration and rebellions, and were affected by these situations. They believed that they need to maintain their existence in order to survive. Thus, they object to fundamental changes.

They are loyal to the rules and the chain of command (Yalçın, Sökmen & Kulak, 2013)

In professional life, individuals of the Silent Generation have personal characteristics of working hard, making sacrifices, seniority-based performance and rewarding. With their solid authority-loving attitudes, they are the desirable people of the business life and their basic thoughts on work are “work hard” and “work before fun”. Being individuals who have seen the war years and the Great Depression have steered the members of this generation to working hard. Thus, for the members of this generation, the idea of “live to work” becomes an obligation. (Berkup, 2015).

The characteristics of the members of the Silent Generation regarding professional life are listed as follows (Berkup, 2015):

- Since they grew up with economic distress, they believe the necessity to work hard in order to live,
- They show loyalty to the business and company due to their desire to guarantee the future,
- With their consistent character, they believe the idea of a lifelong career in a single company,
- With their authority-loving attitudes, they place importance on the hierarchy and obeying the rules,
- They are motivated by doing their job better and obeying the rules,
- Since they associate age with seniority, they are happy to spend long years in the same company,
- Due to their loyal and patient character, they rarely change jobs,
- With their agreeable character, they are people who are up for teamwork.

With their invaluable source of knowledge and sharp wit, members of the Silent Generation have been people at the critical positions for the companies (Zemke, Raines, & Filipczak, 2000).

4.2.2. Baby Boomers

Baby Boomers comprises of those born in the period in which the birthrates have significantly increased after the Second World War (William & Page, 2011). Due to their high number, those born in this period are also described as the generation which reshaped the society. They have grown up with the improved urbanization and increased welfare during the 1950s and the 1960s. Individuals in this generation have become a part of the characteristic cultural development. This generation has left the world the legacy of concepts such as equality of women and men, the fight against racial discrimination and environmental awareness (Aydın & Başol 2014).

This generation has grown up during a period of yearning for growth, welfare, product and service. In this period which the poverty due to the struggle to live was left behind, the scars of war persisted. The representatives of this generation, who think that good life standards are only possible by working hard, have the idea of “work hard now, and you’ll get your reward in the future” (Acılioğlu, 2015). Baby boomers generation wants to be in control, and love learning and self-improvement. Historical events have made this generation self-oriented (Fishman, 2016).

Characteristics of the baby boomers generation are listed as follows: workaholic, idealist, competitive, materialist, looking for personal satisfaction, prizing key positions and titles (DeVaney, 2015). This generation have put their professional

lives ahead of their personal lives; their profession is their identity. Members of this generation value the perceptions of their directors at work (Kupperschmidt, 1998).

Baby Boomers Generation, who regard working as the most fundamental principle, is strenuous, self-sacrificing and obedient to authority. Their optimistic view of events distinguish them from the other generations. They can overcome a crisis by maintaining their calmness and optimism. When building a career, they wish to take part in jobs which they feel meaningful, and have a prescriptive and idealist style of work (Acilioğlu, 2015).

Baby Boomers Generation love options and flexibility, and health is an important issue in this generation (William & Page, 2011). Baby Boomers Generation wish to stay young forever. Not only they want to not get old, they also want to prolong their youth and wish to have fun along the way. Work-oriented Baby Boomers Generation, who are getting old, need a future to look forward to and a good life (Fishman, 2016).

4.2.3. Generation X

Those born between 1965-1979 are called “Generation X”. Generation X are the children of baby boomers generation. They have grown up in an unsafe environment in terms of finance, family and society (Demirkaya et al., 2015).

Members of Generation X are also called “Baby Bust” Generation due to their lower number compared to the vast population of Baby Boomers and due to the low birth rates among their generation (Zemke et al., 2000).

Individuals in Generation X have grown up in a world where economy went into decline, system of values have changed and rebuild. Although they are more knowledgeable than the preceding generation, they are less so than the succeeding

generation. They are not very tech-savvy. Since they give out the impression that they are not modern, they have a feeling of being left out. They are family-oriented, those in this age group are the first to witness their parents' divorce, and thus experienced the feeling of loneliness. Generation X is a generation that tries to keep up with the changing world dynamics and is loyal to the ideals. They are respectful to authority, seek family-work balance and are frugal. They are usually the children of working parents. They have learnt to grow up on their own, by travelling between the school and home without their parents (Ayhün, 2013).

Since the previous generations had many children, this generation has mostly become neglected. Due to the motivation to stand out in a crowded environment, Generation X have adopted individualization. This generation, which also adopted individualization in professional life, has shown loyalty to the workplace, and made efforts to ascend and stand out (Acılioğlu, 2015).

Individuals in Generation X have been under the influence of advertisements from the moment they were born. They have more brand awareness than their parents. In terms of purchasing power, the socio-economic gap between individuals is the highest among this generation than the other generations. Members of this generation consider themselves contrary to the society and have different styles of dressing, different tastes in music and different lifestyles. Political lash-outs, different styles of dressing, non-convenient genres of music are examples of this situation. They wanted to put their existence forward by prestigious status, socialization and money. Compared to other generations, they have taken the responsibility of a family more quickly, preferred to stay single in their 20s and 30s and put off having children (Aydın & Başol, 2014).

Generation X, which was stonewalled in the business market by the massive population of Baby Boomers Generation, was also precluded from logical promotion and advancement in the workforce due to similar reasons. Generation X appreciates whatever a company does in order to comfort them. Due to the confusion during their youth period, Generation X looks for companies with in-house systems where conflicts can be rapidly addressed (Fishman, 2016). Thus, members of this generation comprise those who try to avoid jobs with too much stress, who simplify work and who want to take pleasure from what they do to live (Adıgüzel et al., 2014). While money is not a motivational tool for the workers of this generation, who are known as individuals with a high motivation to work, its absence is known to cause a loss of motivation. In order to motivate the workers of this generation better; giving feedback, ensuring their safety and development with constant advancement, and to present the worker the freedom to “forget the rules and do in your own way” (Berkup, 2014).

Since this generation have high level of loyalty, they tend to work in the same company for long time and they adopt the philosophy of “work to live”. In addition to their loyalty, they also seek for better career options (Acılioğlu, 2015).

