

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

**MASTER THESIS**

**DOES FLIGHT CREW WORK MOTIVATION AND  
ENTHUSIASM CHANGE WITH INCREASING  
TENURE? THE CASE OF TURKISH AIRLINES**

**ERDEM ŞAHİN**

**THESIS SUPERVISOR  
ASSIST. PROF. SÜMEYYE KUŞAKCI**

**ISTANBUL, 2021**

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by  
**ERDEM ŞAHİN**

**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 KUŞAKCI**

**ISTANBUL, 2021**

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 in Air Transport Management.

Thesis Jury Members

Title - Name Surname

Opinion

Signature


This is to confirm that this thesis complies with all the standards set by the School of Graduate Studies of Ibn Haldun University.

Date of Submission

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## ACADEMIC HONESTY ATTESTATION

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.

Name Surname:

Signature:



ÖZ

GÖREV SÜRESİ ARTTIKÇA UÇUŞ EKİPLERİNİN ÇALIŞMA  
MOTİVASYONU VE İŞE BAĞLILIKLARI DEĞİŞİR Mİ? TÜRK HAVA  
YOLLARI ÖRNEĞİNDE BİR ARAŞTIRMA

Erdem Şahin

Hava Taşımacılığı Yönetimi Yüksek Lisans Programı

Öğrenci Numarası: 194038012

Open Researcher and Contributor ID (ORC-ID): 0000-0002-1110-9832

Ulusal Tez Merkezi Referans Numarası: 10409605

Tez Danışmanı: Dr. Öğr. Üyesi Sümeyye Kuşakcı

Ağustos 2021, 100 sayfa

Araştırmada, uçuş ekibi bünyesinde çeşitli pozisyonlarda görev yapan personelin iş motivasyon ve iş coşkusu düzeylerindeki değişikliklerin tespit edilmesi amaçlanmıştır. Araştırmanın evreni; Türk Hava Yolları'nda görev alan uçuş ekibinden oluşmaktadır. Araştırmanın örnekleme dâhil edilecek 225 kişilik uçuş ekibinin seçimi kolayda örnekleme yöntemi ile yapılmıştır. Araştırmada veriler 3 ana kısımdan oluşan bir çevrimiçi anket formu aracılığıyla toplanmıştır. Verilerin analizinde SPSS 20 programı kullanılmıştır.

Sonuç olarak, uçuş ekibinin içsel motivasyon seviyeleri ile kendilerini işe verme, özveri ve dinçlik seviyeleri arasında pozitif fakat zayıf bir ilişki bulunmuştur. Uçuş ekibinin dışsal motivasyon seviyeleri ile kendilerini işe verme tutumları, özveri ve dinçlik düzeyleri arasında istatistiksel olarak anlamlı bir ilişki bulunamamıştır. Motivasyon düzeylerinin yaş, eğitim durumu, medeni durum, havacılık sektöründeki çalışma süresi, şirketteki çalışma süresi ve uçuş ekibindeki konumuna göre farklılık göstermediği belirlenmiştir. Fakat erkek uçuş ekibi personelinin dışsal motivasyon düzeylerinin kadın uçuş ekibi personeline göre daha yüksek olduğu görülmüştür. Uçuş ekiplerinin iş coşkusu tutumlarının eğitim durumlarına, medeni durumlarına, havacılık sektöründeki çalışma sürelerine ve şirketteki çalışma sürelerine göre farklılaşmadığı tespit edilmiştir. Kadın uçuş ekiplerinin kendilerini işe verme ve özveri düzeylerinin

erkek uçuş ekiplerine göre daha yüksek olduđu belirlenmiştir. Katılımcıların dinçlik düzeylerinin cinsiyete göre farklılık göstermediđi tespit edilmiştir. Bununla birlikte, yaşı büyük olan uçuş ekibi personelinin dinçlik düzeyleri, gençlere göre daha düşük bulunmuştur. Çalışmaya katılan uçuş ekibi üyelerinin kendini işe verme ve özveri düzeylerinin uçuş ekibindeki pozisyona göre farklılık göstermediđi, pilotların ise diđer ekip personeline göre çalışma ortamında daha fazla dinçlik gösterdiđi belirlenmiştir.

**Anahtar Kelimeler:** İşe Adanmışlık, Motivasyon, Uçuş Ekipleri



## ABSTRACT

### DOES FLIGHT CREW WORK MOTIVATION AND ENTHUSIASM CHANGE WITH INCREASING TENURE? THE CASE OF TURKISH AIRLINES

Erdem Şahin

MSc in Air Transport Management

Student ID: 194038012

Open Researcher and Contributor ID (ORCID): 0000-0002-1110-9832

National Thesis Center Reference Number: 10409605

Thesis Supervisor: Assist. Prof. Sümeyye Kuşakcı

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The aim of this research was to determine the change of work motivation and work enthusiasm levels of the flight crew. The universe of the research consists of the flight crew who work at Turkish Airlines. The selection of 225 flight crew who are included in the sample of this study was made by a convenience sampling method. The data in the study were collected through an online questionnaire form consisting of three main parts. The SPSS 20 program was used in the analysis of data.

As a result, a positive but weak relationship was found between the intrinsic motivation levels of the flight crew and the levels of absorption, dedication and vigor. There was no statistically significant relationship between the extrinsic motivation levels of the flight crew and their absorption attitudes, dedications and vigors. Motivation levels of the flight crew did not differ according to age, educational status, marital status, working time in the aviation sector, working time in the company and position in the flight crew, but it was found that the extrinsic motivation levels of male flight crew personnel were higher than female flight crew personnel. The work enthusiasm attitudes of the flight crew did not differ according to their education status, marital status, working time in the aviation sector, and working time in the company. Absorption and dedication levels of female flight crew personnel were higher than male flight crew personnel. The vigor of the participants did not differ according to gender. However, the vigor of the older crew personnel was found to be lower than the younger ones. The absorption and dedication levels of the flight crew did not differ

according to position in the flight crew, whereas the captains exhibited vigor in the work environment compared to the other crew personnel.

**Keywords:** Flight Crew, Motivation, Work Enthusiasm



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## LIST OF SYMBOLS AND ABBREVIATIONS

DGCA Directorate General of Civil Aviation

EASA European Aviation Safety Agency

IATA International Air Transport Association

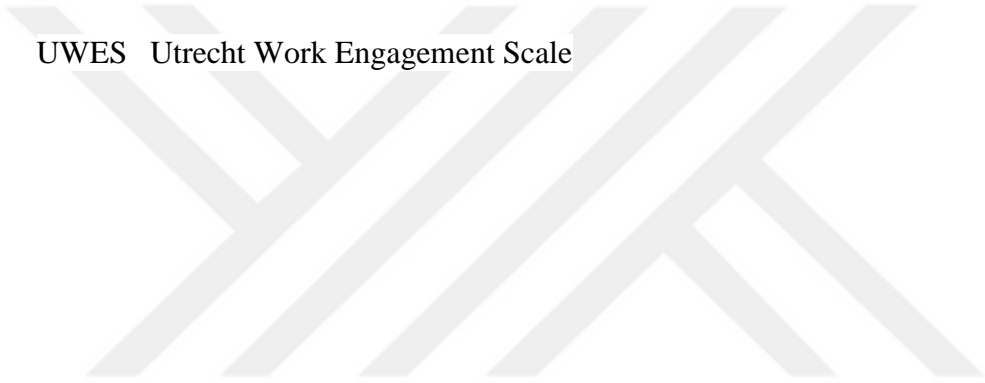
MBI Maslach Burnout Inventory

OFP Operational Flight Plan

SHGM Sivil Havacılık Genel Müdürlüğü

THY Türk Hava Yolları

UWES Utrecht Work Engagement Scale



# CHAPTER I

## INTRODUCTION

As one of the fastest growing industries in the world, the civil aviation industry has recently reached the highest level of investment in its history. Intensified competition around the world has contributed to the interests of almost every stakeholder in this sector, which is now beginning to be considered a profitable one. In this context, it can be said that the sector is attractive now and the number of people willing to be a part of it has been increasing as well (Cento, 2009: 13). For this reason, airlines are looking for qualified employees, flight crew in particular. Given the crucial importance of flight crew to the aviation industry, companies have a significant responsibility to hire adequate flight crew as well as to maintain employees' motivation (Demir, 2016: 80-81).

Conceptually motivation is a status that is affected by internal and external factors and increases efforts towards a specific goal (Sökmen, 2014: 85). Besides being defined as the influence of external factors that increase target-driven efforts, motivation also includes internal factors.

Employee motivation, in particular, is about motivating employees in a company in order to strive for business goals. Especially in today's service sector, the most determining factor in service quality is human (Koçel, 2018: 633-634). For this reason, the best solution, which companies can resort to, is to motivate employees in order to achieve their goals.

At this point, motivation of flight crews who support and service passengers under heavy work and stress, taking into account potential life threats has a paramount importance. However, motivation is not sufficient to be able to work efficiently under these difficult circumstances and always to provide good service. Both motivation and work enthusiasm are important for flight crew to keep themselves up and running. Every organisation wants to increase the work enthusiasm of its members (Schaufeli et al., 2008: 176). Studies conducted on work enthusiasm reveal that highly

enthusiastic employees have been making more efforts while performing their duties. (Leiter, Albrecht & Bakker, 2010: 2). In addition, it is stated that highly enthusiastic employees stay in the organisation for a longer time and they have positive relations with the organisation (Bakker & Demerouti, 2008: 210). Since an enthusiastic employee wants to stay in the organization, he strives to achieve his goals and does not think of quitting. This is quite important for the aviation industry.

Flight crews with low enthusiasm and motivation have a negative impact not only on themselves and their environment, but also on passengers (Yıldırım, Uysal, & Ilgaz, 2019). Given that the airline's main target is passengers, the flight crews on behalf of the operator emphasize a very delicate balance to ensure satisfaction. (Yıldırım, 2007: 75-97). Airlines need to be aware of this balance and initiate whatever is necessary to satisfy flight crews. Motivated people are satisfied with their job and improve the productivity of both themselves and their organization (Günay, 2016).

When work enthusiasm is considered together with motivation, high motivation of the employee can create good results and low motivation with low work enthusiasm can cause unsatisfactory results (Demerouti et al., 2015: 89).

### **1.1. Purpose of the Study**

There is a strong impression about Turkish Airlines' flight crews that their work enthusiasm and motivation change with increasing tenure. In the study, it was aimed to investigate whether there is such a change, and if there is, whether factors such as age, work experience, gender, marital status and education level have an effect on this or not. Increasing the work enthusiasm and motivation of employees provides advantages in many ways. For example; Low employee turnover rate, higher organizational performance and increased productivity are among these advantages (Bakker, 2017). At this point, there are many studies in the literature about work enthusiasm and motivation. However, a few studies have been found that examines how work enthusiasm and motivation have changed over time. For this purpose, the study will examine the relationship between flight crews' tenure and their motivation and work enthusiasm, considering age, work experience, gender, marital status and education level. In order to achieve this goal, literature review and questionnaire application methods will be used. At the end of the study it will be understood whether

the work enthusiasm and motivation levels of flight crews differ according to sociodemographic characteristics and working period.

This thesis will try to answer the questions with the five main hypothesis as shown below.

**H1:** Flight crew's work motivation levels differ according to sociodemographic attributes.

**H2:** Flight crew's work motivation levels differ according to work life attributes.

**H3:** Flight crew's work enthusiasm levels differ according to sociodemographic attributes.

**H4:** Flight crew's work enthusiasm levels differ according to work life attributes.

**H5:** There is positive correlation between the work motivation and work enthusiasm of flight crew.

## **1.2. Significance of the Study**

Flight crews are the airlines' most important account executives and by taking on more responsibilities than many employees in the service sector, they affect passenger satisfaction, company profitability, and thus sustainability in line with their business performance. Employee motivation is also directly related to the sustainability of performance (Chaudhry, 2008). When research on the subject is examined, Solmuş (2004) investigated the effect of motivation of employees in the aviation industry on job satisfaction in his study in the aviation industry. In the study, 103 employees in the aviation industry have completed surveys. According to the results of the survey, it was determined that the motivation levels of the individuals working in different departments were different and it was revealed that this negatively affected job satisfaction.

Increasing competition with globalization forces businesses to produce higher quality service, faster and cheaper. This pressure also increases the need for motivation. At this point, it is important to examine the change in employee motivation over time. Otherwise, when the motivation decline begins, the employee's productivity level starts to decline. At this stage, if the company does not recognize the problem, employee motivation continues to decline.

Similar to motivation, work enthusiasm can also vary over time and from person to person. When a study by Lam et al. (2001) was examined, it was stated that the work commitment was high in the early days because the employees were included in the organization according to their own choice. It has been found that the actual commitment levels of the employees are shaped after six months. Work enthusiasm may decrease if the employees fail to meet their expectations in time and depending on the routinization of the conditions, they live in.

The relationship between dedication to work and working time is shaped over time by the benefits that the employee receives from the organization in return for their labor (Sıgır & Basım, 2006: 135). In a study, the 4-year personnel indexes of an enterprise with low job satisfaction levels were examined, and it was found that personnel turnover increased by 70% (Davis & Bordieri, 1988: 95).

In recent years, work enthusiasm and motivation have received a great deal of attention, both in business life and in academia. Dedicated and motivated employees can work hard and feel happy (Lantara, 2019). In addition, employees with a high commitment to work invest themselves emotionally, cognitively and physically in their performance (Agyemang & Ofei, 2013: 20-21). Commitment to work, defined as a positive, work-related mental state, refers to an individual experience of energy, dedication, and concentration. Commitment to work is needed to support and facilitate positive change initiatives that enable employees to improve individual and group performance since dedicated employees approach the organization with energetic desires and they have genuine dedication (Pienaar & Willemse, 2008: 1055; Salmela-Aro et al., 2009: 163).

Many empirical studies confirm the positive effects of commitment to work (Weiqi, 2007). For example, a fully devoted employee is psychologically and mentally healthy, creative, active in the job, and highly motivated to work. Consequently, dedicated employees may have higher motivation to work and they can be beneficial to both themselves and their workplaces with this mood (Hasanuddin, & Sjahrudin, 2017). Organizations employing devoted workforce have lower turnover and absenteeism levels.

There are many studies to understand the relationship between motivation and work enthusiasm. However, most of them were conducted in educational and medical institutions (Alarcon & Edwards, 2010: 1).

From this point of view, it is necessary to discover motivation, enthusiasm and their relationship in various fields of business. Aviation is among the sectors under-investigated by scholars and requires a better understanding of workforce motivation and enthusiasm, cabin crew in particular, to obtain and maintain a sustainable performance. At this point, it is important to know whether the initial motivation and work enthusiasm of employees who have just started to work in the aviation sector have decreased over time.

Obtained results and suggestions of this study are expected to contribute to aviation literature and practice as well.

In the second chapter the definitions and backgrounds of the expressions used in this thesis are mentioned. The continuation of second chapter includes a literature review on the concepts of flight crews motivation and work enthusiasm. With the literature review, the relationship between the concepts and the theoretical basis of the study will be set out.

Third chapter is based on methodology. A descriptive scanning model used for this study and SPSS performed for all results.

Findings are shown in the chapter four as distribution of sociodemographic and work life attributes of flight crew, work motivation and work enthusiasm levels of flight crew, correlation analysis, examination and differentiation situations of work motivation and work enthusiasm levels according to the introductory features of flight crew and a summary of results.

Finally thesis has completed with a conclusion and discussion part in chapter five.

## **CHAPTER II**

### **LITERATURE REVIEW**

In this chapter, firstly the flight crew and its significance in aviation will be introduced, and then two basic concepts of the research, work enthusiasm and motivation will be discussed. Finally, previous research on these topics will be presented.

#### **2.1. Flight Crew**

As the aviation sector has been developing around the world, also the quality of the provided services and activities has shown a great increase. At the same time, this sector creates job opportunities. For this reason, all services in the aviation sector have become more and more important. Another aspect of the issue is the increasing necessity of ensuring the employee potential required to provide these additional services. As for airline businesses, flight crew services and the capabilities of personnel involved in these services are very important in terms of flight quality and are crucial in determining the quality of the company (Gürbüz & Sözen, 2016: 47-48). These teams performing flight operations are probably the most important actors in this process, and their practices determine the attitudes of passengers and the general public (Yelkenci, 2006: 44).

Flight crews are generally composed of well-trained personnel. This team consists of pilots who are responsible for the use and management of the aircrafts, loadmasters, and cabin crew with various certifications responsible for various types of activities within the cabin determined by the aviation organization (Ceylan, 2010: 42). Flight crews are qualified to provide services by implementing local and global civil aviation directives and flight safety precautions in accordance with quality and flight safety standards in line with work instructions (Yılmaz, 2015: 19).

### 2.1.1. Cockpit Crew

The employee responsible for the take-off and landing of an aircraft and ensuring that the process is carried out according to technical details in parallel with the safety factors is called the cockpit crew (Kuyucak & Şengür, 2012: 36). In particular, cockpit crew have broad authority in the realization of flight and act as the sole authority during the flight operation. Cockpit crew does not contact passengers directly, but can take the initiative to provide passengers with the necessary technical information. The cockpit crew includes the pilot, captain pilot and captain in charge (SHGM, 2017).

The cockpit crew performs the technical work necessary for secure and safe flight. They manage and dispatch the flight. The efficiency and performance of this crew is important (Ağraz, 2006: 63). In addition to these responsibilities, the other responsibilities of the first officers (Co-pilots) are as follows:

- Co-pilot is the deputy of the Commander.
- Co-pilot is responsible to the Commander to assist in the safe and efficient conduct of the flight. In the event of the incapacitation of the Commander, the Co-pilot shall assume command of the aeroplane.
- It is the responsibility of the Co-pilot:
  - To observe the provisions of the applicable Operations Manuals in general, and as necessary to fulfil his function and responsibilities as a Co-pilot.
  - To carry out his duties in accordance with the Standard Operating Procedures, including procedures, limitations and performance relating to the specific aeroplane type, as allocated to him by the Commander.
  - To observe the Standard Operating Procedures and inform the Commander of any deviation from the Standard Operating Procedures.
  - To carry out take-offs and landings under the supervision of the Commander. He shall carry out other duties delegated by the Commander in preparation for the flight or during the flight.
  - To confirm the safe navigation of the aeroplane, maintaining a continuous and independent check upon both the geographical position of the aeroplane and its safe clearance.
  - To safely and properly conduct the flight in compliance with the current Operational Flight Plan (OFP) and the Commander's instructions when the

Commander is not at the controls. Any changes to the current OFP shall be notified to the Commander.

