



**Sosyal Bilimler
Enstitüsü**

T.C.
MARMARA ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ
İŞLETME ANABİLİM DALI
YÖNETİM VE ORGANİZASYON (İNGİLİZCE) BİLİM DALI

**THE EFFECT OF COVID-19 FEAR ON QUALITY OF WORKING LIFE THROUGH
WORK STRESS DURING THE PANDEMIC PERIOD:
THE CASE OF AIRLINE EMPLOYEES**

Yüksek Lisans Tezi

ERDEM MERT

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DANIŞMAN: DOÇ. DR. HÜSEYİN EKİZLER

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	Tez Danışmanı	DOÇ.DR. HÜSEYİN EKİZLER	
	Jüri Üyesi	PROF.DR.BERİL DURMUŞ	
	Jüri Üyesi	DOÇ.DR.MURAT BOLELLİ	
	Jüri Üyesi		
	Jüri Üyesi		

ÖZET

2019 yılının sonlarında Çin Halk Cumhuriyeti’nde ortaya çıkan ve tüm dünyaya yayılan Covid-19 pandemisi tüm dünyayı etkilediği gibi çeşitli çalışma sektörlerini ve çalışan insanları da etkilemiştir. Bu sektörlerden en fazla etkilenenlerden birisi ise Havacılık sektörüdür. Bu çalışmanın amacı, pandemi döneminde havayolu çalışanlarının iş stresi üzerinden COVID-19 korkusunun çalışma yaşam kalitesine etkisini araştırmaktır. Havayolu çalışanlarının karşılaştığı belirli zorluklara ve stres faktörlerine odaklanan bu çalışma, pandeminin bu çalışanların çalışma hayatları üzerindeki etkilerine dair bilgiler sağlamayı ve bu zorlu dönemde sağlıklarını desteklemek için stratejiler geliştirme konusunda yardımcı olmayı amaçlamıştır. Aynı zamanda bir sektörün pandemiden nasıl etkilendiğine ve virüs korkusunun çalışanlarının çalışma yaşam kalitesini nasıl etkilediğine dair bir örnek olay incelemesi sağlayacaktır. Bu amaç doğrultusunda havayolu sektöründe çeşitli pozisyonlarda ve görevlerde çalışan basit tesadüfi yöntemle 390 katılımcı ile anket uygulaması yapılmıştır. Toplanan tüm veriler SPSS programında analiz edilmiştir. Araştırma üç değişkenden oluşmaktadır. Bir bağımsız değişken “İş Yaşam Kalitesi” ve iki bağımlı değişkenden “İş Stresi” ve “Covid-19 Korkusu” oluşmaktadır.

Yapılan analiz sonucunda göre katılımcıların, İş Yaşam Kalitesi ile Covid-19 Korkusu arasında ve İş Yaşam Kalitesi ile İş Stresi arasında negatif yönlü; Covid-19 Korkusu ile İş Stresi arasında ise pozitif yönlü kolerasyon saptanmıştır. Ayrıca iş yaşam kalitesinin Covid-19 Korkusu’nu istatistiksel olarak anlamlı ve negatif yönde etkilediği; diğer bağımsız değişkenler sabit tutulduğunda iş Yaşam Kalitesi düzeyindeki bir birimlik artışın Covid-19 korku düzeyinde azalışa neden olduğu tespit edilmiştir. Buna ek olarak katılımcıların Covid-19 korkusu düzeyleri arttıkça iş stresleri de artmaktadır.

Anahtar Kelimeler: Covid-19, iş stresi, iş yaşam kalitesi, havayolu sektörü, pandemi

ABSTRACT

Covid-19 Pandemic, which appeared in late 2019 in People Republic of China and spread to whole world, has deeply affected all the world, as well as different work sectors, and employees. One of the most affected sectors among these was airline industry. This study aims to investigate the effect of COVID-19 fear on the quality of work life through work stress among airline employees during the pandemic period. By focusing on the specific challenges and stressors faced by airline employees, this research will provide valuable insights into the effects of the pandemic on the working lives of these employees and inform the development of strategies to support their well-being during this challenging time. This study will also provide a case study of how one industry has been affected by the pandemic, and how the fear of the virus has affected the quality of work life of its employees. For this purpose, a survey was done with 390 participants working in the airline in different duties and positions, sector using a simple random method. The all collected data were analyzed in SPSS package program. The research consists of three variables. These are one independent variable "Quality of Work Life" and two dependent variables "Work Stress" and "Fear of Covid-19".

A negative correlation was found based on the results of the analysis between Work-Related Quality of Life and Fear of Covid-19 and between Work-Related Quality of Life and Work Stress; on the other hand, a positive correlation was found between Fear of Covid-19 and Work Stress. In addition, it was determined that quality of work life has a statistically significant and negative effect on Fear of Covid-19; when other independent variables are held constant, a one-unit increase in the level of Quality of Work Life causes a decrease in the level of fear of Covid-19. In addition, as the participants' Covid-19 fear levels increase, their job stress also increases.

Keywords: Covid-19, job stress, quality of work life, airline industry, pandemics

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1. INTRODUCTION

The outbreak of Covid-19, the pneumonia virus, which was first appeared late December of 2019, in a city called Wuhan of People's Republic of China, (Huang, et. al., 2020), caused fear all over the world and was declared a pandemic by the World Health Organization (WHO). In Turkey, the first case was announced on March 11, 2020 (T.C Ministry of Health, 2020) and since then an increase in the number of cases has been observed (Bakioğlu, Korkmaz, & Ercan, 2020). The most obvious symptoms of Covid-19, which is known to be much more pathogenic and contagious compared to seasonal flu, include high fever, dry cough and weakness, and the estimated mortality varies between 0.5% and 3% (Murthy, et. al., 2020). Transmission of Covid-19 occurs through droplets from coughs, sneezes and conversational droplets from close contact, and an infected individual who does not show symptoms of Covid-19 will also transmit the disease, though the risks are lower (CDC, 2020)

The emergence of Covid-19, a dangerous pandemic disease, and its consequences have affected individuals and communities, causing anxiety, fear, and worry. The main reason for fear is that the virus is that the transmission rate is high, it causes death and has no known cure. The fact that the period of struggle with the disease is full of unknowns creates a sense of uncertainty about the process. Uncertainty, on the other hand, causes fear and anxiety (Duman, 2020; Sarı& Dağ, 2009). When an epidemic that is considered, an external threat is perceived by individuals as uncontrollable, it is inevitable that fear, constant vigilance and a feeling of helplessness will arise (Salcioglu, et. al., 2017).

Covid-19 has significantly disrupted social life. Due to the pandemic, serious measures have been taken to reduce the spread of the disease across the country by restricting daily life. Some of these measures include curfews on specified days, suspension of face-to-face education, and curfews for citizens over the age of 65 and under the age of 20. In Turkey, the government has asked the public to voluntarily enter quarantine and stay at home in order to contain the outbreak. Many public institutions such as the Ministry of Health and the Ministry of National Education have also supported the fight against the pandemic by taking measures within their own bodies (BBC, 2021). The measures and restrictions, the increase in the number of cases and deaths announced from every day, and the daily news led to fear, anxiety and stress among the general public (Shanafelt, et. al., 2020).

The concept of stress originates from Latin word "estricia" and French word "estree". The word stress was used in the 17th century in the sense of distress and grief, and in the following centuries its meaning changed and it was used in the sense of the resistance of an object or a person against some kind of power and pressure (Şahin, 1994; Baltaş&Baltaş, 2013). From these centuries onwards, stress has become a part of daily life and work life, rather than being a situation that suddenly emerged for individuals under the influence of industrialization and modernization. Every situation that people experience in their daily lives can cause stress (Baltaş&Baltaş, 2013). Work environments are where individuals spend the most time in daily life. An individual's communication with teammates in the work environment, the physical characteristics of the work environment, subordinate-superior relations, the position of the individual, the characteristics of the work, the difficulty of the work, the workload and the way of doing the work are effective factors contributing to the occurrence of stress (Güney, 2016). Stress, which negatively affects the physical and mental health of working individuals, is the physical and emotional reactions that usually arise as a result of the incompatibility between what needs to be done for the job and the employee's abilities and the resources at their disposal, and this situation is defined as work stress (Koç&Yeğen, 2002).

The fact that every job involves risk and that individuals feel responsibility for their work naturally makes work a stress factor. The fact that a job is considered a stress factor is due to both individual and work-related organizational reasons (Dinçer&Fidan, 1996). Causes of organizational stress can be listed as excessive workload or underwork, role ambiguity and role conflict, shift work and overtime, inadequate level of participation in decisions, disorders in the hierarchical structure, physical problems in the work environment, intimidation (mobbing). All of these topics are also subheadings of the quality of work life. The concept of quality of work life is referred to as "humanization of work" by the Germans, "improvement of working conditions" by the French, and "protection of employees" by Eastern Europeans (Bulbul &Isiacik, 2022). In addition, different researchers have emphasized various facets of the concept of quality of work life. For instance, some researchers have focused on the impact of the work environment on job performance, while others have focused on the maintenance of physical and mental well-being. Some researchers, on the other hand, express the quality of work life as a concept that has an effect on reducing alienation from work life and society, contributing to the development of employees (Huzzard, 2003). While Üngörenand Doğan (2010) emphasize the social and emotional dimension of quality of work life, Uysal (2002)

emphasizes that the work environment and working conditions should be more humane and healthier and states that providing a quality work life to the employee is a requirement of contemporary management understanding.

The pandemic of COVID-19 has had a significant influence on several businesses, notably the airline industry. The pandemic has severely affected airline staff, as they are at the forefront of the crisis and have been exposed to increased levels of stress and uncertainty. This study aims to investigate the effect of COVID-19 Fear on the quality of work life through work stress among airlines employees during the pandemic period. The research will focus on examining the specific challenges and stressors faced by airline employees in the context of the pandemic, as well as the potential impact on their well-being and job performance.

The findings of this study will provide essential insights into the effects of the pandemic on the working lives of airline employees and can inform the development of strategies to support their well-being during this challenging time. Working in the aviation industry, one of the sectors that felt the impact of the pandemic the most, has become much more difficult for employees. Working conditions and opportunities offered to employees in normal times were severely limited during this crisis, which increased their work stress and reduced their quality of work life.

2. CONCEPTUAL FRAMEWORK

2.1. The Concept of Work Stress

2.1.1. Definition of Work Stress

In today's modern societies, rapid changes in production and consumption processes have brought significant movement and speed to working and social life. Individuals living in such an environment have difficulty in adapting to changes in the rapidly developing and changing social environment. Therefore, individuals face stress (Güney, 2016).

It is not healthy and correct to attribute only a negative meaning to the term stress. The main thing that matters is the type of stress and the severity of the stress. While high levels of stress cause mental and physical damage to the individual, moderate amounts of stress can be beneficial for the individual. Regardless of the field in which it is experienced, moderate amounts of stress motivate the individual. In other words, it can support the individual in reaching his/her goal and focusing. Stress is an important factor in an individual's development, gains, and acquiring new abilities and attributes (Koçer, 2015). It is known that the concept of stress derives from the Latin word "estrica" and the French word "estrece". The concept of stress has been named in many ways at various times. While stress was used for negative situations affecting people, disaster, calamity, trouble, sorrow, etc. in the 17th century, in the 18th and 19th centuries, the meaning of the concept changed and was used in the sense of power, pressure and difficulty. Thus, stress was defined as the resistance to the deterioration and distortion of the current state of the individual due to power, pressure, and difficulties (Yirik, et. al, 2014).

Today, it is almost impossible to avoid stress in life. Because today's conditions cause individuals to experience stress either to a greater or lesser extent. For this reason, there is stress in each profession and the stress levels that these individuals will experience will be different from each other. Some professions cause more stress because of the tasks they require, while others have fewer sources of stress. In other words, stress experienced in some professions may not cause stress for individuals working in other professions (Kayıhan, et. al., 2015).

The stress faced by employees in organizations is referred to as work stress. The organizational environment is the social space in which the employee is willingly or unwillingly present. The

workplace where the employee works is an important center that meets his/her social needs and contributes to the development of his/her personality. For this reason, organizations have a key place in the lives of employees. However, the fact that work has such a central place in human life sometimes causes various problems and work stress (Keser, 2006). There are different definitions of work stress in the literature. One of them is Work stress is a state of tension felt by the employee due to high demands, limitations, and opportunities (Schermerhorn, 1989). According to another definition, work stress is the negative psychological, physical and emotional reactions that occur as a result of an individual's inability to perform the roles and tasks that he/she is asked to perform (Antonova, 2016). Work stress is also defined as the negative physiological and psychological reactions that occur in individuals since the behavioral patterns expected by organizations do not match the abilities of the employee (Babatunde, 2013).

Seyyar and Öz (2007) defined work stress as the totality of harmful physical and psychological reactions that may occur in the event of an incompatible situation between what needs to be done about the job and the qualifications, opportunities and needs of the employee or in the event that the organizational environment is negative. According to Erkoç (2003), work stress is the tensions, worries, doubts, and anxieties felt in organizations in relation to work. Work stress is defined as a physical and psychological condition that appears as a result of negative work processes that occur outside the will and control of the employee (Judge & Colquitt, 2004). In other words, the reaction process of the employee against the physical and psychological conditions in the organization and the working environment is defined as work stress (Jamal, 1999). Work stress is also defined as a situation that includes both positive and negative characteristics as a result of the interactions between employees and working conditions (Ross & Altmaier, 1994; Landrum, et. al., 2011). Simply put, work stress is defined as the discomfort that occurs in employees due to the pressure created in line with the expectations of the organization. According to another definition, work stress is a state of physical and sociopsychological tension arising from emotional incompatibility and role conflict between the expectations of the social environment in which the employee works and his/her own beliefs, values, abilities and needs (Yüksel, 2003). Employees face different stress situations arising from their busy work life and the expectations of organizations. Organizations expect their employees to behave in accordance with the rules of representation determined according to the goals of the organization, not their actual feelings while providing services. When providing services, the employee who shows superficial behavior, one of the dimensions

of emotional labor, intensely experiences emotional dissonance and role conflict. Emotional tensions and conflicts that arise as a result of the pressure of this expectation of the organization on the employees are also referred to as work stress (Altuntaş, 2003).

2.1.2. Models of Work Stress

Work stress has been theorized with various models put forward by researchers and many models have been put forward due to the diversity of stress sources in organizational life. The most well-known of these are Beehr and Newman's (1978) General Model of Work Stress, Karasek's (1979) Demand and Control Model, Siegrist's (1986) High Effort-Low Reward Model, Caplan's (1987) Person-Environment Fit Model and McGrath's (1970) Work Stress Model.

2.1.2.1. Beehr and Newman's (1978) General Model of Stress

Beehr and Newman (1978) examined the models proposed in previous work stress studies and created a new model that encompasses all these models. In their multifaceted model, they examined stress in work and life in seven dimensions: environmental dimension, personality dimension, process dimension, human impact measure, organizational impact measure, adaptive response measure and time measure. The model includes 6 basic dimensions. These dimensions are personal dimension, environmental dimension, process dimension, personal outcome dimension, organization outcome dimension and time dimension. In addition, a seventh dimension emerges as adaptation results in the model (Beehr& Newman, 1978).

In this model, the Individual dimension encompasses some unchanging personality traits related to the employee's personality and physical characteristics, skills, and abilities. These, together with other sources of stress in the work environment, create tension and initiate the stress process. During the stress process, employees may show some reactions that may harm themselves and the organization they work for (such as quitting or absenteeism) and sometimes they may have positive effects. Here, employees can also shape their individual reactions in order to adapt to the situation. These reactions, which can be given not only by the individual but also by the organization or the state, have the purpose to control the stress and tension of the employee and adapt to the current situation. Examples of these reactions include regulations on occupational health insurance, measures to protect workers' health, health insurance or private health insurance. The time component in the model refers to time constraints that may affect all other factors in the model (Beehr & Newman, 1978).

2.1.2.2. Karasek's (1979) Demand Control Model

The demand and control model developed by Karasek, which attempts to explain workplace stress, is shown in Figure 1. The most important implication of this model, which consists of work demands and work control dimensions, is that workplace stress can be controlled by balancing these two dimensions. It is emphasized that stress can be reduced by increasing the level of freedom of employees to make individual decisions while fulfilling their jobs or, in other words, by increasing the control of employees over their works (Karasek, 1979). As can be seen in Figure 1, the model argues that when job demands are too high, and when the employee's influence over decisions, i.e., decision latitude, decreases, work stress is high. A simultaneously low demand and decision latitude is another stress situation. Because it is stated that in such a working environment, the employee becomes passive and if this situation continues for a long time, his/her skills will be dulled (Theorell & Karasek, 1998).

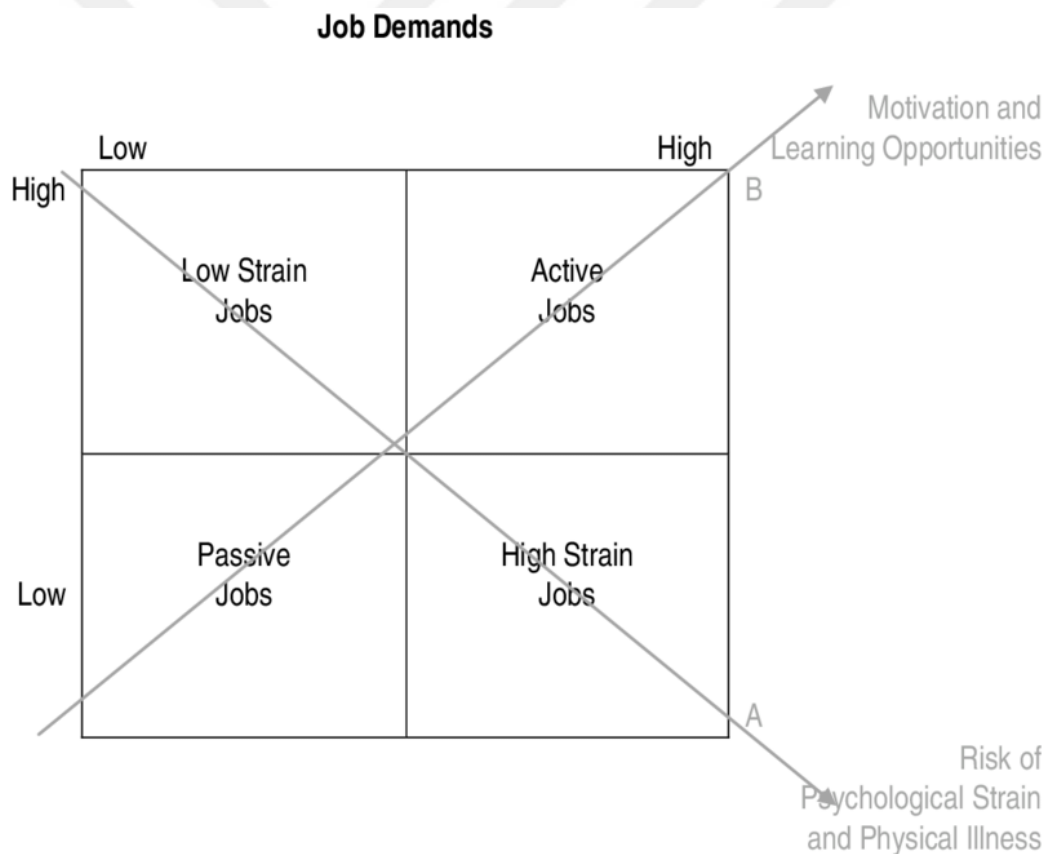


Figure 2. 1. Karasek's Demand Control Model

Source:(Karasek, 1979, p. 288).