Generation X, which likes to do different things, is known to be the only owner of their own skills and abilities. As history has forced them to look after themselves, they are used to this situation. If they are given the responsibility of a project or a part of it, they do not want to micromanage it. For them, this is the way to remain creative. Generation X wants their ideas to be heard regardless of their title and position in the company and their age. As they age, Generation X has become the first generation to understand the anonymity in the internet chat rooms, where nobody

knows each other's age, gender, education, and experience relative to one another. They know the quality and logic of the ideas presented to them (Fishman, 2016).

4.2.4. Generation Y

Those born between 1980-2000 are called "Generation Y". They have grown up in a period during which terrorism, natural disasters and important diseases have become scary realities. Political, economic and technological developments in this period have occurred much faster than the previous periods (Keleş, 2011).

They have grown up in a world more positive than the previous generations, in a period in which massive wars and poverties do not exist. They continue to live in an era during which new technologies are rapidly developing and the internet and social media are contributing to the global communication (Acılioğlu, 2015).

Individuals in Generation Y were born to a wireless society where technological, electronic and global borders are becoming more transparent (William & Page, 2011). The greatest difference between this generation and the previous generations is the presence of computer in the classroom, at home, and everywhere else. Since technology is integrated into their lifestyle, they prefer a much faster lifestyle (Kupperschmidt, 1998). Members of this generation, who have the tendency to start a business with their robust networking skills and whose technological skills have improved, change jobs in approximately every 2-4 years, contrary to the traditional workers who work in the same company for 30-40 years (Berkup, 2015).

Generation Y's ease of expressing their thoughts and feelings and becoming efficient members of the teamwork are attributed to their love of social relations and emotional intelligence. Members of Generation Y have seen how the preceding generations have sacrificed themselves for their professional life and do not want to

make the same mistake. In professional life, they highly expect flexible work hours and holidays. They expect to be appreciated and get pleasure from what they do. Since they believe that working under tight supervision creates the impression of not being trusted and negatively affect their motivation, they want to work in a comfortable work environment. In the work environment, it is important to receive feedback or guidance from their supervisors (Keleş, 2011).

It can be said that Generation Y frequently plans to change jobs. Employers have observed that members of generation Y were willing to change jobs in order to manage their perception of the good life. Employers state that Generation Y is open in expressing their demands. This includes access to senior management, having a strong mentor and wanting a career path, as in “what is my next opportunity?” (DeVaney, 2015).

Due to the different environments they grow up in, members of generation Y are known to have high self-confidence and defend justice, but are occasionally called “impatient, disrespectful, lazy...” by the preceding generations (Acılioğlu, 2015).

Employees that belong to generation Y want to work in an environment where everyone can express their opinions, rather than an authoritarian hierarchical system. Members of this generation are not affected by traditional hierarchy, titles and positions, and need a director who believe and trust in them in order to work efficiently, rather than feeling threatened by hierarchy (Berkup, 2015).

This generation wants to protect the world today, tomorrow, and in their old age. An additional benefit of Generation Y to the company is that members of this generation are happy to be mentors of younger employees. No matter which resources

are used in the company to help others, it gives them a great satisfaction. This generation, who stands out and is rewarded only in team sports, was trained and classified as a team. Before starting a project, Generation Y tends to talk to other members of the team and sets an example of a good corporate employee. Most of the changes in this generation are about the role of women. Women of Generation Y live the goals of the feminist movement. They control their own lives and do almost everything their male colleagues do (Fishman, 2016).

According to a survey, 75% of the employees in Generation Y want a mentor while 80% want to receive regular feedbacks from their directors (Adıgüzel et al., 2014). Generation Y requires instant feedback and appreciation now, and particularly as they get older; this generation needs positive feedback a lot (Fishman, 2016).

While Silent Generation struggled for survival, Baby Boomers Generation lived and spent more frugally under the shadow of the Cold War. Generation X, who did not receive much attention from their families and had a hard time to adapt to the changing world dynamics, struggled to prove themselves. Generation Y attached importance to live to enjoy life and carried this characteristic to their professional lives (Acılioğlu, 2015: 29).

4.2.5. Generation Z

“Generation Z” includes those born in 2000 or later. Children born in this period are living a completely technological life. The most important characteristic of the era they are living in is the availability of highly technological opportunities. Because of the characteristics of the era they are in, this generation is also called “internet generation”, “next generation”, “iGen”. Howe and Strauss (2007) argue that this generation will experience excessive loneliness and individuality, and describe it

as “the new silent generation”. The reason behind this is that generation Z is always able to communicate due to the increasing technological opportunities and because of its ability to communicate remotely using social network, is physically alone (Akdemir, Konakay, Demirkaya, Noyan, Demir, Ağ, Pehlivan, Özdemir, Akduman, Eregez, Öztürk & Balcı, 2013).

With the skills added by the internet technology, they can listen to music, play games and spend time on social media when they are in front of the computer.

Members of generation Z, which are also called internet generation, are described as the generation with the greatest hand-eye-ear-etc.synchronization and motor skills in the history of humanity (Keleş, 2011).

The devices that connect them to the internet and social network have become almost a part of their body. They become members of social networks even before they start school, and make new technologies a reality of their lives (Acılioğlu, 2015). Generation Z, who constantly spend time in virtual platforms, are bombarded with messages in their everyday lives, including the virtual platforms. Generation Z has the qualities of uniqueness and realism (William & Page, 2011). Parents of Generation Z have very different qualities than the parents of the other generations. Their active parental attitude is toward providing a good education, good conditions, and safety for their children (Latif & Serbest, 2014).

It is thought that this generation will face many problems in their professional lives. Individuals of this generation are indecisive, dissatisfied and consumers from the moment they were born, and thus it is predicted that the concept of authority will not be important in their lives. It is predicted that their sense of loyalty will be low,

companies will have difficulties in keeping these individuals, and that their wish to personalize everything will be among their negative qualities (Latif & Serbest, 2014).

Generation Z, who can easily grasp the technological innovations and rapidly and meticulously utilize them in their job, are described as natural born consumers. Generation Z utilizes technological devices in communication and thus will have more tendency to work, hold meetings and communicate online than other generations. Companies will also support working from home system due to costs reasons, and the workers can save the time they spend in traffic for their personal lives (Acılioğlu, 2015).

