

**IBN HALDUN UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF AIR TRANSPORT MANAGEMENT**

MASTER THESIS

**A RESEARCH ON CRISIS MANAGEMENT
PERCEPTION OF EMPLOYEES AND THEIR
ATTITUDES TOWARD ORGANIZATIONAL
COMMITMENT IN CIVIL AVIATION DURING THE
PANDEMIC**

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**THESIS SUPERVISOR
ASSIST. PROF. SÜMEYYE KUŐAKCI**

ISTANBUL, 2022

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PANDEMIC**

by
GAMZE GELİŐLİ

**A thesis submitted to the School of Graduate Studies in partial
fulfillment of the requirements for the degree of Master of Science in
Air Transport Management**

**THESIS SUPERVISOR
ASSIST. PROF. SÜMEYYE KUŐAKCI**

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APPROVAL PAGE

This is to certify that we have read this thesis and that in our opinion it is fully adequate, in scope and quality, as a thesis for the degree of Master of Science in Air Transport Management

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I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.

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ÖZ

PANDEMİ SÜRECİNDE SİVİL HAVACILIK SEKTÖRÜNDE ÇALIŞANLARIN
KRİZ YÖNETİMİ ALGISI VE ÖRGÜTSEL BAĞLILIK DAVRANIŞLARI
ÜZERİNE BİR ARAŞTIRMA

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Dünya genelinde yaşanan pandemi süreci, hayatın tüm alanlarını son derece olumsuz etkilemiştir. İş dünyası, bu alanların başında gelmektedir. Birçok sektör, pandemi sürecinin yaratmış olduğu finansal kriz etkisi ile faaliyetlerinin durdurmuşlardır ya da faaliyetlerini sonlandırmışlardır. Sivil havacılık sektörü, pandemi sürecinin en kötü etkilerini yaşayan sektörlerden biridir. Sivil havacılık sektörü içerisindeki aktörler, ciddi ölçekli finansal tehditler ile karşılaşmışlardır ve bu durum, zincirleme bir etki yaratmıştır.

Bu araştırmanın amacı, 2020 yılı itibari ile başlayan Covid-19 salgınının sivil havacılık sektörü üzerindeki etkilerini araştırmaktır. Araştırmanın detaylandırılması için de salgın ile birlikte ortaya çıkan kriz süreci, kriz yönetimi, çalışanların bu konudaki algıları ve sürecin sonunda, çalışanların örgütsel bağlılık duygularının gelişimi konusundaki unsurların incelenmesi amaçlanmıştır. Araştırma sonucunda elde edilen bulgulara bakıldığında, çalışanların, örgütsel bağlılığın alt boyutlarından biri olan duygusal bağlılığın kriz öncesi ve sonrası dönemde bireylerde yoğun olarak görüldüğü saptanmıştır. Başka bir deyişle, bireyler, kriz yönetimi ile ilgili algılamalarına göre kriz öncesinde ve sonrasında örgütlerine yoğun bir duygusal bağlılık göstermektedirler. Buna karşın örgüt, kriz dönemini yaşarken bu bağlılık negatif yönlü seyretmektedir. Örgüt üyeleri aktif kriz dönemindeyken karşılaşılan bir takım

zorluklarla baş edememekte ve bu durum onları duygusal olarak olumsuz bir şekilde etkilemektedir.

Anahtar Kelimeler: Çalışan, Kriz Yönetimi, Örgütsel Bağlılık, Pandemi, Sivil Havacılık



ABSTRACT

A RESEARCH ON CRISIS MANAGEMENT PERCEPTION OF EMPLOYEES AND THEIR ATTITUDES TOWARD ORGANIZATIONAL COMMITMENT IN CIVIL AVIATION DURING THE PANDEMIC

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The pandemic period experienced around the world has adversely affected all areas of life. The business world is one of these areas. Many sectors have stopped their activities or terminated their activities with the effect of the financial crisis created by the pandemic. The civil aviation sector is one of the sectors experiencing the worst effects of the pandemic. Actors in the civil aviation sector have faced serious financial threats and this has had a knock-on effect.

The aim of this research is to investigate the effects of the Covid-19 pandemic, which started in 2020, on the civil aviation sector. The aim of the research is to examine the elements of the crisis that emerged with the pandemic including, crisis management perception of employees and the development of the organizational commitment of the employees during the final days of the pandemic.

The research found that emotional commitment, which is one of the sub-dimensions of organizational commitment, was prevalent in individuals before and after the crisis. In other words, individuals, according to their perceptions of crisis management, are attached to their organizations with an intense emotional commitment before and after the crisis.. On the other hand, this commitment is negative while the organization is

going through the crisis period. Members of the organization are unable to cope with a number of difficulties encountered during an active crisis period, and this situation affects them negatively.

Keywords: Civil Aviation, Crisis Management, Employee, Organizational Commitment, Pandemic



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CHAPTER I

INTRODUCTION

In the globalizing world, the rapid economic, technological and sociocultural changes and the intense competition that increase as a result of globalization sometimes bring along crises. It has become almost impossible for local and international businesses to be unaffected by these crises. As of 2020, the Covid-19 pandemic, which had an impact all over the world, negatively affected people's lives, while companies were also extremely negatively affected by this process. Many different sectors have terminated their activities within this process. For companies that continue their business life, this crisis process is not easy to manage.

With the impact of the Covid-19 pandemic, many business sectors around the world have encountered very serious financial problems due to stopped activities. Employees in these sectors have lost their jobs as well and this situation has indirectly affected the whole society negatively. Some sectors are among the most affected by this financial recession. The civil aviation is among these. Especially the financial collapse experienced by airline companies as a result of the cessation of movement of people. Currently, due to the lack of air passengers, some passenger aircraft have been transformed into cargo carrier vehicles. Although at first it did not seem like a suitable step for the expectations of the sector, over time, this initiative started to provide simultaneous benefits for the civil aviation sector and the cargo transportation sector. Cargo transportation has become an important financial alternative for airline companies as a result of decreasing revenues, decreasing number of operations and number of operations in passenger flights.

On the other hand, effective management is required in businesses during crisis processes. Crises contain risks and opportunities at the same time. Therefore, a successful crisis management is possible by managing both risks and opportunities. An effective corporate management will ensure that the business is not affected by

adverse situations that may be experienced, and it will provide an advantage to the business by seizing the opportunities in the new period with the measures to be taken before the crisis and the actions during the crisis periods. The quality and success of corporate governance are very important in reducing the negative effects of the crisis on organizations. However, the most important reason for businesses to fall into crisis is that the top managers cannot foresee the coming crisis or they are incapable of rescuing the organization from the crisis.

Crisis times are times that require corporate managements to do much more than their normal skills. The actors of corporate governance have to be sensitive and act in a guiding manner before, during and after the crisis, which constitutes the content of crisis management processes. Especially, it is very important for managers to be educated, prepared and experienced in order to manage crisis periods well.

This research considers the effect of management's understanding, in the civil aviation sector, on employees' sense of organizational commitment during crisis periods. The civil aviation sector, one of the sectors the civil aviation sector is one of the sectors that has been most affected by past global crises and so it also faced a similar impact during the Covid-19 outbreak. However, the impact of visionary and astute by managers in the handling of these crises has gained importance. This study combines a focus on the elements of corporate governance and organizational commitment with the process of handling the crisis during the Covid-19 outbreak and examines it for the first time in the civil aviation sector.

The purpose of this research is to investigate the effects of the Covid-19 outbreak, which started in early 2020, and to consider its impact on the civil aviation sector. In order to elaborate on Covid-19's impact in this area the research was aimed at examining the factors related to the crisis management perception of employees that emerged during the pandemic, and the development of employees' sense of organizational commitment at the end of the management of the crisis process. On the other hand, in the study, the crisis experienced by the civil aviation sector during the Covid-19 period was selected as a case study, and the effects of the working environment created by the crisis management process on the employees' feelings of organizational commitment in the process were investigated.

Questionnaire technique was preferred to obtain data in the study. The questionnaire form was prepared on the internet and sent to the participants electronically. Feedback has been received over the internet. Participants were informed that the data obtained in the research would not be given to any person and / or institution, but would only be used in academic studies. The questionnaire consists of three parts in total. In the first part, there are questions to determine the demographic characteristics of the participants in the research. In the second part, there are 31 questions about the "Crisis Management Scale" prepared by Ali Aksu and Sevinç Deveci, which consists of three parts: pre-crisis period, crisis period and post-crisis period. In the third part, "Organizational Commitment Scale" (OCQ), which was created by Meyer and Allen and based on the five-point Likert scale, was used.

The universe of this research consists of the officials of all airline companies in Turkey working in different positions. Easily accessible sampling method was used in sample selection. Accordingly, as it is known that it is difficult to reach the employees of all airline companies, a random survey was conducted. Accordingly, the research aims to reach at least 350 people residing in Istanbul and working in the same company. The research is limited to individuals who live in Istanbul and work in the same airline company. Due to various reasons, the fact that the research is carried out exclusively for the employees of an airline company residing in Istanbul and not all employees of the company can be reached are the limitations of this study.

This research focuses on the problems experienced by the employees during the pandemic process, beyond the management problems experienced in the sectoral sense, and the effects of these problems on the psychological situation of the employees. In the literature, there are many studies investigating how employees' organizational commitment is shaped according to the practices of companies. In this study, on the other hand, the effects of the situations faced by the companies on the employees, in the context of the pandemic process and the civil aviation sector, are evaluated in the axis of the sense of organizational commitment.

Accordingly, the research question highlighted in the study is as follows:

Have the difficulties experienced during the pandemic process caused the organizational commitment of civil aviation sector employees to be damaged?

On the other hand, the hypotheses included in the research are listed as follows:

H1: Crisis management perception of employees affects emotional commitment directly and positively.

H2: Crisis management perception of employees affects continuous commitment directly and positively.

H3: Crisis management perception of employees affects normative commitment directly and positively.

H4: Participants' views on organizational commitment show a significant difference according to gender.

H5: Participants' views on emotional commitment differ significantly according to demographic data.

H6: Participants' views on continuous commitment differ significantly according to demographic data.

H7: Participants' views on normative commitment differ significantly according to demographic data.

On the other hand, on the literature side of the research, in the second part, general information about epidemic diseases is given. In the third chapter, there are evaluations on the concept of crisis management. In the fourth chapter, the conceptual framework of organizational commitment is drawn. In the fifth chapter, the results of the previous researches on the subject are evaluated. In the sixth section, there is a survey study conducted on the subject.

CHAPTER II

PANDEMICS AND THEIR EFFECTS

2.1. Definition of Pandemics

Although there are many different diseases around the world, it can be observed that some diseases negatively affect a very large number of people worldwide. The diseases in question prevent people from continuing their daily lives and even cause their deaths. In the field of medicine these kinds of diseases are considered epidemic diseases due to the health effects they create in the population. Conceptually, a pandemic disease is a disease that has universal negative effects within a certain period of time and is not similar to the previous pandemics' identity (European Commission, 2005, p. 30).

The important thing to understand about pandemic diseases is that pandemic viruses can create a worldwide effect in a very short time. When pandemic diseases impact large parts of the world's population, this threat is difficult to combat. At the same time, pandemics pose a threat to social order in addition to the threat to public health. All of these threats reveal consequences that limit normal social life in every sense (Tognotti, 2013, p. 254).

The most critical issue in epidemic periods is the rapid transition of the viruses that cause the disease to spread rapidly between different countries and continents. Although a pandemic may begin in a particular region, it can pass to another region in a short time and can strongly affect a significant part of society around the world. The most important point in the definition of pandemic diseases is that these diseases do not resemble previous epidemic diseases. This can cause the diagnosis and treatment processes to combat the disease to be longer than for known diseases (Peterson, 2002, p. 47).

The concept of epidemic disease is not limited to the content and effects of the disease. In addition, the concept of epidemic disease emerges in various stages. The concepts are as follows (Green et al., 2002, p. 3):

- Epidemic: Disease can be defined as an epidemic disease when it spreads to a wide segment of a population; that is to say, when the current form of a disease has moved from the local to the general population.
- Endemic: Endemic refers to the way in which diseases are encountered in a certain region and population but that do not have a great impact on the population.
- Hyperendemic: Refers to a disease caused by a virus in a certain region, which is no longer limited to that region but is instead expanding to other regions.
- Pandemic: Refers to a new disease, treatment and social life form, which is the result of a disease becoming a universal disease by exceeding the epidemic dimension.

From the definitions of public diseases moving from epidemic, endemic, hyperendemic to fully pandemic as given above it can be observed that the potential for a disease to become a pandemic disease can change rapidly. In this case, it can be seen how the framework, characteristics, and scope of a disease can expand into a pandemic.

Looking at the historical background of pandemics, it can be seen that pandemic diseases spread rapidly, largely due to the contact, communication, interactions and intimacy of people. In particular, interactions based on close contact among individuals are the most effective factors for the expansion of areas of pandemic diseases. Scientific research has also determined, based on mathematical data, that close human interactions have an important effect on the speed of the spread of epidemics and their strong effects (Newman, 2002, p. 1).

2.2. Historical Background of Pandemics

Considering the historical background of epidemic diseases, it is seen that the impact areas of these diseases are extremely wide. In the past, epidemics have virtually destroyed the power of political authoritarians, disrupted business activities, and damaged the functioning of social life. According to this, epidemic diseases go beyond their medical identity and acquire a political, economic and social identity (Dağlar, 2004, p. 15).

When the historical background of pandemics is examined, it is seen that it is wrong to evaluate epidemics only from a medical point of view. Instead, pandemic diseases, especially in times of war, have been known to play a role in the collapse of great empires. In the past, it is seen that not only the goods, ideas, and techniques transferred between societies and civilizations; unfortunately, pandemics had also been transferred between societies and civilizations. Pandemic diseases, which were effective in a limited environment at first, reached different parts of the world for the first time with these transfer processes (Özdemir, 2005, p. 3).

For many years, pandemics have been evaluated on the axis of religious beliefs. Especially in societies where religious factors have a heavy influence, pandemics have sometimes been evaluated as the price of sins. While the diseases in the Middle Ages, which are generally called "plagues", were evaluated with religious elements, they also caused the death of a significant part of the population. This situation has had an important effect on shaping the social structure in Europe. The most important example of this transformation process was seen in the territory of the Roman Empire in the second century AD. Different pandemics have sharply reduced the population of the empire. At the same time, the empire faced serious economic difficulties. The impact went as far as initiating the collapse of the Roman Empire (Akpınar, 2012, p. 97).