2.1.2.3. Siegrist's Effort-Reward Imbalance Model

In the model developed by Siegrist (1986), effort refers to the obligations related to the demands directed to the employee, and reward refers to the gains in wages, reputation, promotion, and job security offered in return for the obligations. The model addresses stress in the context of social reciprocity, focusing on the impact of social and psychological elements on employees. Social reciprocity is norm-based investments in cooperation. Effort is put in an exchange of social contracts and there is an expectation of return, which is equalized by the associated rewards. Unsuccessful matching resulting from the violation of these norms threatens the health of the employee, generating strong negative emotions and backlash. However, this imbalance is accepted for strategic reasons when there is no alternative. According to the model, low reward in return for high effort leads to recurrent negative emotions and persistent stress reactions, whereas appropriate social rewards create positive emotions and encourage the employee (Siegrist, 2012).

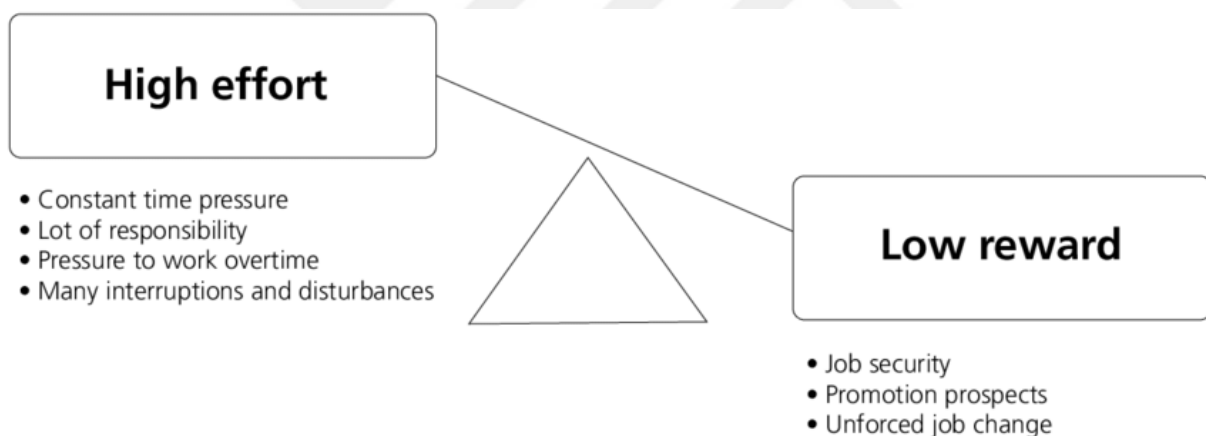


Figure 2. 2. Siegrist's Effort-Reward Imbalance Model

Source: (Siegrist, 2012, p. 3).

2.1.2.4. Caplan's (1987) Person-Environment Fit Model

The model, adapted from Harrison (1978), argues that stress is caused by the incompatibility among the individual and the environment, and the model tackles individual expectations and environmental opportunities from the perspective of being fit. In the model, the mutual causality between the individual and the environment is examined in subjective and objective contexts. The objective individual and the environment affect the subjective individual and the environment. The objective individual refers to what the individual's qualities are, while the

subjective individual refers to the individual's perception of his or her own qualities. While the objective environment describes physical and social situations and events, the subjective environment refers to the situations and events perceived by the individual (Caplan, 1987). According to the model, the work environment sets certain demands for the employee and offers certain opportunities and rewards in return. The compatibility between the employee's personal values and organizational values enables them to adapt to the environment. The incompatibility between demands and gains is an element of strain for the employee. The incompatibility between the employee's abilities, needs and expectations and the gains obtained in return creates pressure on the employee and leads to stress (Edwards, Caplan, & Harrison, 1998). In the event of non-compliance with the psychological contract, compliance can be achieved by making appropriate changes in the expectations and needs of the individual and the demands and opportunities offered by the environment to the employee. Similarly, training in a direction that will increase the employee's abilities and skills, proportional workload, job enrichment, participatory decision-making policies, providing a high level of guidance are organizational alternatives that will reduce the incompatibility in the individual-environment fit (Caplan, 1987).

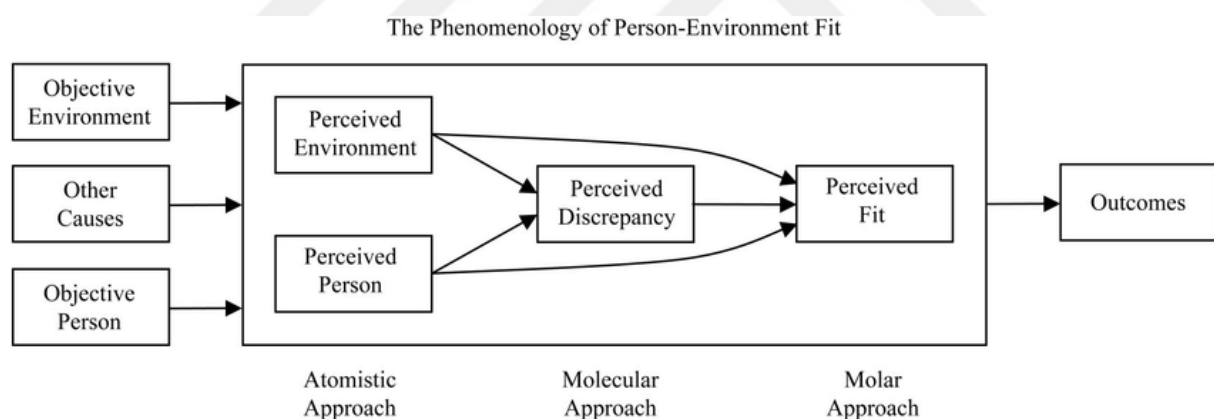


Figure 2. 3. Caplan's Person-Environment Fit Model

Source: (Caplan, 1987, p. 250).

2.1.2.5. McGrath's (1970) Work Stress Model

McGrath (1970) examined how stress situations arise and how they go through stages until they reach a conclusion and put forward a model known as the stress circle. McGrath (1970) interprets stress as a dynamic state. This dynamic situation arises from the constraints or requirements people face in doing what they want, have, or want. According to McGrath, stress is a state that employees use to describe their own situation and emphasize their status

difference from others, so personal characteristics and assessments are very influential. For instance, if a pilot assesses himself individually, he/she will feel the pressure of the job. What McGrath wants to emphasize is that he can say that a traffic police has a remarkably close personal relationship with the public. He works in the most stressful place in this organization due to his intense workload. The question is not which situations cause the most stress in the organization, but which situations in organizational life cause the most stress (McGrath, 1970, p. 18)

The model consists of 4 steps. Considering these steps, individuals encounter certain situations in the environment they work in and make sense by evaluating this situation from their own perspectives. They make a decision from the different reactions they can give to this perceived situation and choose their reaction to the situation. The relationship between the behaviors they display as a result of this reaction is defined as performance. Performance varies according to individual factors (employee's ability, level of knowledge, etc.) and work-related factors (intensity, difficulty, time constraints, etc.), but it also gives rise to other new situations. According to the model, there is a change in the level of occurrence of these outcomes. The point to be noted in the model is that individual perception is the evaluation of the stress situation and the reaction to the stressful situation is the result of this perception. The employee's perception and the actual situation may not be the same, and the difference between this perception and reality is the main cause of stress.

2.1.3. Sources of Work Stress

The causes of stress are numerous. These are generally personal, emotional, familial, environmental, organizational, and many other reasons can be named. Increasingly difficult working conditions have a significant impact on stress. Working with low wages, relationships in the work environment, competitive environment, changes, and improvements in technology, the negative effects of relationships within the family on work, negative impact of work stress on family life, etc. have a great impact on the emergence of stress. Since the occurrence of stress is often linked to the environment, it has been observed that when the environment does not change, stress remains the same, increases at certain periods of time, but never decreases. If stress is caused by individuals, it causes other employees in the work environment to be stressed (Eğin, 2015). It is concluded that work stress does not only occur for certain reasons, but also that many reasons come together to reach these steps. The work environment of working people does not have a fixed structure. It is in a situation that is

constantly changing and renewing itself, and it has become a normal situation for work stress to occur in working people with the effect of work environment (Biçki, 2016).

2.1.3.1. Sources of Individual Work Stress

Stressors that harm the physical and mental integrity of employees can be caused by the employees themselves. Research shows that work stress is caused by the employees themselves rather than external factors (Braham, 1998). Factors such as age, education level, gender, personality traits, marital status, etc. can be effective in the formation of work stress caused by individuals (Eren, 2015).

Personality traits: Personality is defined as all kinds of characteristic features that explain individuals' habitual behaviors, thoughts and feelings and distinguish individuals from each other (Mount, et. al., 2005). Although individuals are biologically similar to each other, the personality structure of each person is different from each other. Personality traits of individuals cause individuals to react differently to the same situation or event. The reasons why other people do not like the music, food, movie, and color that one person likes are explained by personality traits (Özkalp & Kirel, 2003).

The personality traits of employees differentiate their tastes, ideas, and emotions, and create differences between individuals in terms of whether they are influenced by stress or not. While employees with certain personality traits are not affected by work stress, those with other personality qualities are more likely to be subjected to it. (Ferhanoğlu, 2009). Roserman and Friedman, cardiologists in the United States, carried out a study to analyze the connection between personality characteristics and stress. In the study, they assessed more than three thousand men over ten years. As a result of the study, they categorized individuals into two different personality types, A and B (Friedman & Rosenman, 1974). Employees with Type A personality traits are hyperactive. There is always a hurry in the way they do business, in their behavior and in their speech. Having no tolerance for loss, being unable to distinguish between personal and social life and being impatient are among the characteristics of Type A personality. According to the studies, the fact that employees' personal structures are predisposed to type A personality traits shows that employees tend to be exposed to stress. In addition, the physical and psychological damage caused by stress is most common in employees with Type A personality traits (Bolger & Zuckerman, 1995). Type B personality traits consist of behaviors that are the opposite of type A personality traits. Employees with type B personality traits are docile, tolerant, respectful, have strong communication skills, cold-blooded, time-managing,

patient and have high emotional intelligence (Burger, 2006). Attitudes and behaviors such as not giving up and hoarding feelings are not very common in employees in type B personality structure. Such employees find it more appropriate to escape from stress rather than fight it. In addition, the ability to manage stress in situations where it is not possible to avoid stress is among the characteristics of type B employees (Braham, 1998).

Age and gender: One of the individual factors associated with stress is gender. Women and men have different relationships with stress due to their gender characteristics. Women and men face different situations in society and therefore their stress levels also differ. Individuals' methods of coping with stress also differ according to gender. There is also a difference between the age of individuals and their relations to stress. Coping with stress varies according to different age groups. Stress levels of people according to the situations they face differ depending on their age. Sometimes advanced age reduces stress, while sometimes the energy of youth reduces stress (Şahin, 2019). It is observed that older employees in the organization cannot keep up with the younger employees in time, their energy is depleted more quickly, and they lag behind in the use and adaptation of new technology. Compared to other employees, older people tend to be affected and react more quickly to a stressful environment than younger people, and as a result, they show signs of wear and tear more quickly, as the desire to retire and the feeling of death are feelings they often experience. Generally, in the later stages of menopause in women and andropause in men, some hormonal differentiation manifests itself, causing the physical and emotional balance to deteriorate, emotional changes in working individuals, stress factor arise because of disappointments (Biçki, 2016).

Career and life changes: The fact that the situations that employees face in their work life change continuously on a daily, weekly or monthly basis and are unpredictable can be effective in the formation of stressors. In addition, employees starting a new job or changing their position may cause them to be exposed to stress (Luthans, 2008). In order to evaluate the relationship between changes and predictability in personal and work life and stress, Ruch and Holmes developed a scale called life change rate. According to the findings of the study, it was seen that the events encountered in daily and business life are the cause of stress and many physiological diseases. As a result, if the rate of life change exceeds a certain level, stressors that disrupt the physical and mental balance of employees occur (Balci, 2000).

Perception: People's level of reaction to stress is related to their perceptions, and whether they are satisfied or dissatisfied with a situation varies according to their perception. As an example of changes in these thoughts of individuals, an individual may be stressed and in a tense mood

because he/she will leave his/her job, while another individual may think that leaving his/her job will have better results for him/her and that he/she will encounter other better opportunities (Biçki, 2016).

Time Pressure: People doing jobs that are not related to their job descriptions will cause stress on the person by causing them to be unable to use their time effectively and efficiently as a result of a new workload before they finish the work they are working on. With a daily work plan, individuals can use their time more efficiently and carefully. If employees control their time within a plan and program, it will be advantageous for them and will enable them to work efficiently, but if they start working without a plan on time, it will not be very efficient and may cause stress on the individual (Biçki, 2016). While people turning to a job outside of their goals and programs, starting another job without completing the work at hand will cause them to be unable to use their time effectively, making a daily work plan and acting according to this process will enable them to use their time efficiently. For this reason, the phenomenon of time can serve as a stimulus as well as an obstacle (Baklacı, 2013).

2.1.3.2. Sources of Organizational Work Stress

Organizations are defined as the structures that employees with organizational values, feelings, behaviors, and attitudes come together for a common purpose. Every organization has its own unique social climate that encompasses the way employees relate to each other and the way they do business. In this context, stressors occur according to the work done in organizations, the technology used, the attitudes and behaviors that employees are predisposed to, groupings and conflicts within the organization (Aydın, 2004).

Excessive workload: Workload is evaluated differently for employees and organizations. For employees, workload is considered as the energy and time needed to fulfill the given tasks and for the organization as productivity (Karacaoğlu & Çetin, 2015). The fact that the energy and time of the employees are less than the efficiency envisaged by the organization may cause an increase in the stress level. In addition, if the workload is caused by the knowledge and skills of the employees, it is qualitative, if it is caused by the time dimension, it is quantitative, and if it is caused by both dimensions, the same results occur for the employees. The high workload causes employees to sacrifice their private lives. Individuals who place their work at the center of their lives socialize less. This situation causes individuals to feel pessimism and causes them to be exposed to stress (Avcı & Küçükusta, 2009).

Working Environment: If the working environment offers harsh conditions for people, it creates stress. Reducing these conditions to the most efficient level for the employees both increases the energy of the employees and enables them to achieve harmony with their work and the organization. Improving physical conditions such as lighting, heating, ventilation, noise, and vibration, for instance, will increase the employee's work efficiency and willingness to work (Güney, 2007). Organizing work environments according to people's jobs, characteristics and abilities provides an efficient and effective workspace. Managers creating such an efficient working environment for their employees minimizes work-related accidents, plays an important role in raising employee morale, increasing productivity and, most importantly, reducing work stress (Biçki, 2016). Providing safe working areas within the organization will reduce work accidents and minimize work stress by increasing the morale and motivation of employees and increasing performance (Baklacı, 2013).

Role conflict and role ambiguity: From an organizational perspective, a role is defined as the tasks, behaviors and attitudes that other employees expect employees to perform as part of their duties in the organization. Thanks to the roles defined in the organization, job descriptions are clearly known by everyone (Denizsever, 2017). Failure to teach employees how to fulfill the responsibilities assigned to them or blockages in the organization's communication network cause employees to experience role ambiguity. This situation causes the employees to decrease their self-confidence, to have difficulty in their work and to see themselves as redundant in the organization, thus paving the way for the arising of stressors (Kim, et. al., 2009). As a result of the lack of a clear distribution of tasks in the organization, employees face a dilemma about which jobs to do and this causes role conflict. As a result of role conflict, behaviors such as indecision and unpredictability are observed in employees and this situation exposes employees to stress (Budak, 1999).

Work is monotonous and boring for people, change often has the ability to prevent stress. Stress is inevitable for people whose lives are stuck in certain patterns and who constantly encounter the same situations, people and places. People would want to get rid of this situation, but when they cannot make changes or find a solution to monotony, this will create more stress in the individual (Şahin, 2019). In today's conditions, with the quick advancements in the field of technology, the dependence of people on the machines used in work life has caused the individual to take away the creativity of the individual and to work in a monotonous way. Because the technology used is so advanced and intelligent, people's creativity has been dulled and the boredom of monotonous work has brought the phenomenon of stress to the agenda.

When work becomes boring, individuals who spend most of their time at their workplaces begin to be under the influence of stress (Güney, 2007).

2.1.4. Consequences of Work Stress

As a result of the described symptoms of work stress, the person's delay in combating stress or inability to prevent stress leads to some important problems (Eren, 2015). However, this stress applies not only to the individual, but also to the organization in which the individual works. Because work stress experienced by employees can have important consequences for the organization. In this section, firstly, the illnesses that occur as a result of stress and then the consequences of work stress are mentioned (Yılmazgil, 2012).

Work stress has negative and positive consequences. The positive aspect of stress creates constructive and positive effects for the individual and the organization. Low to moderate levels of stress have a constructive and energizing effect. Excessive levels of stress strain a person's body and mental system and render it inoperable (Gümüştekin & Öztemiz, 2009).

The individual consequences of work stress are listed below.

- Many scientific studies have shown that there is a remarkable relationship between absenteeism or turnover and stress. Employees mostly prefer to get away from work, which is the easiest way to cope with stress (Kaya, et. al., 2012)

- Since addictive substances such as cigarettes, alcohol and drugs provide psychological relief in the short term, employees under stress may turn to them (Delice, 2018).

- Individuals who feel disappointed may turn to aggression when they cannot find a way out of this situation. The stressful working environment that causes employees to become aggressive can be taken under control by managers who notice the situation (Kaya, et. al., 2012).

- Scientific research has revealed that stress is the source of many diseases. Stress plays a significant role in triggering diseases such as heart problems, high blood pressure, stomach ulcers, migraine, and cancer. When under stress, the body releases the hormone adrenaline, which causes the pulse rate to rise, and as a result, the heart, which is forced to work more, may face the risk of a heart attack. Again, hydrochloric acid secreted in the stomach under stress can cause wounds in the stomach. Stress weakens the immune system and increases the risk of cancer (Sabuncuoğlu & Tüz, 2001)

- When the factor that causes stress persists in the long term, it can lead to the emergence of burnout syndrome in individuals. Everyone has different adaptive abilities and strengths. The

persistence and severity of stress disrupts the body's internal balance and weakens its power of adaptation. As a result, the individual faces bouts of exhaustion and burn-out (Dalkılıç, 2014).

When employees are exposed to stress that they cannot overcome, this first reflects on the business in the form of a decrease in their activities within the organization. If this extremely stressful process continues, the employee starts to feel alienated from the organization. In fact, if this work stress is not overcome, this process can evolve to leaving the organization. The consequences of these behaviors resulting from work stress for the organization can be listed as a decrease in productivity, an increase in work accidents and the loss of qualified workforce (Klarreich, 1999). Lack of motivation, absenteeism and labor losses can cause great economic losses for the business and will also negatively affect the working environment in the business. There is a relationship between the anxiety felt by employees and their performance levels. When the stress level is too low, employees' focus and motivation may decrease, and on the contrary, when it is too high, it may lead to panic in the decisions to be taken. For this reason, managers in businesses should be able to keep the level of stress in the workplace under control. Both high levels of stress and low-levels of stress are not preferable for organizations. It has also been observed that keeping the stress level under control by adjusting it is beneficial for organizations. Under a certain level of stress, employees are seen to perform difficult and important work. In summary, stress causes positive or negative consequences for businesses depending on its level. Today, the word stress is perceived as a negative element because it is mostly mentioned with its negative effects (Baltaş & Baltaş, 2013).

