

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

MASTER THESIS

**A STUDY ON THE IMPACT OF FLIGHT ATTENDANTS'
WORK-LIFE CONFLICT ON ORGANISATIONAL
COMMITMENT AND BURNOUT**

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THESIS SUPERVISOR
PROF. EKREM TATOĞLU

ISTANBUL, 2023

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COMMITMENT AND BURNOUT**

**by
YASİN YILMAZ**

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

**THESIS SUPERVISOR
PROF. EKREM TATOGLU**

ISTANBUL, 2023

APPROVAL PAGE

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

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

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ACADEMIC HONESTY ATTESTATION

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

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ÖZ

KABİN MEMURLARININ İŞ YAŞAM ÇATIŞMASI DÜZEYLERİNİN ÖRGÜTSEL BAĞLILIK VE TÜKENMİŞLİK ETKİSİ ÜZERİNE BİR ARAŞTIRMA

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Havacılık endüstrisi giderek daha rekabetçi hale gelmiş ve bu da kabin ve kokpit ekibi üyeleri aleyhine daha fazla iş taleplerine yol açmıştır. Bu araştırma çalışması, havayolu endüstrisindeki uçuş görevlileri arasındaki iş-yaşam çatışması, tükenmişlik ve örgütsel bağlılık ilişkisini incelemeyi amaçlamaktadır. Uçuş görevlileri, düzensiz ve uzun çalışma saatleri nedeniyle farklı iş talepleri ve zorluklarla karşı karşıya kalmaktadır ve özellikle ailelerinden ve evlerinden uzakta olmak durumundadırlar. İş-yaşam çatışmasının onların refahlarına ve kuruluşlarına olan etkisini anlamak, hem bireysel hem de örgütsel başarı için son derece önemlidir. Nicel veriler, uçuş görevlileri arasında bir anket yoluyla toplanır ve toplanan veriler SPSS kullanılarak testlerden ve analizlerden geçirilir. Bu çalışmanın temel amacı, iş-yaşam çatışması, tükenmişlik ve örgütsel bağlılık arasındaki ilişkiye daha derin bir bakış açısı kazanmaktır. Sonuçlar, uçuş görevlileri arasında iş-yaşam çatışması ile tükenmişlik arasında anlamlı bir negatif ilişki olduğunu göstermektedir. Daha düşük iş-yaşam çatışmasına sahip bireyler, tükenmişlik düzeylerinin daha düşük olduğunu bildirerek, talepkar çalışma programlarının olumsuz sonuçlarını hafifletmede iş-yaşam dengesinin koruyucu rolünü göstermektedir. Bunun yanı sıra, iş-yaşam çatışması ile örgütsel bağlılık arasında olumsuz bir ilişki tespit edilmiştir, bu da daha düşük iş-yaşam çatışmasına sahip olan uçuş görevlilerinin havayollarına daha yüksek bir bağlılık düzeyi gösterdiklerini işaret etmektedir. Bu çalışmanın bulguları, iş-yaşam

çatışmasının havayolları ve uçuş görevlileri için önemli sonuçları olduğunu göstermektedir. Havayolları, uçuş görevlilerinin iş ve özel yaşamları arasında daha sağlıklı bir denge sağlamalarını desteklemek için politikalar ve değişiklikler uygulayabilir. İş-yaşam dengesinin iyileştirilmesi, uçuş görevlileri arasında tükenmişliği azaltabilir, örgütsel bağlılığı artırabilir, iş tatminini yükseltebilir, performansı iyileştirebilir ve devir oranlarını azaltabilir. Sonuç olarak, bu çalışma, uçuş görevlilerinin refahı ve bağlılığında iş-yaşam çatışmasının kritik rolünü vurgulayarak mevcut literatüre katkıda bulunmaktadır. Havayollarının iş-yaşam çatışması girişimlerine öncelik vermesi ve uçuş görevlilerinin karşılaştığı zorluklara yönelik özel stratejiler geliştirmesi gerektiği vurgulanmaktadır. Gelecekteki araştırmalar, iş-yaşam çatışmasını etkileyen faktörleri daha da keşfetmeli ve havayolu endüstrisinde iş-yaşam dengesini destekleyen müdahaleleri araştırmalıdır.

Anahtar Kelimeler: İş – Aile Çatışması, Örgütsel Bağlılık, Tükenmişlik.

ABSTRACT

A STUDY ON THE RELATIONSHIP BETWEEN WORK-LIFE CONFLICT TO BURNOUT AND ORGANIZATIONAL COMMITMENT AMONG FLIGHT ATTENDANTS

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The aviation industry's intensifying competition has led to higher job demands impacting cabin and cockpit crews adversely. This study aims to examine the relationship among work-life conflict, burnout, and organizational commitment in flight attendants. These professionals encounter diverse challenges like irregular hours and extended time away from home. Recognizing the impact of work-life conflict on their well-being and dedication is vital for personal and organizational success. Conducting an online survey using SPSS for analysis, the research delves into the association between work-life conflict, burnout, and organizational commitment.

Results highlight a significant positive connection between work-life conflict and burnout among flight attendants. Individuals with lower work-life conflict experience less burnout, indicating the protective role of work-life balance against demanding schedules. Furthermore, a negative correlation is observed between work-life conflict and organizational commitment. Flight attendants with lower work-life conflict exhibit higher commitment levels to their airlines. These findings hold critical implications for both airlines and the welfare of flight attendants.

Understanding the importance of work-life conflict, airlines can introduce measures such as flexible schedules, support initiatives, and enhanced communication channels

to aid flight attendants in achieving a healthier work-life balance. Establishing equilibrium between professional and personal life can lower burnout rates, enhance commitment, boost job satisfaction, elevate performance, and reduce turnover.

In summary, this research emphasizes the pivotal influence of work-life conflict on the well-being and commitment of flight attendants in the aviation industry. It underscores the necessity for airlines to prioritize strategies addressing work-life conflict, tailored to the unique challenges faced by these professionals. Future studies should explore other factors impacting work-life conflict and effective interventions that promote balance, yielding positive outcomes in aviation.

Keywords: Burnout, Organizational Commitment, Work-Life Conflict.

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CHAPTER I

INTRODUCTION

1.1. Introduction to the Problem

In recent years, the aviation industry has undergone numerous noteworthy transformations. In 2019, global airlines transported a staggering 4.5 billion passengers, and due to a multitude of factors, this figure is projected to rise even higher in the coming years. (ATAG,2020). Therefore, the aviation industry has created numerous employment opportunities worldwide to cater to the needs of passengers, whether they arise directly, indirectly, or as a result of the sector's influence. Currently, the industry employs a total of 65.5 million individuals; out of the total number of jobs, which amounts to 10.2 million, a significant portion is directly related to the aviation sector (ATAG, 2020). It comes as no surprise that the aviation industry is an integral part of the travel and tourism sector. Which happens to be the most substantial economic sector. (Hanlon, 2007).

In addition, frontline employees assume a vital role in effectively presenting the efficiency and services of airlines to customers. According to Sharm (2007), in an intensely competitive setting, the flight attendant shoulders greater responsibilities compared to front-line employees, specifically in the areas of safety, security, and passenger service. Furthermore, flight attendants encounter numerous adverse working conditions while carrying out their duties, which encompass enduring extended hours in a constrained and comparatively demanding environment, as well as being exposed to a work setting that harbors various sources of pollution; According to Chen and Chen (2012), flight attendants frequently encounter significant levels of frustration and distress during their flying responsibilities. The public perception of flight attendants is often characterized by stereotypes, presuming they have a glamorous and effortless job, allowing them to travel to multiple destinations without incurring extra expenses, relish complimentary dining

and accommodation provided by the airlines, and enjoy a heightened socioeconomic status. However, most outsiders overlook the reality that these occupations entail highly irregular duty schedules and time off that often takes flight attendants far away from their homes (Eriksen, 2018). The nature of their work, characterized by irregular schedules, time away from home, long working hours, and dealing with diverse passengers, can create immense pressure and strain on flight attendants. Consequently, checking the relationship between work-life conflict, burnout, and organizational commitment in this specific occupational group is of utmost importance.