### **2.1.2. Cabin Crew**

As a team under the control of the pursers, the cabin crew is probably the most active in the process, thus the basis of the communication between the airline and the passengers is carried out by them. According to this, the cabin crew is the team that primarily ensures that the flight is carried out within the scope of training and instructions they received and then according to the wishes and expectations of the passengers. In this sense, cabin crew constitutes the genuine service provider component of the flight crew (Chen, 2017: 44). In addition to all service activities related to passengers, cabin crew have different duties and responsibilities. More detailed information on cabin crew will be introduced in the following sections.

#### **2.1.2.1. Definition of Cabin Crew**

In the process of airline services, the other group that has face to face communication with passengers is the cabin crew. When the definition of the cabin crew in the THY operations manual is examined, it is explained as follows: “A crew member, other than a Flight Crew Member, who performs in the interest of safety of passengers, duties assigned by the operator or the Commander of the aeroplane.” (EK.10.71.001 Cabin Crew Manual Rev.01) In addition, the cabin crew is led by the cabin chief. The definition of cabin chief in THY’s operations book is as follows: The Cabin crew member who has been selected by the company within the scope of the principles defined in European Aviation Safety Agency’s (EASA) related description and in line with Procedure for Seniority Ranking and Promotion of Cabin Personnel and who has completed the cabin chief training defined in *Cabin Crew Training Manual* and the control flight is successfully appointed as cabin chief. In all flights of the company, at least one cabin chief is assigned within the scope of the cabin crew composition.

The ability and experience of cabin crew is perceived as a dimension of airline service differentiation. Any disruption that occurs in any process until the moment of boarding can be forgotten thanks to the smiling faces of the cabin crew. The exact opposite of this situation is also possible. The cabin crew’s courtesy, helpfulness, accessibility, responding in time, appearance, providing explanatory information to the passengers

when necessary have positively affected the passengers' service quality perceptions (Dursun, 2008: 59). The positive effect created by the cabin crew is beneficial for both passengers and the business. In this context, cabin crew can be defined as follows: They are the ones who have successfully completed the training process and are eligible to receive a "Cabin Crew Certificate". Besides, they are responsible for ensuring in-flight safety and security in airline businesses, hosting and guaranteeing that passengers can travel comfortably, carrying the uniforms of the airlines they work for and advertising their organisation (Tezekan, 2015: 48).

Cabin crew members are responsible for the safety and security of normal and emergency situations in accordance with international and national regulations, thus they are responsible for the captain pilot and the pursuer, and they have a valid certificate (THY Kabin Hizmetleri Başkanlığı, 2012). In line with a different definition, cabin crew members are qualified people who are obliged to provide passenger safety, security and comfort by fulfilling national and international civil aviation demands and flight safety measures in parallel with the working instructions that comply with the quality and flight safety standards of the airline they are affiliated with (Aktunç, 2013: 9).

Cabin crew who meet the needs of passengers during the flight. But it is not enough to define a cabin crew as an employee who only serves passengers. The primary mission of cabin crew is safety and security. Beyond service, in the modern era cabin crew need to take a variety of actions as they face moments where they are required to provide more than expected (Gençoğlu, 2012: 48).

#### **2.1.2.2. History of Cabin Crew**

Examining the historical development of flight attendants, it is known that in 1922 the British Daimler Airway was first put on the agenda with a staff member named "Steward". In 1930, innovation was brought about by Steve Stimpson, owner of Boeing Air Transport, and an occupational group called the "cabin crew" emerged. The first person to have worked as "cabin crew" was a nurse named Ellen Church. Ellen Church began working between San Francisco and Chicago on a United Airlines plane on May 15, 1930, with seven of her friends whose main profession was also nursing (Dereli, 2012: 8-9). The main reason why the first cabin crew was chosen from

among the nurses was the risk that new passengers on airplanes would face health problems due to sensitivity to the pressure in the cabin, fear of flight and altitude (Nameghi & Ariffin, 2013: 1-9). Nurses working as cabin crew both helped passengers with health issues and provided in-flight services (Çolak 2013: 38).

When the historical development of the cabin crew is examined in Turkey, it is known that the first cabin crew was commissioned in 1948. Cabin crew on DC-3 Model 21-passenger aircraft, which was purchased in 1946, was named “Aviator Female Steward”. In the aforementioned aircrafts, the service was provided with three female cabin crew members. Turkey in the “stewardess” profession for the first time on January 1, 1948 has been used by Turkish Airlines. Then, again in 1948, five stewardesses started to work on international flights (Gürbüz, 2015: 43). These developments followed and both began to evolve as flight attendants in Turkey and in the world today, each month May 31 “International Flight Attendant Day” is celebrated.

#### **2.1.2.3. Requirements of Being Cabin Crew**

As in many professions, there are qualifications that should be possessed by the cabin crew. Cabin crew needs to have features that can conflict with each other, such as guiding, directing and meeting customer needs to some extent. Thus, cabin crew must be active in the cabin and have strong communication skills. Cabin crew is expected to demonstrate polite and restrained behaviour that focuses on the needs of passengers, and their success is assessed by customer satisfaction. In other respects, they are expected to enforce safety regulations in the aircraft, prevent actions that impair the comfort of other passengers, and prevent passengers when necessary (Baltaş, 2009: 29). Hence, cabin crew’s behaviour towards passengers affects the quality of service and customer satisfaction of airlines businesses (Sönmez, Karakütük & Tezcan, 2010: 35).

Cabin crew is the profession that needs to have certain personality traits together since the expected behaviour of cabin crew members is the paradoxical behaviour required by very few occupations. On one hand, cabin crew candidates receive in-depth training to obtain the accuracy standards required for flight safety, while gaining the fineness of in-flight services on the other hand. Nevertheless, managing relationships is, to

some extent, personality-related, thus the most difficult aspect of the profession is managing relationships (Baltaş, 2009: 23). The main personality traits that should be in cabin crew are as follows: Being social, being talkative, being active, being patient, being open to the environment, being sensitive, being controlled, being harmonious, being calm, being balanced, being reliable, being optimistic, and being attentive (Aktunç, 2013: 10).

Some of the important features that cabin crew should have are: (Prideaux & Kim, 2006: 218):

- **Attention:** Cabin crew members must be clearly aware of possible safety and security risks during the flight. Moreover, the necessary attention must be paid to passenger demands and expectations to ensure passenger satisfaction.
- **Communication Skills:** Cabin crew members need to speak in an easy-to-understand manner, listen carefully to passengers, and communicate effectively with passengers and other cabin crew members.
- **Service Skills:** Cabin crew members need to be intelligent, polite and skillful to handle stressful situations and meet the needs of passengers.
- **Decision-making Skills:** Cabin crew members need to act decisively in the case of an emergency or unexpected event.
- **Physical Sufficiency:** Cabin crew members must be physically capable of lifting luggage, standing and walking for extended periods of time.

Cabin crew members should have a professional look and should not have tattoos in visible areas, use piercings, or have emphatic hairstyles and makeup. Cabin crew members need to be aware of cultural differences, especially on international flights, and take the necessary actions in this kind of situation. Due to competition on international flights, the services provided on board are very important in protecting and increasing the current number of passengers. The requirements to be a cabin crew member include corporate characteristics as well as individual characteristics. To put it another way, flight attendants must be individually ready for this profession and able to meet the requirements of the organization.

It is important that cabin crew members feel physically and mentally ready for the flight and have no health problems since it is important to have a high level of

perception during the work, to be able to immediately detect abnormal situations and to perform the correct intervention. DGCA (Directorate General of Civil Aviation) stated the minimum requirements that a cabin crew member should have in the SHT OPS Commercial Air Transport Regulation Operation Procedures and Principles. Airline companies must ensure that the recruited candidate meets the minimum requirements for the position of being cabin crew. The minimum requirements for a cabin crew are (SHGM, Minimum Gereklilikler 2013):

- He/She should be over 18 years old.
- He/She should be examined at regular intervals in a health institution authorized by DGCA and should not have any health problems that may prevent them from attending flight.
- He/She should have successfully completed the basic training and be certified.
- He/She should have completed their training for aircraft types.
- He/She should be successful in the renewal training planned by the airline companies every year.
- He/She should have graduated from a high school or similar school providing 10-years of education.
- He/She should have English proficiency.
- He/She should be qualified to fulfil the duties (age, criminal record, etc.).

#### **2.1.2.4. Responsibilities of Cabin Crew**

The quality of cabin crew can directly affect the quality of service. For this reason, cabin crew members need to be aware of their responsibilities. At this point, rules and procedures have been continuously revised by assessing the positive and negative samples of aviation history. The documentation of all this information, reports, and communication with relevant departments are managed by units established by the businesses. Cabin crew members play a major role in determining field and operational needs in both safety management and quality systems, which have been regularly updated to prevent malfunctions throughout the organization.

Cabin crew play an active role in meeting the expectations of different passenger groups. It is not a technical issue that the temperature inside the cabin is perceived cold

and hot by two passengers on the same flight, depending on the different clothes of them. In terms of enthusiasm and focus on service, it is a good example that cabin crew primarily inform the passengers about the cabin temperature, providing a blanket and offering a hot drink to the passenger who feels cold, and offering a refresher to the passenger who feels hot. In Southwest Airlines, employees who are compassionate, have a sense of humour, with a can-do attitude, and not ego-centric, which means a person who can think as “us” instead of “me”, has been looked for to hire. Southwest Airlines executive Herb Kelleher states that service motivation should be the most important function in recruiting. According to Kelleher, motivated people can easily acquire the skills they need to do their jobs through education. Another in-house marketing practice, given as an example from the same company, is to incorporate customer feedback in the best way to select a company’s cabin crew members. The underlying reason for this implementation is the belief that customers who have communication with front office employees know the best employees (Dökmen, 2003).

Cabin crew members have many responsibilities. Ensuring passenger safety is at the top of these responsibilities. This is the main factor that requires crew members to be provided regular and professional training with theoretical knowledge, the secondary but most prominent responsibility is to meet the needs of passengers and make a good impression on behalf of the airline company that they work for (SHGM, 2017). Also, cabin crew members have substantial responsibilities such as maintaining the safety and health of the workers, act in line with the environment legislation and quality management systems, preparing for the flight, gathering with the crew and sharing information with them both before and after the flight, providing the safety of the cabin, ensuring the passenger boarding and getting off process, conveying information on safety and security to the passengers, implementing all of the rules related with safety and security during the flight (Önen, 2016: 42).

In addition to all this information, the responsibilities of the cabin crew and cabin chief are expressed as follows:

- Primary purpose of the cabin crew is to ensure passengers safety.
- Cabin crew shall inform the passengers on emergency and safety procedures during all phases of the flight and manage procedures following an emergency

in accordance with the appropriate Operations Manuals under the authority vested in the Commander.

- It is the responsibility of the Cabin Crew:
  - To observe the provisions of the applicable Operations Manuals in general, and as necessary to fulfil his function and responsibilities as a Cabin Crew.
  - To conduct the applicable pre-flight and post-flight security checklists as delegated by the Cabin Chief.
  - To check emergency equipment required for the flight are available.
  - To report matters concerning safety (irregularities and malfunctions) to the Commander.
  - To conduct passenger safety briefing as delegated by the Cabin Chief.
  - To secure the passenger cabin for take-off and landing and report to the Cabin Chief, as such.
  - To observe passenger safety requirements during flight.
  - To attend all briefings/debriefings conducted by the commander or the Cabin Chief when required.

## **2.2. Components of Cabin Services**

The main roles of cabin crew within the context of airline business are to maintain information flow and to realize a safe flight (Ergül, 2009: 102). The role of cabin crew in the flow of information is also related to the cockpit crew and the processes in the cabin. The necessity of providing information about flight-related issues may occur before, during or after the flight. Communication skills are coming to the fore within this context. The tasks of cabin crew are described in detail below.

### **2.2.1. Preflight Services**

Pre-flight services are provided within the period between the passenger booking a flight or purchasing a ticket and boarding the plane. One of the most important services is the private lounge set up by airlines or alliances to help passengers have more comfortable waiting times at pre-flight and transfer points. Flight preparation is the process in which the aircraft and passengers are getting ready to fly (Karaarslan, 2014: 32). During this period, various services such as information, catering, and newspapers

offered to the passengers in the waiting lounges are crucial for customer satisfaction.

Providing these services as soon as possible and communicating the situation in detail to the passengers enables the customers (passengers) to think that they are valued and to be satisfied with the business; therefore, the customer (passengers) prefers the company again. This is all the services provided by passenger service personnel from the time passengers arrive at the airport until they board the plane. According to IATA a cabin crew is expected to do followings before the flight (IATA, 2015):

- Participates in a briefing with his team,
- Makes sure that the exit door he is in charge of is active,
- Checks emergency equipment (oxygen cylinders, life jackets, etc.),
- Checks the safety cards in the seat pocket,
- Makes sure the toilet smoke alert system is working,
- Controls announcement systems, emergency lights and communication tools,
- Checks the ID cards of the personnel on board the aircraft to ensure ground security,
- Performs an aircraft security search,
- Notifies passengers about fuel purchases and applies fuel purchase rules,
- Welcomes passengers and help them to be settled,
- Distributes baby belts and extension belts to the required passengers,
- Makes sure the emergency exit is not blocked by the object,
- Responsible for the safety briefings for handicapped passengers in need of help
- Announces passenger information,
- Activates the exit door slides,
- Provides passengers with a safety briefing and secures the cabin before departure,
- Goes to his station for take-off and gets mentally prepared.

### **2.2.2. In Flight Services**

The services provided during the flight form an important part of the flight service processes. This includes all services starting from the moment passengers board the aircraft to the moment they get off. Since the flight services are abstract, the services

provided during the flight are very important in the image of the airline businesses (Kuyucak & Şengür, 2012: 35).

Cabin crew, whose primary mission is flight safety, is also responsible for maintaining passenger satisfaction by providing the efficient and continuous service (Rhoden, Ralston & Ineson, 2008: 538-547). Catering is a combination of services that address the physiological and psychological needs of passengers. The complimentary food and beverage offered during the flight depend on the type of flight. To be appealing to both eyes and taste and meeting expectations are the most important factors that have a positive impact on passenger satisfaction. In addition to food and beverage services, the distribution of products that passengers may need during the flight such as eye patch, ear plugs, lip balm, wet wipes, snack treats, is one of the services offered on the flight. Cabin crew is very important in the services provided in flight. Cabin crew have the necessary training and certification to manage in-flight anomalies and emergencies (Işıkçı, 2018: 34). In-flight services conducted by cabin crew member can be listed as follows (IATA, 2015):

- He/She regularly checks the toilet and cabin in case of fire,
- He/She announces the necessary information to passengers,
- He/She serves drinks and food,
- He/She cares for and assists passengers in need of help (visually impaired, hearing impaired, etc.),
- He/She observes passengers from a flight safety and security perspective,
- He/She responds to passenger calls and meet passenger needs,
- He/She provides cockpit and cabin security,
- He/She announces the doctor when needed and performs first ai,
- He/She serves drinks and food for the cockpit crew,
- He/She records malfunctions detected in the cabin and notifies the flight crew,
- He/She announces in case of turbulence and ensures the safety of passengers,
- He/She notifies flight crew of any problems encountered during the flight,
- He/She makes descending announcements, gets ready for the cabin and controls the cabin,
- He/She arrives at his station, takes a safe position and gets mentally prepared.

### **2.2.3. Post Flight Services**

Post-flight services involve various steps, such as receiving a flight rating and providing telephone feedback to the airline company after receiving the baggage, but this review is limited with the services offered from the moment passengers get off the aircraft until the moment they leave the airport (Koenig & Strauss, 2000: 365-374). If the aircraft does not approach the below position at the airport where it lands, passengers are taken by an apron bus to the baggage claim area. It is important that the passenger bus is ready in the apron while the plane approaches the parking position. The reason is that passengers who have completed their journey must arrive at the terminal area of the airport where they land as soon as possible (Dökmen, 2003: 132).

At this stage, the cabin crew is responsible for guiding passengers to the airport in a reliable manner and providing the information necessary while getting off the aircraft (Çırpın & Kurt, 2016: 91). The value created by these services is very important to the aviation companies, as the efficiency of these services makes the difference in flight services (Gerede, 2015: 25). Post flight services conducted by a cabin crew can be summarized as follows (IATA, 2015):

- Announces farewell and necessary information,
- Deactivates the exit door slides,
- Allows passengers to safely get off the plane,
- Helps passengers in special circumstances (such as disabled people) get off the plane.

### **2.3. Work Enthusiasm**

Today, companies expect their employees to be proactive, take initiative, collaborate seamlessly with others, take responsibility for developing their expertise, and adhere to high-quality performance standards. For this reason, companies need employees who are energetic and dedicated to their work (Bakker & Schaufeli, 2008: 147).

In literature, work enthusiasm can be used in similar meanings with concepts such as “work engagement”, “employee engagement” and “job engagement”. There was no consensus on the Turkish meaning of these concepts in English, therefore, the concept, which is considered as devotion to work, is also used in different studies as being

attracted to work, engagement, passion for work, devotion to work, integration with work and getting involved in work.

### **2.3.1. Definition of Work Enthusiasm**

The concept of commitment to work is the subject of academic research and is one of the issues emphasized by organizations in recent years (Andrew & Sofian, 2012: 498). Commitment to work is most commonly defined as the enthusiasm of individuals who participate in work. These individuals, who are busy with work, personally empathize with their work, tend to work more than other employees, and make more efforts to produce the results customers and businesses desire (Roberts & Davenport, 2002: 21).

According to Attridge (2009), commitment to work allows employees to feel positive about their work, the work is meaningful to them, manage their workloads more easily, and have hope for the future (Attridge, 2009: 384). According to Maslach and Leiter (2001: 398), dedication to work was the opposite of the three components of burnout and these three components are fatigue, alienation, and low levels of professional competence. As for these researchers, measuring the level of burnout was sufficient to measure the level of employee commitment to work. In other words, a low level of burnout means a high level of commitment. However, subsequent studies have shown that work efforts should be measured as a separate concept (Bal, 2009: 447).