2.2. Quality of Work Life

2.2.1. Emergence and Development of Quality of Work Life

When the studies on quality of work life are examined historically, it is known that it dates back to the 1950s, but it is seen that it has been discussed primarily in the UK and the USA, and then in Japan, Norway and India (Davis & Trist, 1974; Erdem, 2010). The first general and systematic research on quality of work life was conducted by Fred Emery, Hans Van Beinum, Eric Trist, A.K. Rice, and their team at the Tavistock Institute of Human Relations in London in the 1950s. It can be claimed that the study is of value as it consists of a theoretical structure obtained with simple techniques. In this study, the organization was accepted as an open system and it was clearly revealed that it is a new system that includes the whole of the work, the performers, technological integration, the ties of all other factors within themselves, and the actions of management and administration (Çavuşoğlu, 2002). Quality of work life was

recognized as a scientific field of study in the 1960s (Permarupan, et. al., 2013). In the 1960s, attention was drawn to the principle of "equal employment chances for all" and when the end of these years approached, the importance of QWL was emphasized and the conditions that were negatively reflected on business life were mentioned (Serbest, 2000). It can be argued that the first time the topic of QWL was discussed was in 1972 at an international conference in New York. The QWL systematic was first established at the International Meeting on Quality of Work Life in New York in 1972, where it was presented in a general and national study (May, et., al., 1999). As a scientific concept, quality of work life entered the literature for the first time as a research topic with the article published by Walton in 1975. Later, in Walton's article "Criteria for Quality of Work Life" published in 1975, the criteria for quality of work life were listed (these criteria are: adequate and fair wage practices, opportunities for the use and development of human capacities, continuous growth and security actions, social integration and legitimacy, and social relevance in work life) (Walton, 1975). The poor economic balance sheets in the late 1980s and early 1990s jeopardized the prospective existence of quality of work life. This has led to the need for restructuring in many businesses. The fact that economic structures primarily constructed the stages of order in structuring led to the destruction of strategies that completely changed the vital nature of the institution (Dikmetaş, 2004). With the intensification of the use of technology during the day and the increasing competition in the industrialization environment, the tendency of employees to become disconnected and alienated from the organizational environment has increased. In the period of the industrial revolution, which was effective in all areas of life, it became necessary to make the necessary changes in the workplaces in order to reduce the alienation of employees from the organizational environment. As a result, a number of activities related to improving the quality of work life have started to be carried out. One of the pioneering examples of these activities was the introduction of alternative technological innovations in British coal enterprises. In this way, it has been determined that employees' quality of work life has improved positively (Davis & Trist, 1974).

It can be claimed that the concept of quality of work life became debatable with the increasing labor force potential in a period when its impact was felt intensely for the first time with the industrial revolution that emerged in Europe. In Turkey, this concept stands out as a new phenomenon whose impact and importance have started to increase with the increase in labor force data (Kaplan, 2015). Depending on economic reasons, the level of development of countries (underdeveloped, developing and developed countries) brings about some changes

in the working conditions of employees. Employees must therefore expect to receive enough and fair compensation for the work they do in order to support their families' way of life. As there are more alternative job opportunities in developing countries, workers will gravitate towards the source of work that is most suitable for them. However, it can be said that undeveloped and developing countries have a high unemployed and unskilled labor potential due to the lack of alternative working conditions. It is foreseen that in such countries, employees are forced to engage in certain mobbing behaviors of the management from time to time because they worry about losing their jobs. Therefore, it is very important for these countries to implement some protective factors for employees (measures such as criminalization of mobbing, minimum wage limit, working hours and regulation of working conditions) (Öztuna, 2007). Different practices and legal arrangements have been made in many countries to ensure the development of quality of work life. The first of these arrangements was the reorganization of work within the framework of the "Industrial Democracy" program, which made Norway the most advanced country in the process of democratization in the balance of workers, employers and trade unions. On the other hand, Kaymaz (2003) found that the UK has the highest number of technical studies on improving quality of work life.

2.2.2. Definition of Quality of Work Life

The basic function that enables an individual to earn the economic income necessary to sustain his/her life can be defined as work and is a crucial element for the individual (Eğinli, 2009). Work is any mental and physical occupation and activity. As a process, it can be perceived as effort, toil, and burden, or as a source of joy, happiness, and pride. Work that serves a purpose requires a planned and sustained strength of mind and spirit. It changes its environment and produces goods and services. Work is a concept that changes the characteristics of human beings and has tangible and intangible rewards (Ören & Yüksel, 2012). The work done by expending power to achieve a result, to produce anything is also defined as work (TLA). The concept of quality, which can be thought of as the characteristic of the work, is all of the characteristics of a product or service based on its ability to meet the needs that have been or may be identified. Quality is suitability for purpose, suitability for requests, suitability for use. While work is seen as an important element for the continuity of human life, the concept of quality is a part of human life. Work is the utilization of one's time, the use of one's energy in a useful way and, as a result, the attainment of satisfaction. Quality of work life is the provision of working conditions that will provide satisfaction to employees (Yüksel, 2004). Quality of work life and quality of life are inseparable concepts. The concept of quality of life, which is

also defined as general well-being, is defined by the World Health Organization as “the individual's perception of his/her own life within the culture and value system in which he/she lives” (WHO, 1980). Quality of life can be explained as a state of well-being that has reached economic satisfaction according to an economist, general happiness and well-being according to a psychologist, clean air according to an environmentalist, and quality of work life according to a human resources manager (Körelçiner, 2018).

Quality of work life, which has many definitions, is related to the human dimension of work. It is possible to talk about the human dimension in work life and its effect on increasing work efficiency and job satisfaction. Quality of work life focuses on the despised, alienated person. It deals with the shaping of technology and change towards human beings, not towards technology and change (Erdem, 2010). Quality of work life is the provision of conditions that will provide satisfaction to employees by the organization. Quality of work life, which is also defined as the humanization of work, is the satisfaction of the employee not only in physical conditions but also in mental and psychological conditions (Demir, 2011). In the 1960s, Davis et al. introduced the concept of quality of work life to the literature. It was then brought to the agenda at the International Labor Relations Conference in 1972. The main point of quality of work life is the quality of the relationship between the worker and the work environment. In addition to emphasizing the technical and economic dimensions of the work, it is aimed to address the human dimension that has been left in the background. In this process, it was emphasized that employees should participate in decision-making, that the human dimension of work should be at the forefront and that the physical, psychological, and social needs of employees should be improved in an environment of democracy (Yıldız, 2013). The main measure of quality of work life can be defined as the individual's perception of the work environment through work experiences. Based on this explanation, quality of work life is the degree to which the experiences of the members in the organization can satisfy personal needs. This definition shows that quality of work life is determined by a combination of environmental, personal, and situational characteristics. This means a harmony between organizational and individual needs (Balcı, 2014). During the development of quality of work life in the 1970s, it first reached conclusions on individual issues such as people's reaction to work, job satisfaction and mental health. The priority of quality of work life has been on the personal consequences of work experiences and how work can be improved to meet personal needs. The expansion of quality of work life has been driven by organizational characteristics that can increase worker

satisfaction and productivity, such as reward systems, workflows, management styles and physical work environments (Beh, 2011).

Quality of work life plays a significant role in attracting and retaining employees. In another definition, the concept of quality of work life is the attitudes and perceptions of employees towards work and the organization. Quality of work life is an employee's belonging to a group, the general degree of satisfaction in work and life areas, being himself/herself, feeling respected and valued (Rani, et. al., 2012). There is no consensus on the concept of quality of work life. According to authors such as Coch and French (1948), Morse and Reiver (1956), and French and Israel (1960), quality of work life refers to democracy in the work environment. In another approach, quality of work life is seen as a tool to humanize work and provide more job satisfaction (2014). It is possible to talk about a linear relationship between quality of life and productivity. The quality of an individual's work life can have a positive impact on productivity. Research and improvements in quality of work life are not just about increasing productivity or how to perform work better. They are s also about how that job can bring the employee to a better situation (Demirbilek & Türkan, 2008). Under intense competitive conditions, organizations have tried to create more effective working conditions. Anticipating the needs and wishes of employees, developing and diversifying ways of communication are factors that increase the quality of work life. Organizations have started to monitor the dimensions of quality of life in order to make the best use of their employees and not to lose employees who have reached a certain level of experience and competence (Tütüncü, 2008).

The concept of quality of work life has been tried to be defined in different ways and has had many meanings throughout different periods according to different people. In the first period, 1959-1972, quality of work life was seen as an individual's reaction to work or the personal outcomes of work experience. In the second period, 1969-1975, the main focus of the concept of quality of work life was on the individual rather than organizational outcomes. A third period, 1972 to 1975, referred to quality of work life as a set of methods, approaches and technologies to improve the working environment and make it productive and more satisfying. The fourth period, the late 1970s (1975-1980), is characterized by a decline in interest in quality of work life. The fifth and final period, the late 1970s and early 1980s (1979-1982), saw a renewed interest in quality of work life. Quality of work life was understood as equality and all organizational development and efficiency efforts became part of quality of work life and were seen as a panacea (Markham, 2009).

2.2.3. Dimensions of Quality of Work Life

2.2.3.1. Development of Employee Capacities

Employees benefit from managerial support in the form of promotions in their current jobs, development of skills and their use in the right place. It is crucial for organizations to take care of the development of employees and other organizational members to make the best use of their talents and to increase their current potential. In this context, employers are expected to improve and enable people's career development. Further steps should be taken at this point by organizing training and activities for them (Gürüz & Gürel, 2009). In areas where the quality of work life is questioned, the concept of productivity is likely to be mentioned. The increase or decrease in this efficiency is linearly related to the increase or decrease in quality. Increasing employee capacities leads to increased productivity through the impact of human factors. In ensuring this efficiency, the correct use of employees and their working capacities has a significant impact (Kayalar, 1997).

2.2.3.2. Social Integration within the Organization

Employees are social beings and as they participate in an organizational structure, personal relationships are a crucial part of their work life. Social integration means that organizations allow their employees to influence the organization's social, economic, and political issues, and provide equal rights to their employees so that they feel that they belong to the organization. Whatever the personality of the employee (even a very confident person who can express himself or herself very well), the following factors will affect the quality of the individual's work life (Walton, 1973; Meyer & Allen, 1997).

- To be free and not subject to prejudices: Acceptance regardless of gender, color, race, religion, physical appearance, lifestyle.
- Being equal: Employees are not subjected to a hierarchical order and are treated equally.
- Mobility: The employee is considered as a potential for a higher position regardless of the position he/she works in.
- Friend environment/friend groups: The presence of friends to support people emotionally

- Interpersonal openness: It is the ability of people to express their feelings and thoughts freely.

- Relationship with the manager: Employees should have managers who are accessible, communicable and understand them.

2.2.3.3. Healthy, Safe Workspaces

The concept of quality of work life is a concept that covers working conditions and the working environment. It is therefore particularly important to make the working environment suitable for people working in it. In business life, making the working environment comfortable and suitable for the employee has the effect of increasing the efficiency of the employee. If employees do not work in a comfortable environment, they feel limited and become stressed. This situation adversely affects the employee's work productivity and motivation to work. Therefore, by organizing the conditions of the workplace, the tangible and intangible values to be obtained by the employee can be improved (Kayalar, 1997). Reliable and healthy working conditions, fair working hours that do not restrict social life, an environment where the risks of illness are minimized, and a work environment without the risk of theft will contribute positively to the quality of the employee's work life (Solmuş, 2000). Community ethics is a particularly important concept in business life. For instance, it is particularly important for seafarers to search for a lost colleague, but there is also the danger of death. Normally, this behavior is considered a reflection of a strong organization, even if it makes no sense to many people. When a person thinks that his/her friend will do the same for him/her, when necessary, he/she will do the same for his/her friend. In such work environments, job satisfaction and job quality will be at the highest level. Competition in today's business life negatively affects the quality of work life of the employee. The fact that employees feel safe and have working conditions where they can show their skills will make them feel safe and therefore their job satisfaction will increase (Uysal, 2002).

2.2.3.4. Compliance and Fair Conduct

Issues such as ensuring that the salaries paid to employees are in line with their labor, that their health rights are protected, and that everyone is treated equally are addressed. Especially the transparency of remuneration policies is one of these issues. The employee who receives what he or she deserves from the organization will gladly continue to benefit the organization. However, in the opposite situation, where emotional injustice is felt, the employee will exhibit

harsher attitudes. This will lead to a decrease in mutual trust and undesirable behaviors. The existence of fair behaviors in organizations is especially important for preventing these negative behaviors and creating a more reliable environment (Kandula, 2004).

2.2.3.5. Social Responsibility

Boone and Kurtz defined social responsibility for businesses as the conduct of policies, procedures and actions that are harmless to society and the environment throughout all the activities of a business throughout the production stages and even post-production (Lembet, 2012). It is important for many employees that organizations act with an awareness of social responsibility. Factors such as organizations producing products that are not harmful to the environment, giving importance to recycling, participating in social campaigns, observing workers' rights, participating in sustainability studies are elements that a company that is aware of social responsibility should have. Many employees want to work in socially responsible companies and therefore the social responsibility dimension of businesses increases the motivation of employees and thus the quality of their work life (Walton, 1973). For organizational social responsibility, companies (Lembet, 2012):

- It must fulfill its economic responsibilities, i.e., be efficient and profitable.
- Fulfill its legal social responsibilities and comply with the law.
- It should behave ethically, in accordance with social norms as well as conforming the law.
- They should be socially responsible, and to do so they should voluntarily make a positive contribution to community and environmental issues.

2.2.3.6. Job satisfaction

Job satisfaction is the employee's emotions towards their work while performing the tasks assigned by their organization. The factors that affect and are affected by job satisfaction are various. Factors such as age, personal characteristics, career level, experience in work life and gender can be considered as personal. Not only the personal characteristics of individuals but also the factors in the environment in which they work can be influential. These factors are included in systematic processes such as the nature of their work, their responsibilities, health and safety opportunities at work, and promotion opportunities (Bakan & Büyükbeşe, 2004). Work areas of employees are divided into different branches within themselves. The difficulty

and ease of work varies according to the employees who work in these areas. Job satisfaction is affected by these difficulties and conveniences. Employees' development and job satisfaction levels progress at the same rate (Özcan, 2011). Employees' achievement of organizational goals is equivalent to their satisfaction with their work life. At this point, the people in charge of organizations should put forward issues that will increase employees' satisfaction with their jobs. These matters, which affect the positive success of organizations, are important in increasing employees' job satisfaction (Eroğlu, 2011).

2.2.3.7. Balance between Work and Personal Spaces

In today's business life, organizations want to increase their productivity in order to keep up with the pace of technological and social developments. Efforts to increase productivity cause working individuals to work more intensively, which subsequently causes physical and psychological wear and tear (Akin, et. al., 2017). An individual's work life has a positive or negative impact on his/her private life and relations with his/her family. Long working hours have a serious impact on family life, social life, and psychology. The crucial point at this point is to ensure balance. Balance is the level at which one's work routine and work travel do not adversely affect one's leisure or family life. Many employers force their employees to work overtime by giving them more work than they should (Walton, 1973). With technological developments and globalization, work life and private life have intersected and even started to violate each other's boundaries. It has been observed that excessive workload and imbalances in workload negatively affect people's motivation and thus the quality of their work life. For this reason, businesses should not deny the importance of establishing a work-life balance in order to increase the quality of work life of their employees (Akin, et. al., 2017).

2.3. Covid-19 Pandemic and Covid-19 Fear

The concept of pandemic, which comes from the ancient Greek language, was formed by the combination of the words pan and demos. While pan means 'all', demos are translated into English as 'people' and means 'affecting all people'. An outbreak is defined as a sudden increase in the number of cases of a disease in a region (Akin, 2012; Parıldar, 2020). It is important to distinguish between the concepts of epidemic and pandemic, which are frequently encountered in relation to outbreaks. Epidemic refers to the occurrence of a contagious disease in a certain area or region. Pandemic, on the other hand, is when an infectious disease is not limited to a certain region but spreads to many continents and countries and becomes a threat to many people (Üstün, 2020).

As a global crisis, pandemics affect international systems economically, culturally, socially, and politically, creating breaking points for the world (Oğurlu, 2020). Mass deaths due to pandemics can lead to loss of population and military power. In addition, family structure and social relations may deteriorate. Many people can be negatively affected as a result of the shaking of the economic order and the disruption of commercial activities (Genç, 2011; Üstün, 2020).

2.3.1. The Concept of the Pandemic and Covid-19

Towards the end of 2019, a rapid increase in pneumonia cases was noted in Wuhan, China (Wu, et. al., 2020). Researchers have identified a new coronavirus, which they call 2019-nCoV, as the cause of the rising number of pneumonia cases. This new virus has also been identified as SARS CoV2 because of its resemblance to SARS (Gorbalenya, et. al., 2020). Since the rod-like glycoprotein structures around the virus resemble the shape of a crown, it is named corona, which means crown in Latin (Lai & Cavanagh, 1997). The most common symptoms of the disease, commonly called “Covid-19 (Co: corona, Vi: virus, D: disease), or 'coronavirus-2019 disease',” include shortness of breath, fever, joint pain, weakness, cough, loss of smell or taste (WHO, 2020a). The incubation period varies between 2-14 days (Li, et. al., 2020). Transmission of the virus can occur by droplet from infected persons or by contact with infected surfaces (Chagla, et. al., 2021). The World Health Organization declared Covid-19, which has spread to many regions of the world, to be a pandemic on March 11, 2020. On the same date, the first Covid-19 case in Turkey was also announced (Demirbilek, et. al., 2020). WHO cautions to pay attention to hand cleanliness, avoid crowded areas, pay attention to social distance, and use masks in order to prevent the transmission of the virus. (WHO, 2020b). States have taken numerous precautions to stop transmission as a result of the rising number of Covid-19 cases and fatalities.

In many countries, precautions, such as quarantine practices, making the use of masks mandatory, closing schools, private businesses or public institutions switching to work from home, and requiring restaurants and cafes to takeaway service only, have been taken (Regmi & Lwin, 2020). Since March 11, 2020, various measures have been taken in our country to reduce the impact of Covid-19. For instance, measures such as curfews for people under the age of 18 and over the age of 65, curfews or complete lockdowns across the country on weekends, the obligation to wear masks and observe social distancing, the suspension of face-to-face education in educational institutions and universities, and the introduction of takeaway service

in businesses such as restaurants and cafes. During the pandemic process, adjustments are made in these measures depending on the case rates (Erdem, 2020).