The main reasons the companies pay attention to the members of Generation Z despite their young age are their love of consumption, influence on their parents' buying behaviour, and lack of brand loyalty. Members of this generation are predicted to be disloyal to brands, not be driven and competitive, and give up easily because they get bored quickly (Aydın & Başol, 2014).

Members of Generation Z, who think that anything in this world is possible and they can do everything, have high self-confidence and dislike passivity, also have innovative character. They have multitasking ability, and thanks to this, they are predicted to add a new viewpoint to the business life by paying attention to multiple issues in rapidly changing industries (Berkup, 2015).

4.3. Generational Understanding of Organizational Commitment

It has been proposed that there are significant divergences between the generations in terms of their organizational commitment. Although the previous studies are not very consistent, it was shown that organizational commitment and business attitude may be different from one generation to another. For instance,

according to the data collected from 731 workers from seven different businesses, affective commitment of the baby boomers generation is higher than the succeeding generations X and Y (Gürbüz, 2015).

According to Erden (2012), although all generations regard their own generations as reliable in terms of commitment to the organization, baby boomers generation see younger generations as less reliable. Even though generations X and Y find their generation inadequate in terms of commitment, they state that they do not bring this subject up because of their career goals (Eden, 2012). Baby boomers generation believe in the importance of hard work and long hours, and work with an understanding of long-term employment. They have a feeling of dedication and loyalty to their organization. They prefer to work in the same place for a long time (Adıgüzel et al., 2014).

An interesting characteristic of the members of generation X is their changeable sense of loyalty. Although they have a strong sense of loyalty to their friends, it was noted that they do not feel the same toward their employers. Most of them have witnessed the loss of their parents' jobs and job insecurities, and most of them have entered into the business life in the beginning of the 1980s, after the economic crisis. Thus, the concepts of "security" and "payment" are very important for the members of this generation (Adıgüzel et al., 2014).

In a survey study they performed in 2016 on 467 people from generations X and Y, Koç et al. have found that organizational commitment does not differ for the generations X and Y. In addition, in a 2012 study including 150 workers, it was found that the organizational commitment of generation X is higher than generation Y.

However, in terms of establishing work-life balance, it was found that organizational commitment increased for generation Y. (Koç, Öztürk & Yıldırım, 2016). Although the workers in this generation are the least satisfied in terms of their work and organization they are in, consider they are not treated equally and are facing injustice, and fight against the authority, they are also focused on doing a good job in a short time (Akdemir et al., 2013).

Table 4
Comparing the Generations' Characteristics in Professional Life

Work Values	Silent Generation	Baby Boom Generation	X Generation	Y Generation
Core Values Relating to Work and Corporation	Working for life	Living to work	Working to live	To live first than to work
	Adherence to the community and the rules	Idealist	Work/live balance	Financial success
	Loyalty and not questioning	Success	Team work	Confident but team oriented
	Respect for authority	Workaholic	Smart working instead of long working	Work hard while having fun
	Act cautious	Ambition	Desire to be organised and guided	Multiple tasks
		Dislike authority	Skepticism	Entrepreneurship
		Abstinent	Dislike rules	Tolerance to diversities
		Loyal	High work motivation	Advanced level thinking
		Consistent on his/her decisions	Quick adaptaion	
Organizational Commitment	Loyalty to the organization	Loyalty to his/her career	Loyalty to the relations	Loyalty to himself/herself and relations
Features relating to job changing	Desire to work in the same corporation for life	Desire to change job if there is no progress	Changing job if necessary	Changing job is an expected event
	Changing job is an emberassing event	Leave behind quickly during job change	Follow feelings	
Strong Points	Stability, loyalty	Team work, loyalty	Compatibilty, compromise, knowledge of IT	Doing alot of work at the same time, technology skills

Source: Berkup, 2015

Although they have their differences, members of the three generations have to be in contact, interact with each other in the workplace. Conditions the individuals, who are the workforce of today, are in, not only differ in terms of their population characteristics but also in terms of their lifestyles, culture and opportunities. This creates diversity. This in turn affects the perceptions and performances of individuals. If the perceptions are positive, organizational commitment, teamwork, and performance increases. In the opposite case, the effect is the opposite. According to the study by Capital magazine in approximately 50 businesses in Turkey, worker age in Turkey have decreased by 4-5 years within the last 10 years. The study shows that youngsters are open-minded, and quick in expressing themselves and utilizing technology, and they feel comfortable when generating new ideas and expressing them. Outstanding competition and success of the organization will be possible with the efficient use of human capital. Right motivation can be provided by the correct interpretation of people's behaviours. Thus, directors have to interpret the behaviours of their workers from different generations and develop motivating models based on these interpretations (Keleş, 2011).

5. DATA ANALYSIS

5.1. Aim and Scope of the Study

In this study, organizational commitment of flight attendants from different generations are studied. For this purpose, the relationship of the flight attendants from baby boomers generation, generation X, Y and Z, who are working in the aviation industry, with the “affective commitment”, “continuance commitment” and “normative commitment” subdimensions of the organizational commitment, are investigated. To realize this purpose, in the first part of the study, the concept of organizational commitment, its importance, classification, factors affecting organizational commitment, and consequences of organizational commitment are discussed. In the second part of the study, job description and exigence of the flight attendants are addressed and their role in the operation, the work environment, and conditions are discussed. In the third part, the concept of generation and classification of generations are discussed and then, different generations and their organizational commitments were addressed.

Our study is conducted based on the survey on 351 flight attendants, who are working in the aviation companies operating in Turkey. Participants were given the three-component (affective, continuance, and normative) commitment scale developed by Allen and Meyer in 1990 as the Organizational Commitment Scale, and personal information form.

Scope of the study includes flight attendants from Baby Boomers Generation, Generation X, Generation Y, Generation Z. Since the Silent Generation is not taking part in the professional life any more, they are only included in the literature section of the study.

