

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

MASTER THESIS

**THE EFFECTS OF INTERNAL COMMUNICATION
ON JOB SATISFACTION:
EXAMPLE OF A COMMERCIAL AIRLINE**

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THESIS SUPERVISOR
ASSIST. PROF. SÜMEYYE KUŞAKCI

ISTANBUL, 2023

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EXAMPLE OF A COMMERCIAL AIRLINE**

by

MERVE ÇAVUŞ

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

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ÖZ

İÇ İLETİŞİMİN İŞ DOYUMU ÜZERİNDEKİ ETKİLERİ: TİCARİ BİR HAVA-YOLU ÖRNEĞİ

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İnsanların en temel ihtiyaçlarından birinin iletişim olduğu bilinmektedir. Havacılık sektöründe de iletişim boyutu önemlidir, çalışan sayısının fazla olduğu gerçeği göz önünde bulundurulduğunda iş memnuniyetine etkisini gözlemlemek gereklidir.

Profesyonel hayatta iş memnuniyeti önemli bir faktördür, bu nedenle onu etkileyen geçerli faktörleri tanımlamak ve incelemek kritiktir. Bu faktörler arasında 'iç iletişim' yadsınamaz bir rol oynar. Kurum çalışanlarının beklentilerinin karşılanması, onların içsel değerlerini kuruluş içinde arttırması, iş yapma istekliliklerini sağlaması ve böylece işe yüksek kalitede katkıda bulunmaları, iç iletişim seviyesini yükselterek gerçekleştirilebilir. İş memnuniyeti seviyesi ne kadar yüksek olursa, organizasyonun başarısı o kadar artar, şirketin büyüme hedeflerine ulaşmasını kolaylaştırır. Özellikle havacılık gibi uluslararası faaliyet gösteren sektörlerde güçlü iç iletişim kritiktir.

Bu çalışmanın amacı; iç iletişimin kurumsal sektörde rolünü anlamak ve havacılık sektöründe çalışanların iç iletişiminin iş memnuniyetine olan katkısını gözlemlemektir.

Araştırmanın bulgularına göre, katılımcıların yaş, cinsiyet, medeni durum, eğitim seviyesi ve pozisyonlarına göre ICS ve JSS puanları arasında önemli bir fark bulunmamaktadır. Bununla birlikte, iş deneyimine göre JSS puanlarında önemli bir

fark saptanmıştır. 0-5 yıl deneyime sahip katılımcılar, 6-10 yıl deneyime sahip olanlardan daha yüksek iş memnuniyeti puanlarına sahipti. Ayrıca, ICS ve JSS puanları arasındaki ilişkinin incelenmesi, aralarında orta düzeyde, önemli ve pozitif bir ilişki olduğunu göstermektedir. Çalışanların ICS puanlarının artması, aynı zamanda JSS puanlarını artırır.

Anahtar Kelimeler: Havacılık, İç İletişim, İletişim, İş Memnuniyeti, Kurumsal İletişim, Ticari Havayolu.



ABSTRACT

THE EFFECTS OF INTERNAL COMMUNICATION ON JOB SATISFACTION: EXAMPLE OF A COMMERCIAL AIRLINE

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Communication is known to be one of the fundamental needs of individuals. In the aviation sector, the dimension of communication is crucial, especially considering the large number of employees. It is essential to observe its impact on job satisfaction. Job satisfaction is a significant factor in professional life, so it is crucial to identify and examine the valid factors that affect it. 'Internal communication' stands out as a primary factor among them.

Meeting employees' expectations from the institution, enhancing their intrinsic values within the organization, ensuring their willingness to work, and thus contributing to the job in a high-quality manner can only be achieved by raising the level of internal communication. The higher the job satisfaction level, the more the success of the organization increases, making it easier for the company to achieve its growth goals. Especially in sectors operating internationally, such as aviation, strong internal communication is crucial.

This study aims to discover the role of internal communication in the corporate sector and observe its contribution to job satisfaction among employees in the aviation industry.

According to the findings, there is no significant difference in the ICS and JSS scores of participants by age, gender, marital status, educational level, and position. On the other hand, a significant difference is determined in the JSS scores by working experience. The participants with experience of 0-5 years had higher job satisfaction scores than those with 6-10 years of experience. Moreover, the examination of the relationship between ICS and JSS scores demonstrates that there was a moderate, significant, and positive relationship between them. The increase in the ICS scores of the employees also increases the JSS scores.

Keywords: Aviation, Commercial Airline, Communication, Corporate Communication, Job Satisfaction, Internal Communication.



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LIST OF SYMBOLS AND ABBREVIATIONS

AVG	Average
CFA	Confirmatory Factor Analysis / CFI:Comperative Fit Index
EFA	Explanatory Factor Analysis
ICS	Internal Communication Scale / IMS:Item Job Satisfaction Scale / Independent Sample T Test: T test for independent groups
JSS	Job Satisfaction Scale
KMO	Kaiser-Meyer-Olkin
NFI	Normed Fit Index
One Way Anova F Test	Single Factor Analysis of Variance
RMR	Root Mean Square Residual / RMSEA:Root Mean Square Error of Approximation
SPSS	Statistical Package for the Social Sciences / SRMR: Standardized Root Mean Square Residual
E	Event
E ₁	Perceived Message by 'M'
E ₂	Content Created by 'M'
F	Frequency
H	Hypothesis
%	Percentage
M	Man or Machine
X	Average
SD	Standard Deviation
M	Man or Machine
Min	Minimum
Max	Maximum

p	Function of a Test Statistic Indicating Excess between Groups
R	Receiver
R	Coefficient of Correlation
T	Independent Simple T test
S	Signal or Sender



CHAPTER I

INTRODUCTION

Communication is a notion that accompanies us in every aspect of life. Understanding this notion, analyzing its history, and wondering about its future have become the research subject of all ages. In the world, uniting communication among nations is also essential. Even languages have differences because different cultures have formed different expressions. Therefore, understanding different cultures is inevitable for a global corporation.

Within the framework of organizational dynamics, internal communication stands as an important element that directly affects the job satisfaction framework. This study examines this complex relationship in the highly specialized context of the commercial airline, an industry that uniquely combines operational requirements with intense interpersonal interactions. The importance of internal communications in this industry is further reinforced by the critical nature of safety, productivity, and customer satisfaction, all of which are deeply intertwined with employee engagement and morale.

The concept of internal communication encompasses the strategies, channels, and practices employed by an organization to foster effective information exchange and collaboration among its employees. In the airline industry, where the margin for error is minimal, and the requirement for seamless coordination is paramount, internal communication transcends the realm of mere information dissemination. It becomes a vital cog in the machinery that ensures operational safety and enhances service quality.

The correlation between effective internal communication and heightened job satisfaction has been the focus of numerous academic inquiries. Studies such as those by Gray and Laidlaw (2004) and Welch (2012) have empirically established this link, demonstrating how robust communication frameworks within organizations lead to

more engaged and satisfied employees. Moreover, in the context of a commercial airline, this relationship assumes a greater complexity. The multicultural and diverse nature of the workforce, along with the high-stress and fast-paced environment, requires a nuanced approach to internal communication strategies.

Research specific to the airline industry, such as the work of Ahmad and Oranye (2010), highlights how internal communication practices significantly impact the job satisfaction levels among airline staff. These studies provide insights into various communication facets, including the frequency, clarity, and mode of communication, and their effects on the workforce's morale and job satisfaction.

Furthermore, the role of leadership in shaping effective communication channels cannot be overstated. The study by Men (2014) emphasizes the impact of leadership styles on internal communication effectiveness, thereby influencing employee job satisfaction levels. In the airline industry, where hierarchical and cross-functional team structures are prevalent, leadership communication strategies play a pivotal role.

This thesis will examine these various aspects of internal communication within a commercial airline, drawing upon a rich tapestry of literature and case studies to understand how these dynamics play out in real-world scenarios. The aim is to provide a comprehensive analysis of the link between internal communication and job satisfaction, enriched with industry-specific examples and insights.

In conclusion, the intricate relationship between internal communication and job satisfaction in the airline industry is multifaceted and profoundly influential. This thesis seeks to explore this relationship, providing a nuanced understanding of how internal communication strategies can be optimized to enhance employee satisfaction and, by extension, organizational effectiveness in a commercial airline setting.

1.1. Problem Statement

In plenty of businesses, it can be seen that organizations are connected internationally or have partners. One of these organizations is commercial airline companies. In the aviation sector, understanding different cultures is one of the challenges that must be

managed carefully. The communication language of the employees working for commercial airlines who go around the world and welcome people from all over the world is undoubtedly formed globally. The cabin crews have to use their communication skills frequently to proactively communicate with each other, with cockpit members, or provide passenger satisfaction during the flight. In this respect, communicating accurately and expressing oneself well is very important.

In the aviation sector, communication has a high chain effect, such as emergencies, team spirit, and communication with fellows and passengers. Remarkably, the communication power completes the chain.

Job satisfaction can increase or decrease through the performance of the communication network. On the other hand, teamwork in aviation should not be understood in terms of just flight staff because many units in an aviation company support each other and are required to be linked circularly. Communication among organizational units is among the fundamental factors influencing business performance. Besides, it should be stated that communication channels are critical in the organization and the relationship with all external stakeholders.

1.2. The Aim of Research

The primary objective of this study is to observe the effects that corporate communication creates in an organization and then to evaluate its positive and negative consequences on job satisfaction.

1.3. Research Questions

In this research, two important questions will be answered. These questions are:

- a) How does internal communication affect job satisfaction?
- b) Do demographic factors such as age, gender, and education create significant differences in internal communication and job satisfaction?

1.4. The Importance of the Research

Due to technological improvements, it becomes easy for companies to form this organizational diagram, and companies can even guide their employees according to their strengths and performance. Thus, communication-related innovations were developed in internal communication, and many organizations are presenting them to their employees to maintain rapid communication. All these practices support the employees to communicate and solve problems rapidly. Furthermore, some questionnaires are implemented among employees and customers to get feedback. This study implemented two different questionnaires to measure the rate of the effects of internal communication on job satisfaction among some cabin members. In this respect, the study is aimed to contribute to the aviation literature in terms of communication factors.

1.5. The Framework of the Research

The study aims to assess the effects of corporate communication on job satisfaction. The first part after the introduction introduces the theoretical background and literature review. That is, it explains how the research was conducted. The second part aims to describe the communication issue literally; such as its models, channels, theories, notions, barriers, key elements, and job satisfaction. Then the third part explains the methodology, describing how the survey was done. Namely, the application part of the study was placed in this part. Two different questionnaires were implemented among certain cabin members. Following this part, the fourth one is the survey results part. In this context, the results of the survey with two different questionnaires were demonstrated. Findings were shown with detailed tables and figures in this section. Finally, the last part presents the conclusion consisting of the comments related to the results of the study. First, the results were discussed in terms of the factors of the survey. Then, the limitations of the study were explained comparing it with just one similar study in the literature. In this last section, various future benefits of the study and some related recommendations were also made considering the results of the study.