Studies on this subject reveal that individuals with a sense of commitment have a high level of self-efficacy and energy for events that affect their lives. In addition, positive behaviors and attitudes allow these individuals to receive positive feedback such as awareness, gratitude, and success. Dedicated employees claim the tiredness of a busy day to be “delighted” and “satisfying”. (Bakker et al., 2011: 5).

Senses when employees reflect on their feelings about work constitute an emotional resource. For instance, insecurity, anxiety, and stress negatively impact an employee’s level of work commitment and self-confidence. In other respects, all employee experience, intelligence, technical knowledge, and other qualifications are also considered cognitive resources (Riggio et al., 2001: 91).

### **2.3.2. Work Enthusiasm and Related Concepts**

It is known that commitment to work is sometimes confused with different concepts such as work engagement, workaholism, and self-absorption. These concepts are explained below. Also, it is stated how they might be associated with commitment to work.

Work commitment describes how much an individual relates himself to the job. The basis of this concept is the idea of a person whose work meets his needs. Work commitment is about how work, work-related activities, and cognitive, emotional, and physical experience at work affects employee behavior (Başoda, 2017: 91). Another concept related to commitment to work is workaholism. Backers et al. (2011) said long-term commitment to work would lead to workaholics. However, Schaufeli and Salanova (2011) state that this did not happen.

Enthusiastic employees and workaholics can work for long periods of time; therefore, they cannot balance work and family, and this situation can cause problems. However, workaholism and hard work are different concepts (Gorgievski et al., 2010: 85). Workaholics work hard, but all employees cannot be called workaholics. Workaholics feel obliged to work. The individual who works with the feeling of commitment, on the other hand, enjoys his job, whereas, workaholics have an impulse to work. In other words, the dynamics of motivation differ between participation in work and workaholics. Therefore, participating in work does not create workaholics. This claim should be put forward by developing a different approach (Schaufeli & Salanova 2011: 45).

Participation in work includes engagement and commitment to work, traditionally forming a psychologically important aspect of work commitment (Macey & Schneider, 2008: 10). Participation at work is stated as the degree to which an employee associates himself with the work. This situation arises as a result of the belief that work is to meet the needs of employees. However, commitment to work is to focus on the cognitive, emotional, and physical experience of work and work tasks, and how individuals behave during work (Başoda, 2017: 91).

The concept of commitment to the organization refers to the employee's commitment to the company; whereas, work satisfaction means fulfilling the requirements of the

job and satisfaction of employees with their job. Participation at work is similar to the engagement aspect of commitment, but does not cover energy and efficiency dimensions such as commitment. Therefore, dedication provides a more comprehensive view of the relationship between employees and work (Maslach et al., 2001: 416). Dedication is different from commitment to an organization and is not attitude-based. It is the ability of a person performing a job to care about his achievements and focus on his work (Saks, 2006: 607).

### **2.3.3. Different Aspects of the Work Enthusiasm**

Recent interest in dedication to work has led to the dissemination of new research. Researchers disagree with dedication, yet there is little consensus on its dimensions and valid measurements. To clarify the concept of commitment to work, the development of the concept is reviewed, its strengths and weaknesses are clarified and discussed (Rothbard & Patil, 2011: 2-3).

#### **2.3.3.1. Work Enthusiasm According to Kahn**

Kahn (1990) is a pioneer in the psychological existence approach that theoretically advocated the concept of dedication to work. Commitment to work refers to the psychological commitment of employees to their duties and the realization of energy-oriented behavior towards the goals of the organization (Macey et al., 2009).

Employees use their personal energy and emotions to benefit from their duties in the organization. Employees present a conceptual framework for determining the person-role relationships that cause participation and resignation during a performance. This conceptual framework is based on the psychological presence or absence of people. The employee's physical (participating in a physical duty; displaying a strong and positive feelings), cognitive (participating in organization and commitment) and emotional (commitment to organisation and managers and devotion) connection with his job and performing his roles with an active performance realizes the psychological existence. Dedicated employees connect with an organization or manager by physically engaging in tasks, cognitively inspiring, and integrating with work (Rothmann & Rothmann, 2010: 2). Kahn (1990) states in this theory that the individual has psychological significance, psychological trust and psychological accessibility,

which are three psychological conditions that affect their commitment to work (Kahn, 1990: 703-704).

Kahn (1990) states that dedication is the product of two different forces. Internally, an individual's attitude is a psychological work experience that directs his behavior, and externally, it is an interpersonal, group, intergroup, and organizational factor. Commitment is influenced by external factors that may or may not motivate an individual to participate in a particular role, rather than the individual's urge (Jacobs, 2013: 2-3).

### **2.3.3.2. Work Enthusiasm According to Maslach and Leiter**

As for Maslach and Leiter (1997), commitment to work and burnout are negative or positive end points of a single process. Burnout is defined as a decrease in commitment to work. In other words, the work that is considered important, meaningful, and difficult becomes unlovable and meaningless as a result of burnout. According to this approach, dedication is qualified with energy, participation, and activity. Maslach burnout inventory (MBI) that is used to measure the burnout levels of individuals is evaluated according to the opposite of the scores of the inventory (Maslach et al., 2001: 416).

A high score on the MBI scale indicates a high burnout syndrome, but a low commitment to work. Conversely, a low score indicates less burnout and higher commitment to work.

### **2.3.3.3. Work Enthusiasm According to Schaufeli**

According to Schaufeli (2001) et al., dedication is not the exact opposite of burnout; however, it is a concept that is in negative relation with burnout (Schaufeli, 2013: 6). This approach accepts the concept of commitment as a positive antithesis of burnout, but argues that the opposite of MBI scale scores cannot measure commitment to work. Schaufeli et al. (2001) developed Utrecht Work Engagement Scale (UWES) which is improved to measure the sub-dimension of commitment to work such as vigor, dedication, and absorption. At this point, the vitality aspect is considered to be a high level of energy, mental strength, a desire to work, and to endure work even in difficult situations. Dedicated aspects are considered as important employee feelings,

inspiration, enthusiasm, challenge and pride. On the other hand, the concentration aspect is considered to be the employee's full concentration and deep acceptance of the work. According to this dimension, employees who are deeply focused on their work do not understand how time passes at work and it is difficult to quit at the end of the work (Schaufeli et al., 2001: 74).

#### **2.3.4. Effective Factors in Ensuring the Work Enthusiasm**

While making a commitment to work as an individual, three attitudes generally come to the fore. In the first attitude, there are dedicated employees who are passionate, very enthusiastic about the business and able to innovate. In the second attitude, there are uncommitted employees who are fulfilling their business responsibilities but have difficulties and energy shortages. The final attitude is that there are employees who are dissatisfied and uncommitted, showing a negative attitude towards the organization in which they work, and not striving for the purpose of the organization (Kmiec, 2010: 22).

There are organizational and personal dynamics that form a basis for commitment to work. The formation of organizational dynamics evolves depending on how a balance is established between work, rewards, justice, community awareness, management and workload, and overlapping individual values (Gill, 2007: 5-6). Another important driving force is trust. The level of trust and trust itself is very important in building a commitment to work. This dynamic shapes the attitudes of employees. An atmosphere that gives employees confidence in creating a motivational work environment plays an important role, which leads to the emergence and increase of commitment to work (Hernandez et al., 2014: 30).

On the other hand, the basic premise of commitment to work includes awareness of justice, developmental opportunities, leadership, management, co-workers, openness / adaptability to the roles and characteristics of work. Positive recognition of these variables increases the level of commitment to work. The importance of these facilities to each employee can be at different levels (Özdevecioğlu, 2003: 78).

### **2.3.5. Importance of Work Enthusiasm for Organisations**

Dedicated employees not only benefit at the individual level, but also make a significant contribution to the business in an organizational sense. From a business perspective, the benefits of employees who are dedicated to the businesses can be listed as follows: In this context, dedicated employees (Hughes & Rog, 2008: 749);

- They are willing to say positive things about the organization,
- They are willing to stay in the organization and play an important role in minimizing employee turnover.
- Their efforts are at a high level and can impact service quality, customer satisfaction, productivity, sales and profitability.

The concept of commitment, along with other organizational behavioral issues, is more noteworthy (Jose & Mampilly, 2014: 96). Some of the benefits mentioned are important factors for the company. Similarly, there are considerable other benefits. To provide these benefits, companies need research that contributes to their employees' dedication to their work. When employees are devoted to their work, they will be able to continue their lives as more peaceful individuals and contribute significantly to their business.

### **2.3.6. Dimensions of Work Enthusiasm**

In this section the dimensions of work enthusiasm are analysed.

#### **2.3.6.1. Being Energetic**

The first dimension of work enthusiasm is being energetic. Today, organizations want to see employees working spryly. Being energetic means that employees are active, dynamic while they work. Being energetic can be defined as employees' vitality and mental flexibility, wanting to work harder while working, never getting tired of work, and not losing their will in the event of a disability (Gülsever, 2016: 11).

By another definition, being energetic also characterizes the large amount of energy and mental resistance that an employee spends while working (Schaufeli et al., 2002: 73). In other words, energy is the high level of vitality and endurance of the employee while working, the desire to consume more energy and effort for the work, the

employee does not get tired easily, and it is also defined as resistance to the difficult situations faced. Being energetic is also defined as the opposite of emotional exhaustion which is one of the sub-dimensions of burnout (Göktepe, 2016: 144). Employees desire to be more energetic and spend their time and energy at work. Being energetic is when the worker is very active and mentally resilient while working (Bakker, 2011: 265).

#### **2.3.6.2. Commitment to Work**

It is a state of strong integration of a person with a job, an experience of the sense, desire, inspiration, pride, and struggle that his work is meaningful. It can theoretically be expressed as the opposite of cynicism. This concept can also be defined as a dedication to work, which can be evaluated as an employee working with enthusiasm and hard work (Schaufeli et al., 2002: 74). Individuals who are devoted to their work believe that their work is attractive, worth the fight, serves their purpose, and that their work is meaningful. They work with great enthusiasm and joy and are proud of this situation because their work is their inspiration (Kanten, 2016).

#### **2.3.6.3. Focus on the Work**

On the aspect of focusing on the work, an employee focuses on work at a high level and continues to work peacefully and happily for a long time. In fact, the employee is so highly focused on his work that he gets caught up in his work and is not aware how time goes by. The employee struggles to have a break and stop working (Turgut, 2011: 156). Those who enjoy their work do not have a hard time concentrating on their work (Schaufeli et al., 2002: 75).

People who are focused on their work are willing to work hard because they are not aware of time while focusing on their work. Happily working individuals do not want to quit their jobs easily (Othman & Nasurdin, 2011). That is why the concept of focusing is defined as the individual's maintaining the work without the feeling the need of a break; besides, completely focusing on the work (Hatipoğlu & Örucü, 2018: 101; Özkalp & Meydan, 2015: 6). The expressions related to the dimension of focusing are as follows (Turgut, 2011: 165):

- Not being aware of time while working.
- Forgetting everything around while working
- Feeling happy while working hard
- Commitment to work
- Getting lost in work while working
- Inability to stop working

### **2.3.7. Results of Work Enthusiasm**

Today, companies have been beginning to pay more attention to the concept of commitment. This is because commitment to work has many positive effects on the employees' work. Considering the research, it can be seen that the concept of commitment to work has produced many positive results in terms of personal and organizational aspects. Work enthusiasm affects the quality of work, work experience, creativity, care and health of employees from an individual perspective. Organizationally, it affects many variables, from performance to profitability. (Harputluoğlu, 2015: 16).

According to Rich, Lepine, and Crawford (2010), when employees work devotedly, they consider really wanting to spend time and effort on their work (Keating & Heslin, 2015: 330). Dedicated employees feel energetic, actively connected to their work, and work effectively (Koyuncu, Burke & Fiksenbaum, 2006: 300). Commitment to work can make a huge difference between employees and at the same time provide the organization a competitive advantage (Bakker et al., 2008: 188; Taufek, Zulkifle & Sharif, 2016: 700).

Dedicated employees perform better than other employees. There are four main reasons for this. Generally, dedicated employees experience positive emotions such as happiness, joy, and enthusiasm, also they are healthy, create their own personal and business resources, and convey their dedication to others (Bakker & Demerouti, 2008: 215). Uncommitted employees seem as if they do their job. Lack of attention decreases behavioral and mental focus. Individuals who act as if they have been doing their work do not reflect their genuine identities, thoughts and feelings (Keating & Heslin, 2015: 330).

According to a McConnell (2011) survey, dedicated employees are less likely to quit than others, and these employees tend to be more productive at work (Kaliannan & Adjovu, 2015: 163). He shared the views of Seijts and Crim (2006) on dedicated employees, stating that these employees are interested not only in their own success but also in the success of the organization and want to be partners in this success. Because of this, they act far beyond the efforts expected of them. Due to their positive attitude and level of activity, dedicated employees create their own positive feedback on appreciation, recognition and success. Dedicated employees feel tired after a long day of work, but they consider their fatigue to be very natural because it is associated with positive business success. In addition to this, dedicated employees also enjoy other activities apart from work (Bakker, Albrecht & Leiter, 2011: 5).

Some people may describe hardworking and dedication as the same concept. However, workaholics work too much for the organization, do not break away from it, and work for most of their lives. They always think about their work, even before and after work. They fluctuate daily compared to their commitment to work and are susceptible to business resources (such as compensation and empowerment). Commitment to work is often associated with positive power (satisfaction with life at work and good social relationships) (Taufek, Zulkifle & Sharif, 2016: 700).

According to Gorgievski, Bakker and Schaufeli (2010), devoted employees work hard, unlike workaholics, because work is enjoyable rather than strong and engaging internal impulses (Bakker, Albrecht & Leiter, 2011: 5). It is believed that the reason devoted employees are productive is that they often experience positive emotions. Happy people are generally sensitive to work opportunities, extroverted, kind, confident, and optimistic.

According to Fredrickson and Joiner (2002), positive emotions not only make people feel better now, but also in the future (Bakker & Demerouti, 2008: 215-216). Some authors argue that dedication can have negative effects as well as positive results. Backers etc. (2011) stated that devoted employees are not workaholics, but may be bound up in work to bring their work home. Beckers et al. (2004) also stated that commitment to work is actively associated with overtime (Banihani, Lewis & Syed, 2013: 407).

## **2.4. Motivation**

The concept of motivation is not a new concept, but began to enter the life of the organization with the Industrial Revolution. In the early days of the Industrial Revolution, the abundant physiological needs of workers and their families attracted the attention of bosses and managers, who were directed to meet these needs. Meeting these needs was conditional on success at work, and those who failed were required to get the job done by means of coercion and punishment (Çelik, 2011: 2). The first feature emphasized here is that motivation is the energy that drives people to act in a particular direction. The second feature is that it is effective in guiding the goal.

Motivation is attempted to be explained or defined in different ways, but a common aspect is that it influences people's behavior and invigorates people. The subject of motivation can be expressed as needs or expectations, actions, goals, and feedback. Managers should also strive to motivate their employees at a high level in order to create an effective organization. Efficiency may not come from management effects if employees are not willing to perform the tasks assigned to them in their work. Therefore, motivation is needed to identify, develop and maintain this desire (Şimşek, Akgemci & Çelik, 2003: 129).

### **2.4.1. Concept of Motivation**

The word motivation comes from Latin. It comes from the Latin word *movere*. This means being active (also known as *move* in today's English). Motivation, which is derived from many words such as progress, action, and motivation, can be defined as all efforts to set a specific goal and move people towards this goal (Tengilimoğlu, 2012: 127). By another definition, motivation is determination, effort, and concentration to reach a goal (Robbins & Judge: 204). Motivation is the power that helps move people and maintain this mobility. Therefore, the motive is the need and passion that comes from within the person. It guides a person to certain actions, consciously, semi-consciously, or unconsciously, in parallel with the will (Arslan, 2013: 5).

Motivation is defined as a driving force. This is a tool used to move people forward, direct and easily mobilize towards specific goals (Bakan, 2011: 253). This concept, defined as motivation, can be revealed in a variety of ways. People can act with any

stimulus that can come from the outside and some stimulus from the inside. It is a formative process. Factors such as people's wishes and needs, business goals, and efforts to be made are important in this process (Adair, 2013: 204-205).

#### **2.4.2. Motivation Process**

Humans are the most important competitive factor in today's highly competitive working conditions. Various factors such as technological development, effective executive and financial resources, benefiting from scale economies gradually losing their advantage and the only advantage to be superior has been the employees (Serinkan, 2008: 257). Uncertainty makes everyone reluctant and anxious. To keep employees motivated, they need to have information about the goals of the institution and the work they do. Employees who do not know the goals to be achieved cannot be expected to start voluntarily and work peacefully (Üçüncü, 2016: 21).

The motivation process begins with unmet needs. Needs are some drawbacks that one feels in a particular time frame. Such deficiencies felt by employees can be seen in physiology such as drinking and eating and psychological such as self-esteem or sociological dimensions. When an employee is warned about the need, he becomes more sensitive to the manager's motivational efforts. The motivation process can be summarized as follows: (Luthans, 2011):

- Unmet needs
- Warning to needs
- Satisfaction with behavioral needs

Motivation is the process of taking action and realizing it under the influence of motivation. When a need arises, the individual has a desire to meet it. In this way, individuals began to be stimulated by the driving force. After the individual is stimulated by internal and external influences, he moves in different shapes and directions. The personal purpose is to meet his desire for needs (Sabuncuoğlu & Tüz, 2008: 122). According to theorists, the motivational process is the process that leads to the goal. The goals achieved trigger people. Needs diminish depending on the level at which the desired result is achieved (Mercanlioğlu, 2012: 48).

### **2.4.3. Types of Motivation**

This section analyses the types of motivations, which are intrinsic and extrinsic motivation.

#### **2.4.3.1. Inner Motivation**

Desires and wishes that arise within an individual as a result of specifying one's own purpose for the subject are defined as inner motivation. The most apparent samples of inner motivations are the desire to succeed, sense of learning, and a constant sense of wonder. The formation of ideas that people can do about what they aim for enhances their inner motivation (Osterloh & Frey, 2000: 539).