5.2. Method of the Study

In the preparation process of this study, a literature review of domestic and foreign studies on this subject was performed, and the opinions of different researchers who perform scientific studies on the subject were analyzed. For this purpose, the method of data collection through questionnaire, which was considered the most suitable for the scope of the study, was utilized. In the questionnaire, in addition to the demographic information, there are questions which would support the main and sub-hypotheses and Organizational Commitment Questionnaire (OCQ) by Allen and Meyer (1984, 1997) to measure organizational commitment level. Organizational commitment model that includes affective, continuance and normative commitment dimensions, as classified by Meyer and Allen, is taken as a basis. With the study, generational differences of the flight attendants who work in airline companies were studied within the scope of affective commitment, continuance commitment and normative commitment dimensions, which are the subdimensions of organizational commitment. The first part of the questionnaire comprises demographic characteristics, and the second part comprises the organizational commitment scale. In data collection, for Allen and Meyer's Organizational Commitment Questionnaire, 5-point Likert-type scale was used. Items in the scale were scored as 1. Completely Disagree, 2. Disagree, 3. Neutral, 4. Agree, and 5. Absolutely Agree.

Data were collected through questionnaire and these data were analyzed using SPSS V.21 software. The subject of organizational commitment was analyzed according to the subdimensions of organizational commitment, generational differences, gender, marital status, educational status and the duration of working in

the industry variables. In addition to the descriptive statistics, analyses were performed using t-test and one-way analysis of variance (ANOVA) methods. In this part of the study, information about study population and sample, and methods used in data collection and evaluation will be provided.

Study population comprises flight attendants working in the airline companies in Turkey. A total of 455 people, who were working as flight attendants in public and private airline companies operating in Turkey, were given the questionnaire and due to missing information in 104 of these questionnaires, the study was based on the remaining 351 completed questionnaires.

5.3. Hypotheses and Model of the Study

In airline companies, members of different generations work at the same time. The constructed model between these generations, who are different primarily in terms of their characteristics, as well as their points of view, and the subdimensions of organizational commitment, affective, continuance and normative commitment dimensions, is shown in Figure 4.

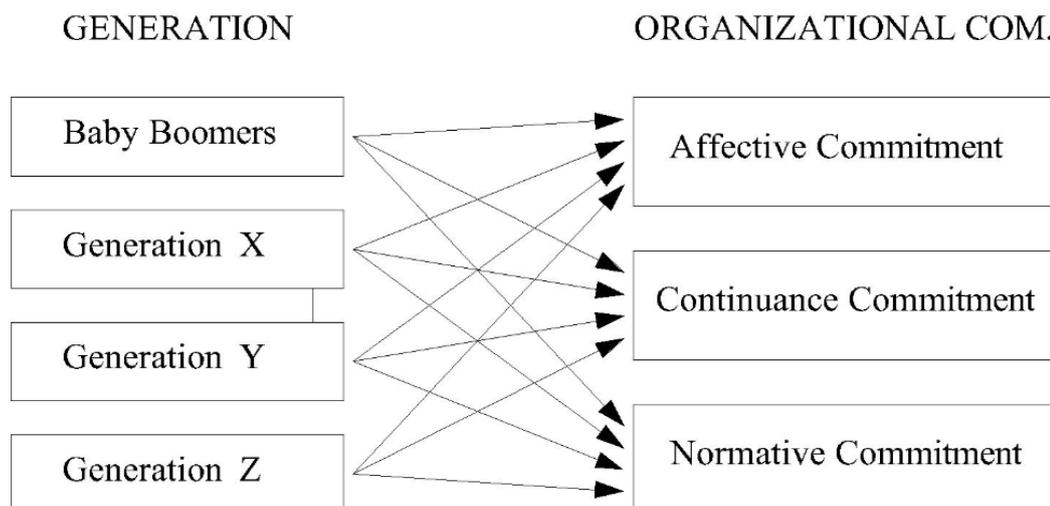


Figure 4. Model of the Study

In light of the provided information and the aims of study, hypotheses of the study are constructed as in Table 5.

Table 5

Hypotheses of the Study

H1: There is a significant difference between the affective commitment levels of flight attendants working in airline companies, who are from Baby Boomers Generation, Generation X, Y, and Z.
H2: There is a significant difference between the normative commitment levels of flight attendants working in airline companies, who are from Baby Boomers Generation, Generation X, Y, and Z.
H3: There is a significant difference between the continuance commitment levels of flight attendants in airline companies, who are from Baby Boomers Generation, Generation X, Y, and Z.
H4: Organizational commitment levels of flight attendants working in airline companies differ significantly depending on the gender variable.
H5: Organizational commitment levels of flight attendants working in airline companies differ significantly depending on the marital status variable.
H6: Organizational commitment levels of flight attendants working in airline companies differ significantly depending on the educational status variable.
H7: Organizational commitment levels of flight attendants working in airline companies differ significantly depending on the duration of working in the industry variable.
H8: There is a positive correlation between at least two of the organizational commitment subdimensions of the flight attendants working in airline companies.

5.4. Analysis of the Study

In the study, various analysis methods were used depending on the data to be analyzed. For the analysis of demographic variables, descriptive statistics such as frequency and percentage distribution were used. In particular, in order to identify the correct method of analysis when testing the study hypotheses, it is useful to analyze whether the data fit a normal distribution, thus, normality test was performed. For this purpose, skewness and kurtosis values of the data were analyzed and the results are

presented in Table 6. To measure the structural validity of the questionnaires, factor analysis was performed and Cronbach's Alpha values were calculated for their reliability. For testing the hypotheses in the study model, correlation and regression analyses were performed. To investigate the correlations between demographic variables and participants' perceptions, ANOVA and t-tests were used.