CHAPTER II

THEORETICAL BACKGROUND AND LITERATURE REVIEW

The literature review first describes communication and its related theories, models, and notions. Then, it continues with the description of corporate communication with its methods, bases, and specialties. The third part explains job satisfaction by defining its history, theories, properties, models, factors, measurement, effects, and benefits, followed by the effect of corporate communication on job satisfaction. 2.1. Communication

2.1. What is Communication?

Communication, one of the most basic needs of human life, has always been at the top of humans' list of necessities. 'Communication' is derived from the Latin word 'communis,' which means community, partnership, and unity. Thus, the first significant aspect that comes to mind when communication is considered is the conversation created among people. However, it is a fact that besides communicating with each other, humans are in contact with nature and their bodies and building a social communication bridge with the outside world. Nevertheless, communication has recently been made through digital channels, resulting in mass communication carried out through the media, which significantly impacts human life (Çamlıdereli, 2008). Communication is further seen as the process by which people transmit information, share verbal or nonverbal messages, and create meaning with each other. The communication process always occurs with three essential elements: a canal, a sender, and a receiver (Çamlıdereli, 2008). This process may seem primitive or very complex concerning the technique used to broadcast or the number of people involved. However, because of its complexity, there is still no universal model that all researchers agree on to explain the communication process.

2.1.1. Why is Communication Important?

Communication is considered a fundamental aspect of human existence and is vital to the sustainability of social relations. Communication has a central role in almost every field, from interpersonal interactions to global politics. Effective communication is seen as a key factor in resolving disputes and is considered an important tool in ensuring social harmony. At the individual level, interactions between people create emotional bonds and support personal development. In organizational and institutional contexts, effective communication strategies increase productivity and success by strengthening teamwork. The development of communication tools in media and technology makes it possible for information and ideas to reach faster and wider audiences, which deepens societies' access to information and cultural interactions. Therefore, communication serves a critical function at both individual and social levels and plays an effective role in every aspect of daily life (Morreale and Pearson, 2008).

Communication is one of the cornerstones of people connecting and existing functionally in society. This process involves sharing thoughts, feelings, knowledge, and experiences, thus building bridges of understanding and empathy between people. Communication is not limited to just words; Gestures, facial expressions, body language, and even silence are the elements that constitute communication. In modern society, with the rapid development of communication technology, interaction can be established between people from all corners of the world, thus cultural and social boundaries have become possible to overcome. This development enables the rapid dissemination of information and revolutionizes many fields such as education, health, commerce, and management. On the other hand, incorrect or incomplete communication can lead to misconceptions and conflicts. For this reason, effective communication skills are of great importance at both individual and social levels. Effective communication, which is the basis of healthy relationships, plays a critical role in meeting people's emotional needs. Individuals who can communicate well can better understand others' perspectives, empathize, and resolve conflicts in a healthier way. This ability brings a sense of success and satisfaction in both personal and professional life (Morreale and Pearson, 2008).

Communication is the basis of social harmony and cooperation by enabling people to share their thoughts and feelings. This process contributes to the strengthening of interpersonal relationships, the transfer of knowledge and culture, and the solution of social problems. Therefore, developing effective communication skills is vital for the development of both individuals and societies. These skills also increase people's ability to express themselves, strengthen their self-confidence, and enable them to establish healthier relationships with others. At the societal level, open and effective communication plays a key role in the functioning of democratic processes. Citizens' ability to express their opinions freely and access information directly affects the development and welfare of society. Communication is also an important factor in resolving conflicts globally and building bridges between different cultures. Intercultural communication skills help us develop greater understanding and tolerance in increasing global connectivity and interdependence. This contributes to maintaining peace and stability not only among individuals but also in international relations. As a result, communication has a vital role in a wide range of areas, from the emotional and mental health of individuals to the social and economic development of societies. Developing effective communication skills is of critical importance in creating healthier individuals, stronger communities, and a more peaceful world (Işık, 2016).

Continuing from the established foundation on the importance of communication, it is essential to delve deeper into its implications in various sectors and its evolution over time. The advancement of technology, for instance, has significantly transformed how communication occurs, both in personal and organizational contexts. The rise of digital communication platforms has altered traditional communication dynamics, which warrants academic thorough exploration.

In the digital era, the immediacy and accessibility of communication tools have reshaped the interaction landscape. Castells (2000) in "The Rise of the Network Society" provides an in-depth analysis of how digital communication technologies have given rise to new forms of social and organizational structures. This transformation is not just limited to the mode of communication but extends to the very nature of interpersonal interactions and information dissemination.

Moreover, the impact of communication on organizational culture and leadership styles is another significant area of study. The way communicates leaders within organizations profoundly influences organizational culture and employee engagement. Schein (2010), in his work on organizational culture and leadership, elucidates how communication practices are deeply embedded in the cultural fabric of an organization, shaping values, norms, and expectations.

In addition, the role of communication in education, specifically in the context of teaching and learning, is a field ripe for academic exploration. The constructivist theories of Vygotsky (1978), which emphasize the social nature of learning and the critical role of language in cognitive development, highlight the importance of effective communication in educational settings.

Furthermore, the dynamics of cross-cultural communication have gained increasing relevance in our globalized world. Gudykunst and Kim (2003) in their work on communicating with strangers provide insightful perspectives on intercultural communication, exploring how cultural differences impact communication processes and outcomes.

Firstly, communication is pivotal in facilitating information exchange, a key element in both interpersonal relationships and organizational structures. Effective communication ensures that information is not only transmitted but also received and understood as intended. This concept is central in the work of Shannon and Weaver (1949), who developed the widely recognized Model of Communication, illustrating the process of transmitting information from a sender to a receiver.

Moreover, communication is instrumental in building relationships and fostering collaboration. Whether in a personal context or within a corporate environment, effective communication skills are essential for establishing trust and mutual understanding. The Social Penetration Theory by Altman and Taylor (1973) sheds light on this, explaining how self-disclosure in communication deepens interpersonal relationships.

In the realm of organizational communication, the importance of communication is even more pronounced. Organizational theorists like Robbins and Judge (2018) argue that communication is key to organizational efficiency and effectiveness, impacting everything from team dynamics to leadership. Effective communication within an organization promotes clarity, reduces misunderstandings, and aids in conflict resolution.

Moreover, in the context of change management, communication plays a critical role. Kotter (1996) emphasizes that successful change in organizations requires effective communication to articulate the vision and objectives of change initiatives (Kotter, J.P., 1996, "Leading Change", Harvard Business School Press, Boston, MA). Without clear and persuasive communication, change efforts are likely to encounter resistance and fail to achieve their desired outcomes.

Communication is a fundamental cornerstone in any organization, and its significance is particularly pronounced in the highly dynamic environment of commercial airlines. Effective communication within an airline is not just about the dissemination of information; It's about creating a shared understanding, fostering teamwork, and ensuring safety, which is critical in aviation. The relevance of internal communication to job satisfaction cannot be overstated, as it directly influences employee morale, efficiency, and the overall success of the airline.

In exploring this connection, we find that effective internal communication channels contribute significantly to job satisfaction. Studies such as Men (2014) in "The Role of Internal Communication in Crisis Management" highlight the importance of clear and timely communication in critical situations, a scenario often encountered in the airline industry. Furthermore, Johlke and Duhan (2001), in their examination of communication satisfaction among airline employees, underscore the direct correlation between communication effectiveness and job satisfaction.

In the context of a commercial airline, the multi-layered nature of operations necessitates a robust communication system. It is not just about relaying flight schedules or safety procedures; It's about creating a culture of open dialogue where feedback is encouraged, and concerns are addressed promptly. This culture, as argued

by Welch and Jackson (2007) in “Rethinking Internal Communication: A Stakeholder Approach”, is fundamental to employee satisfaction and retention.

Furthermore, Grunig (1992), in his excellence theory, posits that effective organizational communication is a key ingredient to achieving organizational goals and employee job satisfaction. This is particularly relevant in a high-stakes industry like aviation, where clear, precise, and timely communication can make a difference not only in employee satisfaction but also in overall safety and efficiency.

Continuing from the established importance of internal communication in commercial airlines and its impact on job satisfaction, it's essential to delve into the practical implications of these findings. The airline industry, characterized by its fast-paced and high-pressure environment, demands not just effective but also agile communication strategies. This necessity stems from the unique operational challenges faced by airlines, ranging from safety concerns to customer service issues, all of which require swift and decisive communication.

The role of technology in facilitating this communication cannot be overlooked. In the digital age, traditional methods of internal communication are being rapidly supplemented and even replaced by more advanced technological solutions. As highlighted by Rice and Gattiker (2001) in their study, "New Media and Organizational Structuring," modern communication technologies, such as intranets and internal communication software, play a critical role in disseminating information quickly and efficiently across different levels of an organization.

Moreover, the cultural aspect of communication within airlines also demands attention. As the workforce in this sector is often diverse and multinational, effective internal communication must bridge cultural differences and foster an inclusive environment. This aspect is underscored in the work of Hofstede (1980), who examined how cultural dimensions influence organizational communication. In this context, airlines must tailor their communication strategies to be culturally sensitive, promoting a sense of unity and shared purpose among employees from various backgrounds.

Additionally, the impact of communication on safety and crisis management within airlines further illustrates its critical role. The aviation industry, more than many others, faces the constant challenge of ensuring safety and managing crises effectively. Here, the quality and clarity of internal communication can be a matter of life and death. Maurer and Sachs (2005) explore this in their work, emphasizing how communication strategies can significantly affect crisis management outcomes in high-risk industries.

In commercial airline businesses, communication is considered one of the fundamental building blocks of business and one of the keys to success in this industry. The aviation industry has a complex structure due to constantly changing conditions and high-security requirements. In this environment, effective communication plays a vital role in ensuring operational efficiency as well as passenger safety and satisfaction. First of all, communication in airline companies ensures coordination between different units and employees. A constant flow of information is required between pilots, cabin crew, ground handling personnel, maintenance personnel, and control towers. Effective communication between these teams forms the basis of flight safety. For example, responding quickly and accurately to variables such as weather conditions, flight traffic, and technical malfunctions is made possible by this constant communication. At the same time, commercial airline companies offer a multicultural working environment because they have a global service network. This diversity requires cultural awareness and sensitivity in internal company communication. Understanding the needs and expectations of employees and passengers from different cultures and developing effective communication strategies based on this understanding increase customer satisfaction and increase the cooperation and productivity of employees (Akkan and Cura, 2022).

From a customer relations perspective, communication at airline companies directly affects the passengers' experience. Clear and understandable communication must be established with customers at every stage, starting from the reservation process, airport experience, in-flight services, and post-arrival support. While this increases passenger satisfaction, it also forms the basis for providing fast and effective solutions to possible problems. During crisis management, communication enables airline companies to overcome the most challenging situations they may encounter. In times of

emergencies, unexpected setbacks, or crises, companies must communicate quickly and transparently to maintain public trust and minimize the impact of negative situations. Effective communication in commercial airlines not only ensures the smooth running of internal functioning and daily operations but also strengthens customer satisfaction and brand reputation. For this reason, communication strategies and practices are among the indispensable elements of success in the airline industry (Akkan and Cura, 2022).