The work-life conflict holds significant importance in the lives of flight attendants, as their work frequently disrupts their personal routines and quality time spent with family and friends. A satisfactory equilibrium between work and personal life is vital for their well-being and job satisfaction. However, the distinct demands of their profession, such as irregular and unpredictable schedules, time zone variations, and prolonged periods away from home, pose substantial challenges in achieving work-life balance. Hence, it is imperative to investigate the impacts of work-life conflict on burnout and organizational commitment among flight attendants, as it impacts both individual and corporate success.

Burnout, which entails emotional fatigue, personalization, and decreased individual fulfillment, has emerged as a pervasive problem among professional cohorts. It can harm individuals' physical and psychological health, job performance, and, ultimately, organizational outcomes. Flight attendants are often identified as being involved in tasks that can potentially result in elevated emotional exhaustion, particularly for individuals with limited job autonomy, longer job experience, and extended working hours (Chen, Ching-Fu & Ya-Ling, 2010). Given the demanding nature of the job, flight attendants may be particularly susceptible to experiencing burnout. By examining the correlation between work-life conflict and burnout, we can gain valuable insights into potential mitigating factors that may mitigate the negative consequences of work-related stressors among flight attendants.

Furthermore, organizational commitment plays a vital role in the success of airlines. Flight attendants who are Individuals who display a high level of commitment to

their organization are more prone to exhibit positive work attitudes, engage in extra-role behaviors, and contribute to improved customer experiences. However, the challenges faced by flight attendants, such as frequent schedule changes, time away from loved ones, and dealing with difficult passengers, can impact their commitment levels. Thus, comprehending the correlation between work-life conflict and organizational commitment among flight attendants becomes imperative for formulating strategies that enhance commitment and overall organizational performance.

Despite the significant role flight attendants fulfill and the distinct challenges they encounter, there has been limited research explicitly dedicated to examining the connection between work-life conflict, burnout, and organizational commitment within this particular professional cohort. Therefore, this study aims to fill this research gap by examining how work-life conflict influences burnout levels and organizational commitment among flight attendants, intending to provide valuable insights for flight attendants and airline management.

1.2. Problem Descriptions

Flight attendants are the essential company representatives who will be the face of the company and will be in contact with the customers while flying. Therefore, good health conditions, both mentally and physically, are required to maintain a high level of performance. The combination of extended work hours at irregular intervals and traversing multiple time zones presents a challenge for flight attendants to achieve a satisfactory work-life balance. This circumstance has the potential to lead to burnout, diminished organizational commitment, and significantly impact their overall well-being. The relationship between work-life conflict, burnout, and organizational commitment among flight attendants remains relatively uncharted in research. Hence, it is essential to investigate how work-life conflict influences burnout levels and commitments in this specific occupational group to develop targeted strategies for improving their overall work experience and organizational outcomes.

1.3. Research Questions

While several studies have examined the importance of work-life conflict among flight attendants, there has been a relatively limited focus on investigating the relationship between work-life conflict, burnout, and organizational commitment, specifically among flight attendants in Turkey. The aviation industry is renowned for its dynamic nature, constantly evolving customer demands, and relentless competition (KMPG, 2018). After the pandemic, airlines are increasing their routes with a shortage of flight attendants. As the pandemic hits the world, the airline industry is putting on pause; after that, they are starting again, and more routes are reopening so suddenly. Most flight attendants have to work extra hours than their usual 80 hours working hours. Due to this, recovery periods between flights might be shorter, and crews are spending more time working than their personal life. Flight attendants often sacrifice valuable time with their family, friends, and personal lives due to the demands of their work.

Consequently, this can give rise to work-life conflicts, leading to significant issues. It has been observed that health problems and an inadequate work-life balance can contribute to decreased productivity (Rosekind, 2010). It is undeniably true that having poor work and life balance could affect one's mental capability to function, especially in their everyday life, including when working. Research indicates that the presence of a single underperforming employee within a team of otherwise high-performing individuals can result in a significant decline in productivity, with estimates suggesting a decrease of around 30-40%. This decline in productivity, caused by weak flight attendants, can subsequently lead to customer dissatisfaction, which has been shown to amplify costs for a company by double or even triple the amount (Wittbrodt, 2014).

This research examines the correlation between work-life conflict, burnout, and organizational commitment. The findings from this study can provide valuable insights for the company, aiding in enhancing the well-being of their crews. Specifically, the analysis can shed light on improving schedule characteristics, which have been identified as a primary factor contributing to the imbalance between work and personal life.

1.4. Academic Relevance

The topic of work-life conflict among flight attendants has indeed been a debate topic for a long time in society. However, the previous studies mainly focus on the causes of imbalance in work and life and how it can affect the WLC. There is limited research on the effect of having high or low work-life conflict and its relationship between burnout and organizational commitment. This research will see the vital role of having work-life conflict in flight attendants and how it could influence their burnout level and their commitment to their company. Hence this study will look in depth at how one's work-life conflict may have impacted their burnout level and how it can influence their commitment to the organization.

1.5. Practical Relevance

The results of this study carried out are especially beneficial for the airline industry. It may also enable any other airline company to prioritize work-life conflict initiatives and create strategies to address the unique challenges flight attendants face. As a result, this can promote employee well-being, concurrently reducing absenteeism rates and the associated costs incurred by absences.

CHAPTER II

LITERATURE REVIEW

2.1. Theoretical Background

This literature review explores the relationship between work-life conflict, burnout, and organizational commitment among flight attendants. It consists of a comprehensive analysis of relevant studies conducted in the field, highlighting key findings, theoretical frameworks, and methodologies. The review aims to deepen our understanding of how work-life conflict influences burnout levels and organizational commitment among flight attendants, shedding light on the implications for both employees and organizations in the aviation industry.

The aviation industry is known for its demanding and high-stress nature, particularly for flight attendants essential in ensuring passenger safety and comfort. Maintaining a healthy work-life balance in this profession is challenging due to irregular schedules, long working hours, and the need for constant adaptation to changing circumstances. This review examines the interplay between work-life conflict, burnout, and organizational commitment to provide insights into the matters that impact the well-being and engagement of flight attendants.

Work-Life Conflict and Flight Attendants: Flight attendants face unique work-life conflict challenges due to their irregular schedules and extensive time away from home. Preventing work-life conflict involves managing conflicting demands between work responsibilities and personal life, including family, social activities, and emotional well-being. Previous studies have identified numerous factors that influence work-life conflict for flight attendants, such as shift work, limited control over schedules, and the impact of travel-related stress. Those matters have been illustrated to help to increase burnout levels and reduce organizational commitment.

Burnout and Flight Attendants: Burnout refers to a psychological reaction that arises from prolonged work-related stress, presenting as mental tiredness, detachment, and

diminished achievement. Flight attendants are especially vulnerable to experiencing burnout due to the nature of their job, which involves enduring long duty time, unpredictable schedules disrupted sleep patterns, and continuous exposure to demanding and potentially stressful circumstances. Numerous studies have underscored the high occurrence of burnout among flight attendants and its detrimental impact on their overall personal and professional well-being. Understanding the factors contributing to burnout is essential for developing effective strategies to mitigate its effects.

Organizational Commitment and Flight Attendants: Organizational commitment pertains to the psychological connection, identification, and loyalty an employee feels towards their employing organization. Flight attendants' level of organizational commitment is affected by multiple reasons, like job satisfaction, work-life conflict, perceived support from supervisors and colleagues, and prospects for career growth. Studies have shown that flight attendants with more organizational commitment demonstrate enhanced job performance, increased job satisfaction, and improved overall well-being. Therefore, understanding the relationship between work-life conflict, burnout, and organizational commitment is crucial for employees and organizations in the aviation industry.

The literature review provides a comprehensive overview of the relationship between work-life conflict, burnout, and organizational commitment for flight attendants. The results underscore the huge of tackling work-life conflict issues to prevent burnout and enhance organizational commitment among flight attendants. It is crucial for organizations in the aviation industry to implement supportive policies and practices that facilitate a more balanced work-life conflict for flight attendants. This approach can contribute to their well-being, engagement, and retention, ultimately benefiting both the individuals and the organization. Further research is needed to explore additional factors and interventions to enhance work-life balance and mitigate burnout in this unique occupational context.