2.3.2. Measures Taken Against Covid-19 Pandemic

Countries manage the pandemic process and control in the Covid-19 pandemic in accordance with the decisions they have made within their own bodies. It was found that they tried to realize other public health measures on various issues and at various times (Varol & Varol, 2020). To stop the pandemic breakout in Turkey, some precautions have been taken. One of the most important of these measures is the social distancing rule. Some steps have been taken to stop the outbreak from spreading in some settings (shopping malls, cafes, restaurants, gyms, etc.) where individuals are present in large groups in order to act in line with the social distancing rule. In addition, some measures were taken in public transportation vehicles to ensure social isolation, activities were stopped in some sectors so as not to disrupt economic activities, and protective measures were taken in many sectors (Çöl & Güneş, 2020). Thanks to the measures taken, the rate of spread of infection has slowed down considerably (Tecirli, et. al., 2020). In addition to social distancing, isolation of patients has also been used in many countries to fight the pandemic. In addition to the isolation of patients, the monitoring of contact patients was also conducted within the framework of these practices. In Turkey, a 14-day quarantine period was imposed to ensure the social isolation of patients. In addition, taking into account the rate of spread of the disease, certain regions were locked down and regulations were made for certain age groups to go outdoors on certain days and times of the week. Curfews on certain days were also imposed to ensure social isolation throughout the society (Çöl & Güneş, 2020). In pandemics, the social distancing rule is usually applied during periods when the infection has become widespread in the society and the links in the infection spread process are unclear. Studies show that paying attention to the social distancing rule during the Covid-19 process is highly effective in reducing the rate of spread of infection (Erkal, et. al., 2020).

In this circumstance, it is emphasized that taking measures for social isolation during the pandemic process is a strategy to prevent infection (Türken & Köse, 2020). Where social distancing and isolation of patients have proved insufficient, many countries have resorted to temporary quarantine. As is well known, in order to protect healthy people, it is particularly important to first identify infected individuals, ensure their isolation and start the proper treatment. In addition, asymptomatic individuals and individuals with mild disease who are treated at home should be isolated from the society. For this reason, it has been observed that

some countries have resorted to isolating individuals with a mild course of the disease in homes or other environments (Çöl & Güneş, 2020). Since quarantine practices disrupt people's daily life balance, they have a negative psychological impact on people. In the studies conducted on this subject, it is stated that the quarantine practice disrupts the psychological structure as in other practices in the pandemic process (Tecirli, et. al., 2020). During the fight against the pandemic, the use of masks has increased all over the world and many countries have made the use of masks mandatory for a certain period of time. WHO emphasizes that patients and people with suspected illness should wear masks to protect themselves from the virus. Considering that some people are asymptomatic, many countries have made the use of masks mandatory in open or closed spaces. When the situation is considered in terms of Turkey, it is seen that the use of masks in public transportation vehicles, markets, health institutions and pharmacies has become mandatory during the pandemic process (Çöl & Güneş, 2020). Since it is thought that food safety will also be jeopardized during the Covid-19 process, some measures have also been taken to protect food safety. These measures were conducted in order to reduce the spread of the pandemic. In Turkey, it is seen that measures have been taken to protect food safety during the pandemic. In this context, not selling unpackaged products and disinfecting the places where human hands come into contact in markets and grocery stores are among these practices (Oğur, et. al., 2020).

2.3.2. Psychological Effects of Covid-19

As Covid-19 has expanded globally, many countries have begun to take action to stop its expansion. While these measures - social distancing, individual isolation, and lockdown- are essential to prevent the spread of the disease, the negative impact on people cannot be ignored. The loss of freedom and uncertainty experienced during lockdown and isolation triggers anxiety and fear in individuals. However, many factors that occur during the pandemic period, such as the rapid spread of the disease, which can be fatal, uncertainty about when the outbreak will end, information pollution, decrease in social activities due to isolation measures, can also negatively affect mental health. Outbreaks can elicit psychiatric symptoms in the normal population or worsen illness in individuals with any psychiatric diagnosis but can also increase the challenges for caregivers. In a study conducted with 1210 participants in China at the onset of the Covid-19 pandemic, “53.8% of respondents reported that the psychological impact of the pandemic was moderate or severe; 16.5% had moderate to severe depressive symptoms, 28.8% had moderate to severe anxiety symptoms and 8.1% had moderate to severe stress levels. Higher levels of stress, anxiety and depression were found in patients with a history of chronic disease

compared to the general population” (Wang, et al., 2020). Depression, insomnia, prominent levels of stress and anxiety were detected during the Covid-19 period, especially in patients with chronic respiratory diseases such as asthma and COPD (Campo-Arias, Pedrozo-Cortes, & Pedrozo-Pupo, 2020). It is stated that the pandemic may have more long-term negative effects on children and adolescents compared to adults (Shen, et al., 2020). Uncertainty and anxiety experienced by children and adolescents during quarantine is associated with impairment in their education, physical activity, and socialization opportunities. However, due to prolonged house arrest, children's use of the internet and social media has increased considerably, resulting in an increased risk of accessing objectionable content and being bullied or abused. Since the Covid-19 epidemic is linked to serious psychiatric issues, reducing their effects should be a top priority for global public health.

Although the risk of contracting Covid-19 increases with age, studies have shown that individuals between the ages of 21-40 are more anxious about the future as they take a more active role in society and economic life, and as a result, they develop more symptoms of anxiety and depression (Huang & Zhao, 2020). During the pandemic, the disruption of routine plans in the flow of life, unrealistic information from the media, the necessity to be isolated from the society and panic stockpiling of food caused a general state of anxiety and depression in the society (Ho, et. al., 2005). Lockdown is a public health measure that restricts the location and movement of people to a specific place in cases such as outbreaks to protect public health (Manuell & Cukor, 2011). As a result of the decisions taken by governments during the Covid-19 process, mobility in the society was restricted, measures such as closing schools and quarantining people coming from abroad began to be taken (Choi, Hui, & Wan, 2020). Lockdown, which is one of the most important measures that individuals can take individually during the Covid-19 process, causes anger, distress, and post-traumatic stress symptoms in individuals, and it has been determined in studies that the factors that increase the stress of individuals in this process are the prolongation of the lockdown period, facing economic difficulties and the difficulty of accessing reliable information (Brooks, et. al., 2020). In the pandemic processes that threaten the health of the society, not only stress symptoms caused by anxiety and fear, but also depression, post-traumatic stress disorder and anxiety symptoms that may lead to a more serious psychological diagnosis are observed (Shultz, et. al., 2015).

Early on in the pandemic, researchers in China conducted a study, that found 53% of participants reported experiencing the psychological effects of the pandemic, while 28% reported anxiety symptoms, 8% reported stress, and 16% reported depressive symptoms (Wang,

et al., 2020). Another survey of the general population living in China found that 35% of nearly 5000 participants were in psychological distress due to the trauma they were exposed to as a result of the pandemic (Qiu, et al., 2020). In Italy, one of the countries most affected by the Covid-19 pandemic, (Rossi, et al., 2020) conducted a study on the effects of the pandemic on society and found that 20.8% of the participants showed anxiety disorders, 21.8% stress, 7.3% sleep problems, 37% PTSD, 17.3% depression and 22.9% adjustment disorder. Factors affecting the emergence of psychological problems in the society as a result of outbreaks can be shown as the threat to the lives of individuals, witnessing the disease process of others and fear of losing them, stigmatization, and exclusion of infected people by the society (Shultz, Baingana, & Neria, 2015). The process of exclusion and stigmatization emerges as a reaction to society's fear of the disease and especially affects healthcare workers who are more exposed to the virus. On the other hand, as a result of these psychological factors, individuals may experience psychological distress such as anger, insomnia, depression, anxiety and may enter into risky situations such as excessive alcohol and substance abuse (Shigemura, Ursano, Morganstein, Kurosawa, & Benedek, 2020)

2.3.3. Impacts of Covid-19 on Work Life

In the Covid-19 outbreak, public health methods were primarily applied to preclude person-to-person transmission, recommending separating people from each other, which has also been used in other pandemics. The main weapons of the public health method are isolation, quarantine, and community restriction. Isolation is a method mostly applied in hospitals, but it is the separation of the sick person from other healthy people for a certain period of time depending on the duration of the disease. Quarantine is a practice to prevent people who are thought to have been exposed to an infectious disease but are not ill from being mobile outside. Quarantine, which can be mandatory or voluntary, is to wait for symptoms to appear if a person is infected, without infecting others (Smith & Gardner, 2007). Community restraint is an intervention designed to limit the movement and interaction between individuals, which can be applied to the whole community or to a specific region or city. It is desirable to prevent people who have been infected with the outbreak but have not been fully diagnosed from being in the same environment with other individuals. In short, the aim is to prevent people with the disease from infecting healthy people. It is particularly applicable in settings where it is easy to transmit outbreaks among communities. Examples of restrictions include social distancing by closing schools, workplaces, and teleworking, use of masks, country/region/city closures (Bryne, 2005). Within the scope of Covid-19 measures, employers have made changes in their working

patterns and taken new decisions. They have taken decisions on how to implement practices related to chronic patients, the integration of the performance system into the new system, working hours and the organization of internal communication (Lavassani & Movahedi, 2014).

Effective social distancing in professional life has been made possible by remote working (Edwards & Rothbard, 2000). Businesses have also reduced or completely stopped their activities for reasons such as stay-at-home calls, mandatory closure practices of governments, fewer customers, and care for the health of their employees. While most employees in the finance, insurance or knowledge-based sectors switched to remote working, while accommodation, food and retail sectors laid off their employees (Zedeck & Mosier, 1990) . In the worldwide Covid-19 pandemic, there were national lockdowns and employees were suddenly forced to move their offices to their homes and work full-time. Curfew restrictions led to the closure of schools and kindergartens. Therefore, people who worked by staying at home instead of going to the office spent 24/7 time together with all the people they lived with in the same house. Employers have implemented this system of work not on their own initiative, but because there was no other option. It is therefore very unlikely that employees would feel gratitude towards the employer. For employers, the supervision and management of employees is similar to the pre-pandemic period, but there are also many differences. During this period of compulsory remote working, workers had to share tools and equipment such as computers, internet connections, printers, and desks at home. This reduced the stress experienced by employees while commuting to and from work and enabled them to start work in a more serene state. Workers were also able to devote their break time to household maintenance or other non-work activities (Rincy & Panchanatham, 2014). In line with the measures taken, another issue discussed in work life after this change in the way work is done has been how much and when employees perform work. This is because employees had to supervise and take care of their children who did not go to school, while fulfilling their office work. In addition, difficulties in finding suitable space to work, access to equipment, the reliability of the internet, and the stress of working during a major global health crisis are also issues that have gained importance (Lambert, 1990).

In Turkey, laws were enacted to prevent layoffs due to Covid-19 and to ensure continuity of employment; employers were supported with short-time working allowances, and employers who could not lay off their employees were given the right to apply unpaid leave. With these measures taken to reduce and stop the effects of the pandemic, a new normal order was tried to be established. These regulations and measures have greatly affected social relations and the

functioning of work life. Some of the measures taken to ensure employment continuity have led to the suspension of employee contracts. Due to some of the methods used, such as closure of workplaces, suspension of operations, unpaid leave, application for short time working allowance, the issue of wages and benefits of employees has come to the agenda (Standen, et. al., 1999). In a study of white-collar workers in Turkey, with and without managerial positions at various levels and working in different sectors, a survey of 256 respondents revealed that 22% of the respondents experienced a reduction in pay, 25% did not receive some benefits and 6% did not receive any benefits (Staines, 1980). According to the findings of a Deloitte survey conducted in April 2020 with 334 respondents from 17 provinces, 91.9% of companies switched to remote working with some or all of their employees. The top four sectors that have easily switched to remote work are media and advertising, services, technology, and e-commerce (Barnett, 1998). However, working without going to the office has led to people feeling surrounded by technology and therefore not having time for family. 66% of white-collar workers also worked at weekends and in evenings (Bolger, et. al, 1989). The fact that employees work without going to the office has reduced the interaction between people in terms of sharing ideas and discussions, and accordingly, there has been a decrease in the perception of teamwork (Lambert, 1990).

2.4. The Covid-19 Pandemic and the Aviation Sector

The Covid-19 outbreak has adversely affected the aviation sector as in many other sectors. The world aviation sector shrank by 60% with the onset of the pandemic. In 2020, it is predicted that the revenue loss of airline companies will reach 350 billion dollars compared to the previous year and the business continuity of 26 million sector employees will be at risk (Cumhurbaşkanlığı İletişim Yayınları Başkanlığı Yayınları,2021).

With the sudden closure of the borders of countries, people stranded in different countries were allowed to return to their countries with rescue flights planned by the states within the scope of mutual permissions of the governments, and only rescue flights were allowed between March 1, 2020, and June 1, 2020, except for cargo flights. These rescue flights were also organized by the consulates and passengers who wanted to go to a different destination other than their residence were not allowed to fly. In this process, some countries did not even allow rescue flights and imposed quarantine on tourists waiting to go to different countries. With the closure of border gates and the start of flight bans, the number of passenger flights has dropped significantly compared to 2019, while cargo flights have increased significantly. The graph

below depicts the number of flights in European airspace in March 2019 - 2020 based on Eurocontrol data.

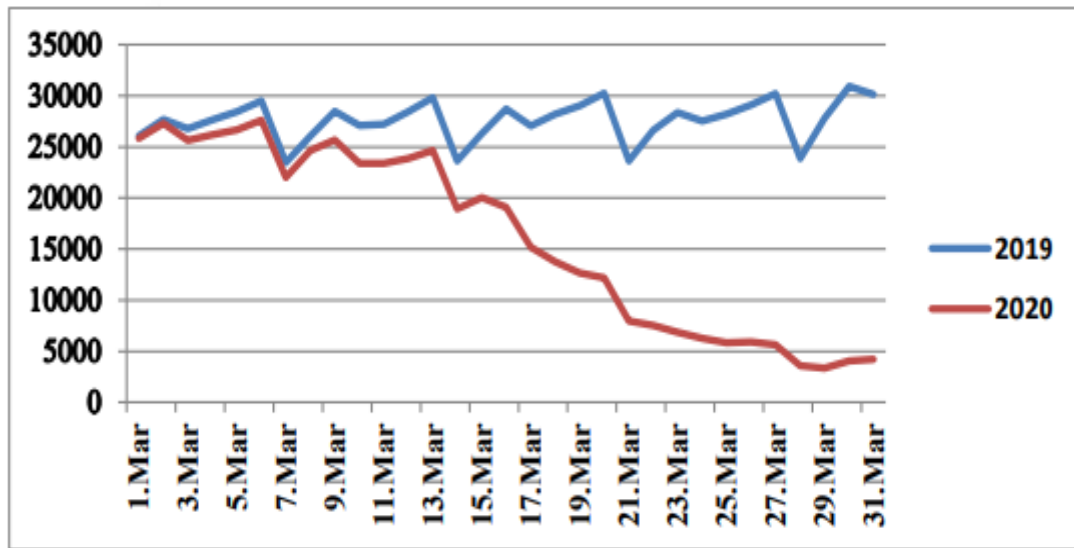


Figure 2. 4. Flight Data for March 2019-2020

Source: (Eurocontrol.int, 2021)

During March 2019, a total of 856,293 flights were conducted in European airspace. These flights also include cargo flights. 95% of passenger flights were operated by aircraft with 4 cabin crew and 5% of passenger flights were operated by aircraft with 6 or more cabin crew. Approximately 2,850,000 cabin crew duties were performed on these flights. In March 2020, there was a major change in this picture with the effect of the pandemic, and there were significant decreases in the number of passenger flights. A partial increase was observed in cargo flights (eurocontrol.int, 2021).

According to the information given in Table 6, when the years 2019 and 2020 are compared, the rates of decrease in 2020 can be seen. In percentage terms, capacity decreases were highest in the Middle East, accounting for 60%. The Asia and Pacific region, which has the lowest capacity decline rate, has the highest decline in passenger numbers as a result of population. The number of passengers in Asia Pacific region was recorded as 921 million passengers. Material losses in the Asia Pacific region were again the highest at USD 120 billion. Based on the table, the total financial loss in 2020 is 370 billion USD.

Table 2. 1. Estimated Impact on Passenger Traffic and Revenues by Region for 2019-2020

	Reduction in capacity	Number of Passengers Decrease (Millions)	Economic loss (USD)
Africa	58%	78	14 billion
Asia and the Pacific	45%	921	120 billion
Europe	58%	769	100 billion
Latin America	53%	199	26 billion
Middle East	60%	132	22 billion
North America	43%	599	88 billion

Source: (International Civil Aviation Organization, 2021)

In July, one of Turkey's busiest months for tourism, the highest number of flights in 2019 was 37228, while the highest number of flights in 2020 was 16570 on July 31. (eurocontrol.int, 2021). Countries imposed many different restrictions during the pandemic and did not allow flights from countries they deemed risky within the framework of these restrictions. Although the start date of the normalization process is considered as June 1, 2020, many countries opened their borders to certain countries and did not allow all routine flights as before the pandemic. This was reflected in the number of flights. As of August, many countries had lifted almost all restrictions, while new restrictions were introduced due to the increasing number of cases. This situation caused the expected increase in the number of flights in August not to materialize. Flights increased but remained far below the previous years.

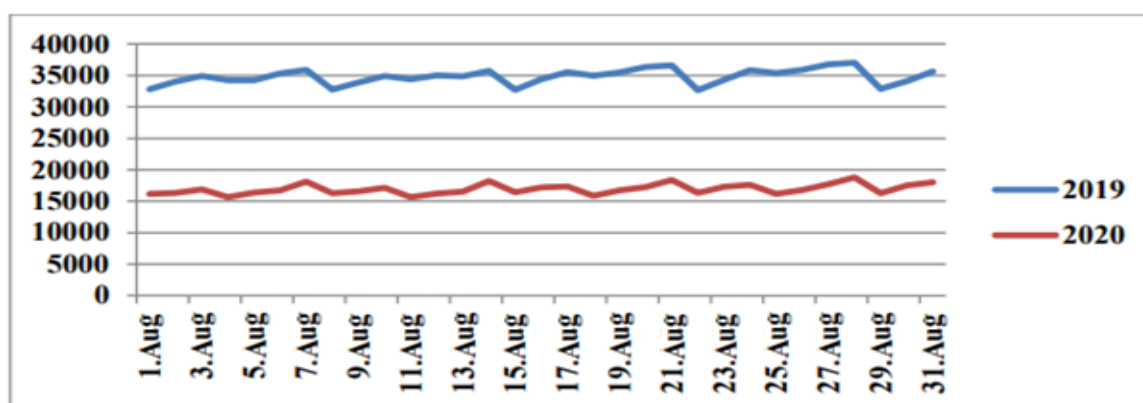


Figure 2. 5. Flight Data for August 2019-2020

Source: (Eurocontrol.int, 2021)

When the decline in the sector is analyzed in terms of passenger numbers, passenger numbers decreased by 55.8% on international flights and 47.8% on domestic flights in March 2020 in comparison with the exact month of the previous year. By April, this decrease was recorded as 98.4% for international flights and 86.9% for domestic flights. In May, the decrease was 98.3% for international flights and 79.2% for domestic flights, while in June it was 96.8% for international flights and 67.6% for domestic flights. With the lifting of some of the restrictions in July, the decline in international flights decreased to 91.9%, while the decline in domestic flights decreased by 57.5%. While 4.4 billion people traveled by air in 2018, this figure was 4.7 billion in 2019 (icao.org). Looking at the decline in the first eight months of 2020; while the number of passengers increased by 2% in January 2020 compared to the previous year, the decline started with 14.1% in February and reached 96%. Year-end forecasts, considering the average decline, suggest that the number of passengers will be around 1.5 billion (unitingaviation.com, 2021).