On the other hand, there are basically four different approaches for the evaluation of epidemics with their historical dimensions (Yolun, 2012, p. 12-13):

- Epidemics play a leading role in the collapse of civilizations and empires. Outbreaks need to be evaluated in terms of their results rather than their biological dimensions. The consequences of epidemic diseases are among the most important material factors that determine the historical course.
- According to the second approach, outbreaks are reflectors that show power balances, class conflicts and deep social changes in a society. Social groups in the place of the outbreak may show different reactions.
- The third approach concerns the consequences of outbreaks. Epidemics led to changes in established medical theories and practices. New methods and drugs to try to combat infectious diseases began to be tested. Until the developments in physics, chemistry and biology, traditional methods were mostly used in the treatment of diseases. Later, empirical knowledge overturned traditional knowledge.
- According to the fourth approach, outbreaks and medicine are among the most effective weapons for political power and colonialism. According to William McNeill, besides cultural factors, pandemics had been influential to dominate the civilizations around the Mediterranean, Chinese and Indian civilizations.

Considering the above evaluations, it is possible to see that epidemic diseases have an extremely strong ability to change historical flow. Accordingly, epidemics do not only emerge as a disease; The process after the outbreak helps shape world history.

2.3. General Effects of Pandemics

The conceptual foundations of epidemic diseases include the spread of any virus in more than one country or continent in the world in a very wide area and the spread of its effect to very wide areas. In such cases, the epidemic may spread faster than expected and create worse effects than expected, due to the lack of immunity of the communities and the absence of expected opportunities in terms of treatment. Characteristics of epidemics include the rate of spread, effects that occur simultaneously in different regions, the emergence of seasonal diseases such as influenza outside their usual periods, and the risk of death with the disease is much

higher for certain age groups. Outbreaks attract attention as diseases that are extremely difficult to predict (Adıgüzel, 2020, p. 307).

Pandemics are not easily predictable incidents for both state administrations and the mass of the population. However, in such periods, process management is extremely critical, primarily for state administrations to take responsibility. Steps to be taken for the future of society, especially in health issues, lead to the shaping of the future of a state in every sense. The steps taken or that will be taken by state administrations help to keep the processes in political, economic, health-oriented and psychological matters as positive as possible (Archibong, Annan, & Ekhaton-Mobayode, 2020, p. 2).

Considering pandemics experienced in the past, it was seen that the spread rate of epidemics was excessive and the picture that emerged was a result of society's lack of information on the subject as well as the failure to come to the emergencies with any solutions. While state administrations have important responsibilities in order to carry out the management process of combatting a pandemic in a healthy way, the fact that they absolved themselves from these responsibilities to a certain extent caused the masses of people to produce their own solutions, which was a serious obstacle to the functioning of the management process and to finding fast and permanent solutions to health-related problems. During the periods when the plague caused an increase in the mortality rate in Europe, the desperation of the state administrations made the already existing despair of the masses of the people into an even more serious situation (Tanis, 2017, p. 167).

Taken from another perspective, epidemics also put the basic vital elements of society at risk. The most important example of this is the process in Africa where the Ebola virus is experienced. For a long time, the people of Africa could not access basic foodstuffs due to the Ebola virus, and therefore the health of the people was seriously damaged. In addition, the public, whose social effect was restricted, had to struggle against the disease in their region (UNDG, 2015, p. 51-53).

Especially when the period in the early 20th century is examined, it is seen that pandemic diseases are among or the precursors of many events that have negative effects on the economy. Although the Spanish Flu was a part of the devastation

immediately after the First World War, it was also the trigger for the Great Depression that started in 1929. Then, while the foundation of the Second World War was laid with the effect of the Great Depression, pandemics occurred especially in African and Asian countries after this war. All these pandemics and related events have brought with them great financial ruin (Jorda, Singh & Taylor, 2020, p.16).

In the period of pandemic diseases, although human life is the most important issue, the loss of people's lives during a pandemic period has serious financial consequences. The most striking point is that each individual who dies somehow had a place in the economic cycle. Especially when considered in terms of the young and productive population, it is observed that with the deaths, an active segment of society, both producing and consuming, lost their lives, causing a major interruption within the sustainability chain of the economy (Brodeur et al., 2020, p. 4-6).

2.4. Financial Effects of Pandemics

Although pandemic diseases are handled only with their medical dimensions, they show their effects in many different areas. Financial issues are at the top of these areas. Pandemics, especially in socioeconomic terms, cause major collapses around the world. The feeling of panic, intense concern for the future and the threat of economic sustainability that emerged an epidemic are the most important elements of the destructive effects of pandemics in the international arena. The problems that arise in the medical sense gradually become more than regional and acquire a global identity. This global identity causes countries and societies to be negatively affected by the crisis in a type of chain reaction. State administrations and financial institutions need to manage such a crisis positively, but they may have great difficulty. The chaos caused by a pandemic can shift from the political and economic sphere to the social sphere and creates serious problems between society and state administrations (Bloom, Cadarette & Sevilla, 2018, p. 46-49).

A general understanding of the history of Europe in the Middle Ages is extremely important in understanding the devastating financial effects of pandemics. According to this understanding, millions of people lost their lives in the Middle Ages, in Europe,

due to the plague. There were many farmers among these people. In Europe, as a result of the death of a significant part of the farming population, the whole of Europe faced the threat of economic collapse. During this period, the production rate of agricultural products decreased and the public faced a serious threat of famine. On the other hand, an economy of opportunity emerged with the excessive increase in the agricultural products' prices. However, this economic structure triggered an environment of political and social chaos. The recovery process in Europe, which experienced the threat from plague for many years, continued for many years after this threat (Karaoğlu, 2020, p. 10-16).

Taken broadly, it is possible to evaluate the negative effects of epidemic diseases on the economy from different perspectives (Dündar, 2020, p. 844-845):

- A severe epidemic will lead to a decline in world trade. Investors' confidence will be affected in order to worsen economic outcomes with the tendency of the markets to react excessively under conditions of great uncertainty.
- An epidemic will cause supply shock due to reduced size and productivity of the workforce, disruption of production processes) and transition to more costly procedures.
- At the same time, advances in the technology of recent years may allow some companies, especially in the service industries (such as finance, information technology) to do business through electronic communication, which will allow their employees to work from home.
- Economic effects will emerge, with governments' efforts to prevent an epidemic from starting, to control it when it begins, and to mitigate its harmful effects on public health.
- Attempts to quarantine people will likely result in declines in trade, travel and tourism. Given the increasingly global nature of modern production processes, the use of measures to stop the movement within and across countries can cause major economic disruptions.
- People will not want to fly, and as governments will probably close borders, international travel will drop even if it doesn't end.

- The most important long-term economic impact of an epidemic disease will probably be a reduction in human capital over a long period of time.
- Although the recovery of the investment environment will take years, an epidemic will also produce winners and losers, especially in the real estate market.

According to the above factors, it is possible to see that pandemics are an extremely large threat to states and the global economy. In the axis of these threats, pandemics have the ability to radically change the planning and strategies of the global economy. The most serious threat during these conditions is on the income level of the society and especially on the working lives of working individuals.

2.5. Effects of Pandemics on Civil Aviation Sector

In a bulletin published by IATA at the beginning of 2020, the institution stated that the SARS virus was the most serious epidemic to date in terms of its impact on traffic volumes in civil aviation. In 2003, IATA stated that the SARS virus outbreak caused Asia-Pacific airlines to lose 8% of their annual passenger kilometer/mile revenue. On the other hand, the SARS virus caused Asia-Pacific airline a loss of USD 6 billion in revenue. Again, according to the evaluations of IATA, the 2005 and 2013 bird flu crisis had a much milder and short-term effect. Finally, IATA stated that during the South Korean MERS pandemic, the civil aviation industry experienced a 12% decrease in monthly income (European Parliamentary Research Service, 2020, p. 4).

The evaluations of IATA for the period before coronavirus show that the pandemic has created a direct, fast and challenging effect. In this way, the world civil aviation industry has experienced major problems in the recent past in the process of dangerous diseases such as SARS, H1N1 and MERS. However, the immediate effects of these problems can be considered as the biggest threat to the industry.

In the current situation, various travel restrictions are applied in order to prevent the spread of the disease in general during the pandemic threat processes emerging in the world. For the Covid-19 outbreak, intense travel restrictions have been created as a precaution. First of all, flights from Wuhan, China, where the disease was first seen,

were stopped to rest of China as well as to other countries. With the disease also seen in South Korea, Hong Kong and Japan, travel restrictions were imposed on these countries. Later, the increasing number of cases in Iran, Italy and Spain brought aviation to a halt (Wilson & Chen, 2020, p. 1).

Related studies have been carried out regarding pandemic diseases in recent years. In the literature, for example, there are studies in which the effects of the swine flu pandemic, ebola pandemic, avian flu and SARS pandemic and foot and mouth disease pandemic on tourism sector are analyzed. The studies reviewed here focus on the impact of pandemics on the tourism sector of certain regions. For example, Haque and Haque (2018) looks at on the impact of the swine flu pandemic on the Brunei tourism sector, Kuo et al. (2008) focuses on the impact of SARS and bird flu outbreaks on Asia's international tourism demand. In this study, an evaluation was made by examining the changes in the number of tourists coming to the regions where pandemic diseases are most common. First of all, the concept of crisis and its relationship with the tourism sector were discussed in the study (Çeti & Ünlüönen, 2019, p.110).

First of all, air traffic has decreased significantly with the cancellation of flights to and from China by airline companies, and then stopping the flights of countries with symptoms of the disease. Eurocontrol has recorded the figures as of January with the worldwide occurrence of the disease, and in particular, it predicted that the flight traffic in the European network will decrease by 0.4% as of February, and the traffic will decrease further in the following months (SHGM, 2020a).

According to the February statistics published by Eurocontrol, it has been announced that the flight traffic in the European network decreased by 2.6% due to the Covid-19 outbreak. It was also stated that the daily flights of 20 Eurocontrol member countries have been reduced. It was stated that reciprocal flights between China and Europe decreased by 61%, with 98 fewer flights per day, and the countries most affected by flights with China were Germany, England, France and Italy (SHGM, 2020b).

CHAPTER III

CONCEPT OF CRISIS & CRISIS MANAGEMENT

3.1. Concept of Crisis

The concept of crisis is discussed by many disciplines. The science of psychology, for example, evaluates crisis as the loss of the individual's ability to solve their problems. Behavioral sciences view crisis as a behavioral disorder or a state of extreme deviation from social norms. Political science, on the other hand, treats the crisis as the state of decision-making units' inability to resolve the problems. According to economics, crisis is defined as the rapid and long-term contraction of economic activities. For companies, on the other hand, crisis is a series of events that hinder, disrupt and even create destructive effects on the activities of the company. For a company, a crisis can be any event that may cause sudden and severe damage to its employees, reputation and financial status (Uyan, 2016, p. 692).

According to Filiz (2007, p. 7), a crisis amplifies time pressure for making a decision, which occurs suddenly and unexpectedly, and which adversely affects all kinds of goals and interests of a country's organization, as well as political, economic, socio-cultural life. Crisis is a period of chaos and difficulties, which creates a high level of stress, and which is very difficult to completely prevent. Although a crisis cannot be foreseen in advance, it can be turned into opportunities when managed well. In another evaluation, crisis is defined as a negative impact of main structures, values and norms in line with sudden developments and in an unpredictable way (Maya, 2014, p. 211). In an analytical study, Forgues and Roux-Dufort (1998) concluded that the concept of crisis is defined in different ways in the management literature. These definitions characterize crisis as an event or a process. Although the concept of crisis is defined differently, it is unpredictable (natural disasters), dynamic and variable, unstable and uncertain, threatening and complex, feeling of loss of control, time pressure, misinformation and rumor, absence of borders, requiring detailed investigation by the

public or the media. characteristics constitute the common aspects of definitions (Mustafayeva & Dosaliyeva, 2015, p. 150).

The use of different concepts such as concern, stress, disaster, and panic in the business management literature instead of crisis makes it more difficult to make a comprehensive definition of the idea of crisis. Based on these concepts, it is possible to say that crisis has a wide range of definitions. Crisis is a situation of tension that is encountered as a result of insufficient solutions to unplanned problems that cause malfunctions in the organizational and managerial processes of companies and to shake the organizational order in the face of factors that are the source of the crisis. In a company, it can be said that the crisis situation has started in the company in case of increasing conflicts among employees, decreasing the impact of company activities, damaging the company image and becoming increasingly impossible for the company to achieve its goals (Küçük & Bayuk, 2007, p.797).

Specifically, a crisis is a situation or an event in which causes and consequences are not fully known, are highly complex, and unlikely to occur, but may threaten the existence of the organization if it occurs, often not allowing enough time to respond. Difficulties experienced in terms of organizational management in crises; In addition to the unpredictability of the changing situation, the necessity of quick action during the crisis, and the diversification of the objectives that come with it, the deficiencies in determining the goals and activities that should be achieved primarily with limited resources. Because the activities that previously resulted in success or led to failure are changing in the new situation and generally there is no specific and single path to follow. The necessity to make decisions emerges in a wide range of problems arising from insufficient knowledge both economically and strategically (Milašinović & Kešetović, 2008, p. 168-171).

3.2. Features of the Crisis

When the crisis is considered as a management problem, every problem that does not endanger the life of the organization and does not disturb the balance of the organization cannot be called a crisis. It is incorrect to call the common problems

encountered by management a crisis, for example, the inability to collect correct and complete information, the presence of communication barriers, and low morale and motivation caused by the variable expectations of the employees as these are standard problems for managers and organizations. In contrast, one of the factors that differentiates a crisis from average problems is the threat of destroying the continuity of the organization (Valackienbic & Virbickait., 2011, p. 318-320).

Although a detailed theory on the concept of crisis and crisis management has not been put forward, a general framework had been drawn about crisis and its causes. Not every event faced by the managers is a crisis; It can be said that a crisis has its own characteristics, and although there are different types of crises, many common features of these crisis types can be identified. It is possible to determine the characteristics of the crises that may arise in this context as follows (Güneş & Beyazıt, 2010, p. 17)

- Crises are factors that adversely affect all kinds of goals and interests of a country / company, as well as its political, economic, socio-cultural life.
- Crises occur unexpectedly and unexpectedly.
- Crises require rapid action and implementation of crisis plans so that they can be brought under control and ended completely.
- Crises are situations that astonish decision makers when they arise and therefore cause high levels of stress.
- If the development of models that will solve the problems at the beginning and the growth of the events can be prevented, they will not become a chronic series of crisis. The main goal of crisis management is to prevent the crisis at its inception, before it creates more turmoil.
- The detection of the tension and deficiencies caused by the crisis situation has an accelerating effect in adapting to change by causing businesses to shake up and come to themselves.
- Crisis moments are the situations in which the real identities and leaders are revealed, first of all, a guilty party and then friends are sought.
- Crises create an atmosphere of confusion because they occur at unexpected times and require quick decision-making.