2.2. Flight Attendants

Flight attendants have a significant part in the passengers' safety and service. Every year, they undergo comprehensive safety training to ensure their preparedness in handling difficulties. Chen and Chen (2012) mention that Flight attendants have greater accountability compared to many employees at the forefront of the service industry as they are primarily learned to uphold cabin safety and then provide customer service on board. Flight attendants encounter numerous challenges that set their job apart from typical office-based roles. In emergency situations, flight attendants are entrusted with specific tasks to be executed within strict timeframes. For instance, during a water evacuation, passengers must evacuate the aircraft within approximately 0.5 minutes (SAA Cabin Crew Training, 2017). Flight attendants maintain continuous communication with their customers, often for long durations. According to Haise and Rucker (2003), given the extensive interaction cabin crews have with airline passengers, it is crucial for their airline companies that they consistently portray a positive image. This requirement often entails emotional labor, as flight attendants are expected to maintain a courteous and friendly demeanor toward passengers. The irregular work schedules that flight attendants contend with make time-related conflicts particularly impactful for this group of workers, as they always face time-related challenges. Moreover, the high demands on flight attendants may also result in psychological and physical strain.

2.3. Work-Life Conflict

Work-life conflict is a significant challenge for flight attendants due to the nature of their profession, which normally involves irregular and demanding work schedules, long hours, and frequent time away from family and home. Healthy work-life conflict is essential to achieve their overall well-being, job satisfaction, and personal relationship. In their study, Chen and Chen (2012) discuss the inherent disadvantages associated with the occupation of flight attendants, such as job stress, health-related concerns, and, notably, the challenge of balancing work and personal life. Work-family conflict can be characterized as inter-role conflict, where the demands and expectations from work and family domains collide and prove incompatible with each other in certain aspects (Greenhaus & Beutell, 1985).

2.3.1. Importance of Work-Life Conflict

The importance of personal time, family responsibilities, and social life in one's life is undeniable. However, when a person's work obligations clash with these aspects, it can pose a significant challenge. The model of "work-life conflict" has emerged as a replacement for the previously used term "work-family conflict," recognizing that the conflicts between work and personal life extend beyond family obligations. (Hudson, 2005). Work-life conflict extends beyond the boundaries of an individual's family and work time. It can encompass personal aspects like spending time with friends, engaging in self-care activities like exercising, pursuing hobbies, or participating in other recreational endeavors. Therefore, the change of terminology could potentially contribute to an imbalance between work life and personal life. This is because the previous term, "work-family conflict," focused solely on the family aspect; in contrast, the new concept encompasses all remaining aspects of an individual's personal life.

Mesmer and Viswesvaran (2005) conducted a research study investigating work-life conflict and offered valuable insights. Their findings indicated that work-life conflict arises when the demands and obligations of work clash with those of personal life. This conflict can negatively impact individuals' well-being, job satisfaction, and overall work-life balance. They emphasized the importance of understanding and managing work-life conflict to improve workers' happiness and organizational outcomes.

Abele and Volmer (2005) concur with the aforementioned authors; work-life balance can be defined as the degree to which an individual is equally engaged and satisfied with their work responsibilities and familial obligations, with time playing a pivotal role in this equation. Management plays a crucial role in the work-life conflict, as this concept revolves around effectively managing one's time. Achieving a balance that allows for equal time allocation to work, social life, and family is essential in work-life matters. Difficulties in effectively balancing personal and work time give rise to unfavorable outcomes for individuals. This outcome can materialize as domestic conflicts. Or in the workplace, elevated stress levels decrease productivity and potential experiences of burnout and fatigue (Holmes, Thomas & Petts, 2020).

Work-family incongruity may differ depending on their circumstances; for instance, not everyone is a parent or married.

Nevertheless, it remains crucial to achieve an equilibrium between professional and personal time. Personal time encompasses not only quality moments spent with family but also conscientiously allocating time for socializing with friends and engaging in self-care activities. Gurney (2010) asserts that work-life incongruity facilitates employees' endeavors to apportion their time and energy between work and other significant aspects of their lives. Furthermore, it is imperative for organizations to advocate work-life balance as it positively impacts the mental well-being of employees, elevates productivity levels, diminishes absenteeism, and cultivates a healthful work environment that benefits both the workforce and the company. Various studies have established causal connections between inadequate work-life balance and heightened stress levels, diminished psychological welfare, strained familial bonds, and persistent gender disparities in the labor market (James, 2013).

However, it is crucial for companies to recognize that an employee's personal life and home responsibilities are equally significant to their career. Therefore, companies should strive to implement strategies and adapt policies that accommodate the needs of employees. Furthermore, airlines confront substantial commercial demands to minimize expenses, leading to crowded environments and subpar air quality that can pose significant health risks for staff members (Sharam, 2007). Moreover, employees' working hours are not solely dictated by the company but are also influenced by external factors like weather conditions and flight schedules. Consequently, achieving work-life balance becomes even more arduous for employees, as their schedules may be subject to diverse external variables. Finally, Sharam (2007) contends that women, in particular, face a heightened risk of struggling to fulfill familial responsibilities when employed in the aviation industry.

2.3.2. Flight Attendants and Work-Life Conflict

Flight attendants often face significant work-life conflict because of the structure of their profession. The demanding and irregular work schedules, long hours, frequent

travel, and time away from family and loved ones can create challenges in establishing an excellent work-life balance. The unique work environment of flight attendants, characterized by long flights, time zone changes, and unpredictable work demands, can lead to difficulties in managing personal commitments and responsibilities outside of work. Balancing family obligations, social activities, and emotional well-being becomes challenging when their work schedules disrupt routine and stability.

Flight attendants may experience conflicts between work and family or individual life, like missing important family events, birthdays, and anniversaries or being unable to allocate sufficient time with loved ones. These conflicts can lead to feelings of guilt, stress, and dissatisfaction in both their professional and individual lives. Moreover, the constant exposure to the pressures and demands of their work, such as dealing with difficult passengers, maintaining safety standards, and managing emergencies, can add to the stress and strain experienced by flight attendants. This can further impact their overall happiness and ability to manage work-life conflicts effectively.

To mitigate work-life conflict, airlines and employers can enact policies and adopt practices that foster a sense of work-life balance among flight attendants. This may include providing flexible work arrangements, clear communication about schedules, sufficient rest periods between flights, and access to support services for personal and family needs. Additionally, encouraging self-care, promoting healthy coping strategies, and fostering a supportive work culture can reduce work-life conflict for flight attendants.

2.3.2.1. Challenges due to the Nature of Their Work

Numerous studies have been conducted on how individuals navigate the conflicting claims of their work and personal lives. One relevant research area in this context is the role scarcity theory, which posits that humans possess limited resources, such as energy and time (Edwards & Rothbard, 2000). Juggling numerous responsibilities, like being a parent, partner, and employee, can be challenging as those roles contend for the same limited resources. Given that the obligations stemming from work and

family spheres often clash in certain aspects, the term "work-family conflict" has been coined to describe this form of multirole conflict (Greenhaus & Beutell, 1985, p. 77).

The average flight attendant is going for work minimum of 30-40 hours shift work weekly and also on weekends and public holidays where most of the people not working. Individuals working regular daytime hours have more opportunities to spend quality time with their children compared to shift workers. According to a research study, individuals with work shifts scheduled between 3 p.m. and 6 p.m. were restricted to a maximum of 30 minutes of daily quality time with their children. Consequently, this limitation adversely affected parental engagement in their child's life. The study revealed that fathers who worked shift schedules had a noticeable deficit in their knowledge of their children's experiences and daily activities, in contrast to fathers who worked regular daytime shifts (Davis, Croute & McHale, 2006). It may impact their social and physical well-being, especially those with family and children. When considering flight attendants and shift workers, probably, the work-family conflict will adversely affect the family responsibilities of shift workers, consequently disrupting the equilibrium between their work and personal lives.

Numerous studies on the work-home conflict of flight attendants have been conducted throughout the years. Ren and Foster (2011) conducted a survey examining work and family conflict between female flight attendants in a Chinese airline. The findings indicated that female flight attendants experienced an average limit of work-family conflict (WFC), with cabin crews facing a higher degree of conflict than ground staff. The research also highlighted that married females were more significantly impacted by work-family conflict than unmarried women. Notably, the investigation unveiled that work-related elements exerted a more significant impact on work-family conflict among female participants in this specific case study, in contrast to family-related factors. High WFC is one factor contributing to an imbalance in work-life balance.