2.1.2. Communication in General

Communication, fundamentally, refers to the process by which individuals exchange information, ideas, feelings, and meanings through verbal and non-verbal methods. It is not merely the act of conveying messages, but also the mechanism through which relationships are established and maintained, and it plays a pivotal role in various human social interactions.

In an academic context, exploring the concept of communication involves delving into its multiple dimensions. Firstly, communication is often categorized into verbal, involving spoken or written language, and non-verbal, encompassing gestures, body language, facial expressions, and even the use of space. Each of these types plays a crucial role in the effectiveness and interpretation of the communication process.

Moreover, the context of communication is pivotal. It occurs in diverse settings – interpersonal, group, organizational, and mass communication – each with its unique characteristics and theoretical underpinnings. Interpersonal communication, for instance, may focus on dyadic interaction and the influence of personal relationships on the communication process, while mass communication might delve into the impact of media on societal perceptions and behaviors.

The role of technology, especially in the 21st century, cannot be understated in a discussion about communication. The digital revolution has transformed the way individuals and organizations communicate, breaking down geographical barriers and fostering real-time, global interactions. This has led to the emergence of new forms of communication, such as social media, which have distinct characteristics and effects.

Finally, the study of communication is inherently interdisciplinary, integrating concepts from psychology, sociology, linguistics, media studies, and more. This multidisciplinary nature allows for a comprehensive understanding of factors and is affected by various social, cultural, and technological.

In writing an academic thesis on this subject, it is imperative to adhere to scholarly conventions. This includes a clear and concise thesis statement, a logical structure, rigorous analysis, and evidence-based arguments. Additionally, proper citation of sources is crucial in acknowledging the work of others and lending credibility to a thesis. The integration of theory and research findings from relevant academic literature is also vital in constructing a well-informed and scholarly piece of work.

In the realm of academic discourse, communication is broadly conceptualized as the process of creating, sharing, and interpreting information and ideas among individuals or groups. This process transcends the mere exchange of words, encompassing a rich tapestry of verbal, nonverbal, written, and digital interactions. The last decade has witnessed significant advancements in communication theories and practices, influenced largely by technological innovations and a greater understanding of sociocultural dynamics. When constructing an academic thesis on communication, it is vital to incorporate recent literature that reflects these evolving paradigms.

Understanding communication also necessitates a grasp of the various theories and models that have been developed to explain how communication functions. These theories range from the linear models, which view communication as a one-way process of transmitting a message from sender to receiver, to the more complex interactive and transactional models, which recognize the dynamic and reciprocal nature of communication, where feedback plays a crucial relay. Both parties are simultaneously senders and receivers.

The effectiveness of communication is another vital area of study. It is influenced by various factors such as the clarity of the message, the medium used, the context of the communication, and the perception and interpretation by the receiver. Barriers to effective communication can occur at any stage of the communication process and can be psychological, physical, semantic, or cultural in nature. Understanding these

barriers and developing strategies to overcome them is crucial for effective communication.

Cultural aspects play a significant role in communication. Cross-cultural communication examines how people from differing cultural backgrounds negotiate shared meanings and understandings. Misunderstandings in this context can arise from differences in cultural norms, language usage, non-verbal cues, and societal expectations. In an increasingly globalized world, the ability to communicate across cultures is an invaluable skill.

Ethical considerations are also paramount in the study of communication. Ethical communication involves honesty, clarity, accuracy, openness, and respect for others. This is particularly relevant in media and mass communication, where issues such as misinformation, bias, and the ethical implications of persuasive communication are of concern.

In constructing a thesis on communication, a comprehensive literature review that synthesizes the existing research and identifies gaps in the literature is essential. This sets the foundation for the research question or hypothesis. The methodology section should detail the approach taken to investigate this question, whether through qualitative or quantitative research, experimental design, surveys, content analysis, or case studies.

The analysis should be thorough and objective, critically engaging with the data collected. It is important to discuss the implications of the findings about the existing body of knowledge and to address the limitations of the study. The conclusion should not only summarize the key findings but also suggest areas for future research.

In terms of writing style, an academic thesis should be formal, clear, and concise. It should avoid colloquialisms and jargon unless it is industry-specific and necessary for the topic at hand. The use of active voice is often encouraged to make the writing more direct and engaging.

The advent of digital communication has been a game-changer, revolutionizing how individuals interact both personally and professionally. A seminal work in this area is the revised edition of “The Rise of the Network Society” by Castells (2010), which offers an in-depth analysis of the digital communication revolution and its profound impact on social structures and individual behaviors.

Moreover, the concept of intercultural communication has gained prominence, driven by globalization and increasing diversity in societies. Ting-Toomey and Chung's (2012) “Understanding Intercultural Communication” provides a comprehensive exploration of the complexities involved in communication across diverse cultural contexts, emphasizing the importance of cultural awareness and sensitivity.

Another significant aspect is the impact of communication within organizational settings. Men and Stacks (2013) in their study on leadership and communication within organizations highlight the influence of communication styles on organizational effectiveness and employee engagement.

Additionally, the role of social media in shaping public discourse and opinion has become a critical area of study. Kaplan and Haenlein (2010) provide insights into the intricacies of social media dynamics in their work “Users of the World, Unite! The Challenges and Opportunities of Social Media.”

Internal communication in commercial airlines refers to the interactions and information exchange among the airline's staff and management. This includes communication about safety protocols, operational procedures, organizational changes, and day-to-day functional information. The effectiveness of these communication processes is crucial, as it directly impacts employee understanding, engagement, and job satisfaction. For instance, Grunig's (1992) Excellence Theory in public relations suggests that effective organizational communication is instrumental in achieving organizational goals and employee satisfaction.

The relationship between internal communication and job satisfaction has been explored in various studies. For example, Men and Stacks (2013) in their research on leadership style and employee empowerment highlight the importance of effective

communication in enhancing employee perceptions and job satisfaction. This research is particularly relevant to the airline industry, where clear leadership communication can significantly influence staff morale and satisfaction.

Moreover, the unique challenges and high-stress environment of commercial aviation make the role of internal communication even more pivotal. Johlke and Duhan's (2001) study on communication satisfaction among airline employees underscores the direct correlation between effective internal communication and job satisfaction in this sector.

Continuing from the examination of the relationship between internal communication and job satisfaction in a commercial airline, it is important to delve deeper into the mechanisms through which communication impacts employee morale and operational efficiency. In the context of a commercial airline, the nature of internal communication is multifaceted, involving interactions across various levels of the organization, from ground staff to cabin crew, and management.

The safety-critical nature of the aviation industry makes effective communication imperative. Tschida's (2016) research on communication practices in high-reliability organizations underscores the importance of clarity, precision, and timeliness in internal communications. In an airline, miscommunication or delayed information can have serious consequences, thus highlighting the need for robust communication systems.

Moreover, the role of technology in enhancing internal communication within airlines cannot be overlooked. The integration of advanced communication technologies, such as employee intranets, mobile communication apps, and real-time data-sharing platforms, has significantly transformed internal communication practices. Kaplan and Haenlein (2010) discuss the impact of emerging digital media on communication strategies in their work "Users of the World, Unite! The Challenges and Opportunities of Social Media". These technologies not only facilitate efficient information dissemination but also foster a more connected and engaged workforce.

Employee engagement and its relationship to communication is another critical aspect. Welch (2012) in his study on the link between employee engagement and internal communication finds that effective communication is a key driver of employee engagement, which in turn influences job satisfaction. In an airline, where employees are often dispersed and working under stressful conditions, maintaining high levels of engagement through effective communication is essential.

Lastly, cultural diversity within the airline workforce presents unique challenges and opportunities for internal communication. As airlines operate globally, their workforce is often multicultural, necessitating communication strategies that are culturally sensitive and inclusive. Holden's (2011) work on cross-cultural management provides insights into effective communication in multicultural environments.

2.1.3. Internal Communication

Internal communication within an organization is a multidimensional process, encompassing the transmission and exchange of information, ideas, and values among the members of the organization. It plays a pivotal role in shaping organizational culture, enhancing employee engagement, facilitating change management, and ultimately contributing to the achievement of organizational goals. In an academic thesis exploring internal communication, it is essential to first establish a clear definition of what constitutes internal communication within the context of organizational studies. This might involve a review of existing literature to identify how scholars have previously defined and approached the topic. Such a literature review should critically analyze various perspectives, highlighting the evolution of internal communication as a field of study, and identifying any gaps or areas ripe for further exploration. The theoretical framework for a thesis on this subject could incorporate various communication and organizational theories. For instance, theories of organizational culture and behavior can be linked with communication theories to understand how information flow impacts organizational dynamics. Similarly, concepts from change management theories could be integrated to examine how communication strategies support or hinder organizational change.

Another significant aspect to consider is the role of leadership in internal communication. Effective communication from leadership is critical in setting the tone for an organizational culture that values transparency and open dialogue. Here, the thesis might explore concepts like transformational leadership and its impact on communication practices, or how leaders can effectively use communication to motivate and engage employees. Diversity and inclusion within organizational communication is another area of growing importance. A thesis could examine how internal communication strategies can be inclusive of diverse employee groups, considering factors such as language, cultural backgrounds, and different communication preferences. This exploration might involve assessing the effectiveness of current communication practices in promoting a diverse and inclusive workplace culture.

When delving into the implications of internal communication within an organization, it is beneficial to explore the concept of feedback mechanisms. Feedback, both from employees to management and vice versa, is a critical component of effective internal communication. The thesis could investigate various feedback systems and their effectiveness, including traditional methods like surveys and suggestion boxes, as well as more innovative approaches like interactive digital platforms. This exploration might reveal insights into how feedback influences organizational change, employee satisfaction, and the overall decision-making process.

A critical aspect of internal communication within an airline is the transmission of operational and safety-related information. The complex nature of airline operations requires precise and timely communication to ensure safety and efficiency. Grunig (1992)'s theory of excellence in public relations suggests that effective organizational communication is instrumental in achieving organizational goals. This is particularly relevant in the aviation sector where the consequences of communication failures can be severe.

Furthermore, the link between effective internal communication and job satisfaction has been extensively studied. For instance, Men and Stacks (2013) in their research highlight the impact of communication styles on organizational reputation and employee engagement. In an airline context, the leadership's communication style can

significantly influence the job satisfaction of crew members and ground staff, affecting overall operational efficiency.

Additionally, technological advancements have transformed the landscape of internal communication within airlines. The adoption of digital communication tools has facilitated faster and more efficient information dissemination. Kaplan and Haenlein's (2010) exploration of social media's role in business highlights the potential of digital platforms to enhance internal communication.

Moreover, the cultural diversity inherent in the global nature of the airline industry poses specific challenges and opportunities for internal communication. Holden's (2011) work on cross-cultural management is particularly relevant in understanding how to effectively navigate communication in multicultural environments.