The inner motivational tool is related to the nature of the work and derives from the content of the work. Independence in the workplace, the importance of work to employees, participation at work, responsibility, creativity, and the opportunity to use one's competencies are examples of inner motivational tools (Ersarı & Naktiyok, 2012: 83). In order to increase the inner motivation, several methods can be determined; an achievable target can be set, observing other people's achievement and believing that it can be done, some objects such as a book or a picture that are believed to be effective in motivating can be carried around.

#### **2.4.3.2. External Motivation**

External motivation includes indirect satisfaction of people's needs and environmental impact. For example, the wages paid for an employee's labor motivate him externally. Also, external compensation, such as bonuses, promotions, and appreciation for managers, also motivates employees (Ersarı & Naktiyok, 2012: 84).

The main difference between inner and external motivation is related to the causes that control behavior. In inner motivation, control is in the person; whereas, in external motivation, control is in the environment. In inner motivation, the work itself motivates the individual, but in external motivation, environmental factors are the source of the motivation. Even though inner and external motivation tools are different from each other, both of them have a positive impact on the motivation of employees.

#### **2.4.4. Motivation Theory**

Given the view that humans are considered physiologically and psychologically developing entities, they are the inherent abilities of human development in the rational and emotional aspects that underlie certain attitudes, perceptions, emotions, desires and thoughts. Therefore, these ideas are considered to be an important factor in the way of understanding an individual by analyzing it and motivating that individual by dealing with their characteristics. Considering the motivational theories, some of them focus on the external factors existing around them, rather than the internal factors existing in the individual. These opinions are based on the premises that individual behavior is caused by external factors. Thus, the arising problem is related to “how can the employee be motivated”. Efforts have been made to solve problems by external interventions to individuals within the organization or to their work environment (Koçel, 2014: 488). These efforts have led up to the development of motivation theories. Motivation theories are examined below.

##### **2.4.4.1. Extent Theories**

Extent theories, which focus on internal factors, examine people’s motivational factors and guide their behavior. Extent theories suggest that employee needs have to be met to motivate them, therefore, they can be better managed and work towards their organizational goals (Steers et al., 2004: 381).

###### **2.4.4.1.1. Maslow’s Hierarchy of Needs**

Abraham Maslow, a professor of psychology at Brandeis University, one of the first researchers to work on motivation, introduced a hierarchy of needs theory in 1943, ranked up the needs from basic needs to higher levels of needs (more complex needs). According to the hierarchy of needs, the needs are listed according to a certain hierarchy. It follows a sequence from basic needs to more complex needs and finds it necessary to satisfy lower-level needs first in order for the individual to move from one level of need to another, that is, to satisfy higher-level needs (Göksel, 2013).

Among the individual needs, physiological needs are the first. They are the needs to continue living, such as eating, drinking and living. If these needs are not met, the individual is not able to pass the next level of needs. The other is the need for safety.

Safety needs means that the individual needs the feeling of being safe. In the third level, emotional needs and expectations such as self-expression, love, and belonging. In the fourth level, there is the need for respect and self-esteem. In the last level, there is the need for self-actualization (Sözen et al., 2009: 397).

#### **2.4.4.1.2. Alderfer's ERG Theory**

This theory is designed to complete and support the lack of hierarchy of needs. Alderfer ordered the requirements like Maslow who created the hierarchy of needs theory. Existence, relationship and development theory gathers the needs of people such as the hierarchy of needs in 3 groups. From these theories, the need to exist, physical and concrete needs define the ability to establish social relationships with other people, while the need for development defines the ability of people to use their abilities to find solutions for problems (Ulukuş, 2016).

In order to reveal the higher-level needs of an individual at a particular standard in hierarchy of needs theory, the needs at the level he is currently in must be met. However, ERG theory states that the individual can activate their excessive needs at the same time (Semerci, 2005). Other needs cannot be passed unless the below needs are met, with this model, there are situations where expectations cannot be met, causing disappointment and withdrawal. Failure to meet the above requirements affect the lower-level requirements that are being met and cause dissatisfaction with the lower-level requirements (Küçüközan, 2015).

#### **2.4.4.1.3. McClelland' Achievement Motive**

McClelland clarified this motive, stating that there is a strong link between success and human growth. By associating individual success with individual development, it was determined that there is a close relationship between achievement motive and social development. Clerand examines achievement motives from a hedonistic point of view. In this regard, people continue to think of avoiding pain and having fun. From the hedonic approach, there are two dimensions. These dimensions are the desire to succeed and the fear of failure. The combination of the two reveals the concept of achievement (Şimşek, 2007: 222).

McClelland claims that commitment, success, and the need to be strong create different

types of satisfaction. In this model, the probability that an individual accomplishes the job efficiently depends on a combination of motivation strength values, the probability of successfully completing a task, and the rewards given to a particular task (Sökmen, 2010: 214).

#### **2.4.4.2. Process Theories**

Process theories focus on the origin, direction, and maintenance of people's behavior. They focus on how needs drive people to act and on external factors that affect people's behavior and motivation (Koçel, 2018: 644). Process theories are examined within this scope as follows

##### **2.4.4.2.1. Vroom's Expectancy Theory**

Victor Bloom's theory argues that human behavior is intentional, motivated, and purposeful. As for Vroom, motivation is the result of three factors (Tutar, 2016: 47). It is the relationship between the efforts and performance of those who wish to win the reward. An expectation is to have the idea of winning a reward as a result of a behavior. It is the relationship between success and reward in effort. People with high valence and high expectations are also very motivated. The last factor, which is called instrumentality, is the satisfaction of the rewards won at the first and second levels. Individuals are motivated by the importance of effort, performance, and rewards won. In this sense, executives have to determine what kind of reward is effective in motivating them (Paşamehmetoğlu & Yeloğlu, 2013: 151-152).

##### **2.4.4.2.2. Lawyer-Porter Expectancy Model**

Vroom's Expectancy Model is developed by Lawyer-Porter. Even with the high efforts of employees, it is not always possible to achieve high performance. In addition to effort, knowledge and experience are also required. Individual performance is influenced by effort, talent, personality traits, and perceived roles. The perceived role is the type of behavior expected of people. In addition to the Vroom model, a perceived role with knowledge and talent has been attached. High performance of people requires knowledge and skills (Bolat et al., 2014: 237).

People need to own them or companies must provide employees with these requirements. Individuals need to receive internal and external rewards for high

performance. Inner reward is the compensation that people win as a result of their actions, such as finding a solution to a problem or finishing work in their shift. On the other hand, external rewards are awards given through companies such as “promotion, dispatch to training, salary increase”. Except for these awards, the model also includes a “perceived reward” variable. This is the comparison between the rewards received by individuals and the rewards that are given to the other employees in the business. If the individual considers this as an unfair situation, his motivation decreases since he is not satisfied (Turhan, 2011: 132; Paşamehmetoğlu & Yeloğlu, 2013: 153).

#### **2.4.4.2.3. Adams’ Equality Theory**

Created through Adams, the theory is that employees’ belief that they are hired equally and fairly in business relationships influences their motivation. Individuals compare the results they get in return for their work efforts with the results their colleagues get in return for their own efforts. As a result, equality and inequality perceived by comparing what he has achieved with that of his colleagues influences motivation (Şener, 2010: 403).

The unequal situation that employees perceive leads to actions that eliminate inequality (unfairness). Actions that eliminate inequality exemplified as follows; changes in effort, changes in outcomes (rewards), changes in the definition of efforts and outcomes, absenteeism, obstruction of the efforts of colleagues, and changes in company comparison criteria (Gümüş & Sezgin, 2012: 14-15). Managers who find that their employees are taking action to resolve inequality need to take the necessary steps to remedy the situation (Tutar, 2016: 52).

#### **2.4.4.2.4. Locke’s Goal Setting Theory**

The theory developed by Edwin Locke argues that people’s goals provide the motivation for them to succeed. The theory supports the view that employees act consciously for their own purposes. As for this idea, an employee sets a goal for himself, makes efforts to realize the goal, and feels satisfied when obtains his goal. Satisfaction motivates employees to achieve the goals they set. The determined goal is the motivator for the individual and the organization. Once the goals of the employees have been set, they compare their abilities with the abilities they need to have in order to reach their aim, and if they feel they can reach them, they make more effort. The

moment they obtain their aim, they feel competent, successful, and high-performance (Tozkoparan, 2008: 127).

What is important for corporate managers is the compatibility of organizational goals with those set by employees. Goal Setting theory is described as the process of setting goals, manifesting as actions, and achieving success (Nergiz, 2016: 368).

#### **2.4.4.2.5. Herzberg's Two-Factor Theory**

This theory, proposed by Herzberg, is also known in his expression as a two-motivation / hygiene theory, a two-factor theory. In the 1950s, even though Herzberg focused on Maslow's Hierarchy of Needs in his study, he did not come to a conclusion, and he asked the participants to define the factors that make them feel negative or positive in their work with the survey he created. As a result, Herzberg clarified that factors satisfying people in the workplace are different from factors causing dissatisfaction. Therefore, these two emotions cannot be reversed, and this fact laid the foundation for two-factor theory (Haque et al., 2014: 64). Herzberg, by focusing the research on accountants and engineers, attempted to define the positive or negative conditions affecting the employees and his theory is based upon these results (Newstrom & Davis, 1993: 129).

Herzberg's model has contributed significantly to the understanding of managers in terms of motivation; however, this research method is not applicable to everyone and focuses on whether people are satisfied, not on the level of success. Therefore, it caused criticism. Hygiene factors tend to only bring short-term satisfaction to employees; whereas, motivational factors can lead to longer-term job satisfaction (Haque et al., 2014: 64).

#### **2.4.5. Motivational Tools**

It is seen that in many studies accepted on the subject, economic tools, psycho-social tools and organizational administrative tools are examined as material and spiritual motivation tools. These tools can be explained as follows:

#### **2.4.5.1. Economic Tools**

Economic factors form the basis of the purpose and mission of a company and the purpose and mission of its employees. The main purpose and goal of entrepreneurs and employers is to earn income and profits and maximize their profits. Entrepreneurs value motivation in this way. With the exception of developed countries, socio-economic factors are one of the inspirer tools for motivating employees in developing or under-developed countries (Sevinç, 2015: 957). Since there are many unemployed and unqualified workers in such countries, employees try to do what is expected in the best possible way, in exchange for the wages they receive, so as not to lose their jobs. As the economic tools that are accepted in literature, there are; higher salary, participating in decisions, reward, bonus, social rights and aid, better working conditions, work safety, labor-job protection, transportation, lunch, complimentary beverages, clothing support, private health insurance (Altok, 2009: 55-56).

#### **2.4.5.2. Psycho-Social Tool**

Psychosocial factors are also important in motivating human resources in today's highly competitive world. As a social and complex being, an important human need is psychosocial need. Material factors are not sufficient for a person to be motivated and it is important to consider psychosocial tools for motivation. Besides material and economic tools to inspire and engage employees, psychosocial tools and factors have a significant impact on employee motivation. Workplace managers need to take advantage of these tools by psychosocially analyzing employees as needed within the framework of managers' understanding and policies (Eren, 2010: 505-506).

Initiatives and independence in the working environment of employees, employee status, gratitude, utilization of opportunities, consideration and participation of proposals, increased opportunities for communication and meetings with managers, psychological assurance, delegation of authority and consulting services and social activities. (Uyar, 2010: 67-73).

#### **2.4.5.3. Organisational and Supervisory Tools**

The employees of the organization and the organization have mutual expectations from each other. Comparing this with the construction belt example, some are employees

and their expectations, and others are workplaces and employers and expectations. In order for the arch to stand firmly, it is important to meet the expectations of both parties. Administrators can motivate their employees by using the methods described below (organizational and administrative). These are; unity of purpose, balance of responsibility and authority, education opportunities, participating in decisions, labor-job protection, communication, beneficitation of work, expanding the work, working conditions, job rotation, team work, relaxing music in the workplace, increasing the promotion and career opportunities, open door policy, fair administration, and discipline. Studies in this direction have not shown exactly the success of the applied models and tools (Selen, 2016: 93).

In this regard, managers need to be familiar with motivational tools to persuade and encourage employees with complex and distinct personalities and needs. In this regard, the incentives and encouragement tools used for motivation do not always produce the same effect and results every time. (Gündüz, 2009: 117).

The efficiency of incentives and inspiring tools used for motivation is closely linked to social structure. In this regard, economic tools may come to the fore for growing people in consumer societies (Cihangiroğlu, 2015). However, in conventional societies, the motivation for employees can be sacred beliefs or psychological factors rather than financial means. In addition, the effectiveness of incentives and incentive tools depends on the manager's approach, understanding, and behavior towards employees. Even if the existence of a universal encouragement tool for motivation is recognized, it does not mean that a motivation model suitable for society and business can be developed (Sevinç, 2015: 957).

#### **2.4.6. Motivation in Business Life**

The word motivation refers to a meaning that encourages the person to be better than the situation they are in. This situation sometimes can be desire, feeling, and sense; it pushes the individual to move in a certain line.

Employees' motivation is quite important. A peaceful work environment enables employees to do their work happily. Executives have a great importance in individuals' success. Also, it is quite important that a manager, leader, or executive is able to direct the employees to reach the goals of an organisation. Another crucial point here is how

managers can instruct employees to act in line with the goals and objectives of the organization (Tunçer, 2013: 91). This condition is closely related to motivation.

There are many factors that affect an organization's success, efficiency, and effectiveness. The most important of these factors is the human factor. On the other hand, managers need to find factors that motivate employees and encourage them to get active every day. Employee strength and time can be purchased for a fee, but employee's brainpower, entrepreneurship, and commitment to business are not the factors that can be bought all the time. In this case, the concept of motivation also comes to the fore (Tınaz, 2013: 14). Effective motivation in institutions, organizations, and companies enhances an individual's commitment, productivity, and effectiveness to their business and institutions. These points can be achieved more easily by using effective motivational structures in institutions, organizations, and companies (Şimşek & Öge, 2014: 339). In other words, motivation depends on managers' encouraging employees to act with desire and enthusiasm in line with goals and objectives.

People need to be motivated not only in their daily lives, but also in their work lives. Motivation is a problem that everyone needs to find a solution to. In order to reach the desired goals, motivation factor is an important and strong tool. In this way, individuals have a chance for self-actualization, also, they can meet their needs as a result of their efforts.

## **2.5. Organizational Citizenship Behaviour (OCB)**

Organizational citizenship behaviours (OCBs) are individual, discretionary actions by employees that are outside their formal job description. Managers who are aware of the pros and cons of OCBs can help employees contribute optimally to the organization and avoid burnout. Here is what you need to know:

- Employees who feel organizational citizenship will “go the extra mile” out of personal motivation – identifying these motivations can lead to increased performance and job satisfaction
- Expecting or formalising this behaviour can lead to job creep or an unhealthy work/life balance; but letting it go unrecognised may diminish motivation

- Positive OCBs reduce the need for supervision, improve workplace morale and result in cost- saving suggestions — all of which free up managerial time
- Individuals are forward-thinking in the behaviours they exhibit, and tend to select those behaviours that they hope will be part of their future role
- Employees who are willing and happy to go beyond formal job requirements will help organizations cope with change and unpredictable circumstances

Organisational citizenship behaviour (OCB) is an evolving concept concerning how and why people contribute positively to their organisations beyond defined work roles; a concept that has rapidly expanded in recent years. The study of OCB engages fundamental questions analysing the circumstances in which individuals “go the extra mile” in the workplace. This briefing reviews the literature to shed a light on the antecedents and enabling environments for OCB in order to improve employee and employer ability to maximise citizenship behaviour for mutual benefit.

Organizational citizenship emerged in the early 1980s to describe employee behaviour within different organizations’ social systems. Since then, it has developed into a significant field of study because of the growing importance of autonomous and team-based work in place of strict, traditional hierarchies (LePine et al., 2002). As a result, understanding organizational citizenship behaviour (OCB) is increasingly necessary to the maintenance of organizations’ social systems and employee roles within them. On both a macro level, in terms of the changing nature of all organizations, and a micro level, with respect to individual organizations, the role of employees – and their OCBs – is fundamental:

As working under changing circumstances becomes an essential feature of organizations (Lee, Dendrick, & Smith, 1991), organizations will necessarily become more dependent on individuals who are willing to contribute to successful change, regardless of formal job requirements (Somech and Drach-Zahavy, 2004: 281).

But, indeed, what are the personal traits and organizational conditions that encourage individuals to contribute beyond their formal job requirements? What compels someone to help a colleague’s fundraising efforts or bring in snacks for the office? This review delves into the OCB literature that seeks to answer these questions, as well

as the major threads and tensions in this work. It broadly maps the dimensions of OCBs that describe how and why workers make decisions regarding discretionary effort and the decision to go “above and beyond.”

In relation to the work of the Mutuality in Business Programme, a research partnership between the Saïd Business School, University of Oxford, and Mars Catalyst, the Mars Corporation’s internal think tank, organizational citizenship and its related concepts informs the Programme’s work on mutuality. Mutuality is the idea that sustained support and collaboration, by which all parties gain, yields better and more lasting results than short-termism. In particular, the Programme is interested in how organizational types and structures influence mutual behaviours. Scholarship on the concepts discussed in this review provides a foundation for understanding these behaviours and their antecedents.

### **2.5.1. Definitions**

The definition of OCB has developed with use. In 1988, Organ wrote the formative definition that OCB is “individual behaviour that is discretionary, not explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization” (1988: 4.)

Examples of OCBs towards co-workers include giving lifts home, suggesting ways to improve a colleague’s work, or even loading paper into the communal printer. OCBs directed towards the organization as a whole include helping to recruit appropriate people to specific tasks, making suggestions to improve the workplace facilities, or doing unpaid overtime. These behaviours are therefore desirable but difficult to cultivate within typical organizational structures.

Organ (1988), Somech and Drach-Zahavy (2004) and others emphasised the voluntary nature of OCB: if someone is following a prescribed role or fulfilling formal job duties, this is not a demonstration of OCB. Such behaviour should be outside the individual’s formal role within the organization, therefore not formally rewarded. Nevertheless, if an individual demonstrates OCB, it could leave a positive impression on supervisors that would ultimately lead to workplace benefits, such as increased pay or a promotion (Organ, 1988).