Female flight attendants experienced feelings of isolation, loneliness, concerns about their ability to fulfill their roles as mates and mothers because of the claims of their

profession, customer expectations, and limited adequate protection from bosses regarding workplace hazards or unruly customers. Cabin crews spend minimal time at their home destinations, often being far away from their own place. When job demands become overwhelming, stress can arise, leading to a diminished sense of life quality. Research conducted by Chin-Fu et al. (2012) discovered that burnout acts like a negotiator in relation to work claims and health problems.

Prominent elements contributing to a work-life imbalance among flight attendants were identified as considerable job requirements, encompassing substantial workloads, emotional demands related to customer service, and non-traditional work hours. These findings were further validated by subsequent research conducted by Foster and Ren (2015) among flight attendants from three Chinese airlines. The study corroborated these findings by demonstrating adverse correlations between work-family conflict (WFC) and job category, inflexibility, shift work, work pressures, leave policies, and a gender-biased organizational culture. The authors highlighted that females who received substantial support at home and from external sources could reduce work-family conflict.

2.3.2.2. Advantages of Working as a Flight Attendant

On a positive note, working as a flight attendant offers unique advantages. One of these perks is the opportunity to travel extensively. Flight attendants frequently engage in travel as part of their job responsibilities. Depending on their schedule, they may have the chance to explore various destinations before commencing their next flight or during layovers. These layovers often provide comfortable hotel accommodations, allowing them to rest adequately after a long flight. The most appealing aspect is that flight attendants do not have to bear the cost of their tickets, as their travel is covered as part of their job. This can be seen as a rewarding benefit after enduring the demands of a long and tiring flight.

Furthermore, this aspect of the job can be particularly enticing for individuals with a passion for travel and an adventurous spirit. In a 2013 study involving individuals aged 25 to 70+, it was found that 80% of participants acknowledged that travel enhances their overall mood and perspective on life, while 75% of respondents also indicated that the journey assists them in alleviating stress. (travel hub, 2020).

Flight attendants typically work on a rotating schedule, which means they have a lot of flexibility regarding their work hours. They also have the potential to work due to the fluctuating nature of flight departures and arrivals. Airlines often permit their staff to exchange flights with one another, taking into account factors like seniority and logistical considerations. This flexibility allows flight attendants to better balance work commitments with personal life.

Plus, their work is mainly on flights, and they do not have to think or do extension work at home, unlike other work, so they will highly likely have extra hours to do things they want. A separate research conducted by Sonnetag and Natter (2004) involving forty-seven flight attendants shed light on their well-being in both work and family realms. The results indicated that involving oneself in work-related tasks during non-work hours was connected to reduced well-being. Conversely, dedicating time to physical activities, such as sports, and considering non-work hours as an opportunity for healing were associated with enhanced well-being.

In addition, flight attendants work in a dynamic, and their work environment constantly changes at every working shift. Each flight brings new challenges, interactions with passengers, and opportunities to provide exceptional customer service. This dynamic nature of the job keeps things exciting and prevents monotony among the flight attendants. These are among the conditions that could contribute to a good work-life balance among flight attendants.

2.4. Burnout

Burnout is a psychological and physical state of chronic exhaustion from prolonged exposure to high levels of stress, especially in the workplace. It typically occurs when individuals experience an extended period of excessive work demands, pressure, and overwhelm without sufficient time for recovery or support.

Herbert Freudenberger (1974) is widely recognized as the pioneer in defining the concept of burnout. His initial perspective proposed that excessive engagement in work leads to a depletion of intrinsic energy and social resources over time. Subsequent studies have reinforced the notion that burnout is a long-term

commitment that gradually improves. Burnout is defined as a condition marked by a state of physical, cognitive, emotional, and social depletion caused by prolonged exposure to chronic, acute, or excessive stressors in the workplace. This state is recognized as a state of lack in various aspects of an individual's well-being (Schwarzer & Greenglass, 1999; Schaufeli & Enzmann, 1998).

While working at the New York Free Clinic, which relied heavily on volunteers to assist individuals struggling with drug abuse, Freudenberger observed a gradual loss of motivation, dedication, and vitality among many volunteers. A range of physical and mental symptoms accompanied these changes. Recognizing the need for a term to describe this phenomenon, he coined the term "burnout," unintentionally borrowing it from the context of long-term drug abuse (Schaufeli & Buunk, 1996).

In 1981, Maslach and Jackson defined burnout refers to a syndrome distinguished by emotional fatigue, depersonalization, and diminished personal achievement. It is commonly observed among individuals who work closely with people (Maslach & Jackson, 1981).

2.4.1. Burnout Theory and Dimensions

Burnout syndrome can be categorized into three distinct components:

- Emotional exhaustion is typified by the depletion of vitality and a sense of depleted emotional resources. Common symptoms include fatigue, feelings of frustration and tension, and a strong aversion towards working another day.
- Depersonalization or dehumanization involves treating individuals as objects rather than recognizing their humanity. This component is marked by symptoms such as detachment, emotional callousness, cynicism, using derogatory or abstract language to refer to others, strict separation of work and personal lives, excessive reliance on intellectualization, withdrawal from social interactions, longer work breaks, extra talking with co-workers, and the frequent use of jargon.

- Diminished personal accomplishment is exemplified by an inclination to assess oneself in an unfavorable light. Symptoms include feelings of incompetence, demotivation in one's job, a sense of regression, and a lack of appreciation for one's own abilities and achievements.

These components of burnout were identified by Maslach and Pines in 1977. Job burnout or depression refers to a form of emotional strain that depletes an individual's energy resources. When these resources become depleted while job demands remain high, individuals often resort to compensatory mechanisms, resulting in what is known as allostatic load. However, if even active coping strategies prove insufficient in replenishing these resources, the situation can further deteriorate, leading to burnout (Cordes & Dougherty, 1993).

When individuals experience an excessive depletion of their energy resources, they may encounter an allostatic load, which can give rise to physiological symptoms like disrupted sleep patterns and compromised immune functions (Melamed, Shirom, Toker, Berliner & Shapira, 2006). Prolonged exposure to these stressors can deplete resources to the extent that depressive symptoms, including insomnia, emerge (Armon, Shirom, Shapira & Melamed, 2008). Other signs of depression may include reduced interest in activities, difficulty concentrating, and impaired cognitive functioning. These symptoms have a negative effect on a worker's perceived workload, decision-making capabilities, and overall performance, ultimately contributing to job burnout (Pines, 2000). In essence, job burnout develops gradually over time and theoretically triggers depressive symptoms that further exacerbate the burnout experienced by an individual.

2.4.2. Flight Attendants and Burnout

Flight attendants have a significant role in aviation, ensuring passenger safety and comfort during air travel. According to Ching-Fu et al. (2012), commercial airline cabin crew must display good ways as part of the work responsibilities, even in challenging status like agreeing with hard or angry customers. However, the demanding and fast-paced nature of their profession, coupled with the unpredictable work environment, often leads to burnout.

Furthermore, Chung and Chung (2009) delineate the correlation between burnout encountered by cabin crews and various detrimental consequences, both on an individual level and within the organizational context. These outcomes include irritability, depression, increased workplace conflicts, stress-related health issues, and diminished organizational commitment.

Flight attendants also face heightened levels of stress due to the demanding nature of their job. During flights, they are responsible for serving an average of 20 to 50 passengers, which includes handling claiming or angry individuals. Extended durations of work in restricted environments with limited humidity levels contribute to both physical and mental weariness. These factors represent only a fraction of the stressors flight attendants encounter (Chen & Chen, 2012). Moreover, their irregular shift-work patterns frequently hinder them from maintaining consistent family and social lives for prolonged periods. The challenge of attaining work-life equilibrium can result in work-family conflict, potentially contributing to burnout. This study examines the influence of work-life conflict on burnout levels among flight attendants.