Table 6

Statistics Regarding the Skewness and Kurtosis Degrees of The Items Comprising the Scale

	Skewness	Kurtosis
1. I would be very happy to spend the rest of my career with this airline.	-,636	-,260
2. I really feel as if this airline's problems are my own	-,946	,560
3. I don't feel a strong sense of belonging to airline that I work for.	-,746	-,310
4. I don't feel like a part of this airline.	-,951	,303
5. This airline has a lot of personal meaning for me.	-,601	-,242
6. I do not feel "emotionally connected" to this airline.	-,849	,107
7. Even if I wanted to leave the airline I worked with, it would be very hard for me to do that right now.	-,844	-,079
8. At the moment, staying in this airline is a necessity as much as it is a request.	-,806	-,102
9. If I decide to quit this airline right now, most part of my life would be harmed.	-,353	-,944
10. I think I have little options to think about quitting the airline I work for.	-,279	-1,004
11. One of the negative consequences of quitting from the airline I work for is the lack of alternative job opportunities.	-,727	-,378
12. I don't feel any worries about what would happen if I quit from the airline I work before I find a job elsewhere.	-,448	-,726
13. I owe many things to the airline I work for.	-,907	,347
14. The airline I work for deserves my loyalty.	-,782	,165
15. I would feel guilty if I quit now from the airline I work for...	-,098	-1,160
16. Even if I have the advantage, quitting now from the airline I work for doesn't feel correct.	-,624	-,543
17. I can't quit from this airline now because of my responsibilities to other people working here.	-,135	-1,074
18. I don't feel a necessity to quit from the airline I work for.	-,851	-,221

5.5. Results of the Study

5.5.1. Results on Demographic Variables

In this section, demographic data related to the study population is explained. According to the data, frequencies and proportions of participants in terms of gender, marital status, the organization where the participant works, educational status, year of birth, and duration of working in the industry, will be determined. Demographic characteristics of the individuals participating in the study are given below.

Percentage and numeric distribution by gender is shown in the Table 7. Based on the table, 70.7% (248) of the participants are female and 29.3% (103) are male. The majority of participants are female.

Table 7

Numeric and Percentage Distribution by Gender

Gender	N	%
Female	248	70,7
Male	103	29,3

Numeric and percentage distribution bu marital status is shown in the table 8. Based on this, 31.6% (111) of the participants are single, 68.3% (240) are married. The majority of participants are single.

Table 8

Numeric and Percentage Distribution by Marital Status

Marital Status	N	%
Married	111	31,6
Single	240	68,4

Numeric and percentage distribution by the organization where the participant Works is seen in the table 9. Of the participants, 92.3% (324) work at the private

sector, while 7.7% (27) work at the public sector. The majority of flight attendants participating in the study work at the private sector.

Table 9

Numeric and Percentage Distribution by the Organization

Sector	N	%
Private Sector	324	92,3
Public Sector	27	7,7

Numeric and percentage distribution by educational status is shown in the table 10. Of the participants, 19.7% (69) are high school graduates, 36.5% (128) have associate's degree, 38.5% (135) have bachelor's degree and 5.4% (19) have postgraduate degree. Based on this distribution, the majority of the participants have associate's and bachelor's degrees, and the proportion of participants who continue their education after the bachelor's degree is lower than the rest of the participants.

Table 10

Numeric and Percentage Distribution by Educational Status

Educational Status	N	%
High School	69	19,7
Associate's Degree	128	36,5
Bachelor's Degree	135	38,5
Postgraduate Degree	19	5,4

Numeric and percentage distribution by the year of birth is shown in the table 11. When the age intervals of the participants are organized according to the generational classification, it can be seen that 0.9% (3) of the participants are in Baby Boomers generation (1946-1964), 14.2% (50) are in generation X (1965-1979), 84% (295) are in generation Y (1980-1999), and 0.9% (3) are in generation Z (2000 or

later). According to this distribution, the number of people in Baby Boomers generation who continue working is equal to the number of people in generation Z who completed 18 years of age and were employed. Moreover, the proportion of these employees to those in generations X and Y is low. The majority of participants are from generation Y.

Table 11

Numeric and Percentage Distribution by the Year of Birth

Year of Birth	N	%
1946-1964	3	,9
1965-1979	50	14,2
1980-1999	295	84
2000 and up	3	,9

Numeric and percentage distribution by the duration of working in the industry is seen in the table 12. The majority of the participants, 40.5% (142), have the highest duration, with 1-3 years. Of the remaining participants, 22.5% (79) have a duration of 4-6 years, 18.8% (66) have a duration of 7-10 years and 18.2% (64) have a duration of 11 years or longer.

Table 12

Numeric and Percentage Distribution by the Duration of Working in The Industry

Working In the Industry	N	%
1-3 Year	142	40,5
4-6 Year	79	22,5
7-10 Year	66	18,8
11 Year and up	64	18,2

5.5.2. Results on the Validity and Reliability of the Questionnaire

Before proceeding to the tests on hypotheses, the questionnaire was evaluated for its validity and reliability. The most frequently used method in the evaluation of reliability is Cronbach's Alpha Coefficient. The criteria for Cronbach's Alpha Coefficient are as follows (Özdamar, 2004):

- The questionnaire is not reliable if $0.00 \leq \alpha < 0.40$.
- The questionnaire has a low reliability if $0.40 \leq \alpha < 0.60$
- The questionnaire is reliable if $0.60 \leq \alpha < 0.80$
- The questionnaire is highly reliable if $0.80 \leq \alpha < 1.00$

At the end of the reliability analysis, overall reliability score (Cronbach's Alpha Coefficient) of the organizational commitment scale used in the study was found to be 0.835. The result demonstrates that the questionnaire is highly reliable. Based on the results of the cronbach's alpha, in order to identify the variables in a more reliable way and to test the structural validity of the scale, the data were subjected to factor analysis.

If +-KMO value is less than 0.50, factor analysis is not continued. Depending on the KMO value, the following comments can be made on sample size:

- Between 0.50-0.60 "bad",
- Between 0.60-0.70 "poor",
- Between 0.70-0.80 "reasonable",
- Between 0.80-0.90 "good",
- Over 0.90 "perfect".

If the KMO value is less than 0.50, more questionnaires must be included (Pullant, 2001). KMO value regarding the sampling of the questionnaire is 0.878 ($p < 0.01$), which is within the acceptable range.

Whether the scale series have a normal distribution is evaluated using Bartlett Test. Significant results of the Bartlett test indicates the data are fit for factor analysis (Büyüköztürk, 2005). Thus, the obtained values are considered as an indicator of the adequacy of sample size and the fitness of the obtained data for factor analysis.

The questionnaire has three subdimensions. Consistent with the literature, these dimensions are called Continuance Commitment, Affective Commitment and Normative Commitment. Continuance Commitment dimension comprises the first set of 6 questions, Affective Commitment dimension comprises the second set of 6 questions and Normative Commitment dimension comprises the final set of 6 questions. The Table 13 has a total of 18 questions.