Regardless of the source, crises contain elements that threaten the lives of companies. These threatening factors make some changes in companies necessary. Those who successfully make these changes can be protected from the negative effects of the crisis. However, it is not possible for all companies to successfully realize these changes for many reasons. The nature of the work done, the technology used, the lack of capital, the inexperience of the management staff or the lack of possibility to enter new markets leave companies in a difficult situation (Özdevecioğlu, 2002, p. 95).

Crisis is very different from the routine problems encountered in everyday life. For organizations, crises are unique moments in the history of organizations. In addition, the concept of crisis is also confused with some terms associated with it, such as stress, tension, anxiety, disaster, and panic. For this reason, crisis definitions are formulated by emphasizing the three dimensions of the crisis in general. These are that the crisis threatens the high priority values of the organization, presents a limited response time, and is an unexpected or surprising situation for the organization (Olsson, 2010, p. 90-92).

Crises endanger even the organization's aims, resources and life, and render the standard decision-making, prevention and adaptation system in the organization inoperative. In a crisis situation, management becomes centralized and its control increases. Random decisions are made under the stress of a crisis and in a limited time. Crises are generally sudden changes that cannot be foreseen and cause fear, tension, panic, anxiety, uncertainty, loss of trust, decrease in motivation and conflict in the organization. Crises strongly affect third parties related to the organization such as employees, customers, and the state. Crisis is a vital turning point for the organization, but despite all these, the crisis is not an absolute disaster, it can also be turned into an opportunity (Göztaş, Koker & Alemdar, 2008, p. 1765-1766).

3.3. Crisis Process

Although it can be said that a crisis emerges suddenly, all crises that occur due to other sources, apart from the crises caused by natural disasters such as fire, flood, earthquake, send some signals during the formation process. However, a crisis occurs

when these signals are not taken into account adequately or when it is not known that the signals are signaling an impending crisis.

According to Tutar (2000, p. 50-51), the crisis process consists of three stages:

- Perception of crisis warnings: In this stage, signals about the situations that threaten the organization's purpose and existence have emerged. Problems begin to appear in the organization and its environmental relations. However, the information systems of the organization cannot receive the crisis signals sufficiently and cannot convey them to the management.
- Crisis period: At this stage, a crisis situation has arisen. The organization has entered a crisis period, as the signals of the approaching crisis were received. During the crisis period, situations such as centralization of authority, fear, panic and disruption of the decision process are observed in organizations.
- Resolution: During the crisis period, if solutions cannot be developed to overcome the crisis successfully, the organization may disappear depending on the severity of the crisis. At this stage, the organization's relations with its environment deteriorate.

The crisis is at such a level that all the consequences that will affect the person and the organization in the future can be determined. This is the result of a major turning point in constant drastic change. The crisis represents an extraordinary period. This shows that during the crisis formation process, some wrong decisions were taken in the ordinary management process in the enterprises and environmental formations and changes were not monitored sufficiently.

The crisis period is the period when organizational uncertainty is at a high level. Due to the unpreparedness of the individuals in the organization, panic, anxiety and fear are at a high level and this causes the crisis to grow even more (Karakuş & İnandı, 2018, p. 500).

On the other hand, in the literature, in order to evaluate the crisis, a four-stage process listed below is mentioned (Tağraf & Arslan, 2003, pp. 151-152):

- **Blindness:** At this stage, managers can receive signals that threaten the organization and occur in the internal and external environment, but they are incapable of identifying and defining these changes and developments. The good results that existed in the pre-crisis period have led businesses to be more insensitive and tolerant of all kinds of waste and inadequacies.
- **Inertia:** The senior management, which does not evaluate the effects and consequences of environmental changes and developments on the organization, cannot take the necessary measures against the crisis. In particular, it is considered that the current situation is temporary and will improve over time with standard measures.
- **Wrong Decisions and Activities:** Changes in the environment and uncertainties in the interpretation of internal problems prevent the formation of a dominant opinion among managers about the direction that the management should take. Personal intuitions and interpretations come to the fore.
- **Crisis:** It is inevitable for the organization to enter a crisis period if the signals of the upcoming crisis are not received, interpreted, evaluated and healthy responses are not given. Panic and conflict arise within the organization. Managers tend to save the day, goals and plans are ignored. The organizational climate deteriorates. Decision making becomes centralized, the tendency to be centralized in control increases and decision making is disrupted.

Before companies reach the crisis stage, they get some signals. If these signals are evaluated correctly and the necessary measures are taken, the company will know how to exit the current situation in the most advantageous way, whether it is in a crisis or at the beginning of the crisis formation process. In this respect, strategies and techniques to be developed against the crisis are as important as managing the crisis in dealing with a crisis situation.

3.4. Crisis Management

As in the concept of crisis, different definitions are made in the literature regarding crisis management. According to a definition, crisis management is a process consisting of capturing and evaluating the signals of the crisis in a crisis situation that

may be encountered and taking and implementing the necessary measures in order to overcome the crisis situation with the least loss. According to another definition, crisis management is the process of a manager trying to meet the goals of the organization at an acceptable cost in possibly dangerous situations (Pearson & Clair, 2008, p. 4). Crisis management includes identifying the crisis and its causes, analyzing them, taking measures, implementing measures, predicting future crises based on these measures, implementing previously prepared plans when crises occur, and taking measures against the crisis (Aksu & Deveci, 2009, p. 452).

In addition, crisis management is defined as the ability of an organization to deal with unexpected situations quickly, effectively and effectively in order to reduce threats to human health and safety, loss of public and private company assets, and negative effects on its business or operations. Crisis management is a collection of activities that are implemented in a planned, systematic and rational manner in order to eliminate the situation defined as crisis. It includes systematic step-by-step decisions, forming the team that will implement these decisions, and making new decisions by getting the results of implementation rapidly (Salvador, Ikeda & Crescitelli, 2017, p.15-16).

Crisis management refers to the ability of the organization to quickly and effectively deal with undesirable and unexpected situations such as threats to human health or safety, a decrease in the financial-financial assets of the enterprise or a decrease in its public image. Crisis management is a process that includes a series of activities aimed at eliminating a crisis that has occurred with the establishment of defense and prevention mechanisms against a possible crisis and minimizing the negative effects of the crisis on the enterprise. In other words, crisis refers to the extraordinary developments occurring in the flow of activities in the business, while crisis management is the behaviors shown against these extraordinary situations (Bundy et al., 2017, p. 11-13).

Crisis management, which can be defined as an umbrella term used for an organization to prepare or react to a certain event, refers to the successful management of the perceptions of the society in which the organizations are located and the stakeholders of the organization towards the organization, also in the event of a disaster. Crisis

management is a comprehensive process that includes management, communication, decision-making and leadership functions (Özalp & Levent, 2021, p. 463).

Crisis management has some specific features. Some of these features are as follows (Murat & Mısırlı, 2005, p. 6-7):

- Crisis management primarily aims to reveal companies that can anticipate crises, distinguish their types, take necessary measures accordingly, learn new things from them and recover as soon as possible.
- Prevention of crises varies according to the way managers perceive crises. When managers perceive crises as threats, the probability of success in preventing crises increases.
- Crisis management is an application that has no beginning or end and requires continuity.
- Crisis management is created according to the type of crisis. Since each crisis type has its own signs and solutions, crisis management is shaped according to the crisis types.
- Achieving success in crisis management will increase the self-confidence of managers and increase their morale.
- Since crisis management is an important, necessary, difficult, complex process that takes a long time, it requires flexible, creative, objective, aggressive, courageous group work, ready to act, open to innovation, and being ready for the unknown or unwanted in unexpected situations.
- Factors such as communication, regulation, control, cost, culture, contingency, planning, complexity and interconnectedness of systems are important in crisis management.
- Crisis management requires some skills and a certain tolerance.
- As crises threatens strategic goals, crisis management is included in the scope of strategic management.
- Crisis management team should be trained both physically and mentally.

Crisis management, or crisis management planning, is an art that enables the organization to gain control over its own destiny by removing risk and uncertainty. While crisis management on a sector basis is carried out with the intervention of the

state (public authority), company-based crisis management should include certain procedures and processes. At this point, the evident trend in recent years is to determine the crisis manager who will be at the forefront in a crisis situation and to define the person's duties. The most important responsibility of the crisis manager is to minimize the possibility of a crisis.

3.5. Crisis Management Process

The crisis management process can be defined as the process that includes the determination of possible problems and danger factors for the field of operation of the company and the future, determination of appropriate response and struggle types, the implementation of the measures that can cope with the crisis and the evaluation of the reactions. Crisis management is the process of taking and evaluating the crisis signals in response to a possible crisis situation, and taking and implementing the necessary measures in order for the organization to overcome the crisis with the least loss (Demirtaş, 2000, p. 363).

It can be stated that crisis management consists of three stages: The pre-crisis period, crisis period and post-crisis period. The pre-crisis period is the period in which symptoms are gradually felt before the crisis occurs. During this period, the balanced relationship of the organization with its environment deteriorates and difficulties began to occur in responding to the needs and expectations of the environment. The crisis period, on the other hand, is the most troublesome period experienced by an organization as a result of not being able to correctly identify the signals, problems or risks coming from the internal and external environment of the organization or to make and implement appropriate decisions. Finally, the post-crisis period is a period in which problems are resolved or includes depressive experiences called collapse. At this point, the crisis can be overcome or opportunities can be created by using the last resort. Otherwise, if appropriate solutions cannot be found, the organization may end (Maya, 2014, p. 213).

Augustine (2000) describes the crisis management process in six stages. These stages can be summarized as follows (Sezgin, 2003, p. 191-192; Taneja et al., 2014, p. 79-80):

- **Avoiding the Crisis:** The first phase is naturally the phase of preventing the crisis. Although it is the least costly and easiest way to control a potential crisis, this stage is often skipped altogether. Perhaps many managers consider crises an inevitable condition of daily life and existence.
- **Preparing to Manage Crisis:** Many managers do not devote much time and attention to planning for future crises. The second stage of crisis management is to prepare for the conditions that will arise when prevention efforts do not work, and to make a plan to deal with the various unintended consequences of the crisis when it comes and goes.
- **Identifying the Crisis:** This stage of crisis management, that is, accepting that it is really a crisis, is often the most difficult. Facing reality and accepting a crisis is an important step in crisis management.
- **Freezing the Crisis:** This stage of crisis management requires setting priorities and stopping blood loss. Tough decisions need to be made quickly, moreover. At this stage, stability is critical. The problem at this stage is that you usually don't know what you don't know. Information is too little or too much for you to be able to sift through what is important.
- **Solving the Crisis:** At this stage, speed is essential. The crisis will definitely not wait. Even if you're in the right lane, you'll be crushed if you stand there and wait. The crisis must be resolved with fast and determined initiatives.
- **Benefit from the Crisis:** If an organization has passed the previous stages flawlessly in the crisis management process, that is, somehow managed not to make the crisis worse, the sixth stage provides the opportunity to at least partially correct some losses and start repairing the damage. In summary, every effort should be made to prevent the organization from going into crisis. However, if there is a crisis, the crisis should be acknowledged and managed and the organizational vision should be focused on the long term.

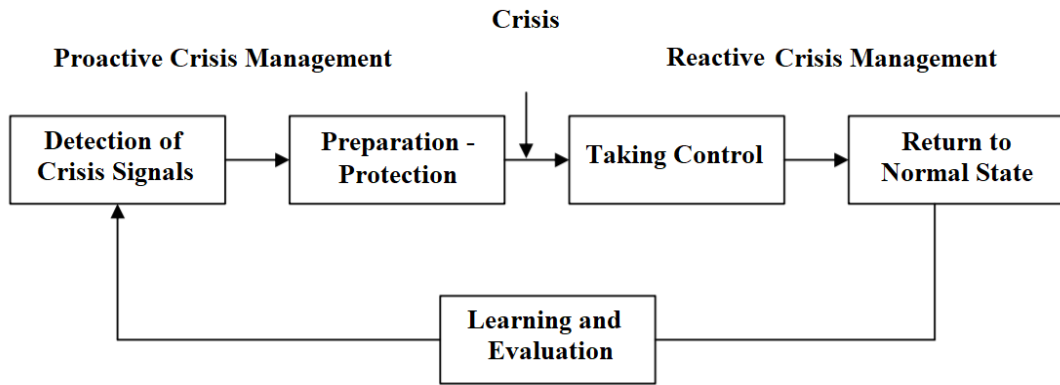


Figure 3.1. The Crisis Management Process (Mitroff & Pearson, cited by Şahin, 2005, p. 66).

Figure 3.1 includes a crisis management process model developed by Mitroff and Pearson. The first two phases dealt with in the crisis management process are aimed at anticipating a possible crisis and for preparation and protection activities. In other words, the first two phases of the crisis management process include the pre-crisis activities of the crisis management process. In the third phase, which is the control of the crisis and the limitation of losses and damages, the activities of the crisis management during the crisis gain importance. In the third phase, the organization tries to deal with an existing crisis, not a possible crisis. In the last two stages of crisis management, efforts are made to eliminate the negative consequences of the crisis and lessons for the future are learned by reviewing the crisis process (Şahin, 2005, p. 67).

CHAPTER IV

ORGANIZATIONAL COMMITMENT

4.1. Concept of Organizational Commitment

From a conceptual point of view, organizational commitment means that the spiritual aspect of the business relationship between an institution or enterprise and its employees becomes more important over time, and in this way, employees consider the organization's interest as having the same value as their own. Beyond this, organizational commitment means that employees act by thinking of the institution or business they are affiliated with, rather than about themselves (Bozkurt & Yurt, 2013, p. 123). In another definition, organizational commitment is the reflection of the feelings of loyalty that emerge in employees' thoughts by gaining an emotional identity about the institution or business the employees are affiliated with, and the reflection of the feeling of loyalty and the spiritual focus in terms of both feelings, thoughts and practices (Bayram, 2005, p. 125).

Organizational commitment also refers to an institutional blocking mechanism. Organizational commitment has an important role in order to prevent negative consequences and potentially negative consequences such as resignation, increased absenteeism, withdrawal and job search activities, job satisfaction, job retention, morale and performance, which are likely to arise within the institutional structure. Accordingly, organizational commitment is an emotion that helps to eliminate all individual or corporate governance-based problems that arise or are likely to arise within the corporate structure (Yenihan, 2014, p. 172).

Organizational commitment is also a very useful feeling for employees to better understand the elements related to the corporate structure. Accordingly, employees understand better and adopt the most important and better corporate vision, mission, purpose, goals and strategies, while they have a sense of organizational commitment.