One of the key challenges in airline internal communication is maintaining consistency and clarity across diverse and global teams. The airline staff, including pilots, cabin crew, ground staff, and maintenance personnel, often come from varied cultural and linguistic backgrounds. This diversity, while a strength, also poses communication challenges. As argued by Luring and Klitmøller (2015), effective communication in multicultural organizations requires an understanding of cultural nuances and a commitment to fostering an inclusive environment.

Moreover, the impact of internal communication on employee morale and job satisfaction extends to how well employees feel informed and involved in the organizational processes. Quirke (2008) emphasizes the importance of transparent and open communication in building trust within an organization. In an airline, where safety and service are paramount, ensuring that employees are well-informed and aligned with organizational goals is crucial.

Another aspect to consider is the role of digital communication platforms. The integration of digital tools in internal communication strategies has been accelerated by advancements in technology. As explored by Welch and Jackson (2007), the use of intranets, internal social media, and other digital communication tools can enhance engagement and knowledge sharing among employees.

Internal communication is one of the fundamental dynamics of an organization and plays a critical role in the overall success of the business. This type of communication refers to a continuous and effective flow of information among employees and between managers and staff at different hierarchical levels. Internal communication has a significant impact on the organization's achievement of its goals, the efficiency of business processes, and the motivation and commitment of employees. Effective internal communication ensures that employees better understand their duties and are informed about the organization's goals and policies. In this way, employees can fulfill their roles in harmony with the general goals of the organization. In addition, thanks to open communication channels, employees' feedback and suggestions are more easily received and evaluated by the management. This strengthens employees' feelings of contributing to the workplace and being involved in decision-making processes (Tekin, 2015).

Promoting mutual respect and understanding in internal communication creates a positive atmosphere in the work environment. This positive environment supports teamwork and collaboration, helps resolve conflicts, and increases overall employee satisfaction. Collaboration and team spirit increase the flexibility and resilience of the organization, especially in the face of challenges and changes. The use of technological tools and digital communication platforms has become increasingly important in internal communication. Technologies such as emails, instant messaging applications, intranet systems, and social media tools accelerate the flow of information and enable easy communication between teams working in different locations. However, effective use of technological tools requires employees to have access to these tools and sufficient knowledge to use them. As a result, internal communication is vital for the healthy functioning and sustainable success of the organization. While effective communication increases employee motivation and job satisfaction, it also creates synergy in achieving corporate goals. Keeping communication channels open and encouraging transparency and honesty contributes to strengthening corporate culture and building trust among employees. Therefore, internal communication is considered not only a management tool but also an indicator of organizational health and effectiveness. Developing clear, consistent, and interactive communication skills for managers and employees at all levels plays a critical role in increasing the overall performance and competitiveness of the organization (Tekin, 2015).

2.1.4. Positive and Negative Impacts

The field of internal communication in organizations covers a wide range of influences, both positive and negative, affecting various organizational aspects. The positive side is that effective internal communication is effective in fostering a collaborative and inclusive work environment. It increases transparency and trust among employees, thus increasing morale and engagement. Clear and consistent communication facilitates a better understanding of corporate goals and policies, which in turn improves employee compliance with these goals. In addition, effective communication channels enable problem-solving and decision-making processes to be faster as employees are more knowledgeable and can contribute more effectively. It also plays an important role in change management by ensuring that employees are adequately prepared and supported for organizational changes.

Conversely, poor internal communication can have detrimental effects. It often leads to misunderstandings and conflicts, which can turn into a harmful work environment. A lack of clear communication can leave employees feeling undervalued and disengaged, which can lead to decreased productivity and increased turnover rates. In times of crisis, poor communication can make the situation worse and create an atmosphere of uncertainty and fear. Additionally, ineffective communication channels can hinder collaboration and innovation by leading to a silo effect where departments or teams work in isolation. Additionally, poor communication can negatively impact customer relationships; because employees lacking clear directions and information may provide inconsistent service or support.

By delving deeper into the positive impacts, internal communication can be a powerful tool for fostering a sense of belonging and community among employees. When communication is open and inclusive, it fosters a culture where ideas and feedback are valued, leading to increased innovation and creativity. Regular and open communication from leaders about the company's successes and challenges fosters a sense of common purpose and collective effort. This not only increases employee motivation but also contributes to a stronger alignment with the organization's mission and values.

On the other hand, the negative consequences of ineffective internal communication can go beyond employee dissatisfaction and turnover. A lack of understanding of these goals can lead to strategic misalignment, where employees fail to work towards common organizational goals. This misalignment can significantly hinder an organization's ability to adapt to market changes and lead to missed opportunities. Additionally, poor communication can contribute to a harmful corporate reputation both internally and externally, as negative perceptions of employees are communicated to customers and stakeholders, affecting the overall brand image.

Further exploring the dichotomy of internal communication, attention should be paid to the subtleties of communication styles and their impact on diverse employee groups. Different generations, for example, may have varying preferences for communication mediums and styles. While younger employees might prefer digital communication platforms, older employees might favor more traditional forms of communication. Addressing these disparities is crucial for maintaining an inclusive communication environment that caters to the needs of a diverse workforce.

Moreover, the role of internal communication in employee development and career progression should not be overlooked. Effective communication can facilitate better understanding and awareness of available training and development opportunities within the organization. This not only aids in the personal and professional growth of employees but also ensures that the organization has a skilled and competent workforce, ready to meet future challenges.

In terms of the negative aspects, the thesis should also explore the concept of information overload – a common byproduct of excessive communication in the digital era. Employees bombarded with constant emails, messages, and notifications may experience stress, decreased productivity, and difficulty in prioritizing tasks. This phenomenon highlights the need for strategic communication, where the quality of information and the appropriateness of the communication channel are given precedence over the sheer volume of communication.

The role of internal communication in managing and supporting diversity and inclusion within the workplace is an area of increasing relevance. Effective

communication strategies can promote an understanding and appreciation of diverse perspectives, contributing to a more inclusive workplace culture. This aspect of communication is particularly important in multinational organizations where cross-cultural communication is frequent.

2.1.5. The Impact of Internal Communication on Job Satisfaction

Internal communication plays a decisive role in job satisfaction and significantly affects employees' commitment to the organization. An effective internal communication system ensures that employees understand their roles and contributions, which increases their confidence and motivation in their work. An open and transparent communication environment in the workplace helps employees feel valued and important. This causes them to develop a more positive attitude towards their work and increases their overall job satisfaction. Internal communication also ensures that employees are informed about the organization's goals, strategies, and policies, facilitating their participation in general business processes and decision-making mechanisms. An environment where employees' ideas are listened to and valued increases their loyalty to the organization and their dedication to their jobs. This type of participatory environment encourages employees' innovative thinking and creativity, which increases their overall satisfaction and motivation levels in the workplace (Akyıldız, 2019).

On the other hand, inadequate or ineffective internal communication can cause employees to experience uncertainty about the organization's goals and expectations, and cause misunderstandings and errors regarding business processes. This can lead to employees feeling insecure in their jobs and decreasing their overall job satisfaction. In short, internal communication is an important factor that directly affects job satisfaction and has a fundamental role in increasing the satisfaction and loyalty of employees toward their institutions. Effective internal communication allows employees to express themselves better at work, find solutions to their problems, and learn more about their jobs. Thus, employees value their jobs more and experience a higher sense of satisfaction while doing their jobs. This improves the overall atmosphere in the workplace, making the working environment more productive and positive. This interaction also makes employees more aware of the future of the

organization and their career paths. Having open internal communication channels allows employees to easily express their opinions and suggestions. This helps them develop a greater sense of ownership towards their work and see their job not just as a task but as an important part of the big picture of the organization (Akyıldız, 2019).

Effective internal communication also strengthens employees' relationships with each other. Open communication between team members increases collaboration and harmony within the team. This improves the overall morale and atmosphere in the workplace, contributing to the reduction of conflicts and the creation of a more harmonious working environment. When employees understand and support each other better, it reduces work stress and increases job satisfaction. The impact of internal communication on job satisfaction not only increases the happiness and productivity of individual employees but also positively affects the performance and success of the entire organization. Open and effective communication between employees enables the organization to grow and develop on stronger foundations. Therefore, institutions' investment in internal communication strategies should be considered as an important investment that directly affects employee satisfaction and corporate success. In the continuation of this process, internal communication reinforces employees' commitment to work and loyalty to the institution. Open communication channels and transparent management policies increase employees' trust in the institution, which paves the way for the development of long-term business relationships. A clear vision of the future of the organization and effectively sharing this vision with employees is seen to help employees align their career goals with the goals of the organization. In such an environment, employees see their jobs not only as temporary jobs but as an opportunity that contributes to their personal and professional development (Yıldırım, 2021).

Another dimension of the impact of internal communication on job satisfaction is that employees develop more flexible and solution-oriented approaches to the difficulties and problems they encounter. Well-organized internal communication mechanisms enable employees to easily find support and resources in the face of challenges. This contributes to the development of stress management and problem-solving skills and enables employees to be more effective and productive in the work environment. The impact of internal communication on job satisfaction is multifaceted and profound.

Creating a healthy and effective communication culture within the organization increases employees' passion for their jobs, their commitment to the organization, and their overall job satisfaction. This means higher motivation, stronger team spirit, and higher performance for the entire organization. Therefore, institutions investing in internal communication strategies not only increase employee satisfaction but also support long-term corporate success and sustainability (Yıldırım, 2021).

Internal communication in commercial airline companies stands out as a factor that directly affects employee job satisfaction. Because this industry has fast-paced, ever-changing conditions and high safety requirements, clear and effective communication is vital for employees to carry out their daily work efficiently. A well-organized internal communication system ensures a continuous and consistent flow of information between pilots, cabin crew, ground staff, and other employees. This ensures that each individual has a clear understanding of their role and responsibilities so that they can perform their jobs with greater confidence and skill (Güreş et al., 2013).

Internal communication also facilitates the interaction of employees with each other and with senior management in airline companies. This interaction allows employees to share challenges, ideas, and concerns they face. Open communication between employees from different departments, such as pilots, cabin crew, and ground handling personnel, enables them to work together around common goals. This increases employees' satisfaction with their jobs and makes them feel that they are an important part of their job. Additionally, effective communication between management and employees provides transparency about company policies and changes, which gives employees confidence in the organization's future plans and decisions. Another important aspect of internal communication in commercial airline companies is being able to communicate effectively in crises and emergencies. The airline industry, by its nature, may encounter unexpected situations and events that require immediate response. In such situations, fast and open communication ensures crisis management and minimization of possible damages. This contributes to employees feeling like they are in a safe working environment and thus approaching their jobs with more confidence and commitment (Güreş et al., 2013).