2.5. Organizational Commitment

Organizational commitment refers to an individual's psychological connection to an organization. It encompasses the sense of responsibility and emotional closeness one feels towards a person, idea, or the organization itself. It represents the degree to which employees identify with and are devoted to the goals and values of their organization (Abbott et al., 2005). Employees with high affective commitment experience a strong sense of belonging, loyalty, and pride in their organization. This type of commitment develops through the worker's identification and active participation in the organization, forming a psychological bond (Porter et al., 1974, p. 604).

The research conducted by Çalışkan (2006) and Meşe (2007) highlights the multifaceted character of organizational commitment, as described by Meyer and Allen. According to their proposition, responsibility can be classified into three essential dimensions: affective dedication, continuance commitment, and normative

commitment. These dimensions can be delineated as follows:

- **Affective Commitment:** Affective commitment pertains to the emotional attachment that an individual develops towards the organization. Employees who have high affective commitment experience a deep sense of belonging, loyalty, and pride toward their organization. They genuinely care about the organization's success and are more inclined to go beyond their job responsibilities. According to Meyer and Allen (1997, p. 11), affective commitment represents "the employee's emotional attachment to, identification with, and engagement in the company." Individuals who firmly commit to the organization choose to remain with it because they want to (Meyer & Allen, 1991). This positive attitude towards the organization is closely connected to their sense of identity, aligning their personal identity with that of the organization, as described by Sheldon (1971, p. 148).
- **Continuance Commitment:** Continuance commitment concerns an employee's perception of the costs of leaving the organization. It reflects the belief that the benefits of staying with the organization outweigh its potential drawbacks. Employees with high continuance commitment may feel compelled to remain in their current job due to factors such as financial obligations or limited alternative employment opportunities. According to Meyer and Allen (1991), employees who primarily rely on continuance commitment continue working for the organization because they have to, as opposed to a desire to do so. It is important to note that continuance commitment differs from the previously mentioned dimension, affective commitment, where people continue working for a company because they want to. Continuance commitment is characterized by an instrumental attachment to the organization, where an individual's involvement in the group is influenced by a calculation of the financial rewards received (Beck & Wilson, 2000).
- **Normative Commitment:** Normative commitment arises from a sense of obligation or moral responsibility. Workers who exhibit high normative commitment feel compelled to stay with the organization because they believe it is the right course of action. Social norms, ethical values, and

indebtedness toward the organization often shape this commitment. According to Meyer and Allen (1991, p. 67), workers with normative commitment have a personal belief that they should remain committed to the organization.

When workers have a high level of organizational commitment, they are more likely to exhibit behaviors that benefit the organization, such as higher job performance, lower turnover intention, and increased organizational citizenship behaviors. They are also more likely to support and advocate for the organization, demonstrate loyalty, and actively engage in their work.

2.5.1. Organization Commitment Among Flight Attendants

Here is the relationship between organizational commitment and flight attendants:

- **Commitment to the Airline:** Flight attendants who demonstrate a strong commitment to their airline may experience loyalty, pride, and a strong sense of attachment to the organization. This commitment can positively impact their work-life balance, as they will likely be more motivated to meet the airline's expectations, perform effectively, and uphold a positive reputation. Additionally, this commitment can result in a greater sense of fulfillment and satisfaction in their work, which can extend to their personal lives.
- **Supportive Work Environment:** Organizations that cultivate a supportive work environment and prioritize work-life balance are more likely to enhance employee commitment. When flight attendants perceive that their airline values their well-being and provides resources to help them manage their personal and professional lives, it can strengthen their dedication to the organization. This, in turn, can positively impact their work-life balance by reducing stress and fostering a sense of support.
- **Job Satisfaction and Retention:** Organizational commitment is closely intertwined with job satisfaction and employee retention. Flight attendants who demonstrate a high level of commitment to their airline are more likely to experience job satisfaction, which can contribute to a decreased work-life conflict. Satisfied employees tend to have a more positive perspective on their

work, resulting in reduced work-related stress and an increased ability to effectively separate their work and personal lives.

- **Flexibility and Work Scheduling:** Flight attendants highly appreciate a flexible work schedule, as it enables them to handle their obligations and achieve a satisfactory work-life balance effectively. Airlines that prioritize flexible scheduling options and empower flight attendants to exercise some control over their work hours can significantly enhance organizational commitment. When flight attendants perceive that their organization values their personal needs, it fosters a more substantial commitment to the airline and reduces work-life conflict.

However, several factors should be considered to cultivate a high level of organizational commitment among flight attendants.

Leadership and supportive management: Effective leadership is vital in cultivating organizational commitment among flight attendants. When flight attendants perceive their leaders as supportive, transparent, and fair, it strengthens their dedication to the organization. Additionally, implementing supportive management practices such as open communication, recognizing employee contributions, and providing opportunities for growth and development can further enhance the commitment between flight attendants and the organization.

Positive Work Environment: Establishing a favorable work environment is pivotal in cultivating organizational commitment across various sectors., including aviation. This involves promoting teamwork, fostering a sense of camaraderie between colleagues, and developing a culture of respect and inclusivity. A positive work environment increases job satisfaction, loyalty, and organizational commitment.

Recognition and Rewards: Acknowledging and rewarding the efforts and achievements of flight attendants can positively influence their commitment. By recognizing their contributions through incentives, performance-based bonuses, awards, or other forms of recognition, their loyalty can be strengthened, and they can be motivated to maintain high-performance levels. As highlighted by Mahendra and Subudi's (2019) research findings, incentives substantially positively affect

organizational dedication. This suggests that a well-implemented compensation system enhances employee commitment to the company.

Training and Development: Training and development opportunities are crucial for fostering higher organizational commitment among flight attendants. When workers perceive that the organization invests in their professional growth and provides avenues for skill enhancement, it reinforces their commitment. Comprehensive training programs can also enhance the competence and confidence of flight attendants in their roles, leading to increased job satisfaction and loyalty.

2.6. Model of the Research

This study employs a quantitative approach, utilizing questions to provide participant data. Statistical analyses were used to examine the correlations between the variables. The research examines the correlation between work-life conflict, organizational commitment, and burnout.

This research goal was to investigate the impact of work-life conflict on organizational commitment and burnout among flight attendants. Work-life conflict level was determined as independent variables, organizational commitment, and burnout were selected as dependent variables, and a questionnaire was applied to investigate how the work-life conflict levels of flight attendants affected their organizational commitment and burnout status. Figure 2.1. Model of the Research

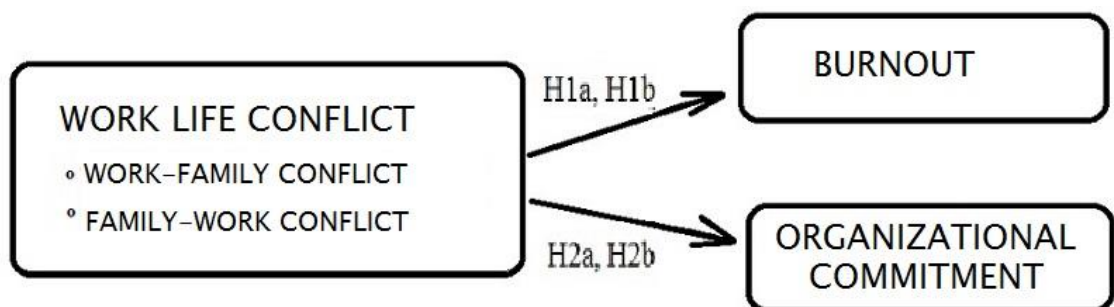


Figure 2.1. Model of the Research

2.7. Hypotheses and Research Questions

Based on the research objectives and the review of existing literature, the following hypotheses are here:

H1a: There is a positive relationship between work-family conflict and burnout.

H1b: There is a positive relationship between family-work conflict and burnout.

H2a: There is a negative relationship between work-family conflict and organizational commitments level.

H2b: There is a negative relationship between family-work conflict and organizational commitments level.

CHAPTER III

METHODOLOGY

3.1. Research Method

This chapter comprehensively explains the approach and process used in the study. It covers aspects such as the research design, the setting in which the study took place, the participants involved, the instruments used, the procedures employed for data collection, and the methods utilized for data analysis.