Table 13***Organizational Commitment Scale Factor Analysis***

	Factor Loading
Factor 1: Continuance Commitment	
15. I would feel guilty if I quit now from the airline I work for.	,825
16. Even if I have the advantage, quitting now from the airline I work for doesn't feel correct.	,793
17. I can't quit from this airline now because of my responsibilities to other people working here.	,783
14. The airline I work for deserves my loyalty.	,660
13. I owe many things to the airline I work for.	,597
18. I don't feel a necessity to quit from the airline I work for.	,428
Factor 2: Affective Commitment	
2. I really feel as if this airline's problems are my own	,331
1. I would be very happy to spend the rest of my career with this airline.	,448
5. This airline has a lot of personal meaning for me.	,490
4. I don't feel like a part of this airline.	,830
3. I don't feel a strong sense of belonging to airline that I work for.	,820
6. I do not feel "emotionally connected" to this airline.	,718
Factor 3: Normative Commitment	
10. I think I have little options to think about quitting the airline I work for.	,785
11. One of the negative consequences of quitting from the airline I work for is the lack of alternative job opportunities.	,766
9. If I decide to quit this airline right now, most part of my life would be harmed.	,693
12. I don't feel any worries about what would happen if I quit from the airline I work before I find a job elsewhere.	,656
7. Even if I wanted to leave the airline I worked with, it would be very hard for me to do that right now.	,584
8. At the moment, staying in this airline is a necessity as much as it is a request.	,492
Variance explained (%)	54,869
Self – values (eigenvalues)	5,831
Reliability (Cronbach's Alpha)	,835
Kaiser- Meyer-Olkin = ,878	p < 0,01
Bartlett Test of Sphericity = 2553,425	

5.5.3. Descriptive Statistics of the Scale

The mean values obtained as a result of the study are given in Table 14. The overall mean of the scale is 3.5. In terms of each of the subdimensions, the mean values of affective commitment subdimension is 3.73, continuance commitment subdimension is 3.46 and normative commitment subdimension is 3.56, respectively. As can be seen from these results, there is not much difference between the mean values. The highest mean value is of the affective commitment, and the lowest mean value is of the continuance commitment. It can be seen that the affective commitment of the participants is higher than the other types of commitment.

Table 14***Descriptive Statistics of the Scale***

	Mean	Standart Deviation
1. I would be very happy to spend the rest of my career with this airline.	3,64	1,136
2. I really feel as if this airline's problems are my own	3,79	,972
3. I don't feel a strong sense of belonging to airline that I work for.	3,60	1,156
4. I don't feel like a part of this airline.	3,85	1,066
5. This airline has a lot of personal meaning for me.	3,73	,980
6. I do not feel "emotionally connected" to this airline.	3,78	1,056
7. Even if I wanted to leave the airline I worked with, it would be very hard for me to do that right now.	3,74	1,131
8. At the moment, staying in this airline is a necessity as much as it is a request.	3,91	1,046
9. If I decide to quit this airline right now, most part of my life would be harmed.	3,37	1,198
10. I think I have little options to think about quitting the airline I work for.	3,24	1,146
11. One of the negative consequences of quitting from the airline I work for is the lack of alternative job opportunities.	3,60	1,121
12. I don't feel any worries about what would happen if I quit from the airline I work before I find a job elsewhere.	3,54	1,088
13. I owe many things to the airline I work for.	3,80	1,021
14. The airline I work for deserves my loyalty.	3,64	1,037
15 I would feel guilty if I quit now from the airline I work for...	3,13	1,254
16. Even if I have the advantage, quitting now from the airline I work for doesn't feel correct.	3,48	1,163
17. I can't quit from this airline now because of my responsibilities to other people working here.	3,05	1,192
18. I don't feel a necessity to quit from the airline I work for.	3,70	1,028

5.5.4. Results of the Hypothesis

To test the hypotheses within the frame of the study model, difference tests were evaluated. To understand the correlation between the subdimensions of organizational commitment, correlation analysis was used. Correlation analysis is a method to determine the level of association or dependence between two variables measured at the lowest range. It also presents information regarding the direction, level and significance of the relationship between the variables (Büyüköztürk, 2005).

To understand the correlation between the organizational commitment subdimensions, correlation coefficients for Affective, Normative and Continuance Commitment variables were evaluated. The results demonstrated a positive correlation between Continuance and Affective Commitment ($r=0.683$; $p<0.01$). (Table 15)

Table 15

Correlations Between Variables

	Affective Commitment	Normative Commitment	Continuance Commitment
Affective Commitment	1	,028	,683**
Normative Commitment	,028	1	,063
Continuance Commitment	,683**	,063	1

$p < 0,05^*$

$p < 0,01^{**}$

In order to test the research hypotheses, it is also possible to determine whether organizational commitment subdimensions are perceived differently among the participants in terms of generations and demographic variables. For this purpose, t-test and ANOVA were used.

In Table 16, based on the results obtained using ANOVA, it can be said that Affective Commitment of Baby Boomers generation is higher than generations X and Y. Moreover, no significant difference was detected between the generations in terms of Continuance and Normative Commitment.

Table 16***The Effect of Birth Year on Perceptions of Affective Commitment, Normative Commitment and Attendance Commitment***

	1946-1964 (B.B)	1965-1979 (G. X)	1980-1999 (G.Y)	2000 –up (G.Z)	Total	F	P
Affective Commitment	4,8889	3,8633	3,7062	3,4444	3,7365	2,811	,039*
Normative Commitment	3,9444	3,5233	3,5819	3,0000	3,5717	,913	,435
Continuance Commitment	4,2778	3,5600	3,4452	3,7222	3,4710	1,364	,254

p<0,05

In Table 17, based on the results obtained using ANOVA, no significant difference was detected between the participants' organizational commitment subdimensions, Affective, Normative and Continuance Commitment, in terms of their educational levels.