In this way, it is seen that employees are trying to integrate the road map and planning that the institution has determined or revised in the previous process, into their work lives more strongly (Durna & Eren, 2005, p. 211).

Generally speaking, organizational commitment is an important tool for employees to identify with the institutional structure and to encourage their participation in organizational activities. According to this, working individuals see themselves as individuals who are more connected to their institutions as well as being a part of their institutions outside work, with the effect of their organizational commitment over time. Employees with organizational commitment are now intertwined with their institutions. Now, employees identify their own goals with corporate goals and adopt it as a duty to serve the institution in full compliance with the goals and policies of the institution to be better (Yücel, 2009, p.448).

From another point of view, organizational commitment refers to a situation in which the feeling of belonging is experienced in an intense way and accordingly, a feeling of belonging not only between the employees and the organization, but also the employees feel a commitment among themselves. For this reason, organizational commitment is a factor that helps to develop a sense of intensive integration and cooperation between employees and the organization. Working individuals integrate with the overall institution with a sense of organizational commitment (Demirel, 2008, p. 183).

Guatam et al. States that organizational commitment is a purely psychological element and emerges as a result of the corporate structure and the individual relations of an employee. Researchers also state that the process has a dynamic structure, and they state that this dynamism, organizational commitment, employees, the institution and the actors around the institution continue actively. On the other hand, the most prominent idea in terms of organizational commitment definitions is made by Porter, Steers and Mowday. According to the definitions of the researchers, organizational commitment is a concept that appears to emerge when working individuals fully identify with their institutions, within and outside the institution, and when they make intense efforts towards institutional goals and values (Çavuş & Gürdoğan, 2008, p.21).

4.2. Factors Affecting Organizational Commitment

4.2.1. Organizational Trust

Employees' feelings of trust or distrust in their organizations also provide information about where they will be in the business in the future or whether they will be in the business world with their performance. In this way, individuals trust in their organizations, the presence of a sense of reliability, the profitability of the enterprises, and the satisfaction of the employees with their work and businesses (Demirel, 2008, p. 185-186).

4.2.2. Organizational Communication

Communication within the working mechanisms of businesses also determines the direction and manner of interaction between employees' management and management with employees and employees themselves. Especially in terms of organizational commitment, communication also affects the efficiency and performance of the employees, whether they are satisfied with their businesses or not. Therefore, although the presence of communication creates a positive effect for organizational commitment, failures in communication pose a threat (Şentürk & Çam, 2002, p. 17).

4.2.3. Organizational Management Model

The management styles that businesses adopt uniquely are among the factors that directly or indirectly affect their success or failure. Accordingly, the management model of an enterprise is included in the evaluations of the employees in terms of organizational commitment. In this way, employees see themselves as qualified or incompatible in the process according to the management model of their business and act on this model (Özdevecioğlu, 2003, p. 116).

4.2.4. Organization Culture

The organizational culture, which can be evaluated in parallel with the management model, affects all elements of the business values such as the business culture of a

company. While some elements of organizational culture can be embraced positively for employees, some cultural values are not handled in the same way. Accordingly, the positive impact of the organizational culture of the enterprises on the image of the organization as well as a positive image on the employees may be sufficient to trigger organizational commitment (Gülova & Demirsoy, 2012, p. 61).

4.2.5. Organizational Justice

The fact that business management think in an equitable manner in their decisions about employees and their work helps to gain trust in the eyes of employees. It is extremely important for companies to behave fairly in what is offered to them or in the behavior shown to them in return for their labor. The presence or absence of these fair behaviors can directly affect employees' feelings of commitment to their businesses (Ulukapı & Bedük, 2014, p. 776-777).

4.2.6. Manager-Leader Profile

The attitudes and behaviors of the people in the management of the enterprises and in the leading position are extremely direct and closely influential factors on the motivation of their employees. According to this, leaders and their leadership styles have an effect on the encouragement of the employees or the morale of the employees, as well as for them to do a job or to fulfill a task. Therefore, the existence and practices of leaders play a decisive role in guiding the process and thus organizing the sense of organizational commitment among employees (Karahan, 2008, p. 147).

4.3. Types of Organizational Commitment

4.3.1. Behavioral Commitment

Behavioral commitment is not created easily and in a short time, nor does it disappear. For this reason, businesses take responsibility for the formation of emotional loyalty. Unlike other commitment dimensions, emotional commitment shows a consistently strong relationship with many important organizational variables. The benefit of emotional commitment in predicting organizational outcomes is that unlike any other

type of commitment, it means that more empirical and theoretical attention should be paid to its primary commitment dimensions (Örücü & Kışlalıoğlu, 2014, p. 47).

4.3.2. Continuous Commitment

Continuous loyalty, as a type of loyalty that is not welcomed by companies, reveals the perspective of their businesses as a result of the employees' evaluations in line with their interests. Accordingly, employees feel a certain degree of loyalty to their businesses as long as they meet their material and moral expectations equally and adequately. However, otherwise, there will be no sense of loyalty for the employees, and there is a request to leave the company in the future. This situation shows that feelings of commitment are extremely temporary for such employees and thus an unstable environment can be experienced at any time. Companies are also worried about continuous commitment because they want a firm and strong commitment in the organizational commitment process (Bozkurt & Yurt, 2013, p. 125).

4.3.3. Normative (Compulsory) Commitment

Compulsory commitment, another form of organizational commitment dominated by spiritual feelings, has an individual basis. According to this, whatever companies offer to employees, employees see what they have obtained from their businesses as a matter of loyalty and can take responsibility for their businesses in return for what they have achieved in the past days. According to this, employees can struggle for the success of their businesses by trying to hold and stay in the business, especially in difficult times of their businesses, according to the gains they have gained from their businesses in the past with the prevailing feelings of loyalty. In this process, the fact that the enterprises do not respond to their employees does not cause any problems, even for a certain period, and the employees try to fulfill their duties as on the first day and to remain loyal to their businesses as much as possible (Bozkurt & Yurt, 2013, p.125).

4.4. Organizational Commitment Levels

4.4.1. Low Level

Low commitment, which is a type of commitment that businesses do not want to encounter in any way, is an indication that employees do not act in a business-oriented manner, and it is only the result of the continuity of their wages and their desire to be employed in any workplace. During this period, employees only earn a certain amount of income and only fulfill their assigned duties, do not want to take any responsibility in any way, and thus try to complete their current process in some way. Although this situation creates a serious handicap for businesses, it also creates a threat for the development of employees (Balay, 2000, p. 85-86).

4.4.2. Moderate (Intermediate) Level

Moderate commitment, which can also be seen as a sign of indecision, indicates that employees have a certain sense of commitment, and according to this commitment, employees do not refrain from taking responsibility as long as necessary. Employees who belong to this level of commitment feel that they belong to their businesses and are satisfied with the opportunities offered to them in material and spiritual terms. However, the main threat for employees at this level is that when they obtain any good job offer, they use the opportunity to quickly abandon their existing sense of organizational commitment and thus move away from their businesses in line with their interests (Bayram, 2005, p.136).

4.4.3. High Level

The high level of organizational commitment, which is perhaps the most valuable for businesses, refers to the attachment of employees to their businesses almost as soldiers. Employees at this level take responsibility for their businesses as much as they can, they are content with what they achieve, and ultimately their expectations from their businesses are not at a high level. On this occasion, employees never stop doing anything for them, no matter what they get from their business. However, the critical point in organizational commitment at this level is that enterprises do not take the kind

of attitude that would discourage employees and try to please them as much as possible (Doğan & Kılıç, 2007, p.55).

4.5. Indicators of Organizational Commitment

Organizational commitment, even if it is expressed as a discourse, is a phenomenon that does not create the expected effect during the period when its reflections in practice are not in question. Accordingly, working individuals or institutions have to understand and evaluate the picture created by the concept of organizational commitment correctly. Based on this, elements that can be considered as signs of organizational commitment should be prioritized. These include adoption, sacrifice, identification and internalization.

In the adoption phase for working individuals, it is possible to approach the opportunities offered by the institution in a positive way and to reveal individual behaviors in a sincere manner based on this. Employees, who generally adopt their institutions, can express their feelings and thoughts in a sincere and detailed manner, and on the basis of their behavior, they accept all the values of their institutions and, in parallel, all the practices of their institutions (İnce & Gül, 2005, p.9).

Sacrifice, which can be considered as another organizational commitment indicator, expresses a feeling that employees take important responsibilities in terms of organizational commitment. This feeling expresses that the employees not only assume the responsibilities assigned to them within the corporate structure, but also go beyond this and take responsibilities in different subjects and realize this willingly and knowingly. Employees who work with a sense of sacrifice have embraced the identity of their institutions and exhibit all the necessary behaviors more than expected (İnce & Gül, 2005, p. 10).

The sense of identification refers to the employees' evaluation of themselves as one with their organization. Accordingly, employees put themselves in the shoes of their institutions by individualizing the practices, corporate image, achievements, unhappy events, and their efforts. This type of identification also shows that employees are firmly committed to the identity of their organization. This commitment emerges in

parallel with the sense of organizational commitment and refers to the employees' adaptation of all vital activities and elements of their institutions to their own lives (Başyigit, 2006, p.67).

Finally, the sense of internalization stands out as the strongest symptom of organizational commitment. Accordingly, employees who tend to internalize have such strong and intense feelings about the existence, operations and behaviors of their institutions that over time these feelings turn into a protective feeling for their institutions. Employees experience an intensity of feelings that are protective, supportive of their institutions in every sense and they can see themselves as a soldier of their institutions (İnce & Gül, 2005, p.11).

4.6. Factors That Negatively Affect Organizational Commitment

Although organizational commitment reveals an extremely positive view in conceptual terms, it is also possible that organizational commitment harms the process by being affected by negative factors. This situation negatively affects the formation or course of organizational commitment within the institutional structures. For this reason, institutional managements are sensitive in order not to experience these negative situations. Nevertheless, both individuals and institutions working in the process are responsible for the formation of factors that negatively affect organizational commitment.

In general, it is possible to list the factors that are under the responsibility of employees regarding the factors that negatively affect organizational commitment (Doğan, 2002, p. 74-75; Güney, 2006, p. 111):

- The opportunities provided by the institution are no longer sufficient,
- Expecting more than the amount or level of labor put into practice,
- Focusing on responsibilities outside the institution rather than the responsibilities held within the institution,
- Observing frequently occurring tendencies to change jobs,
- Refusing to communicate and revealing closed attitudes and behaviors,

- Paying more attention to individual interests, leaving aside common interests in the institutional sense,
- Integration of individual problems in social life directly to all points of business life,
- The realization of unqualified relations with the executive sector,
- Adoption of behaviors that focus on problem-producing rather than individual problem-solving.

On the other hand, regarding the factors that negatively affect organizational commitment, it is possible to list the factors that are under the responsibility of institutions as follows (Çetin 2004, p. 34; Seçer & Seçer, 2007, p. 148):

- Adoption of a management approach focused solely on corporate interests and adoption of this on a long-term basis,
- Abandoning a fair management approach and acting by focusing on the interests of certain individuals or segments,
- No steps are taken to increase the potential of human relations with employees,
- Leaving behind the motivation factor, which has an important value for the employees,
- Constructing the leader and leadership elements unilaterally towards the authority of the leader,
- Very high employee turnover rate,
- Employees' opinions are not valued enough,
- Ignoring the labor-wage balance in wage presentation,
- Imbalances between vision and mission's discourse and practice.

Considering the behaviors and practices of both employees and corporate governance structures that pose an obstacle to organizational commitment, the problems created by the focus of both segments on their own interests draw attention. These problems constitute an obstacle to direct communication with their organizations, especially for employees.

CHAPTER V

LITERATURE REVIEW

Özdevecioğlu (2002, p. 111-112) investigated the negative effects of crisis on the managerial and organizational structure of businesses and mentioned the place of organizational commitment in the process. Özdevecioğlu has determined that companies have coordination problems during crisis periods. This coordination problem causes the employees to have concentration problems and at the end of the process, the employees act on their own. This autonomous working structure causes the sense of organizational commitment to disappear over time.

Karcioğlu and Kaygın (2010, p. 28) conducted research on the negative effects of the crisis on the managerial and organizational structure of the organizations and the determination of the job satisfaction levels of the employees, and they also mentioned the organizational commitment of the employees in the research. As a result of the findings of the researchers, whether or not companies define the process correctly in a crisis process, in turn, reveals three important results. The quality of the crisis perceptions of the company management primarily creates a sense of trust for the employees. Afterwards, the feeling of job satisfaction of the employees are strengthened. Finally, employees' sense of organizational commitment gradually increases.

Akıncı (2011, p. 149-150) investigated the role and importance of human resource management in the crisis process in accommodation establishments, and also examined the place of organizational commitment in the process. The results of the research revealed the importance of human resources in terms of crisis management. But more importantly, the main goal of human resources in crisis management is to keep the commitment of the employee's constant. Especially in terms of people management, in order that the crisis does not create a commitment problem, it is

necessary to give important messages to the employees and these messages directly affect the sustainability of commitment.

Johansen, Aggerholm and Frandsen (2012, p. 16) touched upon issues such as internal crisis management and crisis communication in organizations. The aim of these researchers' paper was to present and discuss some of the main findings from a large survey of internal crisis management and crisis communication conducted among public and private organizations. According to the results of the research, the most important problem in the institutions where the sense of organizational commitment regressed after the crisis periods was evaluated as the failure of corporate communication.

Tuğsal (2016, p. 66-67) investigated the relationship between organizational commitment and human resources policies implemented in times of crisis. According to Tuğsal's findings, the policy of deduction in wages, premiums, overtime and fringe benefits, and the policies of dismissal and new personnel have a significant impact on the shaping of the organizational commitment of the employees. In other words, employees maintain their emotional commitment to companies that maximize their rights during the crisis.

Markovits et al. (2017, p. 97) focused on the impact of a lasting economic crisis on employee attitudes. The research investigated the factors affecting employees the most during the economic crisis period. According to the results of the study, employees experience job satisfaction, regulatory focus, and burnout problems during crisis periods. Although these problems occur in different ways in different employees, the common result for employees is that the sense of organizational commitment disappears.

Meyer, Morin and Wasti (2018, p. 1204) carried out research on employee commitment before and after an economic crisis. The main purpose of the study was to compare the level of organizational commitment of employees before and after the economic crisis. Employees' sense of organizational commitment significantly differs according to the financial results of the economic crisis period. However, according to

employees, the important factor in eliminating this difference is the understanding and practices of corporate governance.