Internal communication in commercial airline companies is an important factor in increasing job satisfaction. Effective communication helps employees better understand their roles and the company's goals, and encourages collaboration and teamwork, while also creating a safe and satisfying work environment. Employees in the airline industry constantly exchange information to ensure their daily workflow is smooth and effective. This allows them to perform their jobs more efficiently and effectively, while also increasing their commitment and satisfaction to their jobs. Particularly in this sector, ensuring internal communication in critical areas such as security and customer service ensures that employees feel safe and provide the best service to customers. Thus, airline companies use internal communication as a strategic tool that increases both employee satisfaction and overall business performance (Güreş et al., 2013).

2.1.6. Communication Models

Considering different kinds of communication ways, various models can be classified into three groups with subgroups.

2.1.6.1. Basic Models

2.1.6.1.1. Shannon and Weaver Model

Providing that communication is the process of transferring information, the transmission model that best explains it is the container model. It can be stated that communication is how one transmits information. Claude Shannon and Warren Weaver, who made the study, explain the operation of this transfer model by presenting it as a diagram in The Bell System Technical Journal with a visual expression.

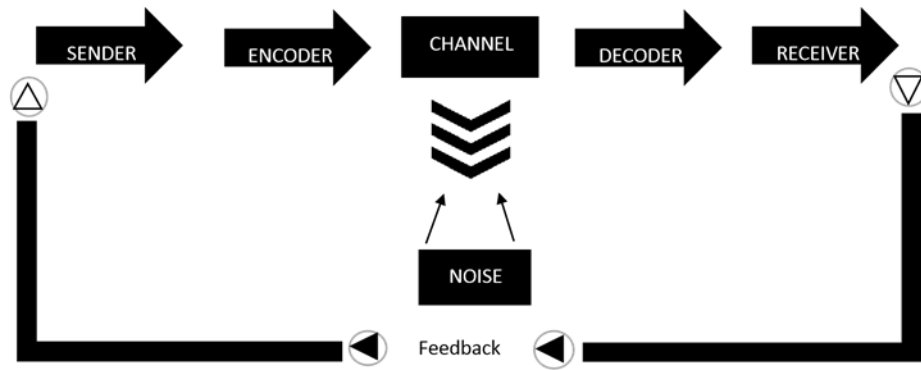


Figure 2.1. Shannon-Weaver's Model of Communication

There are three forms of communication systems, being discrete, continuous, and mixed. In the discrete system, both the message and the signal come from separate places. However, in the continuous system, messages and signals are processed together and conveyed to the receiver, such as television or radio communication. The third is the mixed system, consisting of both, the discrete and continuous systems. On the other hand, it is helpful to examine the concept of communication, which is discussed in its mathematical and conceptual form with its changing forms from the past to the present. Although it is not known what the first means of communication was, it is estimated that in the early ages, people had certain primitive methods of communicating with each other. Those methods might have been supported by tools like stones, billets, bones, and especially wall paintings, showing the obvious fact that communication was and will always be a mutual exchange of information and news as long as humanity exists. Accordingly, communication can be, in its simplest way, defined as a social event (Crowley & Heyer, 2010). Halloran, for example, outlines the details of her sociological approach as follows: “The message should not be separated from the social process” (Tekinalp & Uzun, 2019). This statement is supported by Çamlıdereli, who states that every person first communicates with himself and then with his social environment with the motive of continuing his life. Further, he claims that in interpersonal communication, one should make an effort to advance the communication process with the participation of a second person, apart from the internal communication that the individual has with himself, and, undoubtedly, it requires the presence of at least two people in the communication process, which are the main components known as the receiver and the sender (Çamlıdereli, 2008).

2.1.6.1.2. The Simple Sender-Channel-Sender-Receiver Model

In the 1950s a new communication model occurred to suit the interests of interpersonal and mass communication students. One of the main reasons for the need for a new model was to include the generation of feedback responses completely and fundamentally (McQuail & Windahl, 1997).

2.1.6.1.3. Gerbner's General Communication Model

Another model developed by George Gerbner and first presented in 1956 assumed an integral structure of communication and mentions that the resulting meaning is based on the recipient's previous experience, presuppositions, and overall communication.

In Gerbner's model, the 'perception' dimension was emphasized. It was argued that every factor that would affect it was necessary for the perception filter belonging to the notion of Gerbner's model in 1959. Gerbner focused on the phenomenon of perception, which should not be seen as a simple psychological result (Lazar, 1991). The ability to think beyond allowed Gerbner to go one step ahead of Shannon and Weaver (Güngör, 2011).

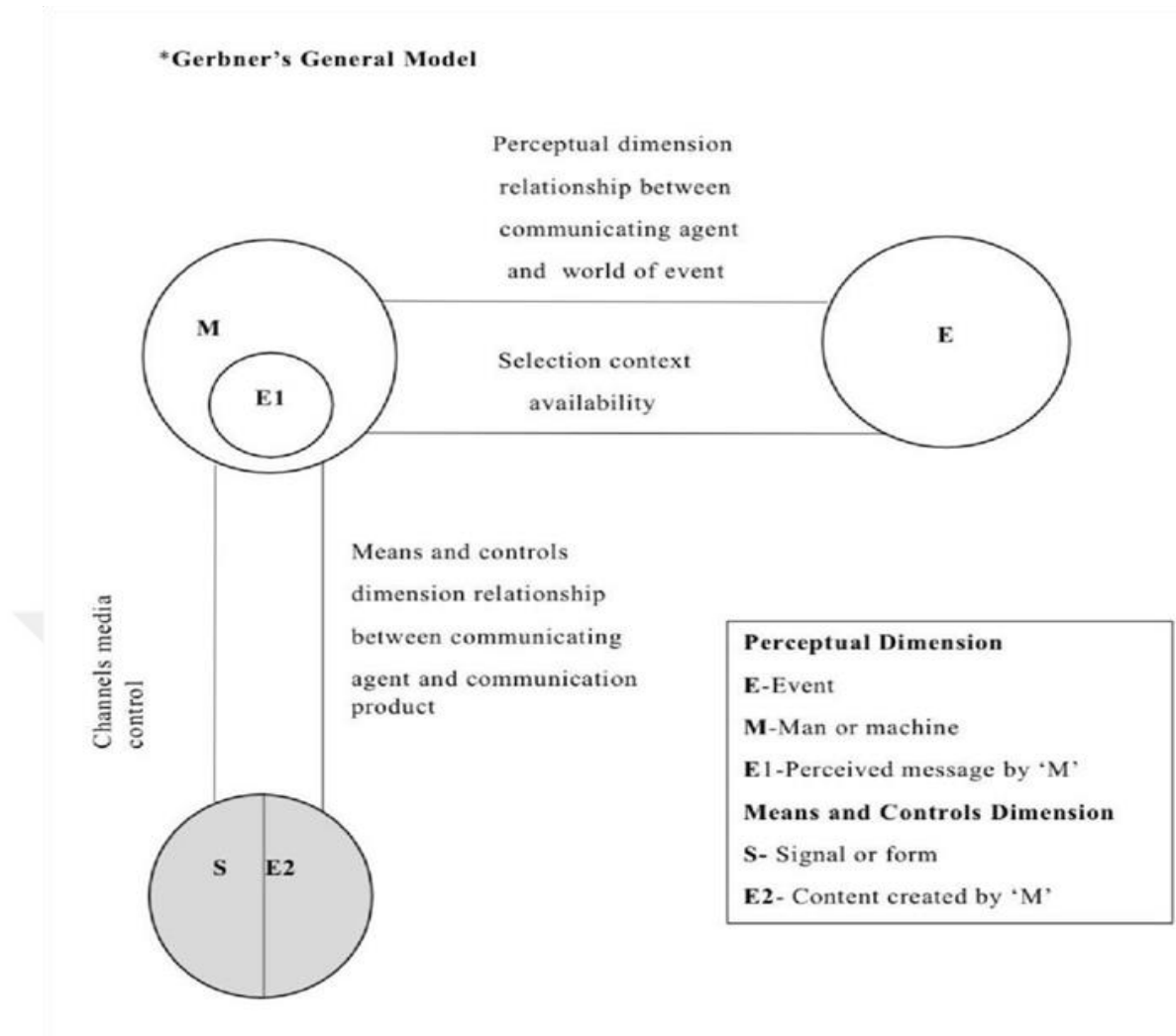


Figure 2.2. Gerbner's Model

2.1.6.1.4. Lasswell Model

The 'about what' question was a further dimension of Lasswell's model". With this question, it aimed to analyze what the message is (Güngör, 2011). As a result of the shared meaning, it was expected that the recipient and the sender should interpret the same message, bringing a mutual understanding. In this model, "Meaning" is the crucial point of the communication process and has a cultural side in terms of social experiences. It also includes a subjective quality of the life of the individual (Sabuncuoğlu & Gümüş, 2016).

2.1.6.1.5. Newcomb's ABX (1953) Communication Model

This communication model did not link the meaning inference with just one person. This model was formed based on the psychologist Heider's previous study in 1946, and it emphasized whether the feeling of two different individuals towards each other or an object was balanced or not. Each individual would try to gain the 'cognitive' balance when a different situation occurred. Heider's theory aimed to comprehend the two individuals' different internal cognitive processes. The new aspect Newcomb added to this study was the inclusion of two or more individuals into the communication system. He called his communication model 'forcing to symmetry' and mentioned that this theory expands the agreement area in communication, indicating that communication is a learned case. He explained that humans find more communication activities or try to find these activities more when they do not feel confident or balanced about some issues (McQuail & Windahl, 1997).

2.1.6.1.6. Festinger Model

The Festinger Model is based on the inconsistency inside the individual, aiming to manifest balance patterns while communicating. To him, an individual with inconsistency cannot be comfortable without redressing his utterance balance, otherwise, he would feel discomfort and anxiety while making a decision. But taking a close look at this balanced model, it can be criticized for needing stability while communicating. According to this theory, it is not acceptable for an individual to change, to differ, to innovate behaviourally or in his relations, and to move away from his atmosphere (Güngör, 2011). Thus, social systems had to ignore evolutionary, revolutionary, and especially innovational transformation, which of course seems utopic to achieve in a continually changing world.

2.1.6.1.7. Westley and Mac Lean Model

In addition to the models mentioned above, Westley and MacLean expanded their Newcomb model, emphasizing the knowledge needs of societies by adapting it to mass communication (Lazar, 1991).

Social conditions, urbanization, and industrialization have made mass communication obligatory to appear. Technological development has led to an unlimited industry, such as cinema, television, radio, and newspaper, which are the tools of the communication period. In this respect, it is obvious that the social process is emphasized. It can be stated that mass communication is a special social process occurring with three components, being communicational implementation, communicators, and mass listeners. This process is an organized and structural one.

Communicators transmitting the messages have an institutional structure, aiming to disseminate information to the masses at every level of social life (Lazar, 1991). At this point, it is crucial to refer to the effect models of mass communication.

2.1.6.2. Effect Models

Research of communication constitutes the problems of persuasion. These studies are based on the theory of Pavlov, which is described as an action-reaction or acquired reflex. It dates back to the 19th century.

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According to this model, a warning affects the receiver directly. In other words, communication has a sudden effect on the receiver. It is concluded that when this model is implemented in mass communication, there is a direct effect of publicly presented messages on individuals. Meaning that there is a mass community notion behind this model (Lazar, 1991).