Table 17***The Effect of Educational Status on Perceptions of Affective Commitment, Normative Commitment and Attendance Commitment***

	High School	Associate's Degree	Bachelor's Degree	Postgraduate Degree	Total	F	P
Affective Commitment	3,7440	3,7878	3,7370	3,3596	3,7365	1,590	,191
Normative Commitment	3,4324	3,6289	3,6272	3,2982	3,5717	2,145	,094
Continuance Commitment	3,4251	3,5547	3,4556	3,1842	3,4710	1,315	,269

p<0,05

In Table 18, based on the results obtained using ANOVA, no significant difference was detected between the participants' organizational commitment

subdimensions, , Affective Normative and Continuance Commitment, in terms of their duration of work.

Table 18

The Effect of Working Time on Perceptions of Affective Commitment, Normative Commitment and Attendance Commitment

	1-3 Years	4-6 Years	7-10 Years	11 Years and up	Total	F	P
Affective Commitment	3,6796	3,6899	3,7677	3,8880	3,7365	1,129	,337
Normative Commitment	3,5704	3,5485	3,6162	3,5573	3,5717	,109	,955
Continuance Commitment	3,4859	3,4958	3,4975	3,3802	3,4710	,323	,809

p<0,05

In Table 19, based on the results obtained using t-test, it was found that the level of Continuance Commitment of single participants is higher than the level of Continuance Commitment of married participants

Table 19

The Effect of Marital Status on Perceptions of Affective Commitment, Normative Commitment and Attendance Commitment

	Average			
	Married	Single	t value	Significance level
Affective Commitment	3,7402	3,7347	,060	,852
Normative Commitment	3,5991	3,5590	,464	,643
Continuance Commitment	3,3438	3,5299	-1,988	,048*

p < 0,05

In Table 20, based on the results obtained using t-test, no difference was detected in participants' continuance, normative and affective commitments in terms of the organization the participant works in.

Table 20***The Effect of Organization on Perceptions of Affective Commitment, Normative Commitment and Attendance Commitment***

	Average		t value	Significance level
	Private Sector	Public Sector		
Affective Commitment	3,7171	3,9691	-1,576	,116
Normative Commitment	3,5643	3,6605	-,639	,523
Continuance Commitment	3,4614	3,5864	-,762	,447

$p < 0,05$

In Table 21, based on the results obtained using t-test, it was found that the level of affective commitment of male participants is higher than the level of affective commitment of female participants.

Table 21***The Effect of Gender on Perceptions of Affective Commitment, Normative Commitment and Attendance Commitment***

	Average		t value	Significance level
	Female	Male		
Affective Commitment	3,6808	3,8706	-2,032	,043*
Normative Commitment	3,5517	3,6197	-,772	,441
Continuance Commitment	3,4247	3,5825	-1,648	,180

$p < 0,05$

In this part of the study, based on the tests, the results of the hypotheses used throughout the study are given. The findings regarding the results of the hypotheses used in the study are found in Table 22.

Table 22***Result of Hypotheses***

H1: There is a significant difference between the affective commitment levels of flight attendants in airline companies, who are from Baby Boomers Generation, Generation X, Y, and Z.	Accepted.
H2: There is a significant difference between the normative commitment levels of flight attendants in airline companies, who are from Baby Boomers Generation, Generation X, Y, and Z.	Rejected.
H3: There is a significant difference between the continuance commitment levels of flight attendants in airline companies, who are from Baby Boomers Generation, Generation X, Y, and Z.	Rejected.
H4: Organizational commitment levels of flight attendants working in airline companies differ significantly depending on the gender variable.	Accepted.
H5: Organizational commitment levels of flight attendants working in airline companies differ significantly depending on the marital status variable.	Accepted.
H6: Organizational commitment levels of flight attendants working in airline companies differ significantly depending on the educational status variable.	Rejected.
H7: Organizational commitment levels of flight attendants working in airline companies differ significantly depending on the duration of working in the industry variable.	Rejected.
H8: There is a positive correlation between at least two of the organizational commitment subdimensions of the flight attendants working in airline companies.	Accepted.

6. CONCLUSION

Organizational commitment expresses the loyalty to the organization and the desire of continuance. The presence of individuals with high levels of organizational commitment is one of the most important factors for the organizations to exist and continue their existence effectively. Individuals with organizational commitment adopt the goals and aims of the organization they are in, make effort and want to remain in the organization.

When the recruitment of flight attendants are analyzed, it can be seen that they go through many different stages and similarly, successful candidates receive many trainings. Flight attendants have distinct duties and responsibilities in the plane. The most important but the least visible of these is to ensure the passengers' security. This main responsibility makes it necessary for the flight attendants to receive a continuous and special training. In addition to these trainings, they attend various personal development trainings to improve their self-confidence and to use this self-confidence when establishing the required authority, as well as to improve themselves. These trainings are provided by the airline companies and training the flight attendants cost a certain amount of money to the companies. Thus, flight attendants who have a low level of organizational commitment and leave the company will increase the costs. Leaving of an employee and recruitment of a new employee, recruitment advertisements, selection examinations, tests, hiring, placement, and services for employees such as training and payment create additional auxiliary services and all of these become additional costs (Buğra, 2014). Moreover, after each employee turnover, loss of efficiency, mistakes, occupational accidents and loss of production

caused by the inexperience of the newly recruited employees lead to additional costs. Considering the fact that flight attendants directly interact with the passenger in the plane and have a direct influence on passenger satisfaction, loss of efficiency and mistakes will negatively affect the reputation of the airline and can lead to losing passengers. High quitting rate among flight attendants increases employee recruitment and job orientation costs for the airline. In this study, the correlation between the affective commitment, continuance commitment and normative commitment, which are the subdimensions of the organizational commitment questionnaire developed by Allen and Meyer (1990) was evaluated in order to study the organizational commitment of flight attendants.

According to the generation theory, generations are made up of individuals who live through similar political, economic and social events due to their birth year, develop unique moral values and belief systems, and show similar personality characteristics. Individuals from a certain generation have characteristics similar to the characteristic properties and moral values of the generation they were born to, but different from the other generation. Since Baby Boomers generation and generations X, Y and Z work simultaneously in today's professional life, this issue gains more importance. Of the flight attendants participating in the questionnaire, 3 belong to the Baby Boomers generation, 50 to generation X, 295 to generation Y, and 3 to generation Z. Nobody from the Silent Generation participated in the questionnaire. The majority of flight attendants participating in the questionnaire are from generation Y. With this many different generations participating in the professional life, each bring their own attitudes, values and beliefs along and thus, the main subject of this

study is the difference between the old and new generation in terms of organizational commitment.