Alkhawlani, bin Bohari and Shamsuddin (2019, p. 136-137) aimed to examine the impact of transformational leadership style on crisis management and to examine the moderating effect of manager's crisis experience on the relationship between transformational leadership style and crisis management. The result indicates that transformational leadership style has a significant positive influence on crisis management. In times of crisis, the most obvious effect of the transformational leader's management approach is measured by the level of organizational commitment.

Gangwani, Labib and Chaudhary (2020, p. 6-7), in their research, aimed to examine the relationship between unethical management practices adopted by firms during the Covid 19 crises and its impact on employee commitment. The results of research revealed that there exists a strong relationship between management practices and employee commitment. The study recommended that management must adopt fair practices for their workers as it influenced the employee commitment at work.

CHAPTER VI

CRISIS MANAGEMENT AND EMPLOYEES' ATTITUDES OF ORGANIZATIONAL COMMITMENT IN THE CIVIL AVIATION SECTOR: A RESEARCH DURING THE PANDEMIC PROCESS

6.1. Model and Scope of Research

In the context of the research, it is aimed to reveal the effect of crisis perception of employees in the companies operating in the civil aviation sector during the pandemic period on the organizational commitment of the employees. Accordingly, the research was applied to 352 people working in the aviation sector companies in Istanbul province. The study was carried out according to the convenience sampling method. The variables used in the study consist of crisis management and organizational commitment scales. Accordingly, the model of the research is presented as follows:

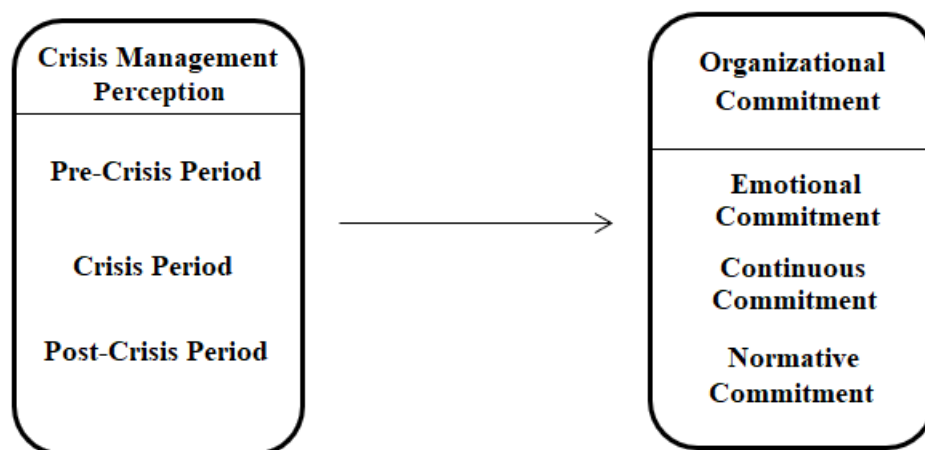


Figure 6.1. Model of Research

6.2. Data Collection Method and Tools

A questionnaire interview method was used as a data collection method in the research. In the first part of the questionnaire, the demographic information of the participants (gender, age, education level, working time in the same workplace, total working time and title in the workplace) are included. In the second part, the Crisis Management Scale, developed by Aksu and Deveci (2009), represents the independent variable of the research with its 31 items and three dimensions (pre-crisis period, crisis period, post-crisis period). The Organizational Commitment Scale, which is used as the dependent variable of the study, was developed by Meyer and Allen (1991) and applies to three dimensions (emotional commitment, continuance commitment, normative commitment) and 21 statements.

6.3. Statistical Methods Used in the Study

The analysis of the research was carried out in the SPSS 25.0 package program. In the research, demographic statistics of the participants (gender, age, education level, working time in the same workplace, total working time and title in the workplace) are included. Afterwards, factor analysis of variables, reliability analysis, correlation analysis, multiple regression analysis and t and ANOVA tests were performed, respectively.

CHAPTER VII

FINDINGS AND RESULTS

7.1. Demographic Data

Some information about demographic information was needed in the study. These are gender, age, education level, working time in the same workplace, total working time and title in the workplace. The numbers and ratios of all the demographic variables are shown in Table 7.1 below.

Table 7.1. Distribution of Participants by Demographic Characteristics

Demographic Data	Frequency	Rate
Gender		
Woman	201	57,1
Man	151	42,9
Age		
24 and below	7	2,0
25-29	87	24,7
30-34	134	38,1
35-39	72	20,5
40-44	29	8,2
45 and above	23	6,5
Education		

Table 7.1. (cont.)

High School	21	6,0
Undergraduate	49	13,9
University	208	59,1
Master	72	20,5
Postgraduate	2	0,5
Total Working Time (year)		
1-4	59	16,8
5-10	121	34,4
11-15	100	28,4
16-20	38	10,8
21 and more	34	9,7
Working Time in the Company (year)		
1-4	115	32,7
5-10	155	44,0
11-15	60	17,0
16-20	10	2,8
21 and more	12	3,4
Title		
Manager	32	9,1
Assistant Manager	9	2,6
Specialist	44	12,5
Officer	114	32,4
Other	147	41,8

7.2. Factor Analysis

In order to evaluate the suitability of the scales for factor analysis, the Kaiser-Mayer-Olkin (KMO) Suitability Test is used first. Valid value ranges of this criterion are as shown in Table 7.2 (Yurdugül, 2017, p. 1).

Table 7.2. Kaiser-Meyer-Olkin Validity Values

Criteria	Description
$1.00 \leq KMO \leq 0.90$	Perfect
$0.90 \leq KMO \leq 0.80$	Good
$0.80 \leq KMO \leq 0.70$	Mid
$0.70 \leq KMO \leq 0.60$	Weak
$0.60 \leq KMO \leq \dots$	Bad

Depending on the above values, the Barlett test should be significant and the Kaiser-Meyer-Olkin test should be greater than 0.50. Barlett Test and Kaiser-Meyer-Olkin test results are given in the table below. Accordingly, the KMO value of the crisis management scale was determined as 0.972, and this value led to the conclusion that the sample size was perfect for factor analysis. In addition, when the Barlett sphericity test results are examined, it is seen that the chi-square ($p < 0.01$) value is also significant.

Table 7.3. KMO and Bartlett's Test Statistics for Crisis Management Scale

Kaiser-Meyer-Olkin (KMO) Sampling Fit Measure	,972
Bartlett's Test of Sphericity Approximate Chi-Square Value	12771,840
Degree of Freedom (sd)	465
Significance Level (Sig.)	,000

The crisis management scale, which consists of three dimensions and 31 statements before the factor analysis, maintains its same status after the analysis. Based on the factor analysis, the final version of the scale is as follows in Table 7.4.

Table 7.4. Factor Analysis of Crisis Management Scale

Expressions	Pre-Crisis Period	Crisis Period	Post-Crisis Period
In my organization, crisis signals from different sources can be perceived before the crisis occurs.	,659		
Crisis scenarios are created before a crisis occurs in my institution.	,729		
Problems that may pose a danger to the institution are determined in advance.	,708		
In my organization, crises occurring in the environment are followed.	,644		
In my organization, every situation that may cause a crisis is carefully examined.	,683		
My organization is sensitive to signs of crisis.	,569		
My institution is knowledgeable about strategies to avoid the negative effects of the crisis.	,536		
In my organization, a written crisis management plan is being prepared in order to protect itself from the crisis.		,739	
In my organization, a crisis communication plan is prepared within the framework of the crisis management plan.		,746	
In my organization, an emergency action plan to be implemented in the crisis period is being prepared.		,755	
In my organization, the crisis management team is led to receive the necessary training.		,704	
In my organization, crisis control and risk audit teams are established.		,724	
My institution informs all employees about the crisis management plan.		,705	
In my organization, employees are given finalized information about the crisis.		,647	
In my organization, trainings are organized on crisis management that will cover all employees.		,670	

Table 7.4. (cont.)

In my organization, cooperation is ensured among the employees in the crisis management process.			,658
In my organization, it enables employees to participate in the decision-making process.			,719
In my organization, trainings are organized on crisis management that will cover all employees.		,670	
In my organization, cooperation is ensured among the employees in the crisis management process.			,658
In my organization, it enables employees to participate in the decision-making process.			,719
In my organization, the obstacles that prevent efficient working during the crisis are removed.			,737
The goals and objectives of the institution are constantly reviewed.			,657
In my organization, a multi-dimensional evaluation is made regarding the crisis process.			,688
In my organization, post-crisis situation analysis is carried out.			,710
In my organization, new targets are set after the crisis.			,670
Crisis management in my institution is evaluated and its deficiencies are determined.			,729
In my organization, a new structuring work is carried out after the crisis.			,748
In my organization, the vision of the post-crisis organization is being developed.			,785
In my organization, the strengths and weaknesses of the organization can be seen after the crisis.			,749
In my organization, effective methods are being developed in the fight against the crisis.			,824
In my organization, crises are turned into opportunities and made useful for the organization.			,757
In my organization, it is possible to train the crisis management team in accordance with new developments.			,774
In my organization, new strategies and tactics are determined in order to cope with a possible crisis.			,778
In my organization, employees are given the opportunity to develop and use new skills.			,711

The KMO value of the organizational commitment scale was determined as 0.875, and this value led to the conclusion that the sample size was at a good level for factor analysis. In addition, when the Barlett sphericity test results are examined, it is seen that the chi-square ($p < 0.01$) value is also significant.

Table 7.5. KMO and Bartlett's Test Statistics of the Organizational Commitment Scale

Kaiser-Meyer-Olkin (KMO) Sampling Fit Measure	,875
Bartlett's Test of Sphericity Approximate Chi-Square Value	3858,577
Degree of Freedom (sd)	210
Significance Level (Sig.)	,000

The organizational commitment scale, which consists of three dimensions and 21 statements before the factor analysis, consists of three dimensions and 19 statements after the analysis. Statements from the scale "I think people change institutions too often these days." with item number 16 consisting of the sentence, "The old days when people spent most of their careers in an institution were better than they are now." It is the 21 numbered item consisting of the sentence. These two items created a different dimension but were excluded from the scale because the item number of the dimension was below three. Based on the factor analysis, the final version of the scale is as in Table 7.6.

Table 7.6. Factor Analysis of Organizational Commitment Scale

Expressions	Emotional Commitment	Continuing Commitment	Normative Commitment
I would be happy to complete my career in this institution.	,713		
I like to tell outsiders about my organization.	,635		
I see this organization's problems as my own.	,738		
I feel like "part of the family" in this institution.	,794		
I feel emotionally attached to this institution.	,839		
My institution means a lot to me.	,889		

Table 7.6. (cont.)

I feel strongly connected to this institution.	,883		
I fear what will happen if I quit my job without finding another job.		,747	
It is very difficult for me to leave this institution even if I wanted to right now.		,774	
If I wanted to leave this institution, many things in my life would be turned upside down.		,743	
Leaving this organization would cost me too much.		,822	
Currently, staying at my institution is as much a matter of necessity as a desire for me.		,744	
I don't have enough options to afford to leave this institution.		,786	
One of the most serious consequences of leaving this institution is that there are few alternatives that may come my way.		,644	
I continue to work in this institution because I do not want to give up the opportunities here.		,589	
I believe that one should always stick to one's institution.			,709
Moving from one institution to another seems unethical to me.			,788
For me, loyalty to the institution is important and a moral imperative.			,616
Even if I get a better job offer, I don't think it's right to leave my company.			,788

7.3. Reliability Analysis

Reliability shows to what extent a scale accurately measures the property it wants to measure, and the productivity and continuity of the scale. For reliability, the test must be repeatable and transferable. Reliability is a concept that reveals the consistency of all questions in a measurement tool, their homogeneity and adequacy in measuring the formation under consideration. The value used to determine whether the items are consistent with each other in Likert-type additive scales is the Cronbach alpha (α) method (Çakmur, 2012, p. 340). A Cronbach alpha (α) coefficient greater than 0.700 means that the variables are reliable. This situation indicates that expressions contribute significantly to the measurement of the dimensions they are related to (Dinç & Abdioğlu, 2009, p. 172).

The alpha values of the scales in the study are seen as greater than 0.700. An alpha coefficient greater than 0.700 shows that the variables are reliable.

Table 7.7. Reliability Analysis of Scales

Variables	Number of questions	Cronbach Alpha (α) Values
Crisis Management Scale		
Pre-Crisis Period	7	0,910
Crisis Period	8	0,963
Post-Crisis Period	16	0,976
Organizational Commitment Scale		
Emotional Commitment	7	0,910
Continuing Commitment	8	0,883
Normative Commitment	4	0,792

7.4. Correlation Analysis

The correlation coefficient reveals the direction and magnitude of the relationship between all variables. This coefficient takes a value between (-1) and (+1); positive values indicate direct linear relationship; negative values indicate an opposite linear relationship. If the correlation coefficient is zero, it is possible to say that there is no linear relationship between these variables (Başar & Yılmaz 2011, p. 25).

About the relationships between dependent and independent variables, the results are as follows:

All independent variables have high level ($p < 0.01$) relationships with the three dimensions of the organizational commitment dependent variable.

Table 7.8. Correlation Table

	1	2	3	4	5	6
Pre-Crisis Period	1					
Crisis Period	,818**	1				
Post-Crisis Period	,789**	,832**	1			
Emotional Commitment	,545**	,458**	,597**	1		
Continuing Commitment	,149**	,150**	,161**	,147**	1	
Normative Commitment	,323**	,353**	,368**	,457**	,191**	1

One-to-one relationships between components marked with ** were considered statistically significant at $p < 0.01$, and those marked with * at $p < 0.05$.

7.5. Multiple Regression Analysis

Regression analysis is expressed as explaining the relationship between a dependent variable and the independent variable or variables assumed to have an effect on the dependent variable with a mathematical model. In other words, it is an analysis technique that reveals how much of the change in the dependent variable is explained by the independent variables. Multiple regression analysis used in the study is applied when there is more than one independent variable and one dependent variable (Ural & Kılıç, 2011, p. 253).

The issues that should be taken into consideration here are as follows:

- Significance between variables should be less than 0.05.
- t value should be approximately -2000 or more than +2000.
- The β coefficient of should be approximately (-) or (+) 200 and above.

If these conditions are met, analysis is performed by looking at the R^2 value. The R^2 value is a value that is used to observe to what extent the independent variables in the model measure the dependent variables. Depending on these situations, it is possible to establish the main hypothesis and sub hypotheses of the research as follows:

H1: Crisis management perception of employees affects emotional commitment directly and positively.

H1a: The pre-crisis period perception of employees affects emotional commitment directly and positively.

H1b: The crisis period perception of employees affects emotional commitment directly and positively.

H1c: H1c: Post-crisis period perception of employees affects emotional commitment directly and positively.