In 2020, when the effects of the pandemic were felt intensely, Europe-based airline companies tried to take measures to protect employment, but they had to lay off staff due to the fact that the procedure took longer than anticipated and financial resources were depleted in this process. The layoffs were initially carried out in the cabin services department, which employs the largest number of personnel. Cabin crew members are the fastest to be recruited and trained in aviation and therefore the most easily dismissed employees. For instance, while the recruitment and training process for pilots can take over a year and training costs are very high, the training of cabin crew can be completed in about 3 months and at a lower cost. This situation caused cabin crew to be the first choice in layoffs both before and during the pandemic. Turkey prevented the layoffs of aviation employees in 2020 by taking steps to protect employment during the pandemic. In March 2020, layoffs were banned with the decisions taken and financial support was provided to employees in all sectors with the short-term working allowance scheme. The prohibition of layoffs and the use of unpaid leave and short time working allowance supports instead partially prevented the increase in the employee turnover rate, but could not completely prevent the increase in the rate. The flight crew voluntarily quit their jobs because they were afraid of contracting the disease.

2.5. Related Research

Özcan (2021) aimed to reveal the relationship between nurses' perception of work stress, job satisfaction and care behaviors during the Covid-19 pandemic process. The descriptive and correlational study was conducted between December 2020 and January 2021 with 261 nurses working at Bursa Yüksek İhtisas Training and Research Hospital in Yıldırım district of Bursa. The "Descriptive Information Form," "Nurse Job Satisfaction Scale (JSS)," "Swedish Workload-Control-Support Questionnaire (Work Stress Scale) (IKD-TR)," and "Caring Behaviors Scale-24 (CBS-24)" were used to collect research data. The analysis revealed that nurses had low levels of work stress and high levels of job satisfaction and care behavior.

Gültepe (2021) conducted his research with 93 nurses from Bitlis Tatvan State Hospital's Covid-19 intensive care unit. Among the participant nurses, 49.5% stated that they liked their job. The rate of participants who stated that work stress has increased since the pandemic is 90.3%. The mean work stress score of the participants was calculated as 3.25 (SD=0.64). The work stress of the participants participated in the study was found to be in the F category. This category refers to a level of stress that is high in responsibility, time-consuming, does not allow for rest and family relationships, and therefore poses a threat to health and productivity.

In the study conducted by (Kızıloğlu & Karabulut, 2022), it was aimed to examine the effect of personality qualities of nurses working in surgical units in a research hospital during the Covid-19 pandemic era on Covid-19 fear, work stress and psychological resilience levels. The study was conducted at Atatürk University Health Research and Application Center between November 2020 and June 2021. The study's population included 357 nurses who worked in surgical units (operating room, intensive care unit, emergency room, surgical wards). According to the study's findings, there was a positive significant relationship between neuroticism sub-dimension and nurse stress and fear of Covid-19; extraversion sub-dimension and psychological resilience; and fear of Covid-19 and nurse stress.

Özdemir (2021) sought to assess the impact of Covid-19 fear and intolerance of uncertainty levels of Covid-19 fear and intolerance of uncertainty on the quality of work life of special care center employees during the Covid-19 pandemic process. The study included 207 participants in the private care centers affiliated to the ASHB in Bartın, Kastamonu and Zonguldak provinces. It was found that private care center employees have a moderate level of fear of Covid-19, their intolerance of uncertainty is at a high level, the stress at work sub-dimension of the quality of work life is at an average level and the other dimensions are above average. There

is a strong link between dread of Covid-19 and intolerance of uncertainty, intolerance of uncertainty increases stress at work, and anxiety about the future increases control at work.

Zeyt nl  (2021) aims to reveal and evaluate the changes in the work life and family relations of women entrepreneurs during the Covid-19 period. Qualitative research methods and techniques were used in the study. The sample consists of 14 women entrepreneurs receiving KOSGEB support in Ankara. As a consequence of the research, it was discovered that the workload of women entrepreneurs at home also increased. It was observed that the workload of women entrepreneurs working from home has increased during the pandemic. Some women stated that they had a more irritable personality during this process and that this situation caused conflict in family relations. Women entrepreneurs, who struggled to hold on to their working lives and exist in the public sphere, had to return to the private sphere with the pandemic. It is predicted that this situation may cause a weakening in the working practices of women entrepreneurs when the pandemic ends.

 nver (2021) examined air transport mobility in Europe and Turkey using data from aviation industry-related sources. The data were analyzed during specific periods between January and August 2020, corresponding to the start and then the full unfolding of the pandemic in Europe and Turkey. The Cargo Traffic was not affected much by the Pandemic and in some cases even increased due to the supply of medical equipment to fight the disease. In accordance with statistical research, it has been determined that the Covid-19 Pandemic resulted in a 70% average decrease in the usage rates of European and Turkish Airspace between January and August of 2020, leading to a substantial decline in the employment of cabin crew, the face of airline companies.

2.6.Relevant Studies

 zcan (2021) addressed the relationship between nurses' work stress, work satisfaction and their perception of caring behaviors during the Covid-19 pandemic process. The study was conducted between December 2020 and January 2021 among 261 nurses working at Bursa Y ksek İhtisas Training and Research Hospital in Y ldırım district of Bursa. The study revealed that nurses had low-levels of work stress and high levels of work satisfaction and caring behavior.

The study aimed to determine the work stress and its psychological impacts of intensive care nurses working in G ltepe (2021) pandemic hospital. The study was conducted among 93 nurses working in Covid-19 intensive care unit at Bitlis-Tatvan State Hospital. The study found

that n participants' work stress was in the F category. This category refers to a level of stress that is high in responsibility, time-consuming, does not leave room for rest and family relationships, and therefore poses a threat to health and productivity.

The study of Mutaş, Tantan and Tepe (2021) aimed to investigate the impact of a working environment affected by Covid-19 on employees' work stress and quality of life. According to the results gathered from 126 employees, there is a considerable correlation between psychological and mental well-being and workload.

In the study, Güven(2021) attempted to determine the impact of the Covid-19 process on the quality of work life of lecturers and faculty members working in different universities in Turkey. For this purpose, the study analyzed the current situation through interviews conducted with 10 academics consisting of lecturers and faculty members working in different universities in Turkey. The analysis showed that both personal and organizational achievements of academic staff were significantly affected according to the positive/negative tendency of these indicators based on the healthy life indicators. The uncertainties that emerged, particularly in the early days of the pandemic, have completely replaced work life with a health-oriented life. With the measures and precautions taken, work life was flexed, and education activities were continued to be conducted remotely, while the academic studies of the academic staff were also interrupted at this stage.

Kahyaoglu et. al., (2021) studied the Covid-19 fear levels of correction officers and whether work stress had a mediating effect on the effect of this fear on work performance. The results of the study indicate that work stress levels do not moderate the effect of perceived dread of Covid-19 on penitentiary officers' work performance.

Taşpınar et al. (2021) wanted to examine the correlation between physiotherapists' anxiety of Covid-19 and their quality of life during the pandemic. The study was carried out among individuals with the title of "physiotherapist", working in any institution (private or public), between the ages of 18-65. The results of the study revealed that physiotherapists' fear of Covid-19 was modest and linked with their life quality.

In the study, Karaca(2022)investigated the effect of fear of Covid-19 pandemic on healthcare workers' ethical and moral sensitivity and quality of work life. The data were collected from nurses and physicians who voluntarily agreed to take part in the study at Antalya Training and Research Hospital and Korkuteli State Hospital. The results of the study revealed that fear of Covid-19 pandemic has an impact on the quality of work life in nurses and doctors.

The study conducted by Irawanto et. al.,(2021)aims to measure the relationship between the work satisfaction level and Work – Life Balance and Work stress of employees in Indonesia during the Covid-19 pandemic. The study adopts a quantitative approach and analyses the data obtained from 472 employees working from home using the Smart-PLS software. The study revealed that remote working had a positive impact on the employees by allowing them to spend more time with their families.

The study conducted by Deng et. al.(2020)aimed to investigate the Work stress levels of Chinese nurses working in Wuhan fighting against the Covid-19 pandemic. The study used a cross-sectional survey method and conducted a questionnaire with 180 nurses from Guangxi. The findings of the study concluded that nurses working in Wuhan against the Covid-19 pandemic were affected by high levels of stress and that anxiety was the main factor contributing to their stress.

Yu et al (2021)'s study examined the impact of the Covid-19 epidemic on employees' work stress, mental health, well-being, organizational citizenship behavior, and employee-customer identification.. The study uses a qualitative method to determine the perception of hotel employees who, as part of their jobs, take care of various customers during the pandemic. The questionnaire used in the study was based on the 7-point Likert scale. The results of the study indicated that hotel employees' impression of the Covid-19 epidemic raised their stress and decreased their performance.

The objective of Ali et al., (2021) research was to investigate the cognitive appraisal, coping, stress, and fear of getting Covid-19 among Pakistani workers. The study employed a variety of instruments, including the Stress Appraisal Measure and Brief COPE Inventory, the Perceived Stress Scale, and the Fear Contracting Covid-19 Questionnaire, in order to assess the levels of job stress and fear among employees. The results of the study revealed that working individuals experience significant levels of dread of contracting Covid-19 and stress, and that this is associated with psychological issues.

The purpose of the study undertaken by Alnazly et. al., (2021) was to examine the occupational stress of healthcare personnel in Jordan during the Covid-19 pandemic. The study used a cross-sectional, correlational data collection method to determine the fear and stress levels of healthcare workers in Amman, Jordan. The study revealed that a considerable portion of healthcare workers suffered from mental health issues such as depression and anxiousness, and therefore their work stress levels were high.

In their study, Görlich and Stadelmann(2020) aimed to determine and compare the mental health of Cabin Crew employees prior to and after the Covid-19 pandemic. The authors examined the levels of work stress of cabin crew members related to work restrictions and sectoral crisis experienced in the Airline sector. The method of obtaining data was two online surveys consisting of 105 employees and 1119 employees, respectively. There were substantial positive associations between the symptoms of depression, anxiety, and psychiatric problems experienced by airline employees and the difficulties they endured during the Covid-19 pandemic, according to the study's findings. In contrast, negative relationships were identified between the amount of stressors in the workplace and the stress-coping skills of airline personnel.



3. METHODOLOGY

In this chapter research design and methodology is discussed.

3.1. Research Model and Hypotheses

Relational survey model, one of the general survey models and one of the quantitative research approaches, is implemented in this work. The model is the entirety of the processes that define a past or present situation as it exists, applied to the fulfillment of learning and the development of the individual's intended behaviors.

In the general survey model, in a universe composed of many elements, the entire universe or a set of samples or samples to be taken from it are considered in order to reach a general conclusion about the universe. Relational screening model is a screening technique that seeks to identify the existence of co-variance between two or more variables. In the relational screening model, whether the variables change together, and if there is a change, how it happened is aimed to be determined (Karasar, 2011). In the research, in which the screening model will be used, the data obtained from the questionnaires to be applied to the participants who approved to participate in the research will be analyzed and the hypotheses of the research will be examined.

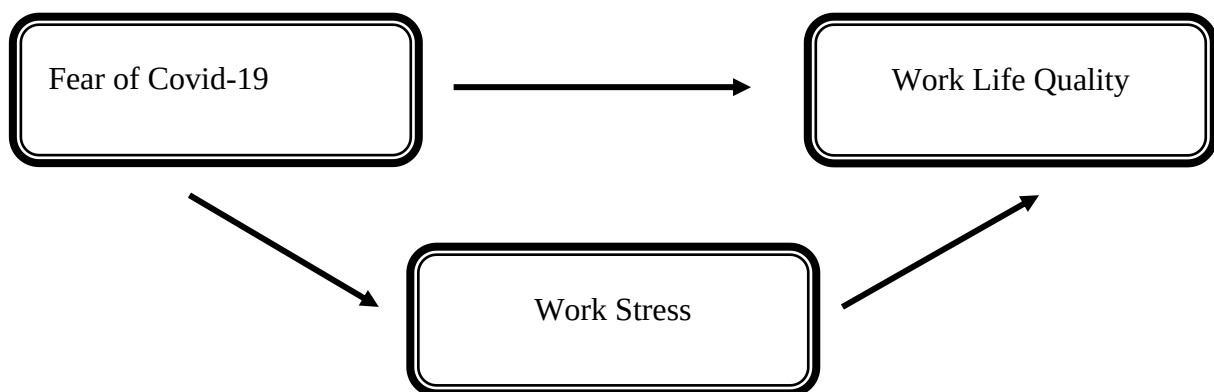


Figure 3. 1. Proposed Research Model

H₁: Fear of Covid-19 has an impact on work stress.

H₂: Fear of Covid-19 has an impact on work life quality.

H₃: Work stress has an impact on work life quality.

H₄: Fear of Covid-19 has an impact on quality of work life through work stress.

3.2. Questionnaire Design

The questionnaire consists of four sections. The first section is the demographic form prepared by the researcher. The second section includes the "Covid-19 Fear Scale", the third section includes the "General Work Stress Scale", and the last section includes the "Quality of Work life Scale".

Covid-19 Fear Scale (CFS): The Covid-19 Fear Scale (CFS) was developed by Ladikli et al. (2020) to measure high-level and persistent fear of Covid-19. The scale, which consists of seven items and is a 5-point Likert-type scale, has a single-factor structure. Scale items are scored between 1 "Strongly disagree" and 5 "Strongly agree". There are no reverse items in the scale. The Cronbach Alpha internal consistency coefficient of the CFS is 0.86. On the other hand, the correlation coefficient of 0.86 calculated as a result of the test-retest conducted with 120 participants and administered at 15-day intervals makes the scale a reliable measurement tool. The validity of CFS is between 0.48-0.40 correlation. The high score obtained from the scale indicates that the fear of Covid-19 is at a high level (Ladikli, et. al., 2020).

General Work Stress Scale (GWSS): The GWSS was developed by Bruin (2006) in 2006. The GWSS examines the emotional, cognitive, motivational, and social implications of an individual's relationship with the perceived demands of the workplace. Teleş (2021) conducted the Turkish validity and reliability assessment of the scale in 2020.

In the Turkish study of the scale's validity and reliability, Cronbach Alpha value was calculated as $\alpha=0.91$. The General Work Stress scale is unidimensional and consists of 9 items. The aim of the scale questions is to examine the amount of stress experienced at work. The response key of the scale is a 5-point Likert type. The answers to the scale are "(1) Never", "(2) Rarely", "(3) Sometimes", "(4) Mostly", "(5) Always".

The quality of work life scale: The quality of work life scale was developed by Laar et al. (2007) and consists of 23 questions. The scale consists of a total of 6 sub-dimensions: job

and career satisfaction (6 questions), working conditions (3 questions), home-work interaction (3 questions), workplace stress (2 questions), workplace control (3 questions) and general well-being (6 questions). The answers are graded on a 5-point Likert scale (1=strongly disagree, 5=strongly agree). The reliability of the scale (Cronbach Alpha=.96) has been found to be high. Reliability of the sub-dimensions of the scale are as follows; job and career satisfaction dimension: .86, working conditions dimension: .75, home-work interaction dimension: .82, workplace stress dimension: .69, workplace control dimension: .81, and general well-being dimension: .82. The translation of the quality of work life scale into Turkish was carried out by Duyan et al.(2013) and it was stated that the Turkish version of this scale is a reliable (Cronbach Alpha=.89) measurement tool consisting of 20 statements and 6 dimensions. The answers are graded on a 5-point Likert scale (1=strongly disagree, 5=strongly agree). Reliability of the sub-dimensions of the scale are as follows; job and career satisfaction dimension: .74, working conditions dimension: .70, home-work interaction dimension: .67, workplace stress dimension: .69, workplace control dimension: .73, and general well-being dimension: .74.

3.3. Sample and Data Collection

Simple random sampling was used to select 390 people from the entire population for the study sample. The Work Stress Scale, Work Life Quality and Fear of Covid-19 Scales, which were used as data collection tools in the research, consist of a total of 47 statements. The data were collected through "Google Forms". The URL to the Google Forms-created online survey was shared with the participants.

The data were collected in 2022 while pandemic was still going on, but not in its peak time. The participants were asked to answer questions as if they were in time when Covid-19 was at its peak point.

3.4 Analysis of Data

In all statistical analyzes IBM SPSS 25.0 program was used to examine the relationship between research variables. Descriptive statistical methods were used as data analysis methods to examine personal variables.

The scale structure was created with the explanatory factor analysis (EFA) for Work Stress, Quality of Work Life and Fear of Covid-19 Scales, and internal reliability analysis was conducted. Accordingly, it was considered whether there was a drawback in using the scales in the research study. In addition, the scales comply with the normal distribution looking at the

skewness and kurtosis coefficients, in the end, parametric test methods were preferred. (Table 3.1). In addition, a reliability analysis was conducted, and the disadvantages of adopting the scales in the study were examined.



4. RESULTS

The data transferred to the computer medium were checked for missing/wrong values and outliers. The data of the research were obtained by applying the demographic information form together with the statements in the Work Stress Scale, the Work Life Quality Scale and the Fear of Covid-19 Scale, and the data were analyzed through this part.

4.1. Evaluation of Demographic Findings

In this section, the participants personal characteristics, including gender, age, marital status, education level, department and working year distribution, were analyzed, and descriptive analyzes has been made for their personal characteristics and presented in tables. The participants filled the questionnaires without any intervention, so that, the demographic findings were emerged according to data they filled in.

4.1.1. Gender

Table 4.1 reveals that 56.4% of the participants are male and 43.6% are female based on the results of the statistical analysis.

Table 4. 1. Gender Distribution

		N	%
Gender	Female	170	43.6
	Male	220	56.4
	Total	390	100.0

4.1.2. Age

According to the analysis results shown in in Table 4.2; 42.3% of the participants were aged 30-39, 33.3% were aged 18-29, 17.2% were aged 40-49 and 7.2% were aged 50 and over.

Table 4. 2. Age Distribution

		N	%
Age Group	18-29	130	33.3
	30-39	165	42.3
	40-49	67	17.2
	50+	28	7.2
	Total	390	100.0

4.1.3. Marital Status

According to the analysis results in Table 4.3; 54.4% of the participants are single and 45.6% are married.

Table 4. 3. Distribution of Marital Status

		N	%
Marital Status	Married	178	45.6
	Single	212	54.4
	Total	390	100.0

4.1.4. Education Level

According to the analysis results in Table 4.4; 55.9% of the participants are undergraduate, 27.9% graduate/doctorate, 8.5% associate degree and 7.7% high school or below graduate.

Table 4. 4. Distribution of Education Status

		N	%
Education Level	High School and Below	30	7.7
	Associate Degree	33	8.5
	Bachelor's degree	218	55.9
	Masters/Doctorate	109	27.9
	Total	390	100.0

4.1.5. Department

According to the analysis results in Table 4.5; 34.5% of the participants were flight crew, 16.4% technical/maintenance, 9.0% administration, 6.9% sales and marketing, 2.3% catering and 1.0% is working as a cargo employee.

Table 4. 5. Distribution of Participants According to Departments Worked in

		N	%
Department	Administration	35	9.0
	Cargo	4	1.0
	Catering	9	2.3
	Flight crew	134	34.4
	Ground Operations/Passenger handling	18	4.6
	Other	99	25.4
	Sales and marketing	27	6.9
	Technical/maintenance	64	16.4
	Total	390	100.0

4.1.6. Experience

According to the analysis results in Table 4.6; It is seen that 31.5% of the participants have a working period of 10 years or more, 29.0% between 1-5 years, 21.0% between 5-9 years and 18.5% less than 1 year.

Table 4. 6. Experience Distribution

	Personal Features	N	%
Experience	Less than 1 year	72	18.5
	1-5 years	113	29.0
	5-9 years	82	21.0
	More than 10 years	123	31.5
	Total	390	100.0

4.2. Exploratory Factor Analysis (EFA) and Reliability

In this section, Explanatory Factor Analysis and internal consistency analysis were conducted for the Work Stress Scale, Work Life Quality Scale and Fear of Covid-19 Scale, which are preferred as data collection tools. The criteria for Cronbach's Alpha values are as follows.