2.1.6.2.1. Two-Stage Mass Communication and Personal Effect Model

This model was first used during the presidential election in America in 1964 by Lazarsfeld, Berelson, and Gaudet in 1964 (McQuail & Windahl, 1997). This model emphasizes that individuals are the members of social groups interacting with other people. Responses in mass communication do not occur suddenly and directly, but they are transferred through social relations and affected by them. There are two

processes, one of which is reception and interest, and the other is accepting or rejecting action or information attempts. Individuals are not equal in mass communication campaigns, but they have different roles during the communication process. In this respect, it can be stated that the ones with more effective roles are distinguished by using mass communication more, being more social, knowing that they are effective on others, and having the role of source and guide. Therefore, it is summarised that this model provides input for complex social relation networks (McQuail & Windahl, 1997).

2.1.6.2.2. Psychological Model Based on the Results of Television on Individual Behaviours

This model aims to find a regulating frame for the results of many empirical studies examining the effects of watching television on behaviors. It is called the psychological model because it deals with mental conditions, individual learning, and behavior. The model contains the situations in which television teaches behavior and forms a pushing power in triggering the knowledge learned from other sources (McQuail & Windahl, 1997).

2.1.6.2.3. Innovation Spread Model

The pioneers of the Innovation Spread Model are Roger and Shoemaker. As they take it, one of the most essential applications of mass communication and studies is the process of encouraging the adaptation of innovations. This point of view is valid for both developing and developed countries since it is always essential to change the old techniques with the modern ones considering the social and technological change atmosphere. This model distinguishes three phases in the act of communication: the past, the process, and the results. Furthermore, the model distinguishes different functions of knowledge, persuasion, decision, and acceptance (McQuail & Windahl, 1997).

2.1.6.3. Long-Term Effect Models

2.1.6.3.1. Forming Agenda Model

The forming agenda thesis by McCombs and Shaw of 1972 is fundamental among communication theories. The basic notion of the thesis is that media seriously influences the occurrence of public opinion by neglecting some of the events or emphasizing others. Hence, it is a known fact that people do not care about media presentation at all. Nonetheless, they are guided by media companies unconsciously, to get people to spend money on certain items, make them believe in predicted ideas, or lead them to behave in certain manners, these institutions work intentionally and systematically on how to manage the customer's mind. After all, there is a supply and demand issue, that is determined only by media companies (Lazar, 1991).

2.1.6.3.2. Dependency Model

This model, by Ball-Rokeach and Defleur, is based on dependency theories. It is about social structure. It states that in developed societies individuals have different levels of dependency in terms of their tendencies, satisfaction, or usage of media as an information source. Therefore they tend more to media addiction, which is becoming essential in compliance with social change or conflict (Lazar, 1991).

2.1.6.3.3. Silence Intorsion Model

Noelle Neumann's 1974 model is about shaping the process of public opinion. This theory is derived from the isolation scare of individuals due to only accepting the thoughts considered to be approved and explained by the masses. This leads the thoughts of the minority to disappear, and the majority to strengthen (Lazar, 1991).

At this point, an example can be presented to explain the model better. There was an incident that occurred in Germany during the 1965 parliament elections. The public was indecisive from December 1964 to August 1965. They did not know for which party to vote. The two most powerful parties among all were the Christian Democrats and the Social Democrats, and they were supported by roughly the same number of

people, meaning that their chance to win was equal. However, in the following months, the expectations for the Christian Democrats increased rapidly. The public's view, which was not certain during the nine months, was suddenly determined just before the elections. By the last-minute swing, all the expectations shifted toward the Christian Democrats. Leimbach explained this situation with the "public view theory" of Noelle Neumann. Polat supports this theory's validity by claiming that most people constantly observe others to learn the majority's view about a subject. They want to learn the mostly-accepted view as they wish to be included in this group due to their isolation fear (Polat, 2010).

2.1.6.3.4. Technological Identifier Theory

It is well-known that technology is becoming more influential in human life, encouraging people to accept the new period of sending and receiving messages. For this reason, McLuhan's basic approach, appearing with the global village concept that emphasizes the influence of technology in human life, is a good point to discuss.

This theory was put forward by Innis and McLuhan, who thought that technology was substantial in mass communication. They believed that communication technology formed and changed civilization's history and was the center of all other technologies. Innis, a Canadian economist, and historian, emphasizes both cultural and social organising. As he takes it, the changes in these aspects depend on the changes in communication technology. Innis agrees that any means of communication is biased regarding time and space. For example, mud or stone, difficult to carry, is time-biased. However, light ones like paper are space-biased. Shortly, Innis thinks that everything is done by mass communication and that humans are the only passive element in this situation. Meaning that history is formed by technology, not humans.

McLuhan sees his studies as a continuation of Innis's, but he neglects Innis's claim that technology forms history only by itself. In McLuhan's view, devices made or developed with the help of technology, like clothes, buildings, money, and even languages are the continuation of humans.

Both Innis and McLuhan state that the devices that words are written on are more significant than words. McLuhan says that the device is the message, while Culkin explains this idea as follows; he thinks that McLuhan puts emphasis on the shape rather than the content because the content always has a particular shape, and the dynamic of this shape can manage it. He also adds that the device changes the perceptual habits of its users, and in addition to all of these points, the device gives the message to not only the individuals but also society. Therefore, devices have a severe impact regardless of their contents. Finally, McLuhan further explains that the device is the message, and the content is another device. This view can be supported with the following example: McLuhan asks whether a newspaper is bought because of being a newspaper or going to be read. The point he wanted to stress with this question can be explained with another question: If the device, the message, and the content are not important, why does not everybody read the same newspapers?

Both Innis and McLuhan agree that mass communication is the focal point in society. However, they have different views regarding its effect. Innis states that technology affects, changes, and shapes social organizations and culture, whereas McLuhan explains that the primary effect is on the senses, organs, and thoughts.

Moreover, it can be added that he presents communication technology as an active change power and a human as a passive receiver. He considers humans as slaves of the technology they have created. According to him environment and time are determined by communication technology, not humans. Besides, he thinks space is also created and shaped by technology. To his point of view, every modern technology throws away the older one, and the senses are also thrown away. In contrast to his view, every definition shape or device has its unique sensuality, and virtually one does not eradicate the other. For instance, writing did not eradicate speech, and television did not eliminate radio.

McLuhan also regards the press as supporting the idea that the intelligence age, scientific logic, and human independence result from rationalism. To him, humans insist on intelligence and thus, are alienated from nature. In this concept, the most notable view of McLuhan is the effect of communication technology on consciousness and its determined role in alteration (Polat, 2010).

2.2. Corporate Communication

2.2.1. Institutionalization and Definition of Corporate Communication

Institutionalization is a concept in which specific rules are determined in any interaction or communication regardless of the subject. In any social process, some rules are required; thus, they are dominant. Institutionalization provides value and balance for corporations to survive and maintain their existence, revealing that they should be taken seriously. Since corporations include many people, regular relations among them can only be provided by communication. Hence, a corporation should have primary aims in terms of communication, and these aims consist of internal and external communication (Akıncı Vural & Bat, 2013:19). At this point, it is appropriate to mention corporate communication, which can be defined as management function responsible for forming and maintaining a positive corporation dignity by coordinating internal and external communication (Cornelissen, 2017:27). Regarding the aims mentioned above, it is not possible to lean on one common communication method, so corporations are obliged to use various methods as follows (Akıncı Vural & Bat, 2013).

- **Bureaucratic Communication Method:** Corporations do not give information out or take it in like in public ones.
- **Manipulative Communication Method:** They pretend to exchange information with the target institution, yet the information is selected.
- **Democratic Communication Method:** Both one-way and dual methods are used.
- **Nonproportional Communication Method:** Corporations have the information to convey to the public, yet they lack the information to obtain from the public. Therefore, they do not know the target community, making them unsuccessful.

Overall, it can be stated that corporate communication supports an influential corporate culture, compatible corporate identity, corporate citizenship responsibility, relations with the media, and crisis planning. Besides, it focuses on information technologies and global communication (Akıncı Vural & Bat, 2013).

When examining the history of corporate communication, it is seen that it dates back to the 20th century with Edward L. Bernays. After the two World Wars, it improved rapidly in the USA, and implementations started to be fulfilled. The history of corporate communication is a significant resource for innovative project planning. Being informed about the early successful advertisements, communication projects, or problems is beneficial. Nevertheless, the history of corporate communication is related to corporations and some sociological points. In particular, the Industrial Revolution in the 18th century made machines important, improved communication technologies, led to globalization, and improved the press (Akıncı Vural & Bat, 2013).

Corporate communication includes internal and external communication, which makes it obligatory to develop different methods for different communities. Concerning this, it is obvious that the points to be taken into consideration are to know who the target communities are, to guess what their expectations are, to realize their positive and negative effects on the institution, and to decide which methods should be used. All these points reveal that the method depends on the target community. When the target community is considered, the classification of corporate communication can be shown in three groups. Mass communication is used according to the market, customer, and employee. Another classification belonging to Balmer is as follows: Internal and external stakeholders in communication, market communication, corporate advertisement and promotion, stakeholders, and networks of the corporation. Van Riel, on the other hand, classifies corporate communication as follows (Akıncı Vural & Bat, 2013).

2.2.1.1. Management Communication

Management is the issue of cooperating with others to reach the corporation's purposes by using the resources efficiently. The action of management dates back to the beginning of the history of humanity; however, it gained importance in the 18th century with industrial action. Management in a corporation deals with the nature of the human.

2.2.1.2. Organizational Communication

This type of communication is a social process that provides constant information and idea exchange among groups or between the organization and its environment (Akıncı Vural & Bat, 2013). It connects people in an organization to make them work responsively, which proves that organizations consist of massive communication networks providing healthy information between the organization and the outer world. It is a fact that conditions are changing more and more rapidly, and organizations can only adapt to these changes by using organizational communication. Moreover, discipline can be achieved in an organization, provided that it counts on the concept of organizational communication. Another significant benefit is related to relations among employees, which contributes to having healthy and efficient communication with one another in an ordinary organization by forming a creative power, solving problems, and maintaining activities (Sabuncuoğlu & Gümüş, 2016). All in all, without organizational communication, organizations cannot focus on their responsibilities, and groups or individuals cannot get on well with each other, causing reduced motivation and, finally, failure (Sabuncuoğlu & Gümüş, 2016).

2.2.1.3. Marketing Communication

It is an administrative process that develops strategies and continues them to enhance the shareholders' profits by making reliable relations with valuable customers. In other words, businesses can succeed with effective and efficient marketing communication. Marketing communication aims to convey information, make customers willing to buy the product or service, and increase sales. Marketing departments in companies should work in a coordinated way with other departments to supply the customers' demands (Akıncı Vural & Bat, 2013).