When Table 7.9 is analyzed below, it is seen that the pre-crisis and post-crisis periods have a high positive effect on emotional engagement ($p < 0.01$). On the other hand, the crisis period has a high negative effect on emotional engagement ($p < 0.01$). Based on these results, it is possible to say that individuals who contributed to the research have a high level of commitment to the organization before and after the crisis. However, this commitment decreases during the crisis period and moves in a negative direction. In addition, it is seen that these dimensions, which have a significant effect on emotional commitment, explain 39.1% of the dependent variable dimension ($R^2: 0.391$).

Based on these results, it is possible to say that the H1a and H1c hypotheses are supported, but H1b hypothesis is supported.

Table 7.9. Regression Analysis of the Emotional Commitment Variable

Factors	Significance (Sig.)	t	β
Pre-Crisis Period	0,000	4,187	0,324
Crisis Period	0,001	-3,442	-0,294
Post-Crisis Period	0,000	7,312	0,586

Depending on the continuation commitment variable, another dimension of the organizational commitment dependent variable, it is possible to establish the main hypothesis and sub hypotheses of the study as follows:

H2: Crisis management perception of employees affects continuous commitment directly and positively.

H2a: The pre-crisis period perception of employees affects continuous commitment directly and positively.

H2b: The crisis period perception of employees affects continuous commitment directly and positively.

H2c: Post-crisis period perception of employees affects continuous commitment directly and positively.

When Table 7.10 is examined below, it is seen that independent variables do not affect continuance commitment in any way ($p > 0.05$). According to these results, individuals do not feel anything in terms of continuity towards their organizations before, during or after the crisis.

Based on these results, it is possible to say that the H2a, H2b and H2c hypotheses are not supported.

Table 7.10. Regression Analysis of the Continuity Commitment Variable

Factors	Significance (Sig.)	t	β
Pre-Crisis Period	0,648	0,457	0,045
Crisis Period	0,786	0,271	0,029
Post-Crisis Period	0,317	1,002	0,102

Depending on the normative commitment variable, another dimension of the organizational commitment dependent variable, it is possible to establish the main hypothesis and sub hypotheses of the study as follows:

H3: Crisis management perception of employees affects normative commitment directly and positively.

H3a: The pre-crisis period perception of employees affects normative commitment directly and positively.

H3b: Crisis period affects normative commitment directly and positively.

H3c: The crisis period perception of employees affects normative commitment directly and positively.

When Table 7.11 is analyzed below, it is seen that pre-crisis and crisis periods do not affect normative commitment in any way ($p > 0.05$). However, it is possible to say that the post-crisis period perception of employees has a high positive effect on normative commitment ($p < 0.05$). According to these results, individuals are undecided about continuing with their organizations before and during the crisis or moving to another company. On the other hand, for the post-crisis perception of employees, it is seen that individuals feel loyal to their organizations. In addition, it is seen that the post-crisis dimension, which has a significant effect on normative commitment, explains 14.3% of the dependent variable dimension ($R^2: 0.143$).

Based on these results, the H3a and H3b hypotheses are not supported, while the H3c hypothesis is supported.

Table 7.11. Regression Analysis of Normative Commitment Variable

Factors	Significance (Sig.)	t	β
Pre-Crisis Period	0,751	0,318	0,029
Crisis Period	0,183	1,333	0,135
Post-Crisis Period	0,015	2,446	0,233

7.5.1. Independent-Samples T Test

When the relationship between demographic data variables and Likert scales is considered, it is seen that t-Test analysis technique is used. This technique tests whether the difference between two different averages is significant or not, depending on the t distribution of the research. In this study, Independent Group t Test was conducted (Koç, 2016, p. 36).

About the results of the study, it is seen that male and female individuals have different opinions about attendance commitment. Accordingly, women (3.7631) compared to men (3.4694) have more positive opinions about continuing in their organizations in emotional terms ($p < 0.01$). In other words, it is possible to say that women are more dependent on their organizations in terms of emotional attachment than men. On the other hand, it is seen that individuals do not have any different thoughts about emotional and normative commitment according to gender ($p > 0.05$).

Table 7.12. Comparison of Views on Organizational Commitment According to Gender

Emotional Commitment			
Gender	Number of person	Averages	Significance Value (p)
Woman	201	3,7470	0,539
Man	151	3,8098	
Continuous Commitment			
Gender	Number of person	Averages	Significance Value (p)
Woman	201	3,7631	0,004
Man	151	3,4694	
Normative Commitment			
Gender	Number of person	Averages	Significance Value (p)
Woman	201	2,4204	0,112
Man	151	2,5795	

7.5.2. One-Factor Analysis of Variance (One-Way ANOVA) for Independent Samples

When the relationship between the variables of demographic data and Likert scales is considered, it is seen that the demographic features of the study, which are more than two options, are analyzed with the ANOVA test (Analysis of Variance). The averages and relationships between these variables are measured by "one-way analysis of variance for independent samples (One-Way ANOVA)". In addition, post-hoc analyzes were conducted in order to determine the source of differences between groups. (Aries, 2016, p. 36).

At the level of 0.05 significance, the opinions of the participants on emotional attachment differ significantly according to their education, age, total working time, working time in the current workplace and title status. According to these results, it is possible to say that individuals with a master's degree have more positive opinions about emotional attachment than other individuals regarding the education demographic variable (4,0198). It is observed that organization employees under the age of 24 are more affiliated with their organization than other ages (4,3673).

Again, as a result of the analysis, it was revealed that employees between 1-4 years on average throughout their careers were more attached to their organizations (3,9588). However, it is possible to say that individuals with a working life of 21 years or more in their organization have more positive thoughts about emotional attachment (4,1071). Finally, it is seen that individuals in the positions of managers in their organizations are more attached to their organizations (4,3795).

Table 7.13. Comparison of Opinions on Emotional Attachment by Education, Age, Working Time in the Current Workplace, Total Working Time and Title Status

Emotional Commitment			
Education	Number of person	Averages	Significance Value (p)
High School	21	3,3469	0,000
Undergraduate	49	3,9767	
University	208	3,7019	
Master	72	4,0198	
Postgraduate	2	1,9286	
Age	Number of person	Averages	Significance Value (p)
24 and below	7	4,3673	0,005
25-29	87	3,8571	
30-34	134	3,5352	
35-39	72	3,9524	
40-44	29	4,0345	
45 and above	23	3,7826	
Total Working Time (year)	Number of person	Averages	Significance Value (p)
1-4	59	3,9588	0,030
5-10	121	3,5691	
11-15	100	3,9229	
16-20	38	3,7030	
21 and more	34	3,8235	
Working Time at Current Workplace (year)	Number of person	Averages	Significance Value (p)
1-4	115	3,9168	0,006
5-10	155	3,5862	
11-15	60	3,9786	
16-20	10	3,4143	
21 and more	12	4,1071	

Table 7.13. (cont.)

Title	Number of person	Averages	Significance Value (p)
Manager	32	4,3795	0,006
Assistant Manager	9	3,9683	
Specialist	44	3,7727	
Assistant Specialist	6	3,5952	
Officer	114	3,6353	
Other	147	3,7454	

When the Table 7.14 below is examined regarding the results of the multiple comparison test (post-hoc / tukey), which shows the pair of groups the differences arise from, it is observed that there are significant differences between the groups in terms of educational status. Accordingly, it is seen that graduates of master's degree programs have more positive opinions about emotional attachment than high school and doctoral graduates (4,0198). Likewise, it is possible to say that associate degree graduates also feel more connected to their organizations emotionally compared to doctoral graduates (3,9767).

Table 7.14. Multiple Comparison Regarding Educational Status / Emotional Commitment - Tukey Test - Results

Educational Status		Significance Value (p)
High School	Undergraduate	0,071
	University	0,451
	Master	0,030
	Postgraduate	0,236
Undergraduate	High School	0,071
	University	0,336
	Master	0,999
	Postgraduate	0,020

Table 7.14. (cont.)

University	High School	0,451
	Undergraduate	0,336
	Master	0,090
	Postgraduate	0,057
Master	High School	0,030
	Undergraduate	0,999
	University	0,090
	Postgraduate	0,015
Postgraduate	High School	0,236
	Undergraduate	0,020
	University	0,057
	Master	0,015

When the Table 7.15 is examined regarding the results of the multiple comparison test (post-hoc / tukey) showing which pair of groups the differences originate from, it is stated that individuals with the age range of 35-39 have more positive opinions about emotional attachment than individuals with the age range of 30-34. possible (3.9524).

Table 7.15. Multiple Comparison Regarding Age Status / Emotional Commitment - Tukey Test - Results

Age		Significance Value (p)
24 and below	25-29	0,731
	30-34	0,196
	35-39	0,871
	40-44	0,958
	45 and above	0,694
25-29	24 and below	0,731
	30-34	0,124
	35-39	0,988
	40-44	0,949
	45 and above	0,999

Table 7.15. (cont.)

30-34	24 and below	0,196
	25-29	0,124
	35-39	0,028
	40-44	0,096
	45 and above	0,848
35-39	24 and below	0,871
	25-29	0,988
	30-34	0,028
	40-44	0,999
	45 and above	0,974
40-44	24 and below	0,958
	25-29	0,949
	30-34	0,096
	35-39	0,999
	45 and above	0,928
45 and above	24 and below	0,694
	25-29	0,999
	30-34	0,848
	35-39	0,974
	40-44	0,928

When the Table 7.16 is examined regarding the results of the multiple comparison test (post-hoc / tukey), which shows which pair of groups the differences originate from, individuals with a total working time of 11-15 years have more positive opinions about emotional attachment than individuals with a total working time of 5-10 years. It is possible to say that (3,9229).

Table 7.16. Total Working Time / Multiple Comparison Regarding Emotional Commitment - Tukey Test - Results

Total Working Time (year)		Significance Value (p)
1-4	5-10	0,070
	11-15	0,999
	16-20	0,685
	21 and more	0,963
5-10	1-4	0,070
	11-15	0,044
	16-20	0,940
	21 and more	0,631
11-15	1-4	0,999
	5-10	0,044
	16-20	0,735
	21 and more	0,984
16-20	1-4	0,685
	5-10	0,940
	11-15	0,735
	21 and more	0,984
21 and more	1-4	0,963
	5-10	0,631
	11-15	0,984
	16-20	0,983

When Table 7.17 is examined regarding the results of the multiple comparison test (post-hoc / tukey) showing which pair of groups the differences arise, individuals with a working time of 1-4 years in the current workplace are more positive about emotional attachment than individuals with 5-10 years of working time. It is possible to say that he has thoughts (3,9168). Similarly, it is seen that those who work between 11-15 years

are more committed to their organizations than those working between 5-10 years (3,9786).

Table 7.17. Multiple Comparison Regarding Current Work Time / Emotional Commitment - Tukey Test – Results

Working Time at Current Workplace (year)		Significance Value (p)
1-4	5-10	0,034
	11-15	0,994
	16-20	0,478
	21 and more	0,962
5-10	1-4	0,034
	11-15	0,047
	16-20	0,980
	21 and more	0,340
11-15	1-4	0,994
	5-10	0,047
	16-20	0,393
	21 and more	0,993
16-20	1-4	0,478
	5-10	0,980
	11-15	0,393
	21 and more	0,415
21 and more	1-4	0,962
	5-10	0,340
	11-15	0,993
	16-20	0,415

When the Table 7.18 is examined regarding the results of the multiple comparison test (post-hoc / tukey), which shows the pair of groups the differences originate from, it is possible to say that individuals who are in the position of managers at work have more

positive opinions about emotional attachment than those who are in civil servants and other positions (4, 3795).

Table 7.18. Multiple Comparison Regarding Title / Emotional Commitment - Tukey Test – Results

Title		Significance Value (p)
Manager	Assistant Manager	0,852
	Specialist	0,060
	Assistant Specialist	0,410
	Officer	0,001
	Other	0,007
Assistant Manager	Manager	0,852
	Specialist	0,993
	Assistant Specialist	0,974
	Officer	0,907
	Other	0,982
Specialist	Manager	0,060
	Assistant Manager	0,993
	Assistant Specialist	0,998
	Officer	0,962
	Other	1,000
Assistant Specialist	Manager	0,410
	Assistant Manager	0,974
	Specialist	0,998
	Officer	1,000
	Other	0,999
Officer	Manager	0,001
	Assistant Manager	0,907
	Specialist	0,962
	Assistant Specialist	1,000
	Other	0,934
Other	Manager	0,007
	Assistant Manager	0,982
	Specialist	1,000
	Assistant Specialist	0,999
	Officer	0,934

At the level of 0.05 significance, the opinions of the participants about attendance commitment according to their age, total working time and title status have significant differences. According to these results, it is seen that organization employees under the age of 24 are more committed to their organization than other ages (4,0893). Again, as a result of the analysis, it was revealed that employees between 1-4 years on average throughout their careers were more attached to their organizations (3,8729). Finally, it is seen that individuals in the positions of assistant experts in their organizations are also more attached to their organizations (3,9792).

Table 7.19. Comparison of Opinions on Attendance Commitment According to Education, Age, Working Time in the Current Workplace, Total Working Time and Title Status

Continuous Commitment			
Education	Number of person	Averages	Significance Value (p)
High School	21	3,8274	0,249
Undergraduate	49	3,5638	
University	208	3,7043	
Master	72	3,4427	
Postgraduate	2	3,4375	
Age	Number of person	Averages	Significance Value (p)
24 and below	7	4,0893	0,018
25-29	87	3,7586	
30-34	134	3,6688	
35-39	72	3,6858	
40-44	29	3,2284	
45 and more	23	3,2174	
Total Working Time (year)	Number of person	Averages	Significance Value (p)
1-4	59	3,8729	0,003
5-10	121	3,6643	
11-15	100	3,7275	
16-20	38	3,2993	
21 and more	34	3,2426	

Table 7.19. (cont.)

Working Time at Current Workplace (year)	Number of person	Averages	Significance Value (p)
1-4	115	3,4826	0,080
5-10	155	3,7790	
11-15	60	3,6583	
16-20	10	3,3250	
21 and more	12	3,4375	
Title	Number of person	Averages	Significance Value (p)
Manager	32	3,0469	0,001
Assistant Manager	9	3,0000	
Specialist	44	3,6222	
Assistant Specialist	6	3,9792	
Officer	114	3,7928	
Other	147	3,6743	

When the Table 7.20 below is examined regarding the results of the multiple comparison test (post-hoc / tukey), which shows which pair of groups the differences arise from, it is seen that there is no significant difference between age ranges.