While OCB occurs at the individual level, it was originally seen as a group phenomenon given its cumulative and collective effect: “[M]ost OCB action, taken singly, would not make a dent in the overall performance of the organization...But that is the nature of OCB – any single occurrence of it is usually modest or trivial” (1988: 8). Much of the more recent research focuses on the traits individuals who exhibit OCB, although Vaneyperen et al. (1999) examine the influence of divisions and departments as well as the organizational setting. OCB, in other words, is treated as an individual behaviour that has a cumulative effect on groups in organizations that enable it.

Subsequent research complicated the discretionary aspect of the definition. Morisson (1994) found that OCB was not consistently perceived as “extra-role”, and in fact employees who considered it “in-role” exhibited more of it. Since this would mean that OCB could in some cases be expected by supervisors and co-workers, formal recognition and reward becomes possible. Organ consequently updated his definition to redefine OCB as the “contributions to the maintenance and enhancement of the social and psychological context that supports task performance” (1997: 91). In this redefinition, OCB is still considered distinct from task performance since it is not explicitly linked to any formal job requirement or reward. Nevertheless, employees can be aware of the opportunities from OCB, an idea that Halbesleben and Bellairs integrate into their definition from the point of view of the individual’s motivation, that “people are motivated to select behaviours that give them the best opportunity to achieve their future goals with respect to work, which often manifests as OCBs” (2015: 1).

### **2.5.2. Potential Negative Effects of OCB**

Although OCB has largely been considered a positive behaviour that benefits the organization, there are risks and costs associated with it.

A related concept is “compulsory citizenship behaviours,” in which managers expect and demand workers to do more than is listed in their formal job requirements (Van Dyne and Ellis, 2004; Vigoda-Gadot, 2006).

For employees who demonstrate OCB, lack of reward from the organization, or lack of reciprocity from the colleague assisted, may damage motivation. Promoting

excellent employees, however, can also lead to a diminution of OCB, particularly where it was motivated by the desire for promotion (rather than, for example, a more pleasant work environment). Hui et al. (2000) and Kim et al. (2013) found that OCBs tended to decline after promotion was gained, particularly where the individual believed that there was little or no chance of further promotion.

OCBs can also take time from formal job roles to the point that the main function of the role is compromised by additional (but unrewarded) expectations. This suggests that organizations, while fostering OCBs, also need to ensure the cost to employees is not too great over the longer term.

## **2.6. Relevant Studies**

In this part of the study, previous studies on enthusiasm and motivation, specifically in the aviation sector will be introduced.

In the study by Süzen (2020), innovation strategies and working motivations, effects on operating performance: an application in civil aviation operation was investigated. With this study, it is aimed to make inferences that enterprises operating in the civil aviation sector will turn towards innovation studies and at the same time increase their employee motivation and their operating performance will increase. In the study, a questionnaire technique was used and data acquired from the participants were analyzed with the SPSS package program. When consequences of the study were examined, it is stated that increasing employee motivation increases the performance of businesses serving in the civil aviation sector.

In the study by Öztürk (2019), the effects of motivational factors on the staff in civil aviation ground handling and the investigation of the relationship between the motivational factors and the work performance, the case of Istanbul province were investigated. In the study, the relationship between the motivation factors and job performance of the personnel working in the civil aviation ground handling services in the city of Istanbul, where civil aviation activities are carried out intensively, was examined. A moderate positive correlation was found between the psycho-social motivating factors score averages of the employees and their job performance score averages.

In the study by İşbitir (2018), the effects of motivation methods used in civil aviation on the performance of cabin attendants were investigated. In the study, on the basis of the nature of the civil aviation sector, the motivation of flight attendants in the process was evaluated. A sample of 375 people working as cabin attendants in an airline business participated in the study by completing a questionnaire. When the results of study were examined, it was seen that motivation was significant for cabin attendants in terms of thinking and acting positively.

In the study conducted by Çapan (2018), the effects of competencies on employee motivation within the scope of the award were examined in the aviation sector. A questionnaire was applied to 432 public and private sector employees of an international airport located in the Aegean region. When the research results were examined, it was determined that there was a positive interaction between the reward system and work motivation. On the other hand, it has been concluded that the reward system positively affects employee work motivation by affecting competencies.

In the study conducted by Suntur (2012), effects of work and employee qualifications on work satisfaction and motivation in the aviation industry were examined. In the study, a questionnaire was applied to 103 aviation sector employees. The most important finding obtained as a result of the evaluation with SPSS; the motivation of aviation sector employees about their work is higher than their non-work motivation.

In the study conducted by Ademoğlu (2020), the effect of psychological contract on commitment to work was examined in the aviation sector. The main purpose of the study is to propose a model for the relationship between psychological contract strengthening the relationship between employee and organization and work engagement. The study conducted for this aim was carried out with the survey method in which 199 people working in the aviation sector in Turkey participated. When the results of study were examined, it was found that the psychological contract perceptions of the employees in the aviation sector exerted an influence on their level of work engagement.

In the study conducted by Karataş (2019), work engagement, job crafting and employee performance interaction was examined. Within the study, the results obtained by collecting data from 183 people were analyzed by SPSS. As a result of the

analysis, it was determined that employee performance was positively and significantly affected by physical and cognitive commitment and relational resourcefulness.

In the study by Durmaz (2019), the effect of relation between perceived stress and work engagement on decision to leave the job in the aviation industry was examined. For the study, 102 people participated in the survey and the data obtained were evaluated with the help of the SPSS program.

When the results of the study were examined, it was determined that the work engagement had an effect on the intention to quit.

**Table 2.1. Relevant Studies**

<b>Research</b>	<b>Subject</b>	<b>Conclusion</b>
Süzen (2020)	Innovation strategies and working motivations, effects on operating performance: an application in civil aviation operation	Increasing employee motivation increases the performance of businesses serving in the civil aviation sector
Öztürk (2019)	The effects of motivational factors on the staff in civil aviation ground handling and the investigation of the relationship between the motivational factors and the work performance, the case of Istanbul province	A moderate positive correlation was found between the psychosocial motivating factors score averages of the employees and their job performance score averages.
İşbitir (2018)	The effects of motivation methods used in civil aviation on the performance of cabin attendants	Motivation was significant for cabin attendants in terms of thinking and acting positively
Çapan (2018)	The effects of competencies on employee motivation within the scope of the award were examined in the aviation sector	A positive interaction between the reward system and work motivation was determined
Suntur (2012)	Effects of work and employee qualifications on work satisfaction and motivation in the aviation industry	The motivation of aviation sector employees about their work is higher than their non-work motivation

**Table 2.1. (cont.)**

Ademođlu (2020)	The effect of psychological contract on commitment to work was examined in the aviation sector	The psychological contract perceptions of the employees in the aviation sector exerted an influence on their level of work engagement
Karataş (2019)	Work engagement, job crafting and employee performance interaction	Employee performance was positively and significantly affected by physical and cognitive commitment and relational resourcefulness
Durmaz (2019)	The effect of relation between perceived stress and work engagement on decision to leave the job in the aviation industry	The work engagement had an effect on the intention to quit

# CHAPTER III

## METHODOLOGY

### 3.1. Research Design and Hypothesis

This study aims to examine the work motivation levels and work enthusiasm levels of the personnel working in various positions within the flight crew. Accordingly, a descriptive scanning model will be used in the research. Descriptive scanning model is a scanning model that aims to describe a current or past situation or phenomenon as it is (Yazıcıoğlu & Erdoğan, 2004).

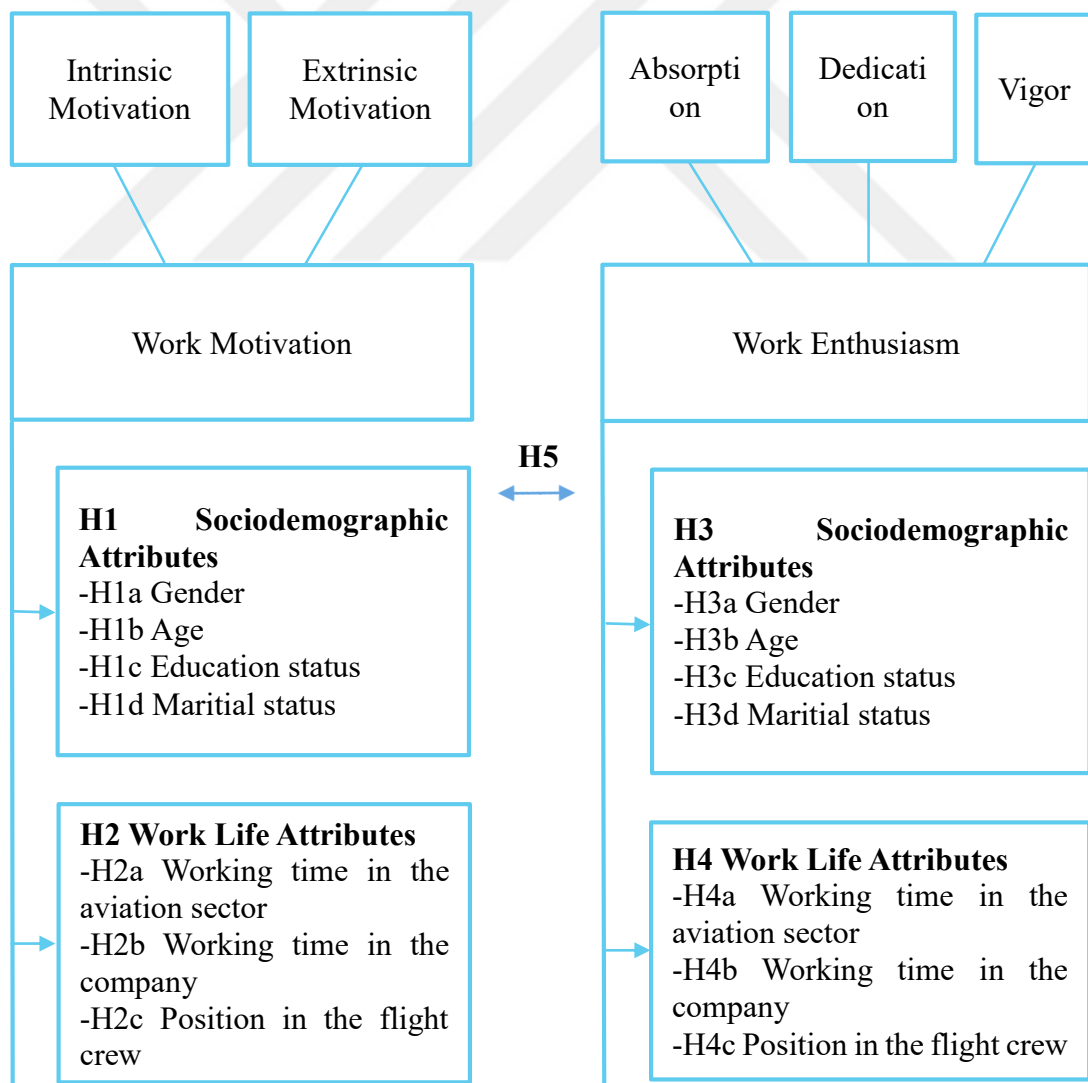


Figure 3.1. Research Design and Hypothesis

Hypotheses prepared in line with the purpose and model of the research are as follows:

H1: Flight crew's work motivation levels differ according to sociodemographic attributes.

H1a: Flight crew's work motivation levels differ according to gender.

H1a1: Flight crew's intrinsic motivation levels differ according to gender.

H1a2: Flight crew's extrinsic motivation levels differ according to gender.

H1b: Flight crew's work motivation levels differ according to age.

H1b1: Flight crew's intrinsic motivation levels differ according to age.

H1b2: Flight crew's extrinsic motivation levels differ according to age.

H1c: Flight crew's work motivation levels differ according to education status.

H1c1: Flight crew's intrinsic motivation levels differ according to education status.

H1c2: Flight crew's extrinsic motivation levels differ according to education status.

H1d: Flight crew's work motivation levels differ according to marital status.

H1d1: Flight crew's intrinsic motivation levels differ according to marital status.

H1d2: Flight crew's extrinsic motivation levels differ according to marital status.

H2: Flight crew's work motivation levels differ according to work life attributes.

H2a: Flight crew's work motivation levels differ according to working time in the aviation sector.

H2a1: Flight crew's extrinsic motivation levels differ according to working time in the aviation sector.

H2a2: Flight crew's intrinsic motivation levels differ according to working time in the aviation sector.

H2b: Flight crew's work motivation levels differ according to working time in the company.

H2b1: Flight crew's extrinsic motivation levels differ according to working time in the company.

H2b2: Flight crew's intrinsic motivation levels differ according to working time in the company.

H2c: Flight crew's work motivation levels differ according to position in the flight crew.

H2c1: Flight crew's extrinsic motivation levels differ according to position in the flight crew.

H2c2: Flight crew's intrinsic motivation levels differ according to position in the flight crew.

H3: Work enthusiasm levels of flight crew personnel differ according to sociodemographic attributes.

H3a: Work enthusiasm levels of flight crew personnel differ according to gender.

H3a1: Absorption levels of flight crew personnel differ according to gender.

H3a2: Vigor levels of flight crew personnel differ according to gender.

H3a3: Dedication levels of flight crew personnel differ according to gender.

H3b: Work enthusiasm levels of flight crew personnel differ according to age.

H3b1: Absorption levels of flight crew personnel differ according to age.

H3b2: Vigor levels of flight crew personnel differ according to age.

H3b3: Dedication levels of flight crew personnel differ according to age.

H3c: Work enthusiasm levels of flight crew personnel differ according to education status.

H3c1: Absorption levels of flight crew personnel differ according to education status.

H3c2: Vigor levels of flight crew personnel differ according to education status.

H3c3: Dedication levels of flight crew personnel differ according to education status.

H3d: Work enthusiasm levels of flight crew personnel differ according to marital status.

H3d1: Absorption levels of flight crew personnel differ according to marital status.

H3d2: Vigor levels of flight crew personnel differ according to marital status.

H3d3: Dedication levels of flight crew personnel differ according to marital status.

H4: Work enthusiasm levels of flight crew personnel differ according to work life attributes.

H4a: Work enthusiasm levels of flight crew personnel differ according to working time in the aviation sector.

H4a1: Absorption levels of flight crew personnel differ according to working time in the aviation sector.

H4a2: Vigor levels of flight crew personnel differ according to working time in the aviation sector.

H4a3: Dedication levels of flight crew personnel differ according to working time in the aviation sector.

H4b: Work enthusiasm levels of flight crew personnel differ according to working time in the company.

H4b1: Absorption levels of flight crew personnel differ according to working time in the company.

H4b2: Vigor levels of flight crew personnel differ according to working time in the company.

H4b3: Dedication levels of flight crew personnel differ according to working time in the company.

H4c: Work enthusiasm levels of flight crew personnel differ according to position in the flight crew.

H4c1: Absorption levels of flight crew personnel differ according to position in the flight crew.

H4c2: Vigor levels of flight crew personnel differ according to position in the flight crew.

H4c3: Dedication levels of flight crew personnel differ according to position in the flight crew.

H5: There is a positive correlation between the work motivation and work enthusiasm of the flight crew.

H5a: There is a positive correlation between the intrinsic motivation and absorption level of the flight crew.

H5b: There is a positive correlation between the intrinsic motivation and vigor level of the flight crew.

H5c: There is a positive correlation between the intrinsic motivation and dedication level of the flight crew.

H5d: There is a positive correlation between the extrinsic motivation and absorption level of the flight crew.

H5e: There is a positive correlation between the extrinsic motivation and vigor level of the flight crew.

H5f: There is a positive correlation between the extrinsic motivation and dedication level of the flight crew.

### **3.2. Universe and Sample**

The universe of the research consists of the cabin crew (cabin crew, cabin chief, senior cabin chief) and cockpit crew (captain and first officer) who are members of the flight crew at Turkish Airlines. According to the information obtained from the relevant department of the THY airline company, the total cabin personnel within the facility is 13252 and the cockpit personnel are 4512 in total. Accordingly, the total number of units in the universe is 17764 personnel.

In order to calculate the sample size, the formula  $n = (N t^2 p q) / (d^2 (N-1) + t^2 p q)$ , which is frequently used in the literature, was used (Salant & Dillman, 1994). The signs and letters in the formula used to calculate the sample size of a mass with a known universe volume:

N: Number of individuals in the universe

n: Number of individuals to be sampled

p: Incidence of the event examined

q: Frequency of absence of the event under investigation

t: The theoretical value found according to the t table at a certain level of significance

d:  $\pm$  sampling error accepted according to the incidence of the event represented.

In the formula used to calculate the sample size, it was taken as  $N = 13252$ . Since the statistical analyses in the study will be made at 95% confidence level, it was determined as  $t = 1.96$ . Sampling error rate was accepted as  $d = 0.065$ . Finally, p and q values were taken as 0.5. As a result of the calculations made according to these values, the sample size was determined as 225 flight crew members. The selection of flight crew personnel to be included in the sample of the research was made by convenience sampling method. The convenience sampling method is carried out by non-random methods in the selection of the units to be sampled from the universe (Robson, 2002). At the end of the data collection process, feedback was received from 240 flight crew personnel in total, and the data of 235 flight crew members in total were analysed by removing 5 questionnaire forms that were not filled in properly (incomplete or incorrect) from the data set.

### **3.3. Data Collection Tools**

A questionnaire was used as a data collection tool in the research. The data in the research was collected through the online questionnaire form and the online link of the questionnaire was distributed via mail or online messaging platforms. The questionnaire form prepared for the purpose of the research consists of three parts.

#### **3.3.1. Personal Information Form**

There are 7 questions in total to determine the gender, age, education status, marital status, working time in the aviation sector, working time in the company and position in the flight crew in the study.

#### **3.3.2. Intrinsic Motivation (IM) and Extrinsic Motivation (EM) Scales**

The intrinsic motivation scale was introduced to the literature by Tierney et al. (1999) after a validity and reliability study. The scale consists of 5 items. The scale was

evaluated with a 5-point Likert type grading. The Cronbach alpha reliability coefficient of the scale in the related study was found to be 0.74. There is no reverse coded item in the scale. The validity and reliability study of the Extrinsic Motivation (EM) scale was conducted in the study of Chen and Kao (2014). The scale consists of 6 items in total. The scale was evaluated with a 5-point Likert type grading. The Cronbach alpha reliability coefficient of the scale in the related study was determined as 0.95. There is no reverse coded item in the scale.