To sum up the purposes and functions of corporate communication, it can be stated that the structures of organizations have altered in recent years, leading organizations to care about communication more. It is a well-known fact that, currently, organizations are acting in a constantly changing environment. Thus, their success depends on the healthy internal and external communication with it. On the condition that there are obstacles in organizations' communication networks, it makes it difficult

to reach their targets. Communication is the primary step in the efficiency and quality of relations between organizations and individuals, which can also be effective in constructing dependency upon the organization. Corporate communication is a strategic tool and provides a vision that an organization needs with the help of economic knowledge required for a strategic plan (Akıncı & Bat, 2013).

2.2.2. Bases of Corporate Communication

2.2.2.1. Stakeholder

The concept of stakeholders was first mentioned in 1963 in the Stanford Research of Institution Notice and became famous in 1964 with Freeman's work of Strategic Management: A Stakeholder Approach (Akıncı & Bat, 2013). This concept is at the center of corporate communication as it does not assess the corporate environment just with the market and public opinion but with all the partners communicating with them actively, which makes it essential to have a comprehensive and balanced stakeholder management approach (Cornelissen, 2017). Stakeholders are the individuals or groups who are influenced by the decisions and activities of the organization negatively or positively. The stakeholder theory discusses the organizations' dominant economic models and suggests alternative explanations based on corporate relations. According to this theory, organizations have various stakeholders regarding their businesses. The stakeholders include employees, financiers, corporate investors, shareholders as well as suppliers, competitors, investors, banks or creditors, unions, foreign partners, communities, and customers. Stakeholders consist of internal and external parts. The internal ones contain functional departments, employees, and related internal communities, whereas the external ones are competitors, advertising agencies, and organizers. In addition, a stakeholder can be classified as primary and secondary stakeholders regarding its properties. The primary ones are employees, customers, and shareholders, while the secondary stakeholders are media, trade associations, and non-governmental organizations, which do not have commercial relations and fundamental importance. Relations with stakeholders are constantly mutual (Akıncı & Bat, 2013). Thus, stakeholder management is essential in that the management determines their stakeholders' expectations, finds strategies for them, and implements them to succeed (Akıncı & Bat, 2013). Organizations are influenced by the acts of their stakeholders,

showing an interaction between organizations and their stakeholders. Successful management uses the environment professionally, organizes the relations among the stakeholders, and creates an appropriate managing style, the purpose of which is market success (Akıncı & Bat, 2013). Regarding this, all organizations in different sectors and societies should look for ways to create efficient relations among their stakeholders and maintain them successfully (Cornellisen, 2017). Organizations adopt two main principles in stakeholder management:

- a) Organizations should be managed according to the benefit of their stakeholders.
- b) Organizations should feel the responsibility to maintain the relationship of the stakeholder groups with their organizations based on trust (Akıncı & Bat, 2013).

On the other hand, a process is required for the management of stakeholders, which can be revealed in four steps:

- a) The stakeholder groups related to the subject are determined.
- b) The share and importance of each stakeholder are defined.
- c) The needs and expectations of each group are met effectively.
- d) Corporate behaviors and priorities are identified.

Freeman, however, forms this process in three stages: The preparation stage, the process stage, and the functional stage (Akıncı & Bat, 2013). The first step of stakeholder management is stakeholder analysis, and the first step of the analysis is to identify the most significant stakeholders. In the second step, the interests and benefits of the stakeholders are detected. Thirdly, their power is determined. Finally, the stakeholder attendance strategy is formed (Akıncı & Bat, 2013). Another analysis examines some other properties: Power, legality, and urgency (Akıncı & Bat, 2013). All in all, stakeholders can be classified into seven different groups (Akıncı & Bat, 2013):

- i. Passive stakeholders
- ii. Voluntary stakeholders
- iii. Influential Stakeholders
- iv. Dominant stakeholders

- v. Dangerous stakeholders
- vi. Dependent stakeholders
- vii. Exact stakeholders

After determining the organizations' stakeholders, communication experts have an opinion about which group to care for and communicate with. Implementers can develop communication strategies with each stakeholder to deal with each efficiently based on the classification (Cornellisen, 2017). In terms of communication, corporate communication departments search for various needs and treatments of different stakeholders with the aim of better relations to improve the image of the organizations (Akıncı & Bat, 2013).

2.2.2.2. Corporate Culture

Organizations are also affected by the culture they take place in. On the other hand, they form their unique culture and affect their societies (Akıncı & Bat, 2013). An organization's culture consists of its values, beliefs, assumptions, philosophy, mission, morality, principles, guide, background, nationality, and subcultures (Akıncı & Bat, 2013). A corporate culture's most important property is to display a union of different concepts. Besides this, forming a competitive advantage, enhancing effectiveness, improving the high performance among employees, and increasing the loyalty of the staff are among the most significant features, as well as innovation and taking risks, caring for details, focusing on the orientation of output, person, and team, to be offensive and stable. In addition, corporate culture has some aspects: individual initiative, risk tolerance, direction, integration, support of the board, control, identity, reward system, tolerance for different views, and communication models (Akıncı & Bat, 2013). In this part, leaders in organizations have a notable role in their achievements. In corporate culture, leadership and culture can be examined in five stages:

- i. Being capable of thinking and comprehending,
- ii. Motivating,
- iii. Having a talent for changing cultural assumptions,
- iv. Being able to put participation and creativity in the organization.

- v. All these aspects enhance organizations' achievements (Akıncı & Bat, 2013).

2.2.2.3. Corporate Identity, Image and Reputation

Corporate identity is an essential requirement for any organization, and it explains the presence of an organization through its words (Akıncı & Bat, 2013). In other words, corporate identity suggests what the organization is, what it does, and how it does and links the business with its strategies (Sabuncuoğlu, 2016). Corporate identity influences and directs all communication processes (Akıncı & Bat, 2013). A robust corporate identity is the primary step to creating a distinctive image in its competitive surroundings.

Corporate identity and image are found in the strategic part of an organization (Sabuncuoğlu, 2016). It is evident that just as individuals, organizations also care about how they look or are perceived, called corporate image (Sabuncuoğlu, 2016). Investing in improving corporate image brings strategic benefits for corporations, which are to be distinguished among others and to form a base to be preferred (Cornellisen, 2017). According to the first model belonging to Birkigt and Stadler, symbolism, communication, and action create a corporate image. Symbolism makes up the logo and the style of an organization, communication is made through advertising, events, sponsorship, introduction, and promotions, while action indicates the employees' behaviors. These features help a corporation to convey and reflect an image to its stakeholders (Sabuncuoğlu, 2016). Corporate identity and corporate image form the corporate reputation of an organization, making it appreciated by society (Akıncı & Bat, 2013). Reputation management starts within the corporation and is inevitably a strategic event, requiring a thorough communication network and supporting the organization's fame (Akıncı & Bat, 2013). To manage corporate reputation, it is strategically vital to obtain harmony or transparency between the internal identity and the external image. If this issue is neglected, job satisfaction will be impossible, causing employees to work reluctantly. Undoubtedly, customer satisfaction will also be in danger (Cornellisen, 2017).

2.2.3. Corporate Communication in Practice

To manage corporate communication, a communication strategy is required to determine a direction for the organization. This strategy explains the activities created by the communication implementers to support or continue the organization's reputation among its stakeholders (Cornellisen, 2017). There are various ways to form a strategy, three of which are known to be essential (Cornellisen, 2017):

- a) A strategy is formed by unifying the planned processes.
- b) A strategy includes a general direction.
- c) A strategy is related to the organization and its environment.

If it is expressed in another way, it can be stated that a strategy is about the general aim and content of the organization because it fulfills the expectations and needs of the various stakeholders (Cornellisen, 2017). Communication has a significant impact on the lives of organizations. It is also significant in providing the coordination in an organization. It is a process that contributes to continuing that organization's business by depending on its vision and mission (Akıncı & Bat, 2013). According to May Welch and Paul Jackson (2007), one of the purposes of corporate communication is to enhance the positive feelings of the employees (Akıncı & Bat, 2013). Corporations use both spoken and written communication, although the latter outweighs the former for reasons as follows (Akıncı & Bat, 2013):

- Written documents are permanent.
- The issue can be expressed in integrity.
- It is more formal and authoritative.
- It can reach a large extent of places.
- It is convenient in terms of time.
- It shows that the organization deals with the issue closely.

Corporations benefit also from some written communication devices while communicating internally, such as business newspapers, organization magazines, or brochures (Akıncı & Bat, 2013). In addition, several informative in-house writing

styles exist, such as petitions, business letters, circular letters, memoranda, invitations, or warrants of attorney (Akıncı & Bat, 2013).

Corporations want communication specialists who can analyze internal and external environment changes and connect their analysis with business strategies. Thus, the corporate communication field needs more experience in the communication discipline. Communication among employees and between employees and management is critically important. This issue can be done best by communication specialists in organizations (Akıncı & Bat, 2013).

In the modern world, in the corporate communication field, information communication technologies are used frequently to form, collect, save, and spread information (Akıncı & Bat, 2013).

Communication in organizations also helps employees prepare projects in any field. These projects support organizations to act disciplined and planned, successfully carrying them to their targets (Akıncı & Bat, 2013).

2.2.4. Specialties in Corporate Communication

The most substantial specialties in corporate communication are media relations, issue management, crisis communication, and employee communication (Cornelissen, 2017).

2.2.4.1. Media Relations

Media relations try to manage relations with media (Cornelissen, 2017). Media means any spoken, written, or published visual texts and images that can reach the masses (Akıncı Vural & Bat, 2013). Media provides the exact information, brings reputation, improves relations, and conveys the organization's reputation to the target communities (Akıncı Vural & Bat, 2013).

2.2.4.2. Issue Management

An issue can be defined as a public concern related to the decisions and events of an organization, including a disputed point. Moreover, Howard Chase, an issue management specialist, states that an issue may turn into a crisis, showing that they are linked. That is to say; a crisis is an issue needing urgent action (Cornelissen, 2017). The initial point of the issue management is environmental scanning and analysis, fostering to form the appropriate strategy for the issue. Finally, it is finalized with an evaluation part (Cornelissen, 2017).

2.2.4.3. Crisis Communication

A crisis is a tense situation that threatens the targets and business of an organization and requires an urgent decision. Corporations face crises frequently (Akıncı Vural & Bat, 2013). A crisis may derive from various reasons, such as social, cultural, economic, technical, judicial, administrative, or communicative (Akıncı Vural & Bat, 2013). A crisis needs an effective intervention system and robust management understanding. If crises are managed effectively, they can turn into opportunities so that employees can be more devoted to the targets (Akıncı Vural & Bat, 2013). In this respect, crisis communication, which is about essential communication strategies and tactics, is vital in managing crises. Corporate communication specialists are applied during the crisis period (Akıncı Vural & Bat, 2013). In the modern era, crisis communication is becoming increasingly important in corporate communication to take corporations to their target destinations (Cornelissen, 2017).