The questionnaire consists of 4 main parts. While collecting answers from each participant, all questions were mandatory to proceed. Those parts include the demographic part, work-family conflict scale, organizational commitment scale, and finally, burnout scale. The first section had six questions with multiple choices and asked personnel for answers and their experience.

The second part was the 5-point Likert scale on "Development and Validation of Work-Family and Family-Work Conflict Scales" developed by Netemeyer, Boles & McMurrian (1996) and published Article in the Journal of Applied Psychology in August 1996, was used to determine the level of work-life conflict. This part could be also divided into two sub-groups and had nine items about work-life conflict. (5= Strongly Agree, 1= Strongly Disagree)

The third part was also a Likert scale and asked crew members to choose from 1 to 5. This part focused on each flight attendant's organizational commitment levels. There were six questions. The questions were about the loyalty and sense of ownership of the flight attendant to their company. "The Market Orientation: Antecedents and Consequences," scale used here was developed by Jaworski, B. and Kohli, A. in 1993 and published in the Journal of Marketing.

The last scale was performed to determine flight attendants' burnout levels. Ten questions focused on the burnout state of the flight attendant with a 7-point Likert Scale. The Burnout Measure Short Version (BMS) questionnaire developed by Pines A. M. (2005) 2005 was published in the International Journal of Stress Management.

3.2. Sample and Data Collection

The data used in the research were obtained through a questionnaire. An online questionnaire was prepared on Google Forms (<https://docs.google.com/forms>). The link for the online survey was sent to flight attendants who work based in Istanbul Airport and Istanbul Sabiha Gokcen Airport, and it lasted two months to collect the data (March and April 2023).

The study's purpose was broadly explained, and participation was voluntary. Participants were assured that their provided data would be handled with utmost confidentiality and solely utilized for academic purposes. The survey link was sent to the flight attendants, and when the expected participation did not come, a reminder notification was sent for the second time. After the second reminder, a total of 155 usable questionnaires were collected. There is no missing data thus all of them were included in the analysis.

3.3. Characteristics of the Sample

The sample consists of 155 participants flight attendants who are based in Istanbul, Turkey. The researchers employed a convenience sampling method to recruit the participants for the study.

90 of 155 respondents are male (58%), whereas the remaining 65 are females (42%), indicating that males comprise most of the sample. When the ages of the respondents are categorized, it is revealed that more than half of the respondents (64%) are aged between 25 and 35. The second highest population is classified as 36 and above; the rate is 30% percentage, and the other age category is less than 25 years old. Nine people chose this category, and the ratio is 6%.

73% of the respondents graduated from university; on the other hand, 20% have a master's or Ph.D. degree (in other words, most of the participants have at least a bachelor's degree). Ten people graduated from high school. Nowadays, companies have a very high opportunity to hire employee who has university graduates. For this reason, the number of university graduates in the company is relatively high.

96 of 155 respondents are married, 62%, whereas the remaining 59 respondents never married before or divorced 38%. The majority of the experience gap is between 5 to 10 years, with 94 flight attendants (61%), 35 flight attendants have more than ten years of experience(22%), and 26 flight attendants of all respondents are less than six years of experience (17%). Details of the demographic data are provided in Table 3.1.

Table 3.1. Participants' Demographic Information

Category	Sub-Category	Frequency & Percentage (%)
GENDER	MALE	90 (58%)
	FEMALE	65 (42%)
AGE	LESS THAN 25	9 (6%)
	25-35	99 (64%)
	36 AND ABOVE	47 (30%)
EDUCATIONAL LEVEL	HIGH SCHOOL	10 (7%)
	BACHELORE DEGREE	114 (73%)
	POSTGRAD DEGREE	31 (20%)
MARITAL STATUS	MARRIED	96 (62%)
	SINGLE	59 (38%)
TOTAL TENURE(YEARS)	LESS THAN 6 YEARS	26 (17%)
	6-10 YEARS	94 (61%)
	MORE THAN 10 YEARS	35 (22%)

3.4. Data Analysis

A descriptive analysis was conducted to determine the frequency distributions of the sample in various categories such as age, gender, education level, managerial status, and tenure.

Factor analyses were carried out for work-family conflict, burnout, and organizational commitment to find out the factorial structure of the variables. To make sure factor analysis for the variables is suitable and assess the suitability of the variable, the sampling adequacy was tested using the Kaiser-Mayer-Olkin (KMO) measure and Bartlett's Test of Sphericity. Furthermore, reliability analyses were performed for all identified factors using Cronbach's Alpha to determine the internal consistencies, which indicate the level of interrelatedness between items.

Pearson's correlation was utilized to examine the correlations among all variables. Subsequently, regression analyses were employed to provide deeper insights into the relationships between dependent and independent variables. Independent group t-tests were conducted to address the research questions about demographic differences in variables. However, the test results did not indicate a significant variation between indicators and demographic information of flight attendants.

CHAPTER IV

RESULTS AND DISCUSSION

In this chapter, the findings of the data analysis about the participants' demographic information, scales, and multiple regression analysis are presented.

The chapter is structured into three primary sections. The first section provides an overview of the participant's demographic characteristics. The second section presents the results of the Pearson Correlation analysis. Lastly, the third section offers a comprehensive presentation of the multiple regression analysis results, along with the necessary assumptions.

4.1. Data Analysis

In this chapter, the questionnaire responses were analyzed to determine the mean and standard deviation. The questionnaire items were specifically designed to assess teamwork with flight attendants. The results of analyzing the answers to each questionnaire statement were calculated, highlighting the mean and standard deviation. The table below presents the individual variables and their corresponding responses. It is important to note that all the items used in the questionnaire were derived from reputable studies in the field.

The answers given by the employees participating in the research to the statements in the "Work-Life Conflict," "Organizational Commitment," and "Burnout" questionnaires are shown below statistically.

4.1.1 Work-Life Conflict

A 5-point Likert scale was employed for the questionnaire administered in this section.

Table 4.1. Work-Life Conflict Descriptive Analysis

		Rank	Mean	Std. Deviation
1	The demands of my work interfere with my home and family life.	3	3.13	1.2
2	The amount of time my job takes up makes it difficult to fulfill family responsibilities.	5	2.99	1.1
3	Things I want to do at home do not get done because of demands my job puts on me.	4	3.13	1.04
4	My job produces strain that makes it difficult to fulfill family duties.	2	3.21	0.91
5	Due to work-related duties, I have to make changes to my plans for family activities.	1	3.8	0.99
6	I have to put off doing things at work because of demands of my time at home.	6	2.77	0.98
7	Things I want to do at work don't get done because of the demands of my family or spouse/partner.	7	2.61	0.97
8	My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and	9	2.17	0.82
9	Family-related strain interferes with my ability to perform job-related duties.	8	2.3	0.8
	WLB_AVG		2.91	0.79

The three statements of the work-life conflict questionnaire with the highest and lowest average scores are shown below. According to Table 2, the expression with the highest mean score in the Work-Life Conflict Scale is "Due to work-related duties; I have to make changes to my plans for family activities." with an average of 3,83. The second highest ranked item in terms of the mean score is "My job produces strain that makes it difficult to fulfill family duties." with an average of 3,21, and the third expression is " The demands of my work interfere with my home and family life."

When we analyze the responses to the questionnaires, it shows that flight attendants have more problems with work-family conflict. Flight attendants often face unique challenges when balancing their professional responsibilities with their personal lives, mainly due to their irregular working schedules. The nature of their job, which involves traveling frequently and working during unconventional hours, can create difficulties in maintaining stable family relationships.

The irregularity of their working schedule can make it challenging for flight attendants to spend consistent time with their families. Shifts can vary significantly, and they may often be required to work on weekends, holidays, or during important family events. This can result in missed family gatherings or difficulties in planning activities together.

Moreover, the constant traveling and time zone changes can disrupt the routine and quality time that flight attendants can spend with their loved ones. Frequent absences due to work can lead to feelings of loneliness and disconnection, both for the flight attendants and their family members.

The expression with the lowest average on the Work-Life Conflict Scale is "My home life interferes with my responsibilities at work, such as getting to work on time, accomplishing daily tasks, and working overtime." with an average of 2.17. The second lowest ranked item is "Family-related strain interferes with my ability to perform job-related duties." with an average of 2.31, and the third expression is 2.77, "The demands of my family or spouse/partner interfere with work-related activities."