4.2.1. Exploratory Factor Analysis (EFA) and Reliability for the Fear of Covid-19 Scale

According to the gathered data, as a consequence of the responses provided to the questions in "Fear of Covid-19", the Cronbach's Alpha value is 0.909. This value indicates that the scale is reliable and there is no obstacle to its use in the analysis, the sample size is adequate (KMO = 0.878), and the Barlett Sphericity test is also significant ($\chi^2=1708.671$; $p < 0.001$) (Çakır, 2014; S.5). In the EFA analysis applied to the data of the questions in the Fear of Covid-19 Scale, the factors with an eigenvalue above 1.00, items belonging to these factors with factor loads above 0.50 and those that have differences over 0.1 between factor loads loaded by an item on more than one sub-factor are included in the analysis (Büyüköztürk, 2010). In this analysis, it was determined that there was no expression with a factor load below 0.50. 7 items were merged under a single factor and explained 65.18% of the total variance (Table 4.7).

Table 4. 7. Exploratory Factor Analysis (EFA) and Reliability for the Fear of Covid-19 Scale

Factor Name	Items	Factor Loading	Variance	Cronbach's Alpha
Fear of Covid-19	I am afraid of losing my life because of Covid-19.	.837	65.18	.909
	I am most afraid of Covid-19	.832		
	My hands become clammy when I think about Covid-19.	.821		
	When watching news and stories about Covid-19 on social media, I become nervous or anxious.	.810		
	My heart races or palpitates when I think about getting Covid-19.	.808		
	It makes me uncomfortable to think about Covid-19.	.798		
	I cannot sleep because I am worrying about getting Covid-19.	.744		
Total variance: 65.180%; KMO: .878; χ^2 :1708,671 d.f:21, p<.001				

4.2.2. Exploratory Factor Analysis (EFA) and Reliability for the Work Stress Scale

According to the data obtained as a consequence of the answers given to the questions in "Work Stress", the Cronbach's Alpha value is 0.946 and the scale is highly reliable, there is no obstacle

to its use in the analysis, the sample size is sufficient (KMO = 0.939), and the Barlett Sphericity test is also significant ($\chi^2= 4693.049$; $p< 0.001$) (Çakır, 2014; P.5). In the EFA analysis applied to the data of the questions in the Work Stress Scale, the factors with an eigenvalue above 1.00, items belonging to these factors with factor loads above 0.50 and those that have differences over 0.1 between factor loads loaded by an item on more than one sub-factor are included in the analysis. In this analysis, it was determined that there are no expressions with factor loading below 0.50 and difference between factor loadings below 0.1. In this analysis, it was determined that there was no expression with a factor load below 0.50. 17 items were grouped under 3 dimensions and explained 71.79% of the total variance (Table 4.8). Considering the previous studies on the subject, the sub-dimensions of the Work Stress Scale were named as “Work schedule and demand”, “Role conflict and Operation crisis”, “Job insecurity and financial concern”.

Table 4. 8. Exploratory Factor Analysis (EFA) and Reliability for the Work Stress Scale

Factor Name	Items	Factor Loading	Variance	Cronbach's Alpha
Job insecurity and financial concern	Concern on salary cut	.969	%53.90	.928
	Unstable job environment	.903		
	Economic instability	.846		
	Concern about layoffs	.841		
	Emotional stress because of negative news	.829		
	Forced unpaid leave	.690		
Work schedule and demand	Excessive workload	.921	%10.30	.918
	Tight working time	.888		
	Work demand on my private life	.882		
	Excessive job variety	.818		
	Long working hours	.803		
	Staff shortage	.598		
Role conflict and operation crisis	In-flight emergencies/disasters	.947	%7.59	.876
	Demand for new ideas/proposals to attract new customers (or keep the existing ones) every day	.835		
	Demands to take over job duties from other departments (e.g., passenger handling and catering)	.726		
	Unpredictable schedule disruptions	.685		
	Extended time away from home and family	.673		
	Total variance: % 71.79; KMO: .939; χ^2 :4693.049 d.f.:136. p<.001			

4.2.3. Exploratory Factor Analysis (EFA) and Reliability for the Quality of Work Life Scale

According to the data obtained from the responses to the "Quality of Work Life" questions, the Cronbach's Alpha value is 0.948 and it is stated that the scale is highly reliable, there is no obstacle to its use in the analysis, the sample size is sufficient ($KMO = 0.948$) and the Barlett Sphericity test is also significant ($\chi^2=5413,590$; $p < 0.001$) (Çakır, 2014; p.5).

In the EFA analysis applied to the data of the questions in the Quality of Work Life Scale, the factors with an eigenvalue greater 1.00, items belonging to these factors with factor loads above 0.50 and those that have differences over 0.1 between factor loads loaded by an item on more than one sub-factor are included in the analysis. In this analysis, it was understood that there are no expressions with factor loading below 0.50 and difference between factor loadings below 0.1. 23 items were grouped under 3 dimensions and explained 62.14% of the total variance (Table 4.9). Considering the previous studies on the subject, the sub-dimensions of the Work Life Quality Scale were named as “General well-being and Job-career satisfaction” and “Work-life compatibility and Working conditions”.

Table 4. 9. Exploratory Factor Analysis (EFA) and Reliability for the Quality of Work Life Scale

Factor Name	Items	Factor Loading	Variance	Cronbach's Alpha
General well-being and job-career satisfaction	I have a clear set of goals and aims to enable me to do my job	.989	%48.65	.926
	I have the opportunity to use my abilities at work	.946		
	I feel able to voice opinions and influence changes in my area of work	.777		
	I feel well at the moment	.607		
	Generally, things work out well for me	.577		
	I am encouraged to develop new skills	.573		
	I am satisfied with the training I receive in order to perform my present job	.563		
	I am satisfied with my life	.551		
	I work in a safe environment	.532		
	In most ways my life is close to ideal	.505		
	Recently, I have been feeling reasonably happy all things considered	.485		
	I am involved in decisions that affect me in my own area of work	.484		
Work-life compatibility and working conditions	My line manager actively promotes flexible working hours / patterns	.967	%8.20	.917
	When I have done a good job, it is acknowledged by my line manager	.814		
	My employer provides adequate facilities and flexibility for me to fit work in around my family life	.739		
	My current working hours / patterns suit my personal circumstances	.738		
	My employer provides me with what I need to do my job effectively	.690		
	The working conditions are satisfactory	.627		
	I am involved in decisions that affect members of the public in my own area of work	.504		
	I am satisfied with the career opportunities available for me here	.457		
Total variance: % 62,14; KMO: ,948; χ^2 :5413,590 d.f.:253, p<.001				

According to EFA and Reliability Analysis results, Fear of Covid-19 instrument was found to be unidimensional, while Work Stress was grouped into 3 factors as job insecurity and financial concern, work schedule and demand, and role conflict and operation crisis. The quality of work life scale is divided into two as general well-being and job-career satisfaction and work-life compatibility and working conditions. Accordingly, the proposed research model was revised as follows.

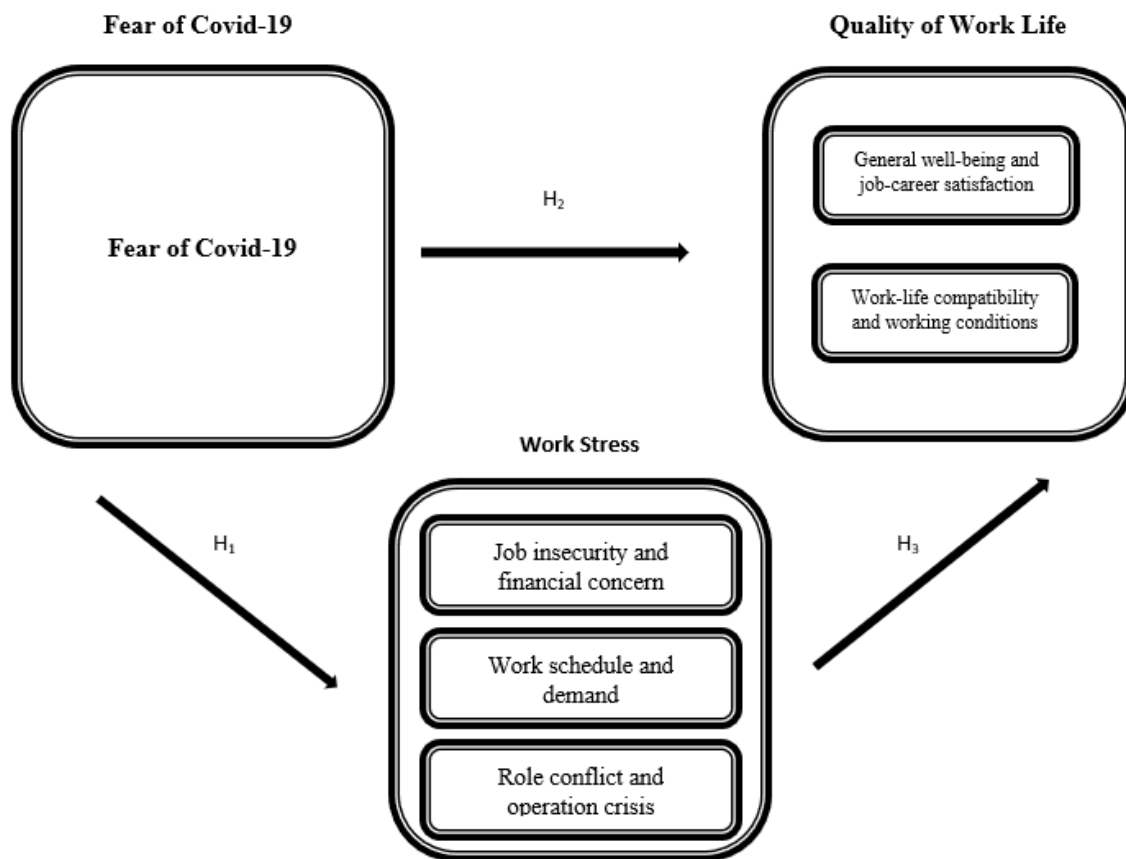


Figure 4. 1. Revised Research Model

According to revised research model, the hypothesis was also revised as below:

H_{1a}: Fear of Covid-19 has an impact on job insecurity and financial concern.

H_{1b}: Fear of Covid-19 has an impact on work schedule and demand.

H_{1c}: Fear of Covid-19 has an impact on role conflict and operation crisis.

H_{2a}: Fear of Covid-19 has an impact on general well-being and job-career satisfaction

H_{2b}: Fear of Covid-19 has an impact on work-life compatibility and working conditions

H_{3a}: Job insecurity and financial concern has an impact on general well-being and job career satisfaction.

H_{3b}: Work schedule and demand has an impact on general well-being and job-career satisfaction.

H_{3c}: Role conflict and operation crisis has an impact on general well-being and job-career satisfaction.

H_{3d}: Job insecurity and financial concern has an impact on work life compatibility and working conditions

H_{3e}: Work schedule and demand has an impact on work life compatibility and working conditions

H_{3f}: Role conflict and operation crisis has an impact on work life compatibility and working conditions

H₄: Fear of Covid-19 has an impact on work life quality through work stress.

4.3. Descriptive Analysis Results for Variables

Variables of the research consists of Fear of Covid-19, Work Stress and Work-Related Quality of Life scales and their sub-dimensions. This section of the study provides descriptive statistics regarding the variables.

The average of the responses given by the participants to the Fear of Covid-19 statements was 2.20 ± 0.86 , the minimum score was 1.00, and the maximum score was 5.00.

The average of the answers given by the participants to the Work Stress statements was 4.35 ± 1.21 , the minimum score was 1.00, and the maximum score was 7.00. In addition, the average of the answers given to the expressions job insecurity and financial concern, which are the sub-dimensions of work stress, is 4.45 ± 1.51 , the minimum score is 1.00 and the maximum score is 7.00, the average of the answers given to the statements of work schedule and demand is 4.50 ± 1.33 , the minimum score was 1.00, the maximum score was 7.00, and the mean of the

answers to the statements role conflict and operation crisis was 4.07 ± 1.32 , the minimum score was 1.00, and the maximum score was 7.00.

The average of the answers given to the statements of Work-Related Quality of Life by the participants included in the study was 3.35 ± 1.02 , the minimum score was 1.00, and the maximum score was 5.00. In addition, the total average of the answers given to the expressions of General well-being and Job-career satisfaction, which are the sub-dimensions of Work-Related Quality of Life, was 3.46 ± 1.14 , a minimum score of 1.00 and a maximum score of 5.00, Work-life compatibility and Working conditions. The total mean of the answers given to the statements about 3.22 ± 0.85 , the minimum score is 1.00 and the maximum score is 5.00.

Table 4. 10. Descriptive Analysis Results for Variables

Scale	Min.	Max.	$\bar{X}$	SD
Fear of Covid-19	1.00	5,00	2.20	0.86
Work Stress	1.00	7.00	4.35	1.21
Job insecurity and financial concern	1.00	7.00	4.45	1.51
Work schedule and demand	1.00	7.00	4.50	1.33
Role conflict and operation crisis	1.00	7.00	4.07	1.32
Work-Related Quality of Life	1.00	5.00	3.35	1.02
General well-being and job-career satisfaction	1.00	5.00	3.46	1.14
Work-life compatibility and working conditions	1.00	5.00	3.22	0.85

The results of the descriptive analyses for the Work Stress Scale, the Quality of Work Life Scale, and the Fear of COVID-19 Scales were examined after looking at the socio-demographic profile of the participants.

The "independent sample t test" was used in comparisons of the variables that provided the normal distribution assumption, and "ANOVA" was used in comparisons of three or more groups to examine the differentiation status of the group scores of the variables according to the personal information of the participants. In addition, "Pearson Correlation" analysis, one of the parametric test methods, was preferred for investigating the connection between the Work Stress Scale, the Quality of Work Life, and the Fear of Covid-19 Scales. The effect between the scales was examined by regression analysis. All the findings were assessed at 95% level of confidence interval.

Table 4. 11. Skewness and Kurtosis Values

Scale	N	Skewness	Kurtosis
Fear of Covid-19	390	.434	-.549
Work Stress	390	-.358	-.051
Job insecurity and financial concern	390	-.343	-.640
Work schedule and demand	390	-.392	-.058
Role conflict and operation crisis	390	-.291	-.250
Work Life Quality	390	-.344	-.142
General well-being and job-career satisfaction	390	-.448	-.119
Work-life compatibility and working condition	390	-.322	-.149

Seçer (2015) determined that evaluating the 'skewness and kurtosis' values is a more accurate technique to evaluating the normal distribution assumption. According to Tabachnick and Fidell (2013), skewness and kurtosis values between +1.5 and -1.5 indicate that a normal distribution has been attained. As an outcome performed analyzes, it was established that the variables demonstrated normal distribution.

4.4. Pearson Correlation Analysis

In this section of the study, the "Pearson Correlation Analysis," one of the parametric test methods, was used to explore the link between Fear of COVID-19, Work Stress, and Work-Related Quality of Life. Statistical significance was assessed at the p0.05 level. The correlation coefficient's evaluation standards are as follow "If $0.00 = r_p$ no relation."

"If $0.00 < r_p < 0.29$ lowly related."

"If $0.30 < r_p < 0.69$ moderately related."

"If $0.70 < r_p < 0.99$ highly related."

"If $1.00 = r_p$ perfectly related" (Köklü, Büyüköztürk ve Bökeoğlu, 2006).

Looking at the Pearson Correlation test results in Table 4.12

- A positive and high-level correlation was found between Work-Related Quality of Life and general well-being and job-career satisfaction of the participants ($p < 0.05$). In other words, as the Work-Related Quality of Life of the participants increases, their general well-being and job-career satisfaction increase.

- Participants' Work-Related Quality of Life and work-life compatibility and working conditions were positively and highly correlated ($p < 0.05$). In other words, as the Work-Related Quality of Life of the participants increases, work-life compatibility and working conditions increase.
- A negative and low-level correlation was found between the participants' Work-Related Quality of Life and Fear of Covid-19 ($p < 0.05$).
- A negative and moderate correlation was found between the participants' Work-Related Quality of Life and Work Stress ($p < 0.05$).
- Job security and financial worries were found to be negatively and moderately correlated with the participants' work-related quality of life ($p < 0.05$). The participants' Work-Related Quality of Life and work schedule and demand showed a weak negative connection ($p < 0.05$).
- Participants discovered a weak negative connection ($p < 0.05$) between role conflict and operation crises and work-related quality of life. Participants' work stress and fear of the COVID-19 were found to be positively and inversely correlated ($p < 0.05$).
- A negative and low-level correlation was found between Fear of Covid-19 and job security and financial concern of positive participants ($p < 0.05$).
- A negative and low-level correlation was found between the participants' Fear of Covid-19 and role conflict and operation crisis ($p < 0.05$).
- A positive and high level correlation was found between the participants' Work Stress and job security and financial concerns ($p < 0.05$). In other words, as the Work Stress of the participants increases, job security and financial concerns increase.
- A positive and high level correlation was found between Work Stress and work schedule and demand of the participants ($p < 0.05$). In other words, as the Work Stress of the participants increases, the work schedule and demand increase.
- Participants found a positive and high-level correlation between Work Stress and role conflict and operation crisis ($p < 0.05$). In other words, as the Work Stress of the participants increases, role conflict and operation crisis increases.

Table 4. 12. Pearson Correlation Analysis Results

	1.	2.	3.	4.	5.	6.	7.	8
1.Work-Related Quality of Life	1	.956**	.927**	.534**	-.356**	-.407**	-.266**	-.228**
2. General well-being and Job-career satisfaction		1	.825**	.384**	-.244**	-.331**	-.138**	-.137**
3.Work-life compatibility and Working conditions			1	.358**	-.355**	-.378**	-.292**	-.234**
4. Fear of Covid-19					.152**	.160**	.081	.155**
5. Work Stress					1	.889**	.855**	.856**
6. Job insecurity and financial concern						1	.602**	.663**
7. Work schedule and demand							1	.620**
8. Role conflict and operation crisis								1

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

4.5. Regression Analysis

In this part of the research, linear regression analysis was conducted to evaluate the predictive status of Fear of Covid-19 on Work Stress and Quality of Work Life. “If it is applied for estimation of another normally distributed numerical variable, which is unknown and related, from a known normally distributed numerical variable, it is defined as simple linear regression analysis. (Kılıç, 2013).

Prior to performing the regression analysis, the data set's assumptions of linearity, normality, and homogeneity were looked at. There were no extreme values found in the dataset after it was checked to see if there were any outliers.

It is seen that the model in Table 4.13 is statistically significant, and Fear of Covid-19 can explain 2.3% of the variance of Work Stress ($R^2=.023$; $F_{(1,388)} = 9,178$, $p < 0.05$). According to the results found; it is seen that Fear of Covid-19 affects (predicts) Work Stress in a statistically significant and positive way ($\beta=.152$, $t=3.030$, $p<0.001$). In other words, as the Fear of Covid-19 levels of the participants increase, their Work Stress also increases.

In addition, the regression equation shows that a one-unit rise in Fear of COVID-19 will cause a 0.213 increase in Work Stress when other predictive variables are held constant. (Table 4.13). According to this conclusion, “H₁: Fear of Covid-19 has an impact on Work Stress.” hypothesis was supported.