### 3.3.2.1. Validity and Reliability Study of Intrinsic Motivation (IN) and Extrinsic Motivation (EM) Scales

The factor analysis and reliability analysis results of the scale are shown in Table 3.1. The KMO value, which is one of the values checked for factor analysis, was found to be 0.776. In addition, as a result of the Bartlett's Sphericity Test chi-square test, which shows that there is a relationship between the items, the p significance value was found to be less than 0.05. Accordingly, the next steps of factor analysis were passed.

**Table 3.1. Factor Analysis and Reliability Analysis Results of Intrinsic Motivation (IM) and Extrinsic Motivation (EM) Scales**

Sub-dimensions	Items	Factor Load	Factor Explanation (%)	Reliability Coefficient
<b>Extrinsic Motivation</b>	2- I give a great deal of time and attention to the organization, but get very little appreciation.	0,826	30,606	0,835
	4- The rewards I receive are not proportional to my investments.	0795		
	3- I invest more in my job than I receive in return.	0,782		

**Table 3.1. (cont.)**

	5- I put more energy into my job than it is worth.	0,755		
	6- I feel unfairly treated in my job.	0,731		
<b>Intrinsic Motivation</b>	2- I enjoy coming up with new ideas for products.	0,828	26,925	0,766
	5- I enjoy improving existing processes or products.	0,791		
	4- I enjoy creating new procedures for work tasks.	0,744		
	1- I enjoy finding solutions to complex problems.	0,642		
	3- I enjoy engaging in analytical thinking.	0,577		
		<b>Total Variance</b>	57,531	0,679
Kaiser Meyer Scale Validity			0,776	
Bartlett's Sphericity Test chi-square			836,913	
df			45	
p value			0,000	

According to Table 3.1, since the factor load of item 1 of the Extrinsic Motivation sub-dimension was less than 0.1 factor load in more than one factor, it was removed from the items and factor analysis was performed again. As a result of the factor analysis, it was seen that the factor loads of the items of the scale were greater than 0.50 and the

scale was factored in two factors as expected. The total variance explained was determined as 57.531%. The Cronbach Alpha reliability coefficient of the scale is within sufficient limits.

### 3.3.3. Work & Well-being Survey:

Work & Well-being Survey has been added to the literature by Schaufeli et al. (2002). The scale consists of 17 items and 3 sub-dimensions. These are vigor, dedication and absorption respectively. In the study of Schaufeli et al. (2002), the scale was applied to different cultures in different languages. The reliability coefficients of the sub-dimensions of the scale vary between 0.70 and 0.95. The scale was evaluated using a 5-point Likert type grading. There is no reverse coded item in the scale.

#### 3.3.3.1. Validity and Reliability Study of Work & Well-being Survey

The factor analysis and reliability analysis results of the scale are shown in Table 3.2. The KMO value, which is one of the values checked for factor analysis, was found to be 0.901. In addition, as a result of the Bartlett's Sphericity Test chi-square test, which shows that there is a relationship between the items, the p significance value was found to be less than 0.05. Accordingly, the next steps of factor analysis were passed.

**Table 3.2. Factor Analysis and Reliability Analysis Results of Work & Well-being Survey**

Sub-dimensions	Items	Factor Load	Factor Explanation (%)	Reliability Coefficient
Absorption	9-I feel happy when I am working intensely	0,807	22,333	0,736
	3-Time flies when I'm working	0,757		

**Table 3.2. (cont.)**

	6-When I am working, I forget everything else around me	0,596		
	11-I am immersed in my work	0,542		
	14-I get carried away when I'm working	0,521		
<b>Vigor</b>	1-At my work, I feel bursting with energy	0,768	20,781	0,754
	17-At my work I always persevere, even when things do not go well	0,621		
	4-At my job, I feel strong and vigorous	0,633		
	15-At my job, I am very resilient, mentally	0,599		
	8-When I get up in the morning, I feel like going to work	0,555		
<b>Dedication</b>	10-I am proud on the work that I do	0,735	14,565	0,758
	7-My job inspires me	0,688		
	13-To me, my job is challenging	0,590		

**Table 3.2. (cont.)**

	5-I am enthusiastic about my job	0,535		
		<b>Total Variance</b>	57,679	0,885
		Kaiser Meyer Scale Validity	0,901	
		Bartlett's Sphericity Test chi-square	1267,512	
		df	91	
		p value	0,000	

According to Table 3.2, since the factor load of items no.2, 12 and 16 of the Work & Well-being Survey was valued by less than 0.1 factor load in more than one factor, these items were removed from the scale items and the factor analysis was performed again. As a result of the factor analysis, it was seen that the factor loads of the items of the scale were greater than 0.50 and the scale was factored in three factors as expected. The total variance explained was determined as 57,679%. The Cronbach Alpha reliability coefficient of the scale is within sufficient limits.

#### **3.4. Statistical Analysis of Data**

SPSS 20 program was used to analyse the data obtained in the study. Percentage and frequency were used to display the introductory characteristics of the flight crew members in the study. The distribution of the scores of the flight crew members on the scales is indicated with mean and standard deviation. The control of the normal distribution of the scores obtained from the scales was done by examining the kurtosis and skewness values of the data. If these values are between -2 and +2, it is assumed that the data are normally distributed (Ak, 2009). In the study, the formula "Spacing Coefficient = Array Width / Number of Groups to Be Made" was used to express the scores obtained by the flight crew members from the scale conceptually (Atilgan, 2006). In the study, Pearson correlation coefficient was used to control the relationship between variables. The coefficient of the relationship between variables is evaluated as follows (Kalaycı, 2006):

**Table 3.3. Relationship Levels**

<b>r</b>	<b>Relation</b>
0,00-0,25	Very weak
0,26-0,49	Weak
0,50-0,69	Moderate
0,70-0,89	High
0,90-1,00	Very high

Independent samples t-test and one-way analysis of variance were used to determine whether the scores obtained from the scales differ according to various attributes of the flight crew. The data obtained as a result of the research were evaluated at a 95% confidence level.

## CHAPTER IV

### FINDINGS

In this part of the study, the distribution of sociodemographic and working life attributes of the participants, the distribution of their scores that they took from the Motivation Scale and the Work & Well-being Survey, and the differences in motivation and work enthusiasm levels of the participants according to their sociodemographic and working life characteristics were examined. In addition, in this section, the relationship between the intrinsic and extrinsic motivation levels of the participants and their work enthusiasm levels were examined.

#### 4.1. Distribution of the Sociodemographic and Work Life Attributes of the Flight Crew

The distribution of the sociodemographic attributes of the flight crew personnel participating in the study is shown in Table 4.1.

**Table 4.1. Distribution of Sociodemographic Attributes of Flight Crew Personnel**

Sociodemographic Attributes		f	%
Gender	Male	143	60,9
	Female	92	39,1
Age	26-33 years	50	21,3
	34-41 years	121	54,5
	42-49 years	52	22,1
	50 years and above	12	5,1
Education Status	High School	50	21,3
	Associate Degree	30	12,8
	Undergraduate	27	11,5
	Graduate and above	128	54,5
Marital Status	Single	66	28,1
	Married	169	71,9

60.9% of the flight crew members in the study are male, 54.5% are between the ages of 34-41, 54.5% are graduate and 71.9% are married.

The distribution of working life attributes of the flight crew personnel participating in the study is shown in Table 4.2.

**Table 4.2. Distribution of Working Life Attributes of Flight Crew Personnel**

Work Life Attributes		f	%
Working Time in The Aviation Sector	2-3 years	6	
	4-6 years	12	2,6
	7-10 years	53	5,1
	11-15 years	57	22,6
	16 years and more	107	24,3
Working Time in The Company	2-3 years	12	45,5
	4-6 years	14	5,1
	7-10 years	14	6,0
	11-15 years	57	24,3
	16 years and more	74	31,5
Position in The Flight Crew	Cabin Crew	78	33,2
	Cabin Chief	46	19,6
	Senior Cabin Chief	53	22,6
	Captain	92	39,1
	First Officer	30	12,8
		14	6,0

45.5% of the flight crew personnel in the research have been working in the aviation industry for 16 years or more, and 33.2% have been working for their current company for 16 years or more. 39.1% of the participants are senior cabin chiefs, 22.6% are cabin chiefs, 19.6% are cabin crew, 12.8% are captains and 6.0% are first officers.

#### **4.2. Work Motivation and Work Enthusiasm Levels of Flight Crew**

The average, standard deviation, kurtosis, and skewness values of the flight crew members' scores from the Work Motivation Scale are shown in Table 4.3.

**Table 4.3. Descriptive Statistics of Flight Crew Personnel Scores on Work Motivation Scale**

Subdimensions	n	Mean	ss	Skewness	Kurtosis	Result
<b>Intrinsic Motivation</b>	235	4,33	0,52	-0,681	0,437	Strongly Agree
<b>Extrinsic Motivation</b>	235	3,52	0,85	-0,376	-0,012	Agree

The average of the scores of Intrinsic Motivation sub-dimension which was obtained by the flight crew members in the research is  $X = 4,33 \pm 0,52$  (Strongly Agree); the average of the scores obtained from the Extrinsic Motivation sub-dimension was found as  $X = 3.52 \pm 0.85$  (Agree). Since the skewness and kurtosis values of the participants' scores from the sub-dimensions were between -2 and +2, it was determined that the data fit the normal distribution.

The average, standard deviation, kurtosis, and skewness values of the flight crew members' scores from Work & Well-being Survey are shown in Table 4.4.

**Table 4.4. Descriptive Statistics of Flight Crew Personnel Scores on Work & Well-being Survey**

Subdimensions	n	Mean	ss	Skewness	Kurtosis	Result
<b>Absorption</b>	235	3,75	0,65	0,123	-0,546	Often
<b>Dedication</b>	235	3,96	0,71	-0,707	0,491	Often
<b>Vigor</b>	235	3,75	0,63	-0,074	-0,474	Often

The average of the scores of Absorption sub-dimension obtained by the flight crew members in the study is  $X = 3.75 \pm 0.65$  (Often); The average of the scores from the Dedication sub-dimension was  $X = 3.96 \pm 0.71$  (Often) and the average of the scores from Vigor sub-dimension was  $X = 3.75 \pm 0.63$  (Often). Since the skewness and kurtosis values of the participants' scores from the sub-dimensions are between -2 and +2, it was determined that the data showed a normal distribution.

### 4.3. Correlation Analysis

The results of Pearson Correlation analysis performed to examine the relationship between the work motivation levels of the flight crew members and their work enthusiasm levels are shown in Table 4.5.

**Table 4.5. The Relationship Between Work Motivation and Work Enthusiasm Levels of Flight Crew Personnel**

		<b>Intrinsic Motivation</b>	<b>Extrinsic Motivation</b>	<b>Absorption</b>	<b>Dedication</b>	<b>Vigor</b>
<b>Intrinsic Motivation</b>	r	1,000	0,120	<b>0,401**</b>	<b>0,376**</b>	<b>0,444**</b>
	p		0,067	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>
<b>Extrinsic Motivation</b>	r		1,000	0,031	-0,073	0,111
	p			0,633	0,262	0,090
<b>Absorption</b>	r			1,000	<b>0,649**</b>	<b>0,656**</b>
	p				<b>0,000</b>	<b>0,000</b>
<b>Dedication</b>	r				1,000	<b>0,672**</b>
	p					<b>0,000</b>
<b>Vigor</b>	r					1,000
	p					

\*\*p<0,001

A positive and weak relationship was found between the intrinsic motivation levels of the flight crew and their absorption levels ( $r = 0.401$ ;  $p < 0.05$ ).

A positive and weak relationship was found between the intrinsic motivation levels of the flight crew and their dedication levels ( $r = 0.376$ ;  $p < 0.05$ ).

A positive and weak relationship was found between the intrinsic motivation levels of the flight crew and their vigor levels ( $r = 0.444$ ;  $p < 0.05$ ).

No statistically significant relationship was found between Extrinsic Motivation sub-dimension scores and the scores of Absorption, Dedication and Vigor sub-dimensions ( $p > 0.05$ ) of the flight crew members who participated in the research.

#### 4.4. Examination of Differentiation Situations of Work Motivation Levels

##### According to the Introductory Features of Flight Crew Personnel

The results of the t-test for independent samples conducted to examine the differentiation of the work motivation levels of the flight crew according to gender are shown in Table 4.6.

**Table 4.6. Differentiation Status of Work Motivation Levels of Flight Crew Personnel According to Gender**

Subdimensions	Gender	N	Mean	SD	t	p
Intrinsic Motivation	Male	143	4,35	0,52	0,767	0,444
	Female	92	4,30	0,53		
Extrinsic Motivation	Male	143	3,63	0,84	2,315	<b>0,021</b>
	Female	92	3,37	0,84		

It was determined that the scores of the flight crew members in the research from the Intrinsic Motivation sub-dimension did not differ by gender ( $p > 0.05$ ).

It was determined that the scores of the flight crew members in the study from the Extrinsic Motivation sub-dimension differ according to their gender ( $t = 2.315$ ;  $p < 0.05$ ). Accordingly, the Extrinsic Motivation scores of male flight crew personnel ( $X = 3.63$ ) were found higher than female flight crew personnel ( $X = 3.37$ ).

The results of one-way analysis of variance performed to examine the differentiation of the work motivation levels of the flight crew by age are shown in Table 4.7.

**Table 4.7. Differentiation Status of Work Motivation Levels of Flight Crew Personnel According to Age**

Subdimensions	Age	N	Mean	sd	F	p	D if f
Intrinsic Motivation	26-33 years	50	4,45	0,51	1,385	0,248	
	34-41 years	121	4,31	0,52			
	42-49 years	52	4,32	0,56			
	50 years and more	12	4,17	0,45			
Extrinsic Motivation	26-33 years	50	3,38	0,88	1,371	0,252	
	34-41 years	121	3,63	0,78			

**Table 4.7. (cont.)**

	42-49 years	52	3,42	0,98			
	50 years and more	12	3,57	0,80			

It was observed that the scores of the flight crew members in the study from the Intrinsic and Extrinsic Motivation sub-dimensions do not differ according to age ( $p > 0.05$ ).

One-way analysis of variance results is shown in Table 4.8 to examine the differentiation of the work motivation levels of the flight crew according to their education level.

**Table 4.8. Differentiation Status of Work Motivation Levels of Flight Crew Personnel According to Their Education Level**

Subdimensions	Educational Status	N	Mean	sd	F	p	Diff
Intrinsic Motivation	High School	50	4,22	0,56	1,337	0,263	
	Associate Degree	30	4,38	0,57			
	Undergraduate	27	4,44	0,52			
	Graduate and Above	128	4,34	0,50			
Extrinsic Motivation	High School	50	3,67	0,71	0,718	0,542	
	Associate Degree	30	3,55	0,94			
	Undergraduate	27	3,41	0,98			
	Graduate and Above	128	3,49	0,85			

It was seen that the scores of the flight crew members in the study from the Intrinsic and Extrinsic Motivation sub-dimensions do not differ according to their education level ( $p > 0.05$ ).

The results of the t-test for independent samples conducted to examine the differentiation of the work motivation levels of the flight crew according to marital status are shown in Table 4.9.

**Table 4.9. Differentiation Status of Work Motivation Levels of Flight Crew Personnel According to Marital Status**

Subdimensions	Marital Status	N	Mean	SD	t	p
Intrinsic Motivation	Single	66	4,39	0,55	1,006	0,316
	Married	169	4,31	0,52		
Extrinsic Motivation	Single	66	3,41	0,85	-1,319	0,188
	Married	169	3,57	0,85		

It was seen that the scores of the flight crew members in the study from the Intrinsic and Extrinsic Motivation sub-dimensions do not differ according to marital status ( $p > 0.05$ ).

One-way analysis of variance results is shown in Table 4.10 to examine the differentiation of the work motivation levels of the flight crew according to Working Time in The Aviation Sector.

**Table 4.10. Differentiation Status of the Work Motivation Levels of Flight Crew Personnel According to Working Time in the Aviation Sector**

Subdimensions	Working Time in The Aviation Sector	N	Mean	sd	F	p	Dif f
Intrinsic Motivation	2-3 years*	6	-	-	0,598	0,617	
	4-6 years	12	4,30	0,55			
	7-10 years	53	4,34	0,47			
	11-15 years	57	4,25	0,55			
	16 years and more	107	4,36	0,55			
Extrinsic Motivation	2-3 years*	6	-	-	0,549	0,649	
	4-6 years	12	3,47	0,67			
	7-10 years	53	3,47	1,00			
	11-15 years	57	3,47	0,79			
	16 years and more	107	3,61	0,84			

\* It was not included in the analysis due to insufficient numbers.

It was observed that the scores of the flight crew members included in the study from the Intrinsic and Extrinsic Motivation sub-dimensions did not differ according to working time in the aviation sector ( $p > 0.05$ ).

The results of one-way analysis of variance performed to examine the differentiation

of the work motivation levels of the flight crew according to Working Time in the company are shown in Table 4.11.

**Table 4.11. Differentiation Status of the Work Motivation Levels of Flight Crew Personnel According to Working Time in the Company**

Subdimensions	Working Time in The Company	N	Mean	sd	F	p	Diff
Intrinsic Motivation	2-3 years	12	4,45	0,38	1,635	0,166	
	4-6 years	14	4,26	0,50			
	7-10 years	57	4,36	0,49			
	11-15 years	74	4,22	0,60			
	16 years and more	78	4,33	0,53			
Extrinsic Motivation	2-3 years	12	3,17	0,47	1,453	0,218	
	4-6 years	14	3,71	0,70			
	7-10 years	57	3,46	0,98			
	11-15 years	74	3,66	0,84			
	16 years and more	78	3,53	0,85			

It was determined that the scores of the flight crew members included in the study from the Intrinsic and Extrinsic Motivation sub-dimensions did not differ according to working time in the company ( $p > 0.05$ ).

One-way analysis of variance results is shown in Table 4.12 to examine the work motivation levels of the flight crew according to Position in The Flight Crew.