When we look at the lowest scores on the table, it is seen that flight attendants have fewer problems with family-work conflict. Flight attendants exemplify a remarkable level of discipline in their work. They meticulously execute their responsibilities with precision and professionalism. Their commitment to safety, attention to detail, adherence to regulations, and effective time management contribute to a positive and organized flying experience. Their discipline is a testament to their professionalism and crucial role in the aviation industry. They try to avoid family-work conflict by creating the discipline they apply in their work in their lives.

4.1.2. Organizational Commitment Effect

The questions in this part were extracted from the well-accepted Organizational Commitment Inventory research by Jaworski, B. and Kohli, A. 5-point Likert scale was used to test the variables.

Table 4.2. Descriptive Analysis of Organizational Commitment

Items	Rank	Mean	Std. Deviation
1. Employees feel as though their future is intimately linked to that of this organization.	6	3.5	1.03
2. Employees would be happy to make personal sacrifice for the business unit's well-being.	5	3.55	1.06
3. The bonds between this organization and its employees are weak.	3	3.66	1.06
4. In general, employees are proud to work for this business unit.	2	3.93	0.88
5. Employees often go above and beyond the call of duty to ensure this business unit's well-being.	4	3.59	1.02
6. Our people have little or no commitment to this business unit.	1	4.06	0.94
N	155		

According to Table 3, the expression with the highest average is "Our people have little or no commitment to this business unit," with an average of 4.06. Then, respectively, with an average of 3.93, "In general, employees are proud to work for this business unit," with an average of 3.66, "The bonds between this organization and its employees are weak." The mean with the lowest expression is 3.50, "Employees feel as though their future is intimately linked to that of this organization." When the terms of organizational commitment are examined, it is seen that the flight attendants have a high perception of their commitment to the organization.

It is observed that flight attendants have a high emotional commitment to the airline they work for. In addition, it is seen that they have a sense of loyalty towards the companies they work with as a member of the airline company. The fact that the age to start flight attendant is between 22-24 for university graduates shows that the organizational culture has been adopted by the in-company training and the fact that most of the flight attendants start their first job experience in the airline company. Flight attendants evaluate their emotional commitment to both the advantages of the flight attendant profession professionally and the material and moral gains provided by the airline company. Therefore, it can be said that the emotional commitment of flight attendants is high.

4.1.3. Burnout Effect

The survey was conducted with questions from the burnout measure short version (BMS) by Pines, A. M., (2005). 7-point Likert scale was used to test the variables.

Table 4.3. Descriptive Analysis of Burnout

Items	Rank	Mean	Std. Deviation
Tired	1	4.2	1.61
Disappointed with people	5	2.77	1.81
Hopeless	7	2.46	1.36
Trapped	6	2.67	1.85
Helpless	9	2.26	1.75
Depressed	10	2.22	1.58
Physical weak/Sickly	2	3.41	1.71
Worthless/Like a failure	8	2.35	1.68
Difficulties sleeping	3	3.16	2.04
“I've had it”	4	2.96	1.72
N	155		

Unlike other sections, the questionnaire in this part was conducted with 7-Point Likert Scales. According to Table 3, the statement "Tired," with an average of 4,20 on the burnout scale, ranks first. On the other hand, all other reports have less-than-average scores. This is because flight attendant is a physically tiring profession.

According to Table 4, the lowest expressions are "Depressed," which has an average of 2,22; "Helpless" face, with an average of 2.26; and the "Hopeless" term, with an average of 2.46.

When we examine the answers given, we see that the physical tiredness of the flight attendants is beyond their mental tiredness.

Flight attendants endure physical tiredness that often surpasses their mental exhaustion. The demanding nature of their job, long hours on their feet, constant movement, and handling heavy luggage takes a toll on bodies. These physical demands, combined with irregular sleep pattern and jetlag, can leave them feeling drained and physical exhausted.

In order to perform a factor analysis of the expressions in the work-life conflict scale, the KMO (Kaise Meyer Olkin Measure) test, common variances, factor loads eigenvalues, and explained variances were examined, and factors were named.

Table 4.4. KMO and Barlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.864
Bartlett's Test of Sphericity	Approx.	Bartlett's Test of Sphericity
	df	36
	Sig.	.000

According to Table 5, Sig.=0.00<0.05, with KMO 0.864 and Barlett Sphericity Test 1468.707, were found to be significant for factor analysis.

Table 4.5. Factor Analysis of Work-Life Conflict (Rotated Component Matrix)

	Work-Family Conflict	Family- Work Conflict
Things I want to do at home do not get done because of demands my job puts on me.	.871	
The amount of time my job takes up makes it difficult to fulfill family responsibilities.	.867	
My job produces strain that makes it difficult to fulfill family duties.	.837	
The demands of my work interfere with my home and family life.	.831	
Due to work-related duties, I have to make changes to my plans for family activities.	.811	
The demands of my family or spouse/partner interfere with work-related activities.		.892
My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.		.871
Family-related strain interferes with my ability to perform job-related duties.		.858
I have to put off doing things at work because of demands of my time at home.		.847

According to Table 4.5, the work-life conflict scale consists of two dimensions: work-family conflict and family-work conflict. The work-life conflict caused variable selection criteria with factor loading greater than 0.5 to be grouped for each element derived. The factor analysis produced two underlying factors, such as work-family conflict and family-work conflict. All of these factors make good conceptual sense.

The burnout, organizational commitment, and sub-dimension of work-life conflict of flight attendants were tested by correlation analysis.

Table 4.6. Correlation Matrix

	Organizational Commitment	Burnout	Work- Family Conflict	Family- Work Conflict
Organizational Commit.	1			
Burnout	-.785**	1		.
Work-Family Conflict	-.607**	.481**	1	
Family-Work Conflict	-.553**	.449**	.000	1

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

The relationship between organizational commitment and burnout has been explored with Pearson Correlation Analyze. Table 7 shows a strong negative correlation between organizational commitment and burnout of flight attendants ($r = -.785$, $p < 0.01$). There is a significant negative correlation between organizational commitment and work-family conflict of flight attendants, ($r = -.607$, $p < 0.01$). There is a significant negative correlation between organizational commitment and family-work conflict ($r = -.553$, $p < 0.01$).

According to Table 7, there is a significant positive correlation between burnout and work-family conflict among flight attendants ($r = .481$, $p < 0.01$). There is a significant positive correlation between burnout and family-work conflict among flight attendants ($r = .449$, $p < 0.01$).

When the organizational commitment levels of flight attendants are examined, it can be said that work-life conflict and burnout are negatively affected and reduced. Employees with work-life conflict problems also decrease their commitment to the organization. On the contrary, the burnout levels of flight attendants are increased by work-family and family-work conflicts. That shows the burnout levels of employees with problems in the family-work conflict also increase directly.

4.2. Hypothesis Testing

Regression analysis was conducted to test how the work-family life levels of flight attendants, which is the central hypothesis of the research, affect their organizational commitment and burnout levels.

4.2.1. Work-Life Conflict - Burnout

Table 4.7. Regression Analysis of the Effect of Work-Life Conflict on Burnout

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.658 ^a	0.43	0.43	1.17

Linear regression analyze has been used to study whether burnout explains work-life conflict or not. The results of the scatterplot (dot distribution) plot and Pearson correlation analysis show that there is a highly positive and significant relationship between the variables. The adjusted R² shows the generalizability of the model and the created model explains 43% of the total variance. In other words, 43% of the burnout can be explained work-family and family-work conflicts. It was determined that work-life conflict significantly predicted the level of burnout.

Table 4.8. Burnout Over Work-Life Conflict

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	158.77	2	79.39	57.98	.000 ^b
	Residual	208.11	152	1.37		
	Total	366.886	154			

According to the ANOVA table, burnout has a statistically significant effect on Work-Family conflict and Family-Work conflict. ($F = 57.98$, $p < 0.001$) That means there is a linear relation between work-life conflict and burnout.

As seen in Table 4.9., there is a positive relationship between work-life conflict and burnout.