Table 4. 13. Regression Analysis Results on the Effect of Fear of Covid-19 on Work Stress

	Standardized coefficients		t-value	P-value	F	R2
	B	Std. Error				
Fear of Covid-19	.213	.070	3.030	.003	9.178	.023

*** p<0.05**

It could be understood that model in Table 4.14 is statistically significant and can explain 5.1% of the variance of Fear of Covid-19, Quality of Work Life ($R^2=.051$; $F(1,388)=20,952$, $p<0,001$). According to the results found, Fear of Covid-19 affected (predicted) the Quality of Work Life in a statistically significant and negative way ($t=-4.577$, $p= <0.001$).

Moreover, when the regression equation is analyzed, while other predictive variables are held constant; a one-unit increase in Fear of Covid-19 will associate in a decrease of -4,360 in Quality of Work Life (Table 4.14). According to this result, "Hypothesis 2: Fear of Covid-19 has an impact on Quality of Work Life." hypothesis was supported.

Table 4. 14. Regression Analysis of the Effect of Job Stress on Quality of Work Life

	Standardized Coefficients		t-value	p-value	F	R2
	B	Std. error				
Fear of Covid-19	-.356	.653	-7.510	.000	56.401*	.127

*** p<0.001**

According to the results of the regression analysis in Table 4.15, this model is statistically significant, and Job Stress can explain 12.7% of the variance of Quality of Work Life ($R^2=.127$; $F(1,388)= 56.401$, $p<0.001$).

According to the results, it was determined that Job Stress predicted the variance of Quality of Work Life in a statistically significant and in a negative direction ($\beta = -.356$, $t = -7.510$, $p<0.001$). In other words, as the level of job stress of the participants in the study increases, their quality of work life decreases.

In addition, when the regression equation is analyzed and the other predictor variables are held constant, a one unit increase in the level of Job stress of the participants will lead to an increase of -0.356 in the level of Quality of Work Life.

H3: The hypothesis "Job Stress has an Effect on Quality of Work Life" is accepted.

Table 4. 15. Results of Regression Analysis on the Effect of Fear of Covid-19 on Job Insecurity and Financial Anxiety

	Standardized coefficients			p-value	F	R2
	B	Std. error	t-value			
Fear of Covid-19	.280	.088	3.201	.000	10.246	.026

* $p < 0.001$

According to the results of the regression analysis in Table 4.15; this model is statistically significant, and Fear of Covid-19 can explain 2.6% of the variance of Job Insecurity and Financial Anxiety ($R^2 = .026$; $F(1,388) = 10,246$, $p < 0.001$).

According to the results, Fear of Covid-19 predicted Job Insecurity and Financial Anxiety in a statistically significant and positively ($t = 3,201$, $p < 0.001$). In other words, Covid-19 Fear levels of the participants positively affect their Job Insecurity and Financial Anxiety levels.

Moreover, when the regression equation is analyzed, when other predictor variables are held constant, a one unit increase in Covid -19 Fear level will lead to an increase of 0,280 in Job Insecurity and Financial Anxiety level (Table 16).

The hypothesis "H_{1a} Covid -19 fear has an effect on job insecurity and financial anxiety." is accepted.

Table 4. 16. Results of Regression Analysis on the Effect of Covid-19 Fear on Role Conflict and Operation Crisis

	Standardized coefficients			p-value	F	R2
	B	Std. error	t-value			
Fear of Covid-19	.237	.088	3.087	.002	9.532	.024

* $p < 0.005$

According to the regression analysis presented in Table 4.16. this model is statistically significant and can explain 2.4% of the variance of Fear of Covid-19. Role Conflict and Operation Crisis ($R^2 = .024$; $F(1,388) = 9.532$, $p < 0.05$).

Fear of Covid-19 predicted Role Conflict and Operation Crisis in a statistically significant and positive way ($t = 3.087$, $p < 0.05$). In other words, Covid-19 Fear levels of the participants positively affect their Role Conflict and Operation Crisis levels.

In addition, when other predictor variables are held constant and the regression equation is analyzed, a one-unit increase in the level of Fear of Covid-19 will cause an increase of 0.237 in the level of Role Conflict and Operation Crisis (Table 17).

The hypothesis "H_{1b} Fear of Covid-19 has an effect on Role Conflict and Operation Crisis." is accepted.

Table 4. 17. Results of Regression Analysis on the Effect of COVID-19 Fear on General Wellbeing and Job Career Satisfaction

	Standardized coefficients			p-value	F	R ²
	B	Std. error	t-value			
Fear of Covid-19	-2.282	.525	-4.346	.000	18.885	.046

* p<0.001

According to the results of the regression analysis in Table 4.17, this model is statistically significant, and Fear of Covid-19 can explain 4.6% of the variance of General Wellbeing and Job Career Satisfaction ($R^2=.046$; $F(1.388)=18.885$. $p<0.001$).

According to the results, Fear of Covid-19 predicted General Wellbeing and Job Career Satisfaction in a statistically significant and negative direction ($t=-4.346$. $p<0.001$). In other words, the Covid-19 Fear levels of the participants in the study group negatively affect their General Wellbeing and Job Career Satisfaction levels.

Additionally, when the regression equation is examined and the other predictor variables are maintained constant, a one-unit rise in the level of Fear of COVID-19 will result in a fall of - 2.282 in the level of General Wellbeing and Job Career Satisfaction (Table 18).

The hypothesis "H_{2a} Fear of Covid-19 has an impact on General Wellbeing and Job Career Satisfaction" is accepted.

Table 4. 18. Results of Regression Analysis on the Effect of Covid-19 Fear on Work Life Adaptability and Working Conditions

	Standardized coefficients			p-value	F	R ²
	B	Std. error	t-value			
Fear of Covid-19	-1.169	.088	-2.946	.003	8.682	.022

*** p<0.05**

According to the results of the regression analysis in Table 4.18. this model is statistically significant. and Fear of Covid-19 can explain 2.2% of the variance of Work Life Adaptability and Working Conditions ($R^2=.022$; $F(1.388)=8.682$. $p<0.05$).

According to the results, it was determined that Fear of Covid-19 predicted Work-Life Adaptability and Working Condition in a statistically significant and negative direction ($t=-2.946$. $p<0.05$). In other words, Covid-19 Fear levels of the participants in the study group negatively affect Work Life Adaptability and Working Conditions levels.

In addition, when the regression equation is analyzed, when other predictor variables are held constant. a one-unit increase in the level of Fear of Covid-19 will cause a decrease of -1.169 in the level of Work Life Adaptability and Working Conditions (Table 19).

The hypothesis "H_{2b} Covid-19 Fear has an effect on Work Life Compability and Working Condition." is accepted.

Table 4. 19. Regression Analysis Results on the Effects of Job Insecurity and Financial Anxiety. Work Schedule and Demand. Role Conflict and Operation Crisis on General Well-Being and Job Career Satisfaction

	Standardized coefficients			p-value	F	R ²
	B	Std. error	t-value			
Job insecurity and financial anxiety	-2.708	.408	-6.631	.000		
Work Schedule and Demand	.356	.441	.807	.420	18.083	.123
Role Conflict and Operation Crisis	.879	.474	1.853	.065		

*** p<0.001**

This model is statistically significant and Job Insecurity and Financial Anxiety, Work Schedule and Demand, Role Conflict and Operation Crisis can explain 12.3% of the variance of General Wellbeing and Work Career Satisfaction ($R^2=.123$; $F(3.386)=18.083$, $p<0.001$).

Based on the findings, it was determined that Job Insecurity and Financial Anxiety predicted General Well-being and Job Career Satisfaction in a statistically significant and negative direction ($t=-6.631$, $p<0.001$). In other words, the levels of Job Insecurity and Financial Anxiety of the participants in the study group negatively affect levels of their General Well-being and Job Career Satisfaction.

Moreover, when the regression equality is examined, as the other predictor variables are held constant, a one unit increase in Job Insecurity and Financial Anxiety will lead to a decrease of -1.169 in General Wellbeing and Job Career Satisfaction (Table 19).

Additionally, it was determined that Work Schedule and Demand and Role Conflict and Operation Crisis did not have a notable effect on General Wellbeing and Job Career Satisfaction ($p>0.005$) (Table 20).

The hypothesis "H_{3a} Job Insecurity and Financial Anxiety have an effect on General Well-being and Job Career Satisfaction" is accepted.

The hypothesis "H_{3b} Work Schedule and Demand have an effect on General Welfare and Job Career Satisfaction" is rejected.

The hypothesis "H_{3c} Role Conflict and Operation Crisis have an effect on General Wellbeing and Job Career Satisfaction" is rejected.

Table 4. 20. Regression Analysis Results on the Effects of Job Insecurity and Financial Anxiety. Work Schedule and Demand and Role Conflict and Operation Crisis on Work Life Adjustment and Working Condition

	Standardized coefficients				F	R ²
	B	Std. error	t-value	p-value		
Job Insecurity and Financial Anxiety	-1.600	.300	-5.340	.000		
Work Schedule and Demand	-.656	.324	-2.028	.043	23.109*	.152
Role Conflict and Operation Crisis	.412	.348	1.184	.237		

*** p<0.001**

According to the results of the regression analysis in Table 4.20, this model is statistically significant and Job Insecurity and Financial Anxiety, work Schedule and Demand. and Role Conflict and Operational Crisis can explain 15.2% of the variance of Work Life Adaptability and Working Conditions ($R^2=.152$; $F(3.386)=23.109$. $p<0.001$).

According to the results, it was determined that Job Insecurity and Financial Anxiety predicted Work Life Adaptability and Working Condition in a statistically significant and negative direction ($t=-5.340$. $p<0.001$). In other words. the levels of Job Insecurity and Financial Anxiety of the participants in the study group negatively affect the levels of Work Life Adaptability and Working Conditions.

In addition, when the regression equation is analyzed and when the other predictor variables are held constant, a one unit increase in Job Insecurity and Financial Anxiety will lead to a decrease of -1.600 in Work Life Adaptability and Working Conditions (Table 21).

According to the results, it was determined that Work Schedule and Demand predicted Work-Life Compatibility and Working Condition in a statistically significant and negative direction ($t=-2.028$. $p<0.05$). In other words, it has been determined that the Work Schedule and Demand levels of the participants in the study group negatively affect the levels of Work Life Adaptability and Working Conditions.

Moreover, when examining the regression equation and when the other predictor variables are held constant. a one-unit increase in the level of Work Schedule and Demand will cause a decrease of -0.656 in the level of Work Life Adaptability and Working Conditions (Table 21).

Moreover, it was determined that Role Conflict and Operation Crisis did not have a significant effect on Work Life Adaptability and Working Condition ($p>0.005$) (Table 20).

The hypothesis "H_{3d} Job Insecurity and Financial Anxiety have an effect on Work Life Adjustment and Working Conditions" is accepted.

The hypothesis "H_{3e} Work Schedule and Demand have an impact on Work Life Compatibility and Working Conditions" is accepted.

The hypothesis "H_{3f} Role Conflict and Operation Crisis have an effect on Work Life Adjustment and Working Conditions" is rejected.



4.6 Mediating Effect Analysis

In order to evaluate the findings for the hypothesis "H4: Job stress has a mediating effect on the effect of Covid-19 fear on quality of work life", a three-stage regression analysis proposed by Baron and Kenny(1986) was implemented. According to this method,

✓ The first step is "the independent variable should have an effect on the mediator variable." (H2: hypothesis)

✓ The second step is "The independent variable should have an effect on the dependent variable." (H1 hypothesis)

✓ The third step states that "When the mediator variable is included in the regression analysis in the second step, if the regression coefficient of the independent variable on the dependent variable decreases, partial mediation can be assessed, and if the effect of the independent variable on the dependent variable disappears full mediation effect can be assessed". In addition to this, "the mediator variable should have a significant effect on the dependent variable (H3 hypothesis)."

Table 4. 21. The mediating effect of Job Stress on the effect of fear of Covid-19 on quality of work life

Quality of Work Life	B	Std. Error.	t-value	P-value	F	R2
Fear of Covid-19	-3.395	.909	-3.733	.000	36.110	.157
Job Stress	-4.537	.650	-6.978	.000		

According to the results of the regression analysis in Table 4.21. the multiple linear regression model is statistically significant, and Fear of Covid-19 can explain 15.7% of the variance of quality of work life and job stress ($R^2=.157$ $F(2,387)=36.110$. $p<0.001$).

According to the regression results, it was determined that Fear of Covid-19 affected quality of work life negatively and statistically significant ($t=-3.733$. $p<0.001$). Furthermore, it was found that job stress had a negative and statistically significant ($t=-6.978$. $p<0.001$) effect on quality of work life.

When the Baron and Kenny (1986) model is applied, it is seen that the regression coefficients in the first step and the second step are significant (See Table 4.13 and Table 4.14).

According to the regression analysis result in Table 4.6.1 . it was determined that the effect of the independent variable (Fear of Covid-19) on the dependent variable (quality of work life) continued ($p>0.05$) and the regression coefficient decreased.

It is seen that the mediator variable (Job Stress) has an effect on the dependent variable (quality of work life).

In this case, job stress has a partial mediating effect on the effect of Fear of Covid-19 on quality of work life.

The hypothesis "H4 Job stress has a mediating effect on the effect of fear of Covid-19 on quality of work life." was supported.

4.7. Tests of Differences

In this section of the study, the variations between the average scores obtained from the variables based on the distribution of the research participants by gender, age, marital status, education level, and working year will be discussed.

4.7.1. Independent Sample T-Test for Gender

According to the analysis result (see table 4.16); while the participants' fear of Covid-19, Work-Related quality of life, work-life compatibility and working conditions and work stress scores differed significantly according to gender ($p<0.05$), work stress, job insecurity and financial concern, work schedule and demand, role conflict and operation crisis. general well-being and job-career satisfaction scores do not differ significantly according to gender ($p>0.05$). In other words, while the gender status of the participants made a difference in the group average scores of fears of Covid-19, Work-Related quality of life, work-life compatibility and working conditions and work stress, work stress, job insecurity and financial concern, work schedule and demand, role conflict, ,it was revealed that the group mean scores for operation crises, general well-being, and job-career satisfaction did not vary. Finally, for male participants, it has been determined that the levels of Work-Related quality of life, work-life compatibility and working conditions and work stress are higher than female participants, and the fear of Covid-19 level of female participants is higher than male participants.

Table 4. 22. Differentiation of the Scores Obtained from the Variables According to the Gender Status of the Participants

Variables	Gender	N	$\bar{X}$	SD	t-value	p-value
Fear of Covid-19	Female	170	2.34	.92	2.913	.004
	Male	220	2.09	.80		
Work Stress	Female	170	4.42	1.20	.907	.365
	Male	220	4.30	1.21		
Job insecurity and financial concern	Female	170	4.54	1.45	1.085	.279
	Male	220	4.37	1.55		
Work schedule and demand	Female	170	4.59	1.33	1.231	.219
	Male	220	4.43	1.33		
Role conflict and Operation crisis	Female	170	4.06	1.39	-.156	.876
	Male	220	4.08	1.27		
Work-Related Quality of Life	Female	170	74.44	15.53	-2.406	.017
	Male	220	78.50	17.24		
General well-being and Job-career satisfaction	Female	170	40.58	8.78	-1.768	.078
	Male	220	42.22	9.37		
Work-life compatibility and Working conditions	Female	170	24.79	6.27	-2.585	.010
	Male	220	26.58	7.13		

4.7.2. Independent Sample T-Test for Marital Status

According to the analysis result (See Table 19); while the Fear of Covid-19 score of the participants differed significantly according to their marital status ($p < 0.05$); Work Stress, Job insecurity and financial concern. work schedule and demand, role conflict and operation crisis, Work-Related quality of life, general well-being and job-career satisfaction, work-life compatibility and working conditions and work stress scores does not differ significantly according to marital status ($p > 0.05$). In other words. while the marital status of the participants made a difference in the fear of Covid-19 group mean score, it did not cause differences in work stress. job insecurity and financial concern. work schedule and demand. role conflict and operation crisis. Work-Related quality of life, general well-being and job-career satisfaction. work-life compatibility and working conditions and work stress. Finally, for single participants, fear of Covid-19 levels was found to be higher than other participants.

Table 4. 23. Differentiation Status of the Scores Obtained from the Variables According to the Marital Status of the Participants

Variables	Marital Status	n	$\bar{X}$	SS	t-value	p-value
Fear of Covid-19	Married	178	2.32	.88	2.657	.008
	Single	212	2.09	.84		
Work Stress	Married	178	4.40	1.09	.695	.488
	Single	212	4.32	1.30		
Job insecurity and financial concern	Married	178	4.47	1.44	.287	.774
	Single	212	4.43	1.57		
Work schedule and demand	Married	178	4.57	1.22	1.022	.307
	Single	212	4.44	1.42		
Role conflict and Operation crisis	Married	178	4.10	1.19	.503	.615
	Single	212	4.04	1.42		
Work-Related Quality of Life	Married	178	77.39	16.76	-.715	.475
	Single	212	76.18	16.52		
General well-being and Job-career satisfaction	Married	178	41.90	9.07	.779	.436
	Single	212	41.17	9.21		
Work-life compatibility and Working conditions	Married	178	26.09	6.78	.762	.447
	Single	212	25.56	6.86		
Work stress	Married	178	9.40	3.00	-.150	.881
	Single	212	9.44	2.86		

4.7.3. ANOVA for Age Category

The results of the homogeneity test of variances were analyzed using the Levene's Test in Table 4.18. All variables fulfilled the homogeneity of variances assumption ($p > 0.05$), as determined by the results of the analysis.

Table 4. 24. Test of Homogeneity of Variances for Age

Scale	Levene			
	Statistic	df1	df2	p-value
Fear of Covid-19	.403	3	386	.751
Work Stress	1.516	3	386	.210
Job insecurity and financial concern	2.386	3	386	.069
Work schedule and demand	1.500	3	386	.214
Role conflict and Operation crisis	.959	3	386	.412
Work-Related Quality of Life	.963	3	386	.640
General well-being and Job-career satisfaction	1.086	3	386	.352
Work-life compatibility and Working conditions	1.998	3	386	.106

According to the analysis result (see table 4.19), while participants' work-related quality of life, general well-being and job-career satisfaction, work-life compatibility and working conditions scores differed significantly according to age ($p < 0.05$); fear of Covid-19, work stress, job insecurity and financial concern, work schedule and demand, role conflict and operation crisis, and work stress scores do not differ significantly ($p > 0.05$). In other words, the age status of the participants caused mean group differences in Work-Related quality of life, general well-being and job-career satisfaction, work-life compatibility and working conditions, it did not cause differences in fear of Covid-19, work stress, job insecurity and financial concern, work schedule and demand, role conflict and operation crisis, and work stress. Finally, for 50 years old and above participants; it was determined that the levels of work-related quality of life, general well-being and job-career satisfaction, work-life compatibility and working conditions were higher than the other participants. Finally, group averages were analyzed with Tukey, a parametric multiple comparison test, and a significant difference was found between Work-Related Quality of Life, General well-being and Job-career satisfaction and Work-life compatibility and Work conditions groups.