Table 7.20. Multiple Comparison of Age Status / Attendance Commitment - Tukey Test – Results

Age		Significance Value (p)
24 and below	25-29	0,945
	30-34	0,852
	35-39	0,882
	40-44	0,239
	45 and above	0,251
25-29	24 and below	0,945
	30-34	0,982
	35-39	0,996
	40-44	0,085
	45 and above	0,131

7.20. (cont.)

30-34	24 and below	0,852
	25-29	0,982
	35-39	1,000
	40-44	0,190
	45 and above	0,262
35-39	24 and below	0,882
	25-29	0,996
	30-34	1,000
	40-44	0,222
	45 and above	0,286
40-44	24 and below	0,239
	25-29	0,085
	30-34	0,190
	35-39	0,222
	45 and above	1,000
45 and above	24 and below	0,251
	25-29	0,131
	30-34	0,262
	35-39	0,286
	40-44	1,000

When Table 7.21 is examined below, it is possible to say that individuals with a total working time of 1-4 years have more positive opinions about attendance commitment than those with a total working period of 16-20 years and 21 years or more (3,8729).

Table 7.21. Multiple Comparison - Tukey Test - Results Regarding Total Uptime / Attendance Commitment

Total Working Time (year)		Significance Value (p)
1-4	5-10	0,614
	11-15	0,873
	16-20	0,025
	21 and more	0,014
5-10	1-4	0,614
	11-15	0,987
	16-20	0,212
	21 and more	0,131
11-15	1-4	0,873
	5-10	0,987
	16-20	0,109
	21 and more	0,065
16-20	1-4	0,025
	5-10	0,212
	11-15	0,109
	21 and more	0,999
21 and more	1-4	0,014
	5-10	0,131
	11-15	0,065
	16-20	0,999

When the Table 7.22 is examined regarding the results of the multiple comparison test (post-hoc / tukey) showing which pair of differences arise from, it is possible to say that individuals who are in civil servant positions have more positive opinions about continuity commitment than principals (3,7928). In addition, it has been analyzed that individual working in other positions in the workplace also have more positive opinions about continuity commitment compared to the principal individuals (3,6743).

**Table 7.22. Multiple Comparison Regarding Title / Attendance Commitment -
Tukey Test – Results**

Title		Significance Value (p)
Manager	Assistant Manager	1,000
	Specialist	0,078
	Assistant Specialist	0,204
	Officer	0,001
	Other	0,007
Assistant Manager	Manager	1,000
	Specialist	0,433
	Assistant Specialist	0,331
	Officer	0,128
	Other	0,269
Specialist	Manager	0,078
	Assistant Manager	0,433
	Assistant Specialist	0,948
	Officer	0,901
	Other	0,999
Assistant Specialist	Manager	0,204
	Assistant Manager	0,331
	Specialist	0,948
	Officer	0,997
	Other	0,968
Officer	Manager	0,001
	Assistant Manager	0,128
	Specialist	0,901
	Assistant Specialist	0,997
	Other	0,906
Other	Manager	0,007
	Assistant Manager	0,269
	Specialist	0,999
	Assistant Specialist	0,968
	Officer	0,906

At the level of 0.05 significance, the opinions of the participants about normative commitment according to their education and age have significant differences. According to these results, it is seen that high school graduates are more committed to their organizations than other graduates (3,1071). In addition, it is possible to say that employees of organizations under the age of 24 are more committed to their organizations than other ages (3,6786).

Table 7.23. Comparison of Views on Normative Commitment According to Education, Age, Working Time in the Current Workplace, Total Working Time and Title Status

Normative Commitment			
Education	Number of person	Averages	Significance Value (p)
High School	21	3,1071	0,002
Undergraduate	49	2,6276	
University	208	2,3558	
Master	72	2,6146	
Postgraduate	2	1,8750	
Age	Number of person	Averages	Significance Value (p)
24 and below	7	3,6786	0,003
25-29	87	2,3017	
30-34	134	2,5354	
35-39	72	2,6042	
40-44	29	2,4397	
45 and more	23	2,2609	
Total Working Time (year)	Number of person	Averages	Significance Value (p)
1-4	59	2,5466	0,377
5-10	121	2,3822	
11-15	100	2,5475	
16-20	38	2,6776	
21 and more	34	2,3824	
Working Time at Current Workplace (year)	Number of person	Averages	Significance Value (p)
1-4	115	2,4370	0,244
5-10	155	2,4226	
11-15	60	2,6917	
16-20	10	2,5000	

Table 7.23. (cont.)

21 and more	12	2,8125	
Title	Number of person	Averages	Significance Value (p)
Manager	32	2,4609	0,764
Assistant Manager	9	2,5278	
Specialist	44	2,3011	
Assistant Specialist	6	2,7500	
Officer	114	2,5000	
Other	147	2,5289	

When Table 7.24 is examined below regarding the results of the multiple comparison test (post-hoc / tukey) showing which pair of groups the differences originate from, it is observed that there is a significant difference between the groups in terms of educational status. Accordingly, it is seen that high school graduates have more positive opinions about normative commitment than undergraduate graduates (3,1071).

Table 7.24. Multiple Comparison Regarding Education Status/Normative Commitment - Tukey Test – Results

Education		Significance Value (p)
High School	Undergraduate	0,261
	University	0,003
	Master	0,191
	Postgraduate	0,361
Undergraduate	High School	0,261
	University	0,333
	Master	1,000
	Postgraduate	0783
University	High School	0,003
	Undergraduate	0,333
	Master	0,234
	Postgraduate	0,947
Master	High School	0,191
	Undergraduate	1,000
	University	0,234
	Postgraduate	0,790
Postgraduate	High School	0,361
	Undergraduate	0,783
	University	0,947
	Master	0,790

Regarding the results of the multiple comparison test (post-hoc / turkey) showing which pair of differences arise, when Table 7.25 is examined below, it is possible to say that individuals under the age of 24 have more positive opinions about normative commitment than individuals in other age groups (3,6786).

Table 7.25. Multiple Comparison Regarding Age Status / Normative Commitment - Tukey Test – Results

Age		Significance Value (p)
24 and below	25-29	0,002
	30-34	0,017
	35-39	0,037
	40-44	0,017
	45 and above	0,005
25-29	24 and below	0,002
	30-34	0,429
	35-39	0,300
	40-44	0,981
	45 and above	1,000
30-34	24 and below	0,017
	25-29	0,429
	35-39	0,996
	40-44	0,996
	45 and above	0,766
35-39	24 and below	0,037
	25-29	0,300
	30-34	0,996
	40-44	0,964
	45 and above	0,618
40-44	24 and below	0,017
	25-29	0,981
	30-34	0,996
	35-39	0,964
	45 and above	0,982
45 and above	24 and below	0,005
	25-29	1,000
	30-34	0,766
	35-39	0,618
	40-44	0,982

As a result of all these analyzes, the results regarding the hypotheses of the study are shaped as in Table 7.26.

Table 7.26. Research Hypotheses and Results

HYPOTHESES	RESULT
H1: Crisis management perception of employees affects emotional commitment directly and positively.	Partially Supported
H1a: The pre-crisis period perception of employees affects emotional commitment directly and positively.	Supported
H1b: The crisis period perception of employees affects emotional commitment directly and positively.	Not Supported
H1c: Post-crisis period perception of employees affects emotional commitment directly and positively.	Supported
H2: Crisis management perception of employees affects continuous commitment directly and positively.	Not Supported
H2a: The pre-crisis period perception of employees affects continuous commitment directly and positively.	Not Supported
H2b: The crisis period perception of employees affects continuous commitment directly and positively.	Not Supported
H2c: Post-crisis period perception of employees affects continuous commitment directly and positively.	Not Supported
H3: Crisis management perception of employees affects normative commitment directly and positively.	Partially Supported
H3a: The pre-crisis period perception of employees affects normative commitment directly and positively.	Not Supported
H3b: The crisis period perception of employees affects normative commitment directly and positively.	Not Supported
H3c: Post-crisis period perception of employees affects normative commitment directly and positively.	Supported
H4: Participants' views on organizational commitment show a significant difference according to gender.	Partially Supported
H4a: Participants' views on emotional commitment show a significant difference according to gender.	Not Supported
H4b: Participants' views on continuous commitment differ significantly by gender.	Supported
H4c: Participants' views on normative commitment differ significantly by gender.	Not Supported
H5: Participants' views on emotional commitment differ significantly according to demographic data.	Supported
H5a: Participants' views on emotional commitment differ significantly according to their education level.	Supported

Table 7.26. (cont.)

H5b: Participants' views on emotional commitment differ significantly according to age.	Supported
H5c: Participants' views on emotional commitment differ significantly according to the total working time.	Supported
H5d: Participants' views on emotional commitment differ significantly according to their working time at their current workplace.	Supported
H5e: Participants' views on emotional commitment differ significantly according to their titles.	Supported
H6: Participants' views on continuous commitment differ significantly according to demographic data.	Partially Supported
H6a: Participants' views on continuous commitment differ significantly according to their education level.	Not Supported
H6b: Participants' views on continuous commitment differ significantly according to age.	Supported
H6c: Participants' views on continuous commitment differ significantly according to the total working time.	Supported
H6d: Participants' views on continuous commitment differ significantly according to their working time at their current workplace.	Not Supported
H6e: Participants' views on continuous commitment differ significantly according to their titles.	Supported
H7: Participants' views on normative commitment differ significantly according to demographic data.	Partially Supported
H7a: Participants' views on normative commitment differ significantly according to their education level.	Supported
H7b: Participants' views on normative commitment differ significantly according to age.	Supported
H7c: Participants' views on normative commitment differ significantly according to the total working time.	Not Supported
H7d: Participants' views on normative commitment differ significantly according to their working time at their current workplace.	Not Supported
H7e: Participants' views on normative commitment differ significantly according to their titles.	Not Supported

CHAPTER VIII

CONCLUSION

Crisis management refers to the ability of the organization to quickly and effectively deal with undesirable and unexpected situations such as threats to human health or safety, a decrease in the financial-financial assets of the enterprise or a decrease in its public image. Crisis management is a process that includes a series of activities aimed at eliminating a crisis that has occurred with the establishment of defense and prevention mechanisms against a possible crisis and minimizing the negative effects of the crisis on the enterprise.

Crisis environments are an enormous threat to the productivity of employees. Based on this, corporate administrations have to struggle to eliminate this threat. Otherwise, many organizational problems may arise. Perhaps the most important of these problems is the loss of organizational commitment. The sensitivity level of the sense of organizational commitment was better understood with the crisis management process. In this study, evaluations were made on the relationship between crisis management and organizational commitment.

In the light of these results, it was determined that emotional commitment, which is one of the sub-dimensions of organizational commitment, was prevalent in individuals before and after the crisis. In other words, individuals are connected to their organizations with an intense emotional commitment before and after a crisis. Members of the organization are unable to cope with a number of difficulties encountered during an active crisis period, and this situation negatively affects them emotionally.

According to Tuğsal (2016), the policy of deduction in wages, premiums, overtime and fringe benefits, and the policies of dismissal and new personnel have a significant impact on the shaping of the organizational commitment of the employees. In other

words, employees maintain their emotional commitment to companies that maximize employee rights during a crisis.

In continuance commitment, another dimension of organizational commitment, individuals are not thinking about whether or not they will continue with the organization. This applies to the employee commitment both during the crisis period and after the crisis period and starts already during the pre-crisis period as the crisis was gradually being felt. Uncertain periods related to this crisis push the employees of the organization to uncertainty about attendance commitment. According to Özdevecioğlu (2002), the coordination problem and uncertainty experienced during crisis periods cause employees to have concentration problems and at the end of the process, the employees act on their own. This autonomous working structure causes the sense of organizational commitment to disappear over time.

In normative commitment, which is the last dimension of organizational commitment, individuals are still in serious indecision even if they feel morally under pressure before and during crisis periods. However, individuals continue to be morally loyal to their organizations after the organization has emerged from the crisis environment and entered the post-crisis period. As can be seen, the uncertainty about the desire to stay in the organization before and during the crisis turns into a moral commitment in the post-crisis period. According to Akıncı (2011, p. 149-150), at this point, human resources have an important place. In crisis management, the main objective of human resources is to keep the commitment of employees' constant. Especially in terms of people management, in order that the crisis does not create a commitment problem, it is necessary to give important messages to the employees and these messages directly affect the sustainability of commitment.

Significant results were obtained in the analysis of the demographic data of the study. For example, it has been determined that the members of the organization with graduate education show a high level of emotional attachment compared to other types of graduation. Consequently, the high level of education may be pushing these individuals to a conscious commitment. What is interesting is that organization employees under the age of 24 are more emotionally connected than other age groups. The pandemic and economic crisis conditions of this period may have caused people

to be attached to their jobs at an early age, or these people may have been connected to their jobs with a different motivation because they were at the beginning of their career. Another result that supports this situation is that members of the organization, who have worked for an average of 1-4 years throughout their careers, feel more emotional attachment to their organizations than others. For the employees, Johansen, Aggerholm and Frandsen (2012) puts forward the importance of communication. According to the results of their research, the most important problem in the institutions where the sense of organizational commitment regressed after the crisis periods was evaluated as the failure of corporate communication.

Members of the organization who seek to prove themselves in the early years of their career may have a higher level of loyalty towards their organization. On the other hand, another result shows that the members of the organization who spend a long time in the organization also show a high level of emotional loyalty to their organization. Accordingly, it is possible to say that individuals who have a working life of 21 years or more in the organization have more positive opinions about emotional attachment than others.

Finally, regarding emotional attachment, it is seen that people who work as managers in their organizations are emotionally attached to their organizations compared to other positions. This situation may have arisen due to the responsibility and internalization of the position. Meyer, Morin and Wasti (2018) also focused on managers' governance style. According to their research's results, employees' sense of organizational commitment significantly differs according to the financial results of the economic crisis period. However, according to employees, the important factor in eliminating this difference is the understanding and practices of corporate governance.

When the demographic results regarding attendance commitment is considered, it is seen that individuals who work under the age of 24 and have a working life of 1-4 years have a commitment to continue their career in the organization compared to others. The interesting result that emerges here is that the position that shows the most commitment to continuing his career in the organization is "assistant specialist". This seems to be one of the specific results of the research. It may be useful to conduct in-depth interviews to explain this situation, which reveals the difference between the

assistant experts contributing to the research. At this point, the first recommendation of the research is that more studies should be done on this subject.

When the results of the normative commitment, which approaches the commitment situations within the organization from a moral point of view, is considered, significant differences have been found in the education and age demographic data. Accordingly, it is seen that high school graduates have higher commitment in the normative sense compared to other graduates. In many companies, the fact that the career path of high school graduates is closed may cause them to evaluate the issue only from a moral point of view. Whereas, other graduates can look at the situation not only morally but also as a career when deciding whether to stay in an institution. In addition, people who work in the company as high school graduates may feel a moral commitment to their organizations, since they have been in that company for many years.