Table 4.9. Coefficients Test Result of the Effect of Work-Life Conflict on Burnout

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.847	.358		-2.364	.019
Work-Life Conflict	1.271	.119	.654	10.689	.000

a. Dependent Variable: Burnout

4.2.2. Organizational Commitment – Work-Life Conflict

Table 4.10. Regression Analysis of the Precursor Effect of Burnout Over Work-Life Conflict

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.821 ^a	0.67	0.67	0.51

The linear regression analysis has been used to study whether organizational commitment explains work-life conflict. The results of the scatterplot (dot distribution) plot and Pearson correlation analysis show a highly positive and significant relationship between the variables. The adjusted R² shows the model's generalizability, and the created model explains 67% of the total variance. In other words, 67% of the organizational commitment can be explained by work-family and family-work conflicts. It was determined that work-life conflict significantly predicted the level of organizational commitment.

Table 4.11. ANOVA of Organizational Commitment Over Work-Life Conflict

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	83.65	2	40.82	157.12	1
	Residual	39.49	152	0.26		
	Total	121.143	154			

According to the ANOVA table, organizational commitment statistically affects work-family and family-work conflicts. ($F = 157.12$, $p < 0.001$) That means there is a linear relation between Work-life conflict and organizational commitment.

Table 4.12. shows that there is a negative relationship between work-life conflict and organizational commitment.

Table 4.12. Coefficients Test Results of the Effect of Work-Life Conflict on Organizational Commitment

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	6.370	.157		40.592	.000
	Work Life Conflict	-.913	.052	-.817	-17.513	.000

a. Dependent Variable: Organizational Commitment

CHAPTER V

DISCUSSIONS AND CONCLUSION

5.1. Summary of Findings

The study aimed to investigate the effect of work-life conflict on burnout and organizational commitment among flight attendants. Data were collected from a sample of flight attendants working in various airlines. The participants completed a series of questionnaires assessing their work-life conflict, levels of burnout, and organizational commitment.

The results revealed a significant negative relationship between work-life conflict and burnout among flight attendants. Flight attendants who reported higher levels of work-life balance experienced lower levels of burnout. This finding suggests that when flight attendants can effectively manage their work and personal life demands, they are less likely to experience burnout.

Furthermore, the study found a negative relationship between work-life conflict and organizational commitment. Flight attendants who reported higher levels of work-life conflict demonstrated lower levels of organizational commitment. This suggests that when flight attendants perceive a better balance between work and personal life, they are more likely to feel committed to their organization.

5.2. Managerial Implications

The findings of this study highlight the importance of the consequences of work-life conflict among flight attendants. Diminishing work-life conflict can help mitigate burnout and foster a more substantial organizational commitment. The current research makes a significant contribution and offers a theoretical framework that can assist corporate decision-makers in effectively managing employee satisfaction.

Work-life conflict plays a vital role in shaping company policies for their employees. By recognizing and addressing work-life conflict, companies can design policies and practices that promote a healthy work-life balance and support the overall well-being of their workers.

The work-life conflict highlights the need for companies to be aware of the challenges faced by employees in managing their work and personal lives. Understanding the impact of work-life conflict can help organizations prioritize policies that address these concerns. Work-life conflict often arises from rigid work schedules and lack of flexibility. Companies can adopt various flexible work arrangements, including options for remote work, flexible scheduling, or compressed workweeks, as measures to address and reduce conflicts. Such policies empower employees to manage their commitments while fulfilling their work responsibilities.

Companies can develop generous leave policies, including parental leave, vacation time, and personal days, to allow employees to tend to their obligations without fearing negative consequences. Adequate time off promotes work-life balance and reduces conflict. Creating a supportive company culture is crucial in managing work-life conflict. Organizations can foster a culture that values work-life balance by encouraging open communication, setting realistic expectations, and promoting the well-being of employees. This can include employee assistance programs, wellness initiatives, and mental health support.

Excessive workload is a common source of work-life conflict. Companies should assess workload distribution and ensure that it is fair and manageable for employees. Proper workload management can prevent burnout and enhance work-life balance. Clear communication and boundary-setting are vital in addressing work-life conflict. Companies can establish policies that encourage effective communication, clarify expectations, and respect employees' time by discouraging after-hours work or excessive overtime.

By considering the impact of work-life conflict, companies can design policies and practices that prioritize the well-being of their employees, increase job satisfaction, and promote a healthy work-life balance. Airlines should consider implementing

policies and procedures that support flight attendants in managing their work schedules, providing flexibility when possible, and offering resources to support their well-being.

Overall, the results indicate that work-life conflict plays a crucial role in the well-being and commitment of flight attendants. Addressing work-life conflict issues can create a healthier and more engaged workforce within the aviation industry.

5.3. Limitations and Future Research

The study's sample size of flight attendants may have been a limitation, as it may not fully capture the diversity and variability within the profession. A larger sample size would enhance the representativeness of the findings and allow for more generalizable conclusions regarding the impact of work-life conflict on organizational commitment and burnout among flight attendants. Moreover, it is essential to exercise caution when extrapolating the results beyond the flight attendant population, as the findings may not readily apply to other professions or industries due to their unique characteristics and demands.

Future research could explore the mediating and moderating factors that may influence the relationship between work-life conflict, burnout, and organizational commitment among flight attendants. This investigation could encompass social support, job autonomy, and corporate culture, contributing to a more comprehensive comprehension of these dynamics. Additionally, it is valuable to examine effective intervention strategies that can alleviate work-life conflict, enhance organizational commitment, and reduce burnout among flight attendants. Developing and evaluating interventions, including flexible work arrangements, employee support programs, and stress management initiatives, can provide practical insights and recommendations for the industry.

Conducting comparative studies across various professions or industries would provide a broader understanding of the impact of work-life conflict on organizational commitment and burnout. By comparing flight attendants with individuals in other occupations, researchers can identify similarities, differences, and unique factors

influencing the relationship between work-life conflict and employee well-being.

Addressing these limitations and conducting future research in these areas will contribute to a more comprehensive understanding of the effects of work-life conflict on organizational commitment and burnout among flight attendants. This knowledge can guide the development of targeted interventions and policies to promote their well-being and job satisfaction.

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APPENDIXES

APPENDIX A

Part I. Demographic Questions

1. Gender : Female () Male ()

2. Age : Less than 25 () 25-35 () Above 36 ()

3. Education Level: High School () Bachelor Degree () Postgraduate Degree ()

4. Marital Status : Married () Single ()

5. How many years works as a cabin crew?

Less than 6 years ()

6-10 years ()

More than 10 years ()

Part II. Work-Life Conflict Questions

Listed below are some statements about work-life conflict. Please identify your level of agreement/disagreement to the following statements by marking the appropriate columns.

	Items	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	The demands of my work interfere with my home and family life.					
2	The amount of time my job takes up makes it difficult to fulfill family responsibilities.					
3	Things I want to do at home do not get done because of demands my job puts on me.					
4	My job produces strain that makes it difficult to fulfill family duties.					
5	Due to work-related duties, I have to make changes to my plans for family activities.					
6	I have to put off doing things at work because of demands of my time at home.					
7	Things I want to do at work don't get done because of the demands of my family or spouse/partner.					
8	My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and					
9	Family-related strain interferes with my ability to perform job-related duties.					

Part III. Organizational Commitment Questions

Listed below are some statements about organizational commitment . Please identify your level of agreement/disagreement to the following statements by marking the appropriate columns.

	Items	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	Employees feel as though their future is intimately linked to that of this organization.					
2	Employees would be happy to make personal sacrifices if it were important for the business unit's well-being.					
3	The bonds between this organization and its employees are weak.					
4	In general, employees are proud to work for this business unit.					
5	Employees often go above and beyond the call of duty to ensure this business unit's well being.					
6	Our people have little or no commitment to this business unit.					

Part IV. Burnout Questions

Listed below are some statements about burnout. From the statements below, rate them according to your situation with the numbers stated below.

When you think about your work overall, how often do you feel the following?
<ul style="list-style-type: none">• Tired• Disappointed with people• Hopeless• Trapped• Helpless• Depressed• Physically weak/Sickly• Worthless/Like a failure• Difficulties sleeping• "I've had it"
1= never, 2= almost never, 3= rarely, 4= sometimes, 5= often, 6= very often, 7= Always

CURRICULUM VITAE

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