Table 4. 25. Differentiation Status of Scores Obtained from Variables According to Age Status of Participants

Variables	Age	N	$\bar{X}$	SS	F-value	p-value	Group Diff
Fear of Covid-19	18-29	130	2.19	.85	2.582	.053	
	30-39	165	2.28	.89			
	40-49	67	1.95	.82			
	50 years old and above	28	2.33	.80			
Work Stress	18-29	130	4.36	1.30	.532	.660	
	30-39	165	4.41	1.17			
	40-49	67	4.19	1.26			
	50 years old and above	28	4.39	.86			
Job insecurity and financial concern	18-29	130	4.46	1.66	.584	.626	
	30-39	165	4.53	1.40			
	40-49	67	4.24	1.55			
	50 years old and above	28	4.45	1.23			
Work schedule and demand	18-29	130	4.49	1.41	.204	.894	
	30-39	165	4.55	1.29			
	40-49	67	4.40	1.41			
	50 years old and above	28	4.46	1.02			
Role conflict and Operation crisis	18-29	130	4.10	1.40	.704	.550	
	30-39	165	4.09	1.32			
	40-49	67	3.87	1.30			
	50 years old and above	28	4.26	.96			
Work-Related Quality of Life	18-29	130	75.06	18.23	7.464	.000	<u>1→3,4</u> <u>2→3,4</u>
	30-39	165	74.32	15.76			
	40-49	67	81.58	14.92			
	50 years old and above	28	87.07	10.94			
General well-being and Job-career satisfaction	18-29	130	40.51	9.86	6.376	.000	1→3,4 2→3,4
	30-39	165	40.35	8.74			
	40-49	67	44.22	8.45			
	50 years old and above	28	46.46	6.67			
Work-life compatibility and Working conditions	18-29	130	25.42	7.82	7.286	.000	1→4 2→3,4
	30-39	165	24.64	6.30			
	40-49	67	27.64	5.96			
	50 years old and above	28	30.04	3.74			

4.7.4. ANOVA for Education Level

The results of the homogeneity test of variances were analyzed with Levene's Test, which is given in Table 4.20. According to the results of the analysis, it was determined that all variables provided the homogeneity of variances assumption ($p > 0.05$).

Table 4. 26. Test of Homogeneity of Variances for Education

Variables	Levene Statistic	df1	df2	p-value
Fear of Covid-19	1.292	3	386	.277
Work Stress	1.937	3	386	.123
Job insecurity and financial concern	2.472	3	386	.061
Work schedule and demand	1.023	3	386	.382
Role conflict and Operation crisis	1.017	3	386	.385
Work-Related Quality of Life	1.165	3	386	.323
General well-being and Job-career satisfaction	.874	3	386	.455
Work-life compatibility and Working conditions	.843	3	386	.471

According to the analysis result (see table 4.21); job security and financial concern scores of the participants differed significantly based on their education level ($p < 0.05$); fear of Covid-19, work stress, work schedule and demand, role conflict and operation crisis, Work-Related quality of life, general well-being and job-career satisfaction, work-life compatibility and working conditions and work stress scores do not differ significantly ($p > 0.05$). In other words, while the educational status of the participants created a difference in the job insecurity and financial concern in group mean score, it did not cause difference in fear of Covid-19, work stress, work schedule and demand, role conflict and operation crisis, Work-Related quality of life, general well-being and job-career satisfaction, work-life compatibility and working conditions and work stress. For participants with master's/doctorate education level; job security and financial concerns were found to be higher than the other participants. Finally, group means were analysed with Tukey, a parametric multiple comparison test, and no significant difference was found between Job insecurity and financial concern groups.

Table 4. 27. Differentiation Status of Scores Obtained from Variables According to Participants' Educational Status

Variables	Education Status	N	$\bar{X}$	SS	F-value	p-value
Fear of Covid-19	High School or Below	30	2.29	.88	.370	.775
	Associate	33	2.16	.77		
	Bachelor's	218	2.17	.83		
	Master's/Doctorate	109	2.25	.95		
Work Stress	High School or Below	30	3.98	1.11	1.579	.194
	Associate	33	4.45	1.26		
	Bachelor's	218	4.32	1.28		
	Master's/Doctorate	109	4.49	1.05		
Job insecurity and financial concern	High School or Below	30	4.01	1.40	2.687	.046
	Associate	33	4.51	1.58		
	Bachelor's	218	4.35	1.58		
	Master's/Doctorate	109	4.75	1.31		
Work schedule and demand	High School or Below	30	3.91	1.14	2.168	.091
	Associate	33	4.62	1.36		
	Bachelor's	218	4.55	1.36		
	Master's/Doctorate	109	4.52	1.30		
Role conflict and Operation crisis	High School or Below	30	4.01	1.08	.325	.807
	Associate	33	4.20	1.25		
	Bachelor's	218	4.02	1.39		
	Master's/Doctorate	109	4.14	1.28		
Work-Related Quality of Life	High School or Below	30	76.87	12.34	.199	.897
	Associate	33	76.79	16.88		
	Bachelor's	218	77.22	17.30		
	Master's/Doctorate	109	75.71	16.33		
General well-being and Job-career satisfaction	High School or Below	30	40.70	7.64	.470	.704
	Associate	33	41.61	8.92		
	Bachelor's	218	41.95	9.26		
	Master's/Doctorate	109	40.80	9.40		
Work-life compatibility and Working conditions	High School or Below	30	26.17	5.86	.342	.795
	Associate	33	24.82	7.23		
	Bachelor's	218	26.00	7.04		
	Master's/Doctorate	109	25.61	6.54		

4.7.5. ANOVA for Experience Level

The results of the homogeneity test of variances were analyzed using the Levene's Test in Table 4.22. According to the analysis's findings, it was determined that all variables provided the homogeneity of variances assumption ($p > 0.05$).

Table 4. 28. Test of Homogeneity of Variances by Working Time

Variables	Levene Statistic	df1	df2	p-value
Fear of Covid-19	.727	3	386	.536
Work Stress	2.575	3	386	.054
Job insecurity and financial concern	.365	3	386	.778
Work schedule and demand	1.534	3	386	.205
Role conflict and Operation crisis	2.706	3	386	.045
Work-Related Quality of Life	1.372	3	386	.251
General well-being and job-career satisfaction	2.341	3	386	.073
Work-life compatibility and working conditions	1.481	3	386	.219

According to the analysis result (See Table 4.23), work-related quality of life, general well-being and job-career satisfaction, work-life compatibility and working conditions scores of the participants differed significantly according to the working time ($p < 0.05$); Fear of Covid-19, work stress, job insecurity and financial concern, work schedule and demand, role conflict and operation crisis, and work stress scores do not differ significantly ($p > 0.05$). In other words, the working time of the participants caused group mean differences in Work-Related quality of life, general well-being and job-career satisfaction, work-life compatibility and working conditions; it did not cause differences in fear of Covid-19, work stress, job insecurity and financial concern, work schedule and demand, role conflict and operation crisis, and work stress. For the participants, whose working year is more than 10 years; it was determined that the levels of work-related quality of life, general well-being and job-career satisfaction, work-life compatibility and working conditions were higher than the other participants. Finally, group means were analysed with Tukey, a parametric multiple comparison test, and a significant difference was found between Work-Related Quality of Life, General well-being and Job-career satisfaction and Work-life compatibility and Working conditions groups.

Table 4. 29. Differentiation Status of Scores Obtained from Variables According to the Working Time of the Participants

Variables	Time	N	$\bar{X}$	SS	F-value	p-value	Group Diff.
Fear of Covid-19	Less than 1 year	72	2.19	.87	.185	.906	
	1-5 years	113	2.16	.87			
	5-10 years	82	2.25	.83			
	More than 10 years	123	2.21	.89			
Work Stress	Less than 1 year	72	4.17	1.10	.657	.579	
	1-5 years	113	4.40	1.36			
	5-10 years	82	4.39	1.18			
	More than 10 years	123	4.40	1.14			
Job insecurity and financial concern	Less than 1 year	72	4.36	1.52	.108	.955	
	1-5 years	113	4.49	1.59			
	5-10 years	82	4.46	1.49			
	More than 10 years	123	4.45	1.44			
Work schedule and demand	Less than 1 year	72	4.27	1.30	.926	.428	
	1-5 years	113	4.57	1.46			
	5-10 years	82	4.51	1.36			
	More than 10 years	123	4.56	1.21			
Role conflict and Operation crisis	Less than 1 year	72	3.83	1.25	1.004	.391	
	1-5 years	113	4.07	1.51			
	5-10 years	82	4.15	1.28			
	More than 10 years	123	4.15	1.20			
Work-Related Quality of Life	Less than 1 year	72	76.63	17.81	3.676	.012	2→4
	1-5 years	113	72.88	17.17			
	5-10 years	82	77.27	15.79			
	More than 10 years	123	79.97	15.35			
General well-being and Job-career satisfaction	Less than 1 year	72	41.10	10.15	3.654	.013	2→4
	1-5 years	113	39.45	9.35			
	5-10 years	82	42.04	8.55			
	More than 10 years	123	43.28	8.38			
Work-life compatibility and Working conditions	Less than 1 year	72	25.85	6.95	3.129	.026	2→4
	1-5 years	113	24.27	7.36			
	5-10 years	82	26.24	6.44			
	More than 10 years	123	26.89	6.28			

5.FINDINGS and CONCLUSION

This study found that COVID-19 fear has had a significant impact on the quality of work life among airline employees through increased levels of work stress during the pandemic period. The findings indicate that airline employees have faced a variety of challenges and stressors related to the pandemic, including concerns about job security, changes in work responsibilities, and increased workloads. These stressors have had a negative impact on employee well-being and job performance. The results of this study have important implications for organizations and policymakers, as they highlight the need to support the well-being of airline employees during the pandemic and beyond. Interventions include providing emotional and mental health support, clear communication and transparent policies, and implementing flexible working arrangements. Furthermore, it is important to continue monitoring the situation and adapt the support accordingly to ensure the well-being of the workforce.

According to the results of the study and analysis, while the Fear of Covid-19 and Work-Related Quality of Life scores of the participants differed significantly according to gender ($p < 0.05$); the Work Stress score does not differ significantly ($p > 0.05$). While the Work-Related Quality of Life score of the participants differed significantly according to their age ($p < 0.05$); Fear of Covid-19 and Work Stress scores do not differ significantly ($p > 0.05$). While the participants' Fear of Covid-19 scores differed significantly according to their marital status ($p < 0.05$); Work Stress and Work-Related Quality of Life scores do not differ significantly ($p > 0.05$). While the Work-Related Quality of Life score of the participants differed significantly according to the years of employment ($p < 0.05$); Fear of Covid-19 and Work Stress scores do not differ significantly ($p > 0.05$). A negative and low-level correlation was found between the participants' Work-Related Quality of Life and Fear of Covid-19 ($p < 0.05$). A negative and moderate correlation was found between the participants' Work-Related Quality of Life and Work Stress ($p < 0.05$). A positive and low correlation was found between the participants' Fear of Covid-19 and Work Stress ($p < 0.05$).

Work Stress is negatively influenced by the Work Life Quality levels of the participants in the study group. In addition, when the regression equation is analyzed, while other predictive variables are held constant, an increase of one unit in Quality of Work Life will result in a - 0.026 reduction in Work Stress. According to the results found, it was determined that between

Quality of Work Life and Fear of Covid-19, there is a statistically significant and negative effect (predicted) ($\beta=-0.0226$, $t=-4.577$, $p=0.000<0.001$). In addition, when the regression equation is examined, when other predictive variables are kept constant; one unit increase in Quality of Work Life will result in a -0.012 decrease in Fear of Covid-19 level. According to the results found; it is seen that the fear of Covid-19 affects the work stress in a statistically significant and positive way. In addition, when the regression equation is examined, when other predictive variables are kept constant; a one-unit increase in Fear of Covid-19 will result in a 0.213 increase in Work Stress.

In the studies on Covid-19 Fear (Gencer, 2020; Gashi, 2020; Karaca et. al., 2020), based on the gender variable, it is seen that women who participated in the research have higher Covid-19 fear perceptions than men. When the literature is examined, Demir (2019) found that teachers' quality of work life did not differ according to gender variable in his master's thesis study. Likewise, Demir (2016), in his master's thesis study, found that the quality of work life of vocational high school teachers did not cause significant differences according to gender variable. When the literature is examined, there are also studies that have different results. In these studies, it is seen that the gender variable causes significant differences in the level of psychological well-being, and women have higher psychological well-being than men (Cooper et. al. 1995; Ruini et. al. 2003; Yılmaz, 2013; Özden 2014; Gönenç, 2018; Öztürk, 2019). In their study, Aksoy and Atılgan (2021) found that the fear of Covid-19 levels of participants aged 27 and over were significantly higher than the 18-20 age group in terms of age variable. It was observed that as the age of the participants increased, the level of fear of coronavirus decreased. In his study, Gencer (2020) shows that the group with the youngest average age is the group that experiences the fear of coronavirus the most. In other words, it has been determined that young people in the 15-20 age range are the ones who experience the fear of coronavirus the most. The results of the study regarding the relationship between Covid-19 fear and age do not overlap with the literature, Gencer (2020) reached the same conclusion in his study. He demonstrated that the coronavirus fear levels of single participants were higher than those of married participants. On the other hand, according to Kösterelioğlu (2011), married teachers' perception of quality of work life is higher than single teachers. A significant difference was found in the study conducted by Demir (2016). In a study conducted by İsmetoğlu (2017), it was determined that the quality of work life perceptions of teachers who have been in the profession for more than 20 years are higher than those of teachers with less professional seniority. In the study conducted by Alan and Yıldırım (2015), statistically

significant differences were observed in the distribution of work conditions and physical conditions scores, which are sub-dimensions of the Quality of Work Life Scale, according to the working hours of nurses in the profession. In the literature, it is stated that reasons such as intense work pressure and uncertainty cause stress and high stress decreases job performance (Baytar. 2010; Gökğöz. 2013). Although it has been found in many studies that it negatively affects performance, it is thought that the main reason for high performance is the self-evaluation of the employee's performance, but during the pandemic period. employees' fear of losing their jobs. loyalty to their profession. feeling of conscientious responsibility for the need to continue their work or other reasons may be considered.

Considering the results in the literature, it is stated that it is inevitable to decrease the quality of life in case of increased stress (Yamuç & Türker, 2015; Deveci & Avcıkurt, 2017). In other words, the occurrence of stress due to work life causes a negative effect on quality of life (Demirtaş & Demirtaş, 2015). Intense work stress, especially the stress factors encountered in the health sector, may lead to the idea of leaving the job. When the studies conducted in different sectors (Health, Textile, Automotive, etc.) are examined, it is seen that there are parallel findings with the findings of this study (Gökçe, 2022, Noor & Maad, 2008; Zincirkıran et. al, 2015; Serinikli, 2019; Jung & Yoon, 2014; Arshadi & Damiri, 2013; Örücü & Bayramoc, 2022).

For further research, it should be noted that the questionnaire were asked to the participants when the COVID-19 started to decline, but they were asked to fill the questionnaire by thinking the peak point of COVID-19. The fact that some of the airline employees were on unpaid leave or paid unemployment pays from the state when they are asked to fill the questionnaires might cause different results, than expected. Also, the participants were from different airline companies, who applied different policies at pandemics period. It does not bring the participants from same background, but from the same industry. However, it might provide a good ground for future research on aviation sector when the quality of work life would be analyzed among airline employees.

In conclusion, the COVID-19 pandemic has had a significant impact on the quality of work life among airline employees. The fear of contracting the virus and the disruption to their work and personal lives has resulted in increased levels of work stress. The findings of this study reveal that airline employees have faced unique challenges and stressors as a result of the pandemic, including changes to their work duties, increased health and safety concerns, and uncertainty about the future of their employment. The study highlights the need for organizations to provide

additional support for their employees in order to mitigate the negative impact of the pandemic on their well-being and job performance. Additionally, the research provides insight into the ways that the pandemic has affected the working lives of airline employees and can be used to inform the development of policies and programs to support them during this difficult time.



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APPENDIX

Appendix A

Questionnaire

This research is being conducted for the master thesis in Marmara University Institute of Social Sciences titled “The Effect of Covid-19 Fear on Quality of Working Life Through Work Stress During the Pandemic Period: The Case of Airline Employees”. Your answers to the questionnaire will only be used for scientific purposes. It is extremely important that the answers to be given are sincere in terms of the reliability of the results and the quality of the research. Thank you very much in advance for taking the time to fill out the questionnaire and for your support for my study.

1. Your gender?

☐ Male ☐ Female ☐ Other ☐ Rather not say

2. Your age?

☐ 18-29 ☐ 30-39 ☐ 40-49 ☐ 50-59 ☐ 60 years old and above

3. Your marital status?

☐ Married ☐ Single

4. Your education status?

☐ High School or Below ☐ Associate ☐ Bachelor's ☐ Master's ☐ Doctorate

5. The department you work in?

☐ Flight crew ☐ Technical/maintenance
☐ Ground Operations/Passenger handling (check-in/ ticketing) ☐ Catering
☐ Cargo ☐ Sales and marketing ☐ Administration ☐ Other

6. How many years have you been working in this airline industry?

☐ Less than 1 year ☐ 1-5 years ☐ 5-10 years ☐ More than 10 years

Work-Related Quality of Life Scale

	Please read each question carefully and tick the option that best fits your level of agreement with the statement.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I have a clear set of goals and aims to enable me to do my job					
2	I feel able to voice opinions and influence changes in my area of work					
3	I have the opportunity to use my abilities at work					
4	I feel well at the moment					
5	My employer provides adequate facilities and flexibility for me to fit work in around my family life					
6	My current working hours / patterns suit my personal circumstances					
7	I often feel under pressure at work					
8	When I have done a good job it is acknowledged by my line manager					
9	Recently. I have been feeling unhappy and depressed					
10	I am satisfied with my life					
11	I am encouraged to develop new skills					
12	I am involved in decisions that affect me in my own area of work					
13	My employer provides me with what I need to do my job effectively					
14	My line manager actively promotes flexible working hours / patterns					
15	In most ways my life is close to ideal					
16	I work in a safe environment					

17	Generally, things work out well for me					
18	I am satisfied with the career opportunities available for me here					
19	I often feel excessive levels of stress at work					
20	I am satisfied with the training I receive in order to perform my present job					
21	Recently, I have been feeling reasonably happy all things considered					
22	The working conditions are satisfactory					
23	I am involved in decisions that affect members of the public in my own area of work					
24	I am satisfied with the overall quality of my working life					

Fear of Coronavirus-19 Scale

	Please read each question carefully and tick the option that best fits your level of agreement with the statement. While answering the questions, we ask you to think about the peak period of the Covid-19 pandemic.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I am most afraid of Covid-19					
2	It makes me uncomfortable to think about Covid-19.					
3	My hands become clammy when I think about Covid-19.					
4	I am afraid of losing my life because of Covid-19.					
5	When watching news and stories about Covid-19 on social media, I become nervous or anxious.					
6	I cannot sleep because I am worrying about getting Covid-19.					
7	My heart races or palpitates when I think about getting Covid-19.					

Scale of Work Stress

	Please read each question carefully and tick the option that best fits your level of agreement with the statement.	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
1	Tight working time							
2	Work demand on my private life							
3	Excessive workload							
4	Long working hours							
5	Excessive job variety							
6	Staff shortage							
7	Economic instability							
8	Concern on salary cut							
9	Unstable job environment							
10	Emotional stress because of negative news							
11	Concern about layoffs							
12	Forced unpaid leave							
13	Demand for new ideas/proposals to attract new customers (or keep the existing ones) every day							
14	Demands to take over job duties from other departments (e.g., passenger handling and catering)							
15	Unpredictable schedule disruptions							
16	In-flight emergencies/disasters							
17	Extended time away from home and family							