In this regard, since each generation's motivation, style of work, promotion and payment expectations differ, conflicts, incompatibilities and communication problems at the workplace becomes inevitable. Some researchers have observed that the views of generations on professional and business life differ.

Workers from the silent generation exhibit behaviour that promotes the idea of "live to work", due to their personality structure that did not forget the post-war poverty and difficulties. Members of this generation, who are mostly retired from today's professional life, used to love to work hard, put work ahead of fun, and consider working to live as an obligation (Erden, 2012). Similar to the silent generation, baby boomers generation adopts the idea of "live to work" due to the difficulties faced when growing up, however, they are open-minded to the idea of working in jobs that they regard meaningful during their career. (www.kigem.com). Workers from generation X, who are said to have a lower organizational commitment level than the workers from baby boomers generation, place importance on the work-life balance and believe in the importance of the idea of "work to live" (www.kigem.com). Workers from generation Y have the idea of "live first, work later" (Berkup, 2015). In the organization, they are free-spirited, have selective attitude toward work, have poor sense of loyalty, and are against authority.

Based on the result of the study, affective commitment level of baby boomers generation was higher than the other generations. This result is consistent with the loyal characteristic of the members of baby boomers generation. Moreover, in terms of the demographic factors, it can be seen that the continuance commitment level of

240 single participants was higher than 111 married participants. It can be said that single participants would like to remain in the organization as they think leaving the organization will have a high cost. In terms of the genders of the flight attendants participating in the study, it was found that the affective commitment level of 103 male participants was higher than 248 female participants. It can be said that male flight attendants see themselves as a part of the organization.

In this study, whether there is a difference between the affective, continuance and normative organizational commitment levels of flight attendants working in airline companies, who are from baby boomers generation and generations X, Y and Z, was investigated. In the study, classification of generations was made based on the age factor. Since the number of members of generation Z in today's professional life is low and there is not much information regarding their behaviours in the work environment, this can be investigated in the future studies.

In terms of organizational commitment, affective commitment is the most desirable form of organizational commitment. Thus, the type of things that can be done to ensure the workers' affective commitment to the organization can be the subject of another study.

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Appendix A: Questionnaire (in Turkish)

Değerli katılımcı,

Bu anket Yeditepe Üniversitesi Sosyal Bilimler Enstitüsü, Uluslararası Sivil Havacılık Lojistiği ve İşletmeciliği Yüksek Lisans programı bünyesinde yürütülen farklı kuşaklardaki kabin memurlarının örgütsel bağlılık davranışını inceleyen akademik bir çalışmaya veri toplamak için hazırlanmıştır. Ankette kimliğinizi ortaya çıkaracak nitelikte soru yer almamaktadır. Ankete vereceğiniz yanıtlar kesinlikle başkalarıyla paylaşılmayacak ve sadece bilimsel amaçla kullanılacaktır. Anketteki önermelerin doğru ya da yanlış yanıtı yoktur. Araştırmanın başarısı sorulara vereceğiniz içten ve samimi cevaplara bağlıdır. Anketimize katılımınız ve bu akademik çalışmamıza değerli katkılarınız için teşekkür ederiz.

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Cinsiyetiniz	Kadın ()	Erkek ()			
Medeni Durumunuz	Evli ()	Bekar ()			
Çalıştığınız Kurum	Özel ()	Kamu ()			
Eğitim Durumunuz	Lise ()	Ön Lisans ()	Lisans ()	Yüksek Lisans ()	Doktora ()
Doğum Yılı	1946-1964 ()	1965-1979 ()	1980-1999 ()	2000-2021 ()	
Sektörde çalışma süreniz:	----- Yıl				

Sayın katılımcı, siz ve işinizle ilgili çeşitli sorular yöneltilmiştir. Lütfen içinde bulunduğunuz durumu en iyi ifade eden seçeneği seçiniz.	Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
1. Çalışma hayatımın geri kalanını bu havayolunda geçirmek beni çok mutlu eder.					
2. Çalıştığım havayolunun problemlerini gerçekten kendi problemlerim gibi görürüm.					
3. Çalıştığım havayoluna karşı güçlü bir aidiyet duygusu hissetmiyorum					
4. Kendimi bu havayolunun bir parçası gibi hissetmiyorum.					
5. Bu havayolunun benim için çok fazla kişisel anlamı var.					
6. Bu havayoluna 'duygusal olarak bağlı' hissetmiyorum.					
7. Çalıştığım havayolundan ayrılmak istesem bile, şu anda bunu yapmak benim için çok zor olurdu.					
8. Şu anda bu havayolunda kalmam bir istek olduğu kadar bir gereklilik.					
9. Şu anda bu havayolunda ayrılmaya karar verirsem hayatımın büyük bir bölümü zarara uğrar.					
Sayın katılımcı, siz ve işinizle ilgili çeşitli sorular yöneltilmiştir. Lütfen içinde bulunduğunuz durumu en iyi ifade eden seçeneği seçiniz.	Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
10.Çalıştığım havayolundan ayrılmayı düşünmek için çok az seçeneğim olduğunu düşünüyorum.					
11. Çalıştığım havayolundan ayrılmamanın yol açacağı olumsuz sonuçlardan biri de alternatif iş olanaklarının az olmasıdır.					
12. Başka bir yerde iş ayarlamadan çalıştığım havayolundan ayrıldığımda neler olacağı konusunda endişe hissetmiyorum.					
13. Çalıştığım havayoluna çok şey borçluyum.					
14. Çalıştığım havayolu sadakatimi hak ediyor.					
15. Çalıştığım havayolundan şimdi ayrılırsam suçluluk hissederim.					
16. Avantajım olsa bile çalıştığım havayolundan şimdi ayrılmak bana doğru gelmiyor.					
17. Burada çalışan diğer insanlara karşı duyduğum sorumluluklar nedeniyle bu havayolundan şimdi ayrılamam.					
18. Çalıştığım havayolundan ayrılmak için bir zorunluluk hissetmiyorum.					