**Table 4.12. Differentiation Status of the Work Motivation Levels of Flight Crew Personnel According to Working Time in the Company**

Subdimensions	Position in The Flight Crew	N	Mean	sd	F	p	Diff
Intrinsic Motivation	Cabin Crew <sup>(1)</sup>	46	4,33	0,53	0,861	0,488	
	Cabin Chief <sup>(2)</sup>	53	4,35	0,45			
	Senior Cabin Chief <sup>(3)</sup>	92	4,36	0,57			
	Captain <sup>(4)</sup>	30	4,17	0,60			
	First Officer <sup>(5)</sup>	14	4,41	0,21			
Extrinsic Motivation	Cabin Crew <sup>(1)</sup>	46	3,34	0,91	2,179	0,051	
	Cabin Chief <sup>(2)</sup>	53	3,68	0,60			
	Senior Cabin Chief <sup>(3)</sup>	92	3,65	0,83			

**Table 4.12. (cont.)**

	Captain <sup>(4)</sup>	30	3,35	1,03			
	First Officer <sup>(5)</sup>	14	3,06	0,92			

It was determined that the scores of the flight crew members in the study from the Intrinsic and Extrinsic Motivation sub-dimensions did not differ according to the position in the flight crew ( $p > 0.05$ ).

#### **4.5. Examination of Differentiation Situations of Work Enthusiasm Levels**

##### **According to the Introductory Features of the Flight Crew Personnel**

The results of the t-test for independent samples conducted to examine the differentiation of the work enthusiasm levels of the flight crew according to gender are shown in Table 4.13.

**Table 4.13. Differentiation Status of Work Enthusiasm Levels of Flight Crew Personnel According to Gender**

Subdimensions	Gender	N	Mean	sd	t	p
<b>Absorption</b>	Male	143	3,66	0,63	-2,556	<b>0,011</b>
	Female	92	3,88	0,66		
<b>Dedication</b>	Male	143	3,88	0,75	-2,182	<b>0,030</b>
	Female	92	4,09	0,66		
<b>Vigor</b>	Male	143	3,69	0,63	-1,889	0,060
	Female	92	3,85	0,63		

It was observed that the scores of the flight crew members in the study from the absorption sub-dimension differ according to gender ( $t = -2,556$ ;  $p < 0,05$ ). Accordingly, it was determined that the absorption sub-dimension scores of female flight crew personnel ( $X = 3.88$ ) were higher than male flight crew personnel ( $X = 3.66$ ).

It was detected that the scores of the flight crew members in the study from the Dedication sub-dimension differ according to gender ( $t = -2,182$ ;  $p < 0,05$ ). Accordingly, it was determined that the dedication sub-dimension scores of female flight crew personnel ( $X = 4.09$ ) were higher than male flight crew personnel ( $X = 3.88$ ).

It was seen that the scores of the flight crew members in the study from the Vigor sub-dimension did not differ according to gender ( $p > 0.05$ ).

One-way analysis of variance results is shown in Table 4.14 to examine the differentiation status of Work Enthusiasm levels of the crew by age.

**Table 4.14. Differentiation Status of Work Enthusiasm Levels of Flight Crew Personnel According to Age**

Subdimensions	Age	N	Mean	sd	F	p	Dif f
Absorption	26-33 years	50	3,80	0,70	2,500	0,060	
	34-41 years	121	3,74	0,59			
	42-49 years	52	3,84	0,69			
	50 years and more	12	3,28	0,71			
Dedication	26-33 years	50	3,94	0,87	1,085	0,356	
	34-41 years	121	3,95	0,64			
	42-49 years	52	4,08	0,68			
	50 years and more	12	3,69	0,92			
Vigor	26-33 years <sup>(1)</sup>	50	3,82	0,68	3,175	<b>0,025</b>	1-4 2-4 3-4
	34-41 years <sup>(2)</sup>	121	3,76	0,57			
	42-49 years <sup>(3)</sup>	52	3,79	0,69			
	50 years and more <sup>(4)</sup>	12	3,22	0,61			

It was determined that the scores of the flight crew members in the sub-dimensions of Absorption and Dedication did not differ according to age ( $p > 0.05$ ).

It was seen that the scores of the flight crew members in the study from the Vigor sub-dimension differ according to age ( $F = 3.175$ ;  $p < 0.05$ ). As a result of the Tukey post hoc test conducted to determine the difference between groups, it was determined that the scores of the flight crew ( $X = 3.22$ ), who were 50 years and older, in the Vigor sub-dimension were lower than the other age groups.

One-way analysis of variance results is shown in Table 4.15 to examine the differentiation of the Work Enthusiasm levels of the flight crew according to their education level.

**Table 4.15. Differentiation Status of the Work Enthusiasm Levels of Flight Crew Personnel According to Their Education Level**

Subdimensions	Educational Status	N	Mean	sd	F	p	Dif f
<b>Absorption</b>	High School	50	3,88	0,68	1,007	0,390	
	Associate Degree	30	3,73	0,53			
	Undergraduate	27	3,78	0,65			
	Graduate and Above	128	3,70	0,67			
<b>Dedication</b>	High School	50	4,02	0,89	0,359	0,783	
	Associate Degree	30	3,87	0,60			
	Undergraduate	27	4,03	0,68			
	Graduate and Above	128	3,96	0,68			
<b>Vigor</b>	High School	50	3,82	0,64	0,787	0,502	
	Associate Degree	30	3,74	0,41			
	Undergraduate	27	3,59	0,73			
	Graduate and Above	128	3,75	0,65			

It was determined that the scores of the flight crew members in the study on Absorption, Dedication and Vigor sub-dimensions do not differ according to their education level ( $p > 0.05$ ).

The results of the t test for independent samples conducted to examine the differentiation status of the crew's Work Enthusiasm levels according to marital status are shown in Table 4.16.

**Table 4.16. Differentiation Status of Work Enthusiasm Levels of Flight Crew Personnel According to Marital Status**

Subdimensions	Marital Status	N	Mean	SD	t	p
<b>Absorption</b>	Single	66	3,82	0,65	0,991	0,323
	Married	169	3,72	0,65		
<b>Dedication</b>	Single	66	4,06	0,63	1,315	0,190
	Married	169	3,93	0,75		
<b>Vigor</b>	Single	66	3,79	0,59	0,634	0,526
	Married	169	3,73	0,65		

It was determined that the scores of the flight crew members in the study on Absorption, Dedication and Vigor sub-dimensions do not differ according to marital status ( $p > 0.05$ ).

One-way analysis of variance results is shown in Table 4.17 to examine the differentiation of the Work Enthusiasm levels of the flight crew with respect to Working Time in The Aviation Sector.

**Table 4.17. Differentiation Status of Work Enthusiasm Levels of Flight Crew Personnel According to Working Time in the Aviation Sector**

Subdimensions	Working Time in The Aviation Sector	N	Mean	sd	F	p	Dif f
Absorption	<del>2-3 years*</del>	6	-	-	0,969	0,408	
	4-6 years	12	3,67	0,67			
	7-10 years	53	3,86	0,66			
	11-15 years	57	3,80	0,60			
	16 years and more	107	3,69	0,67			
Dedication	<del>2-3 years*</del>	6	-	-	1,833	0,142	
	4-6 years	12	3,75	0,94			
	7-10 years	53	4,16	0,68			
	11-15 years	57	3,94	0,61			
	16 years and more	107	3,92	0,73			
Vigor	<del>2-3 years*</del>	6	-	-	1,183	0,317	
	4-6 years	12	3,77	0,65			
	7-10 years	53	3,88	0,65			
	11-15 years	57	3,69	0,65			
	16 years and more	107	3,70	0,61			

\* It was not included in the analysis due to insufficient numbers.

It was determined that the scores of the flight crew members in the study in Absorption, Dedication and Vigor sub-dimensions did not differ according to Working Time in The Aviation Sector ( $p > 0.05$ ).

One-way analysis of variance results is shown in Table 4.18 to examine the differentiation of Work Enthusiasm levels of the flight crew according to Working Time in the company.

**Table 4.18. Differentiation Status of Work Enthusiasm Levels of Flight Crew Personnel According to Working Time in the Company**

Subdimensions	Working Time in The Company	N	Mean	sd	F	p	Dif f
Absorption	2-3 years	12	3,90	0,80	1,085	0,365	
	4-6 years	14	3,47	0,44			
	7-10 years	57	3,70	0,67			
	11-15 years	74	3,77	0,62			
	16 years and more	78	3,75	0,65			
Dedication	2-3 years <sup>(1)</sup>	12	4,02	0,91	2,236	0,058	
	4-6 years <sup>(2)</sup>	14	4,18	0,62			
	7-10 years <sup>(3)</sup>	57	3,89	0,70			
	11-15 years <sup>(4)</sup>	74	3,96	0,69			
	16 years and more <sup>(5)</sup>	78	3,97	0,72			
Vigor	2-3 years	12	3,54	0,43	2,149	0,075	
	4-6 years	14	3,89	0,64			
	7-10 years	57	3,59	0,68			
	11-15 years	74	3,78	0,57			
	16 years and more	78	4,45	0,38			

It was determined that the scores of the flight crew members in the study in Absorption, Dedication and Vigor sub-dimensions did not differ according to Working Time in the company ( $p > 0.05$ ).

One-way analysis of variance results is shown in Table 4.19 to examine the differentiation of the work enthusiasm levels of the flight crew with respect to Position in The Flight Crew.

**Table 4.19. Differentiation Status of Work Enthusiasm Levels of Flight Crew Personnel According to Position in the Flight Crew**

Subdimensions	Position in The Flight Crew	N	Mean	sd	F	p	Dif f
Absorption	Cabin Crew <sup>(1)</sup>	46	3,66	0,71	2,105	0,081	
	Cabin Chief <sup>(2)</sup>	53	3,83	0,58			
	Senior Cabin Chief <sup>(3)</sup>	92	3,83	0,62			
	Captain <sup>(4)</sup>	30	3,48	0,74			
	First Officer <sup>(5)</sup>	14	3,80	0,60			

**Table 4.19. (cont.)**

<b>Dedication</b>	Cabin Crew <sup>(1)</sup>	46	3,84	0,96	1,655	0,161	
	Cabin Chief <sup>(2)</sup>	53	4,05	0,50			
	Senior Cabin Chief <sup>(3)</sup>	92	3,92	0,72			
	Captain <sup>(4)</sup>	30	3,97	0,66			
	First Officer <sup>(5)</sup>	14	4,36	0,53			
<b>Vigor</b>	Cabin Crew <sup>(1)</sup>	46	3,72	0,67	3,798	<b>0,005</b>	4-1
	Cabin Chief <sup>(2)</sup>	53	3,88	0,52			4-2
	Senior Cabin Chief <sup>(3)</sup>	92	3,77	0,62			4-3
	Captain <sup>(4)</sup>	30	3,38	0,68			4-5
	First Officer <sup>(5)</sup>	14	3,97	0,63			

It was observed that the scores of the flight crew members in the Absorption and Dedication sub-dimensions did not differ according to Position in The Flight Crew ( $p > 0.05$ ).

It was determined that the scores of the flight crew members in the study from the Vigor sub-dimension differed according to Position in The Flight Crew ( $F = 3.798$ ;  $p < 0.05$ ). As a result of the Tukey post hoc test made to determine the difference between groups, the Vigor sub-dimension scores of the captains ( $X = 3.38$ ) are lower than the cabin crew ( $X = 3.72$ ), cabin chief ( $X = 3.88$ ), senior cabin chief ( $X = 3.77$ ) and first officer ( $X = 3.97$ ).

#### **4.6. A Summary of Results / Hypotheses**

The acceptance / rejection status of the hypotheses in the study are shown in Table 4.20.

**Table 4.20. The Acceptance / Rejection Status of the Hypotheses in the Study**

<b>Hypotheses</b>	<b>Acceptance / Rejection</b>
H1a1: Flight crew's intrinsic motivation levels differ according to gender.	Rejection
H1a2: Flight crew's extrinsic motivation levels differ according to gender.	Acceptance
H1b1: Flight crew's intrinsic motivation levels differ according to age.	Rejection
H1b2: Flight crew's extrinsic motivation levels differ according to age.	Rejection
H1c1: Flight crew's intrinsic motivation levels differ according to education status.	Rejection

**Table 4.20. (cont.)**

H1c2: Flight crew's extrinsic motivation levels differ according to education status.	Rejection
H1d1: Flight crew's intrinsic motivation levels differ according to marital status.	Rejection
H1d2: Flight crew's extrinsic motivation levels differ according to marital status.	Rejection
H2a1: Flight crew's extrinsic motivation levels differ according to working time in the aviation sector.	Rejection
H2a2: Flight crew's intrinsic motivation levels differ according to working time in the aviation sector.	Rejection
H2b1: Flight crew's extrinsic motivation levels differ according to working time in the company.	Rejection
H2b2: Flight crew's intrinsic motivation levels differ according to working time in the company.	Rejection
H2c1: Flight crew's extrinsic motivation levels differ according to position in the flight crew.	Rejection
H2c2: Flight crew's intrinsic motivation levels differ according to position in the flight crew.	Rejection
H3a1: Absorption levels of flight crew personnel differ according to gender.	Acceptance
H3a2: Vigor levels of flight crew personnel differ according to gender.	Acceptance
H3a3: Dedication levels of flight crew personnel differ according to gender.	Rejection
H3b1: Absorption levels of flight crew personnel differ according to age.	Rejection
H3b2: Vigor levels of flight crew personnel differ according to age.	
H3b3: Dedication levels of flight crew personnel differ according to age	Rejection
H3c1: Absorption levels of flight crew personnel differ according to education status.	Rejection
H3c2: Vigor levels of flight crew personnel differ according to education status.	Rejection
H3c3: Dedication levels of flight crew personnel differ according to education status.	Rejection
H3d1: Absorption levels of flight crew personnel differ according to marital status.	Rejection
H3d2: Vigor levels of flight crew personnel differ according to marital status.	Rejection
H3d3: Dedication levels of flight crew personnel differ according to marital status.	Rejection
H4a1: Absorption levels of flight crew personnel differ according to working time in the aviation sector.	Rejection
H4a2: Vigor levels of flight crew personnel differ according to working time in the aviation sector.	Rejection
H4a3: Dedication levels of flight crew personnel differ according to working time in the aviation sector.	Rejection
H4b1: Absorption levels of flight crew personnel differ according to working time in the company.	Rejection
H4b2: Vigor levels of flight crew personnel differ according to working time in the company.	Rejection
H4b3: Dedication levels of flight crew personnel differ according to working time in the company.	Rejection
H4c1: Absorption levels of flight crew personnel differ according to position in the flight crew.	Rejection
H4c2: Vigor levels of flight crew personnel differ according to position in the flight crew.	Acceptance

**Table 4.20. (cont.)**

H4c3: Dedication levels of flight crew personnel differ according to position in the flight crew.	Rejection
H5a: There is a positive correlation between the intrinsic motivation and absorption level of the flight crew.	Acceptance
H5b: There is a positive correlation between the intrinsic motivation and vigor level of the flight crew.	Acceptance
H5c: There is a positive correlation between the intrinsic motivation and dedication level of the flight crew.	Acceptance
H5d: There is a positive correlation between the extrinsic motivation and absorption level of the flight crew.	Rejection
H5e: There is a positive correlation between the extrinsic motivation and vigor level of the flight crew.	Rejection
H5f: There is a positive correlation between the extrinsic motivation and dedication level of the flight crew.	Rejection



## CHAPTER V

### CONCLUSION & DISCUSSION

#### 5.1. Conclusion

The aim of this research was to examine the work motivation and work enthusiasm levels of the personnel working in various positions within the flight crew. In the study, 60.9% of the flight crew members are male, 54.5% are between the ages of 34-41, 54.5% are graduate and 71.9% are married. 45.5% of the flight crew personnel in the research have been working in the aviation industry for 16 years or more, and 33.2% have been working for their current company for 16 years or more. 39.1% of the participants are senior cabin chiefs, 22.6% are cabin chiefs, 19.6% are cabin crew, 12.8% are captains and 6.0% are first officers.

It was determined that the intrinsic motivation levels of the flight crew members participating in the study were quite high and their extrinsic motivation levels were slightly lower. In addition, it was determined that the participants devote themselves to their jobs, and work with effort in the working environment.

In the study, a positive but weak relationship was found between the intrinsic motivation levels of the flight crew and the levels of absorption, dedication and vigor. In addition, there was no statistically significant relationship between the extrinsic motivation levels of the flight crew and their absorption attitudes, dedications and vigors.

In the study, it was determined that the intrinsic and extrinsic motivation levels of the flight crew did not differ according to age, educational status, marital status, working time in the aviation sector, working time in the company and position in the flight crew. On the other hand, while the intrinsic motivation levels of the participants do not differ according to gender, the extrinsic motivation levels of the participants differ according to gender. Accordingly, it was found that the extrinsic motivation levels of male flight crew personnel were higher than female flight crew personnel.

In the study, it was determined that the work enthusiasm attitudes of the flight crew did not differ according to their education status, marital status, working time in the aviation sector, and working time in the company. On the other hand, it was determined that the absorption and dedication levels of female flight crew personnel were higher than male flight crew personnel. It was found that the vigor of the participants did not differ according to gender. However, the vigor of the older crew personnel was found to be lower than the younger ones. It was determined that the absorption and dedication levels of the flight crew members involved in the study did not differ according to position in the flight crew, whereas the captains exhibited vigor in the work environment compared to the other crew personnel.

## **5.2. Discussion**

Studies in the literature reveal that work enthusiasm has positive effects for both individuals and organizations. Work enthusiasm is closely related to the physical and psychological well-being of employees, and studies also show that it relates to outcomes that are important to organizations. Some researchers have argued that work enthusiasm is a way by which organizations can create a competitive advantage (Soares, Mosquera, 2019).