Finally, it is seen that individuals under the age of 24 and who have just started their careers also feel a normative commitment to their organizations. This situation occurred in all dimensions of emotional, continuation, and normative commitment. It is one of the most important results of the study that new graduates and individuals who are employed in these difficult market and pandemic conditions are connected to their organizations in every aspect of their loyalty.

On the other hand, it is seen that there are three main elements that stand out as the limitations of this study. First, an effort was made to carry out the study with the participation of many more employees within a single company. However, this was not possible due to the workload of the employees. The second concerns the participants of the study. In the study, efforts were made to make a distinction between managers and employees. However, this attempt was inconclusive due to the difficulty of arranging the number of participants equally. Finally, it was observed that a certain part of the participants had difficulties in filling out all the questions.

In this part of the study, practical and theoretical suggestions for companies and future studies will be presented. In terms of practical suggestions, the most important issue for companies is to prevent the crisis from becoming an element of fear during the crisis. This fear is the fear of losing their jobs, and this fear will escalate the existing

panic. The said panic will put activities such as production and sales under difficult conditions in an even more risky position. For this process, real leaders, good managers and a professional human resources structure are needed. In this regard, the sensitivity of companies will attract the attention of employees and their sense of organizational commitment will become stronger.

For theoretical suggestions, the content of future studies gains importance. In future studies similar to this topic, in-depth interviews will be useful in order to obtain more detailed information. In particular, individual interviews with managers and employees will provide more detailed information in order to better understand the critical dimensions of the subject in sensitive periods such as epidemics.



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APPENDIXES

APPENDIX A

ANKET

Değerli Katılımcılar,

Bu çalışma, “A Research on Crisis Management and Employees' Feelings of Organizational Commitment in the Civil Aviation Sector during the Pandemic Process” konulu araştırmanın uygulama kısmı ile ilgilidir. Yapılan araştırma tamamıyla akademik nitelikli olup çalışmadan elde edilecek bilgiler bilimsel amaca yönelik olarak kullanılacak ve alınan cevaplar kesinlikle gizli tutulacaktır. Çalışmaya yapacağınız değerli katkılarınızdan dolayı şimdiden teşekkür eder, saygılarımı sunarım.

Gamze GELİŞLİ

İbn Haldun Üniversitesi Yüksek Lisans Öğrencisi

Dr. Öğr. Üyesi Sümeyye KUŞAKÇI

İbn Haldun Üniversitesi

DEMOGRAFİK VERİLER

Lütfen aşağıda yer alan kişisel bilgilerinizi belirtiniz.

Yaşınız

25 ve altı ()

25-29 ()

30-34 ()

35-39 ()

40-44 ()

45 ve üzeri ()

Cinsiyetiniz

Kadın ()

Erkek ()

Eğitim Durumunuz

Lise ()

Önlisans ()

Lisans ()

Yüksek Lisans ()

Doktora ()

Aynı İş Yerinde Çalışma Süreniz

1-4 yıl ()

5-10 yıl ()

11-15 yıl ()

16-20 yıl ()

21 yıl ve üzeri ()

Toplam Çalışma Süreniz

1-4 yıl

5-10 yıl

11-15 yıl

16-20 yıl

21 yıl ve üzeri

Unvanınız

Müdür ()

Müdür Yardımcısı ()

Uzman ()

Uzman Yardımcısı ()

Memur ()

Diğer ()

APPENDIX B

ÖRGÜTSEL BAĞLILIK ÖLÇEĞİ

Lütfen aşağıdaki ifadeleri dikkatlice okuyarak, iş değerlerinin önem derecesi için mevcut duygu ve düşüncelerinizi en iyi yansıtan seçeneği (X) ile işaretleyiniz.

1-Kesinlikle Katılmıyorum, 2-Katılmıyorum, 3-Kararsızım, 4-Katılıyorum, 5-Kesinlikle Katılıyorum

	Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
Kariyerimi bu kurumda tamamlamaktan mutluluk duyarım.					
Dışarıdan kişilere kurumumdan bahsetmekten hoşlanırım.					
Bu kurumun sorunlarını kendi sorunlarım gibi görürüm.					
Bu kurumda kendimi “ailenin bir parçası” gibi hissediyorum.					
Kendimi bu kuruma duygusal olarak bağlı hissediyorum.					
Kurumum benim için büyük anlam taşır.					
Kendimi bu kuruma güçlü bir şekilde bağlı hissediyorum.					
Başka bir iş bulmadan işimi bıraktığım takdirde					

yaşayacaklarımdan korkarım.					
Şu anda istesem bile bu kurumdan ayrılmak benim için çok zor.					
Bu kurumdan ayrılmayı isteseydim hayatımdaki birçok şey alt üst olurdu.					
Bu kurumdan ayrılmak bana çok pahalıya mal olurdu.					
Şu anda kurumumda kalmak benim için bir istek olduğu kadar gereklilik meselesidir.					
Bu kurumdan ayrılmayı göze alabilecek kadar seçeneğim yok.					
Bu kurumdan ayrılmanın en ciddi sonuçlarından birisi önüme çıkabilecek alternatiflerin az olmasıdır.					
Bu kurumda çalışmayı sürdürüyorum çünkü buradaki imkânlardan vazgeçmek istemiyorum.					
Bugünlerde insanların çok sık kurum değiştirdiğini düşünüyorum.					
Bir kimsenin her zaman kurumuna bağlı kalmak zorunda olduğuna inanıyorum.					

Bir kurumdan diğesine geçmek bana etik dışı görünüyor.					
Benim için kuruma sadakat önemlidir ve ahlaki bir zorunluluktur.					
Daha iyi bir iş teklifi alsam bile çalıştığım kurumdan ayrılmak bence doğru değildir. İnsanların kariyer hayatının çoğunu bir kurumda geçirdiği eski zamanlar şimdikinden daha iyiydi.					

APPENDIX C

KRİZ YÖNETİMİ ÖLÇEĞİ

Lütfen aşağıdaki ifadeleri dikkatlice okuyarak, iş değerlerinin önem derecesi için mevcut duygu ve düşüncelerinizi en iyi yansıtan seçeneği (X) ile işaretleyiniz.

1-Hiçbir zaman, 2-Nadiren, 3-Bazen, 4-Çoğu zaman, 5-Her zaman

	Kesinlikle Katılıyorum	Katılıyorum	Kararsızım	Katılmıyorum	Kesinlikle Katılmıyorum
	<i>Kriz Öncesi Dönem</i>				
Kurumumda, kriz ortaya çıkmadan önce farklı kaynaklardan gelen kriz sinyalleri algılanabilmektedir.					
Kurumumda kriz yaşanmadan önce kriz senaryoları oluşturulmaktadır					
Örgüt /Kurum için tehlike yaratabilecek sorunlar önceden saptamaktadır.					
Kurumumda, çevrede meydana gelen krizler takip edilmektedir.					
Kurumumda, krize neden olabilecek her durum dikkatle incelenmektedir.					
Kurumum kriz işaretlerine karşı duyarlıdır.					

Kurumum, krizin olumsuz etkilerinden korunma stratejileri konusunda bilgi sahibidir.					
	<i>Kriz Dönemi</i>				
Kurumumda, krizden korunmak amacıyla yazılı kriz yönetim planı hazırlanmaktadır.					
Kurumumda, kriz yönetim planı çerçevesinde kriz iletişim planı hazırlanmaktadır.					
Kurumumda, kriz döneminde uygulanacak acil eylem planı hazırlanmaktadır.					
Kurumumda, kriz yönetim ekibinin gerekli eğitimi almasına öncülük edilmektedir.					
Kurumumda, kriz kontrol ve risk denetim takımları kurulmaktadır.					
Kurumum, tüm çalışanları kriz yönetim planından haberdar etmektedir.					
Kurumumda, çalışanlara, yaşanan kriz hakkında kesinleşmiş bilgiler verilmektedir.					
Kurumumda, tüm çalışanları kapsayacak					

kriz yönetimi hakkında eğitimler düzenlenmektedir.					
	<i>Kriz Sonrası Dönem</i>				
Kurumumda, kriz yönetimi sürecinde çalışanlar arasında işbirliği sağlanmaktadır.					
Kurumumda, çalışanların karar verme sürecine katılmaları sağlanmaktadır.					
Kurumumda, kriz sürecinde verimli çalışmayı önleyen engeller ortadan kaldırılmaktadır.					
Örgütün/Kurumun amaç ve hedeflerini sürekli gözden geçirmektedir.					
Kurumumda, kriz süreciyle ilgili çok yönlü değerlendirme yapılmaktadır.					
Kurumumda, kriz sonrası durum analizi yapılmaktadır					
Kurumumda, kriz sonrası yeni hedefler belirlenmektedir.					
Kurumumda, gerçekleştirilen kriz yönetimi değerlendirilmekte ve					

eksiklikleri belirlenmektedir.					
Kurumumda, kriz sonrası yeni bir yapılanma çalışması yapılmaktadır.					
Kurumumda, kriz sonrası örgütün vizyonu geliştirilmektedir.					
Kurumumda, kriz sonrasında örgütün güçlü ve zayıf yanları görülebilmektedir.					
Kurumumda, krizle mücadelede etkin yöntemler geliştirilmektedir.					
Kurumumda, yaşanan krizler fırsata dönüştürülerek örgüt için yararlı hale getirilmektedir.					
Kurumumda, kriz yönetim ekibinin yeni gelişmelere uygun olarak eğitilmesine olanak sağlanmaktadır.					
Kurumumda, olası krizle başa çıkabilmek için yeni strateji ve taktikler belirlenmektedir.					
Kurumumda, çalışanlara yeni beceriler geliştirme ve bunları kullanma fırsatı verilmektedir.					

APPENDIX D

SURVEY

Dear participants,

This study is about the application part of the research titled “A Research on Crisis Management and Employees' Feelings of Organizational Commitment in the Civil Aviation Sector during the Pandemic Process”. The research conducted is purely academic and the information obtained from the study will be used for scientific purposes and the answers will be kept strictly confidential. I would like to thank you in advance for your valuable contribution to the study.

Gamze GELİŐLİ

Master Student at İbn Haldun Üniversitesi

Dr. Academician Sümeyye KUŐAKÇI

İbn Haldun Üniversitesi

DEMOGRAPHIC DATA

Please indicate your personal information below.

Age

25 and below ()

25-29 ()

30-34 ()

35-39 ()

40-44 ()

45 and above ()

Gender

Woman ()

Man ()

Education

High School ()

Undergraduate ()

University ()

Master ()

Postgraduate ()

Working Time in the Same Workplace

1-4 years ()

5-10 years ()

11-15 years ()

16-20 years ()

21 and more ()

Total Working Time

1-4 years

5-10 years

11-15 years

16-20 years

21 and more

Title

Manager

Assistant Manager ()

Specialist ()

Assistant Specialist ()

Officer ()

Other ()

APPENDIX E

ORGANIZATIONAL COMMITMENT SCALE

Please read the following statements carefully and mark the option (X) that best reflects your current feelings and thoughts for the importance of business values.

1-Strongly Agree, 2-Agree, 3-Undecided, 4-Disagree, 5-Strongly Disagree

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
I would be happy to complete my career in this institution.					
I like to tell outsiders about my organization.					
I see this organization's problems as my own.					
I feel like “part of the family” in this institution.					
I feel emotionally attached to this institution.					
My institution means a lot to me.					
I feel strongly connected to this institution.					
I fear what will happen if I quit my job without finding another job.					
It is very difficult for me to leave this institution even if I wanted to right now.					

If I wanted to leave this institution, many things in my life would be turned upside down.					
Leaving this organization would cost me too much.					
Currently, staying at my institution is as much a matter of necessity as a desire for me.					
I don't have enough options to afford to leave this institution.					
One of the most serious consequences of leaving this institution is that there are few alternatives that may come my way.					
I continue to work in this institution because I do not want to give up the opportunities here.					
I believe that one should always stick to one's institution.					
Moving from one institution to another seems unethical to me.					
For me, loyalty to the institution is important and a moral imperative.					
Even if I get a better job offer, I don't think it's right to leave my company.					

APPENDIX F

CRISIS MANAGEMENT SCALE

Please read the following statements carefully and mark the option (X) that best reflects your current feelings and thoughts for the importance of business values.

1-Never, 2-Rarely, 3-Sometimes, 4-Often, 5-Always

	Never	Rarely	Sometimes	Mostly	Always
	<i>Pre-Crisis Period</i>				
In my organization, crisis signals from different sources can be perceived before the crisis occurs.					
Crisis scenarios are created before a crisis occurs in my institution.					
Problems that may pose a danger to the institution are determined in advance.					
In my organization, crises occurring in the environment are followed.					
In my organization, every situation that may cause a crisis is carefully examined.					
My organization is sensitive to signs of crisis.					
My institution is knowledgeable about strategies to avoid the					

negative effects of the crisis.					
	<i>Crisis Period</i>				
In my organization, a written crisis management plan is being prepared in order to protect itself from the crisis.					
In my organization, a crisis communication plan is prepared within the framework of the crisis management plan.					
In my organization, an emergency action plan to be implemented in the crisis period is being prepared.					
In my organization, the crisis management team is led to receive the necessary training.					
In my organization, crisis control and risk audit teams are established.					
My institution informs all employees about the crisis management plan.					
In my organization, employees are given finalized information about the crisis.					
In my organization, trainings are organized on crisis management that will cover all employees.					

	<i>Post-Crisis Period</i>				
In my organization, cooperation is ensured among the employees in the crisis management process.					
In my organization, it enables employees to participate in the decision-making process.					
In my organization, the obstacles that prevent efficient working during the crisis are removed.					
The goals and objectives of the institution are constantly reviewed.					
In my organization, a multi-dimensional evaluation is made regarding the crisis process.					
In my organization, post-crisis situation analysis is carried out.					
In my organization, new targets are set after the crisis.					
Crisis management in my institution is evaluated and its deficiencies are determined.					
In my organization, a new structuring work is carried out after the crisis.					
In my organization, the vision of the post-crisis					

organization is being developed.					
In my organization, the strengths and weaknesses of the organization can be seen after the crisis.					
In my organization, effective methods are being developed in the fight against the crisis.					
In my organization, crises are turned into opportunities and made useful for the organization.					
In my organization, it is possible to train the crisis management team in accordance with new developments.					
In my organization, new strategies and tactics are determined in order to cope with a possible crisis.					
In my organization, employees are given the opportunity to develop and use new skills.					

CURRICULUM VITAE

Personal Information:

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Education:

2011-2015: BA in Anthropology, Yeditepe University, Turkey

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