It was determined that the intrinsic motivation levels of the flight crew members participating in the study were quite high, whereas their extrinsic motivation levels were slightly lower. In the study of İbicioğlu et al. (2013) in which 101 accounting employees from Antalya, Isparta and Burdur participated, it was reported that the effect of intrinsic motivation elements on the motivation of individuals was higher than the extrinsic motivation elements. In the study of Dündar et al. (2007) with the participation of employees of the thermal hotel business in Afyon, it was found that the intrinsic motivation tools were more effective in the motivation of the employees. In the study conducted by Orhaner and Mutlu (2018) with the participation of 222 private hospital employees in Ankara and discussed the relationship between work enthusiasm and motivation, it was stated that intrinsic motivation tools were more effective than extrinsic motivation tools. Similarly, in the study conducted by Brislin et al. (2005) involving 623 individuals working in different sectors in Japan, reported that intrinsic motivation tools were more effective in employees. Accordingly, it can

be stated that the source of the motivation of the flight crew personnel in working life is themselves and external resources are less effective.

In addition, it was determined that the absorption and dedication level of the participants to their works are high and they are vigorous in the work environment. An employee who is passionate about his work is expected to fully demonstrate the quality of his work, the care he takes for his job, and creativity. Many studies have found a positive relationship between work enthusiasm and performance. In this context, employees who are passionate about work often have positive emotions such as happiness, joy and enthusiasm, and their health is also good (Bakker & Demerouti, 2008). Individuals who have work enthusiasm show high performance, whereas individuals who are not passionate show low performance. It has been observed that there is a relationship between factors such as customer satisfaction, loyalty, profitability and work enthusiasm in organizations. Studies have revealed that individuals who have work dedication also have high levels of attachment to work. Again, in similar studies, it was found that the individuals who were passionate about their works had less psychometric complaints. In particular, there is a negative relationship between vigor and complaints such as headache and chest pain (Keser & Yilmaz, 2009). In other studies, a negative relationship was found between the idea of leaving the job and the work enthusiasm (Saks, 2006). Hence, it can be stated that the flight crew members who participated in the research maintain their work dedication, which stands out positively in the literature.

In the study, a positive and weak relationship was found between the intrinsic motivation levels of the flight crew and the levels of absorption, dedication and vigor. In addition, there was no statistically significant relationship between the extrinsic motivation levels of the flight crew and their absorption attitudes, dedications and vigors. Few studies have been found in the academic literature that indicate a relationship between work enthusiasm and motivation. In some studies, employees who are not passionate about work are not expected to be motivated. On the other hand, employees who are passionate about work are expected to find their job meaningful and valuable and show intrinsic motivation (Gellatly, Meyer, & Luchak, 2006). In another study, Cazan (2015) found a remarkable relationship between motivation and work enthusiasm and burnout. In the research, it was revealed that there

is a positive relationship between work enthusiasm and motivation, and a negative relationship between work enthusiasm and burnout. Thereby, suspicions were formed about the effectiveness of extrinsic motivation sources in this study, and it can be stated that the work enthusiasm of the flight crew members are the intrinsic motivation elements they have in themselves.

In the study, the intrinsic motivation levels of flight crew members did not differ, whereas the extrinsic motivation levels of the participants differ according to gender. Thus, it was found that the extrinsic motivation levels of male flight crew personnel were higher than female flight crew personnel. In the study of Polat et al. (2018), it was determined that work enthusiasm did not differ by gender. Accordingly, it can be said that female crew members in the flight crew are less affected by extrinsic motivation factors and that external factors are less deterrent for them than male crew members.

In the study, it was pointed out that the intrinsic and extrinsic motivation levels of the flight crew did not differ according to age, educational status, marital status, working time in the aviation sector, and working time in the company. When the literature is examined, motivational tendencies of employees are not determined by gender (Çolak Alsat 2016), by age (Ertürk and Aydın 2015), by education level (İbicioğlu et al., 2013) and by working time (Orhaner & Mutlu, 2018), it has been found that there are already studies indicating no difference which is consistent with the result of this study. Eryiğit (2019) found that when intrinsic and extrinsic motivation tendencies were compared according to marital status, intrinsic and extrinsic motivation tendencies of married people were higher than singles. Ince and Gençay (2017) reported that there was a difference between the motivational tendencies of employees according to marital status and married people showed a higher motivation tendency compared to singles, whereas Çolak Alsat (2016) stated in their study that the motivational tendencies of employees did not differ according to marital status. In another study conducted in Turkey, motivation levels of singles were found to be higher than married people (Aslanadam, 2011).

In the study, it was determined that the intrinsic and extrinsic motivation levels of the flight crew did not differ according to their marital status. In another study, the motivation level of married employees was found to be higher than those of singles

(Orhaner & Mutlu, 2018). Accordingly, the result regarding marital status does not correspond to the literature.

In the study, it was determined that the intrinsic and extrinsic motivation levels of the flight crew did not differ according to the position in the flight crew. When the studies in the literature are examined, it is found that different results have been reached regarding the motivation tendency according to the position in the workplace. In the studies of Özdaşlı and Akman (2012) and Çakır (2009), it was determined that there is a difference between the motivational tendencies of the employees according to their positions in the workplace, whereas in the study of İnce and Gençay (2017), the motivation tendencies of individuals do not differ according to their positions in the workplace. Consequently, it can be stated that all the personnel in the flight crew do not differ in their intrinsic and extrinsic motivation feelings.

In the study, it was determined that the absorption and dedication levels of female flight crew personnel were higher than male flight crew personnel. It was found that the vigor of the participants did not differ according to gender. In the study of Soydan and Bahçecik (2018), it was found that the work enthusiasm of women is higher than the work enthusiasm of men. In the study of Algan Atabay (2019), it was found that the work enthusiasm levels of men are higher than the work enthusiasm levels of women. The findings of the study are partially similar to the literature. According to the results of our study, it can be stated that the work enthusiasm of women stems from their own understanding of discipline.

However, it was found that the vigor levels of the crew personnel who were 50 years and older were lower than the younger age groups. In the study of Soydan and Bahçecik (2018), it was determined that the age and the level of work enthusiasm were directly proportional. In the study of Algan Ataban (2019), it was observed that the levels of work enthusiasm of participants do not differ according to age. In the study of Polat et al. (2018), it was found that the work enthusiasm is independent of age. In the study conducted by Şahinbaş (2018), the dedication levels of individuals between the ages of 25-29 compared to individuals between the ages of 30-50 were found to be higher. Furthermore, individuals between the ages of 25-29 and between the ages of 40-50 were found to have higher work absorption levels compared to those between the ages of 30-39. In the study conducted by Metin (2010) with the participation of

266 hotel and healthcare workers, it was determined that there was no significant relationship between the level of vigor and age, but a significant relationship between the absorption and dedication levels. However, in the study conducted by Yılmaz (2016), it was pointed out that unlike this study, elderly individuals have higher levels of vigor and work dedication compared to younger personnel. On the other hand, as a result of the study conducted by Açıkgöz (2009), it was observed that there was no significant difference between the levels of work dedication and vigor of employees under 35 years of age. The results obtained in this study are partially similar to the literature. Accordingly, it can be stated that there is a problem in maintaining the vigor in the workplace in older ages.

In the study, it was determined that the work enthusiasm attitudes of flight crew personnel did not differ according to marital status. As a result of the study conducted by Açıkgöz (2009), it was also seen that there was no significant difference between the vigor levels of married and single healthcare workers. According to the findings of Şahinbaş (2018), it has been determined that single individuals have higher levels of work dedication, absorption and concentration on work compared to married individuals. In the study conducted by Yılmaz (2016), there was no difference between the vigor levels of the individuals according to their marital status, but unlike this study, it was found out that there was no difference between the levels of absorption and dedication. Unlike this study, it was determined that there is no significant difference between the levels of dedication to work between married and single healthcare workers as a result of the study conducted by Açıkgöz (2009). Therefore, the results in this study are partially similar to the literature.

In the study, it was determined that the work enthusiasm attitudes of the flight crew personnel did not differ according to the educational status. In the study of Şahinbaş (2018), it was determined that the level of dedication to the work of employees differs according to their education level, and therefore, the work enthusiasm levels of undergraduate and six-year faculty graduates were higher than those with an associate degree. As a result of the research conducted by Açıkgöz (2009), it was determined that there was no significant difference between the work enthusiasm levels of employees who graduated from different levels of educational institutions. Accordingly, partially similar results were obtained with the literature. It can be stated

that the educational level of the flight crew personnel participating in the study is similar to one another and a certain standard is achieved since the educational background level of the personnel in the institution is high.

In the study, it was found that the work enthusiasm attitudes of the flight crew personnel did not differ according to working time in the aviation sector and working time in the company. Consequently, it can be stated that the flight crew personnel who participated in the research continue their life at work with an institutional understanding from the youngest to the oldest, and they don't feel tired thanks to such mentality they have, in the sector or workplace.

It was determined that the absorption and dedication levels of the flight crew members in the study did not differ according to position in the flight crew, whereas the captains are more vigorous in the work environment compared to the other crew personnel. As a justification of this situation, it can be stated that the captains, who bear the primary responsibility of the flight, are selected more meticulously than other personnel, and the elements of work enthusiasm are sought more in the captain selection in the employee profile.

Comparison of the results obtained in this study with the results of similar studies is shown in Table 5.1.

**Table 5.1. Comparison of Research Findings with Similar Studies**

In This Research	Other Researchs
Intrinsic motivation is higher than extrinsic motivation	İbicioğlu et al. (2013); Dündar et al.(2007), Orhaner and Mutlu(2018), Brislin et al.(2005)
A positive and weak relationship was found between the intrinsic motivation levels of the flight crew and the levels of absorption, dedication and vigor.	Gellatly, Meyer, & Luchak (2006), Cazan (2015)
In the study, the intrinsic motivation levels of flight crew members did not differ, whereas the extrinsic motivation levels of the participants differ according to gender.	Polat et al.(2018)
It was pointed out that the intrinsic and extrinsic motivation levels of the flight crew did not differ according to age, educational status, marital status, working time in the aviation sector, and working time in the company.	Çolak Alsat ( 2016), Ertürk and Aydın (2015), İbicioğlu et al., (2013), Orhaner & Mutlu, (2018), Eryiğit (2019), Ince and Gençay (2017), Çolak Alsat (2016)

**Table 5.1. (cont.)**

It was pointed out that the intrinsic and extrinsic motivation levels of the flight crew did not differ according to age, educational status, marital status, working time in the aviation sector, and working time in the company.	Özdaşlı and Akman (2012), Çakır (2009), İnce and Gençay (2017)
It was determined that the absorption and dedication levels of female flight crew personnel were higher than male flight crew personnel.	Soydan and Bahçecik (2018), Algan Atabay (2019)
It was found that the vigor levels of the crew personnel who were 50 years and older were lower than the younger age groups.	Bahçecik (2018), Algan Ataban (2019), Polat et al. (2018), Şahinbaş (2018), Metin (2010), Yılmaz (2016)
It was determined that the work enthusiasm attitudes of flight crew personnel did not differ according to marital status.	Açıkgöz (2009), Şahinbaş (2018), Yılmaz (2016), Açıkgöz (2009)
It was determined that the work enthusiasm attitudes of the flight crew personnel did not differ according to the educational status.	Şahinbaş (2018), Yılmaz (2016), Açıkgöz (2009)
Dedicated employee perform better than other employees.	Bakker&Demerouti (2008: 215)
Dedicated employees like less likely to quit than others, and these employees tend to be more productive at work.	Kaliannan&Adjovu (2015: 163)
Individuals who are devoted to their work believe that their work is attractive, worth the fight, serves their purpose and that their work is meaningful. They work with great enthusiasm and joy and are proud of this situation because their work is their inspiration.	Kanten (2016)
An atmosphere that gives employees confidence in creating a motivational work environment plays an important role, which leads to the emergence and increase of commitment to work.	Hernandez et al. (2014: 30)
Commitment is influenced by external factors that may or may not motivate an individual to participate in a particular role, rather than the individual's urge.	Jacobs (2013: 2-3)

### **5.2.1. Practical Implications**

- Since there is a positive relationship between the vigor, dedication and absorption levels of the flight crew and their intrinsic motivation levels in the study, it may be recommended to increase the intrinsic motivation levels of the flight crew.
- Trainings on improving employee competencies can be organized every year.

- Fair methods should be used in the formation of the corporate organizational chart, and employees who meets the sufficient criteria should be given the confidence that they can find a place for themselves in this formation if they wish.
- Ensuring that employees are promoted when the time comes also prevents their motivation from being negatively effected. In addition, since the extrinsic motivation levels of men are found to be higher than women in the study, it may be recommended to examine this situation with other academic studies to determine the reason.
- In the study, it was found that the absorption and dedication levels of female flight crew personnel were higher than male flight crew personnel. Accordingly, it may be advisable to investigate the reasons for the low level of dedication of male flight crew personnel in-house.
- Since the study found that the vigor levels of the crew members aged 50 and over are lower than the other age groups, it may be advisable to review the positions of the crew members in this age group.

### **5.2.2. Limitations & Further Studies**

This study covers only the flight crew members of the Turkish Airlines business. Accordingly, in order to investigate the relationship between the motivation and work enthusiasm levels of the flight crew, it may be recommended to include flight crew personnel from other airline companies in the process. In addition, the sample size is limited to 225 people, and it is predicted that this number will increase with the inclusion of other airline companies in the process.

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# APPENDIXES

## APPENDIX A SURVEY

Dear Participant,

Through this questionnaire, the data are necessary for my graduate education at Ibn Haldun University, Air Transport Management Institute, and it was prepared to evaluate the study on “DOES FLIGHT CREW WORK MOTIVATION AND ENTHUSIASM CHANGE WITH INCREASING TENURE? THE CASE OF TURKISH AIRLINES”. Your answers will be used for scientific purposes, and your personal information will not be given to any official or unofficial institution. Since the data obtained from the questionnaires with unanswered questions are unavailable, answering the questionnaire form completely and correctly will contribute to the research. Thank you for your important support and contribution to the research.

1. Gender:

Male  Female

2. Age:

18-25 years  26-33 years  34-41 years  42-49 years  50 and over

3. Education:

High School  Associate Degree  Undergraduate  Graduate and above

4. Marital status:

Single  Married

5. Work experience in this company:

0 - 1 year  2-3 years  4-6 years  7-10 years  11-15 years  16 years and more

6.Total work experience in the Aviation Sector:

0 - 1 year  2-3 years  4-6 years  7-10 years  11-15 years  16 years and more

7. Position in the flight crew:

Cabin Crew  Cabin Chief  Senior Cabin Chief  Captain  First Officer

Evaluate the following statements considering your working environment.

		Strongly Disagree	Disagree	Neither Agree	Agree	Strongly Agree
	Part A- Intrinsic Motivation					
1	I enjoy finding solutions to complex problems.	[ ]	[ ]	[ ]	[ ]	[ ]
2	I enjoy coming up with new ideas for products.	[ ]	[ ]	[ ]	[ ]	[ ]
3	I enjoy engaging in analytical thinking.	[ ]	[ ]	[ ]	[ ]	[ ]
4	I enjoy creating new procedures for work tasks.	[ ]	[ ]	[ ]	[ ]	[ ]
5	I enjoy improving existing processes or products.	[ ]	[ ]	[ ]	[ ]	[ ]
	Part-B- Extrinsic Motivation					
1	I work too hard considering my outcomes	[ ]	[ ]	[ ]	[ ]	[ ]
2	I give a great deal of time and attention to the organization, but get very little appreciation.	[ ]	[ ]	[ ]	[ ]	[ ]
3	I invest more in my job than receive in return.	[ ]	[ ]	[ ]	[ ]	[ ]
4	The rewards I receive not proportional to my investments.	[ ]	[ ]	[ ]	[ ]	[ ]
5	I put more energy into my job than it is worth.	[ ]	[ ]	[ ]	[ ]	[ ]
6	I feel unfairly treated in my job.	[ ]	[ ]	[ ]	[ ]	[ ]

The following 17 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the “0” (zero) in the space after the statement. If you have had this feeling, indicate how often you felt it by crossing the number (from 1 to 6) that best describes how frequently you feel that way

Work & Well-being Survey		Never 0	Rarely 2	Sometimes 3	Often 4	Always 6
1	At my work, I feel bursting with energy.	[ ]	[ ]	[ ]	[ ]	[ ]
2	I find the work that I do full of meaning and purpose.	[ ]	[ ]	[ ]	[ ]	[ ]
3	Time flies when I am working.	[ ]	[ ]	[ ]	[ ]	[ ]
4	At my job, I feel strong and vigorous.	[ ]	[ ]	[ ]	[ ]	[ ]
5	I am enthusiastic about my job.	[ ]	[ ]	[ ]	[ ]	[ ]
6	When I am working, I forget everything else around me.	[ ]	[ ]	[ ]	[ ]	[ ]
7	My job inspires me.	[ ]	[ ]	[ ]	[ ]	[ ]
8	When I get up in the morning, I feel like going to work	[ ]	[ ]	[ ]	[ ]	[ ]
9	I feel happy when I am working intensely.	[ ]	[ ]	[ ]	[ ]	[ ]
10	I am proud of the work that I do.	[ ]	[ ]	[ ]	[ ]	[ ]
11	I am immersed in my work.	[ ]	[ ]	[ ]	[ ]	[ ]
12	I can continue working for very long periods at a time.	[ ]	[ ]	[ ]	[ ]	[ ]
13	To me, my job is challenging.	[ ]	[ ]	[ ]	[ ]	[ ]
14	I get carried away when I am working.	[ ]	[ ]	[ ]	[ ]	[ ]
15	At my job, I am very resilient, mentally.	[ ]	[ ]	[ ]	[ ]	[ ]
16	It is difficult to detach myself from my job.	[ ]	[ ]	[ ]	[ ]	[ ]
17	At my work, I always persevere, even when things do not go well.	[ ]	[ ]	[ ]	[ ]	[ ]

# CURRICULUM VITAE

## Personal Information:

Name and Surname: Erdem Şahin

## Education:

1999-2009 Yıldız Technical University Geodesy and Photogrammetry Engineering

1990-1997 Hüseyin Avni Sözen Anatolian High School

1985-1990 Bayburt Atatürk Primary School

## Seminars and Courses:

2015 You are the leader

2015 Senior cabin crew training

2014 Certified life coach

2009 Restraint training

2009 Fire fighting and fire safety

2008 Diction and effective speech

2008 First aid certificate

2007 Human relations management

2005 Dangerous goods regulations

## Work Experience:

2015-2021 Purser

2008-2015 Cabin Chief

2000-2008 Cabin Attendant