2.2.4.4. Employee Communication

An organization's employees should cooperate to carry the organization to its targets. Because of this, they are required to encourage the creativity of their employees and find ways to supply their needs (Cornelissen, 2017). Modern corporations realize that their performances depend on effective communication with their employees. Therefore, employees will inevitably be loyal, productive, and satisfied if they have effective and efficient communication with the employees. Hence, it can be summarised that employee communication is central to corporate communication

(Cornelissen, 2017). Generally, supposed employees identify with their organizations firmly. In that case, they can have the ultimate job satisfaction, act more cooperatively, and help their organizations on the way to success. Corporate identification, which makes employees feel that they belong to their organizations, is substantial for them to be satisfied with their jobs. In other words, they identify with their organizations to improve their self-respect and job satisfaction (Cornelissen, 2017).

2.3. Job Satisfaction

Since man was seen as a resource, one of the most critical issues of business life has become job satisfaction, which is closely related to employees' mental and physical health and efficiency at work. Dissatisfied employees form reasons for negative results, which badly affect both family and the country due to the adverse effects of job dissatisfaction. In this respect, it is evident that job satisfaction is a significant issue to be analyzed in a detailed way for individuals, organizations, and the country (Telman & Ünsal, 2004). Therefore, job satisfaction can be examined in terms of environmental, physiological, and psychological aspects, as an employee feels satisfied with his job when he is happy regarding these three aspects (Rehman & Joia, 2020).

2.3.1. Definition and Importance of Job Satisfaction

The concept of job satisfaction originated in the 1920s and was emphasized between the 1930s and 1940s (Sevimli & İşcan, 2005). Although there is no definition of job satisfaction, it can be defined as positive or negative feelings that workers have towards their work in the workplace, which is considered essential. Because all life satisfaction directly influences an individual's physical and mental health (Aziri, 2011). Another reason is related to productivity. Even though there is no direct relation between job satisfaction and productivity, the indirect effects of dissatisfaction, such as stress and group harmony, make the issue significant (Sevimli & İşcan, 2005). Even so, when considering the productivity and effectiveness of business organizations, job satisfaction is needed the most. It is expressed that a satisfied employee is a happy employee, and a happy employee is undoubtedly a successful employee (Aziri, 2011). Another definition of job satisfaction is the extent to which employees are content with

their work situation, consisting of such aspects as pay, relations with managers, physical conditions, the convenience of the location, and the job itself (Weir, 1976).

In addition to these definitions, job satisfaction is a concept for which people use the terms love, commitment, and loyalty to describe it. In organizations, it is described as the balance of contribution and compensation. The more the features of the job and the employee are in harmony, the higher the satisfaction is (İncir, 1990).

2.3.2. The History and Theoretical Framework of Job Satisfaction

The concept of job satisfaction dates back to 1911, when "The Principles of Scientific Management" by Frederic Taylor was published. It stressed the vast movement concerned with work measurement, which encouraged advanced industrial production in that century. The control of work was based on the assumption that individuals would be motivated to perform well if rewarded for their well-performed tasks (Weir, 1976).

In 1943, American psychologist Abraham Maslow explained the motivation of employees at work. According to him, human needs form a five-level hierarchy that ranges from basic psychological needs to higher-order needs to achieve one's creative potential. When an employee is satisfied, the higher-order need occurs, becoming the motivator of behavior (Weir, 1976).

In the 1950s, a different approach was formed by the Tavistock Institute in London and Luis E. Davis and his colleagues in America. It stressed the need to consider the social and technical systems in the work design. This socio-technical approach defended that the optimum balance should be reached between the people and the technology (Weir, 1976).

Then, The Social Exchange Theory by the sociologist George Hemes in 1958 stressed the rewards and punishment principle: cost and benefit analysis. If the punishments are not more than rewards, the communication between the employee and the employer will go on (Rehman & Joia, 2020). In the 1960s, Equity Theory was developed by John S. Adams, containing some inputs and outputs. The inputs can be

defined as the ones employees give to the organization, such as time, effort, experience, skills, competencies, trust, tolerance, sacrifice, enthusiasm, flexibility, and loyalty.

In contrast, the outputs are the expectations of employees. Outputs are two types: One is tangible outputs like job security, salaries, and benefits, and the other one is intangible outputs like the sense of achievement, recognition, appreciation, and reputation. Both inputs and outputs form job satisfaction (Rehman & Joia, 2020). In 1964, a new approach, the Expectancy Theory Model of Vroom, expressed that an organization's management should value the employees' expectations if it wants to benefit from its human resources at a maximum level (Rehman & Joia, 2020).

In 1982, Kanungo put forward a new approach called The Motivational Approach. It links diverse models to job involvement with psychological factors, including cognitive and esteem needs like curiosity, achievement, sense of appreciation and accomplishment, status, respect, prestige, and independence. Also, it links diverse models to job involvement with sociological factors, including heart and feelings like love and affection, trust, friendship, acceptance, freedom, independence, and intimacy (Rehman & Joia, 2020).

In 1990, Kahn suggested personal engagement in a theoretical framework in which people express themselves physically, cognitively, and emotionally. According to him, employees are happier and more satisfied with their roles when personally engaged with their tasks (Rehman & Joia, 2020).

Another theory was displayed in 2004 by Soari and Judge. It was the Job Satisfaction Theory, which reveals an employee's happiness in his job. The theory stresses that employees are emotionally and psychologically balanced if their wishes and needs are met, leading to satisfied employees and successful companies (Rehman & Joia, 2020).

In 2009, The Value-Percept Theory was suggested by Colquitt, Lepine, and Wesson. It mainly focuses on an individual's perceived value, which can differ for different employees (Rehman & Joia, 2020).

The Two Factor Theory of Satisfaction by Herzberg in 2003 claims that two factors bring job satisfaction: intrinsic motivators like recognition and achievement and extrinsic motivators like salary, policy, and supervision. Intrinsic factors are abstract, while extrinsic ones are concrete. They complete each other (Rehman & Joia, 2020).

2.3.3. Properties, Models, and Factors of Job Satisfaction

According to Spector (1997), job satisfaction has three substantial properties: human values, employee behaviors, and organizational activities. Furthermore, various models for job satisfaction are seen in different organizations (Aziri, 2011). Job factors are evidently a part of all models, consisting of the nature of the work, salary, advancement opportunities, management, work groups, and work conditions. On the other hand, the factors that make employees satisfied can also make them dissatisfied. Therefore, job factors can be divided into satisfying and dissatisfying factors (Aziri, 2011). In another division, it can be seen that job factors are divided into two parts, external and internal factors, to determine the level of satisfaction of employees (Hoppock, 1935);

- External Factors: Promotion, salary, co-workers, working conditions, benefits and pay
- Internal Factors: Feelings of employees
- Considering these factors, job satisfaction can be explained as the internal cognition related to the differences between the offerings from the job and expectations to achieve in life (Rehman & Joia, 2020).

Still, there is another division of the factors of job satisfaction, which is shown below:
Individual Factors:

- Personality, values, beliefs, expectations, and socio-cultural environment
- Experience, age, and the period of employment
- Gender, education level, and intelligence

Job and Job Environment Factors:

- The perception of the job in public, the structure of the job, and the difficulty level of the job
- Payment, promotion opportunity, and statute
- Rewarding, social opportunities, organizational atmosphere, and working conditions (Sevimli & İşcan, 2005).

2.3.4. Measurement of Job Satisfaction

Different scientific methods like questionnaires can measure job satisfaction. The most common ones are the Minnesota Satisfaction Questionnaire and Job Description Index. The former is a paper-pencil type that can be used for individuals and groups without taking gender differences into account and takes 15-20 minutes. The latter is an easy method of measuring each factor's strengths and weaknesses, considering gender differences. It measures five major aspects:

- a) The nature of the work
- b) Compensation and benefits
- c) Attitudes toward the supervisors
- d) Relations with co-workers
- e) Opportunities for promotion

These aspects are evaluated with the numbers between 1-3 (Aziri, 2011).

2.3.5. Effects of Job Satisfaction

Being satisfied with the job displays various aspects of business life. These aspects can be analyzed in three groups:

- **Employee Productivity:** Some researchers claim that there is not a strong link between satisfaction and productivity. It is a debatable question whether satisfaction improves performance or performance improves satisfaction (Luthans, 1998; Aziri,

2011). A worker's productivity is a ratio of output and may be a helpful accounting method for an organization. Job satisfaction is a social and economic good like productivity. Psychologists have emphasized the ambiguous relationship between job satisfaction and productivity and have considered this as evidence against the validity of the former without noticing that the latter is just as invalid (Weir, 1976).

- **Loyalty:** It is a significant factor. Some employees feel an emotional connection to the company, called affective loyalty. Some feel like they owe something to the company, called normative loyalty, and some do not have an opportunity to find a job elsewhere, leading them to feel loyalty to the company, called continuity loyalty. At this point, it should be stated that if job satisfaction is high, loyalty is also proportionally high.
- **Absenteeism:** It is a fact that absenteeism depends on job satisfaction. That is to say, job satisfaction contributes to decreasing absenteeism because when satisfaction is high, absenteeism is low; however, when satisfaction is low, absenteeism is high.
- Currently, managers find job satisfaction a complex area while managing their employees (Aziri, 2011).

2.3.6. Job Satisfaction and Job Quality

It is evident that employees need job satisfaction, the first step of job quality, for their well-being. By improving job quality, employees can trend their satisfaction upward. Job quality is what makes a good job (Clark, 2015). Since work is one of the most important life circumstances of an individual and the quality of work symbolizes a key component of individual wellbeing as well as firm well-being, it influences the productivity and efficiency of an employee. According to researchers, if workers are satisfied with their work, meaning have quality jobs, they are less likely to quit (Clark, 2015). Increasing job quality should also be a concern of the government as it is in the meantime a key element of quality of life but enhancing job quality can be expensive to the government (Clark, 2015). Job quality means having a good job and an excellent job consists of several dimensions as follows:

- Pay,
- Hours of work,

- Future prospects,
- Hard work,
- Job content,
- Interpersonal relations (Clark, 2015).

2.3.7. Benefits of Job Satisfaction for Job Environment

If employees have job satisfaction while working, this situation leads to some significant advantages as follows:

- It provides high morale.
- Employees become committed to their work.
- It leads to integration at work (Sevimli & İşcan, 2005).

2.4. The Effects of Corporate Communication on Job Satisfaction

2.4.1. Corporate Culture

The most significant advantage of corporations in the competitive atmosphere is to make a difference in economic and social order, and corporate culture is the most critical aspect for corporations to differentiate from their competitors. Corporate culture is based on humans working in the organizations. In this respect, satisfying communication among employees can encourage them and increase their job satisfaction, which results in successful corporations (Engin, 2013).

2.4.2. Communication Satisfaction

Successful communication is a feeling of natural satisfaction because this process is also a human need. Because employees want to be valued both as a worker and an individual, they give as much importance to mutual communication as to their work. As a result, the needs and expectations of employees should be determined correctly, and they should be included in the communication content, which is at the same time the basic criterion of communication satisfaction (Engin, 2013). So it can be concluded that communication satisfaction has considerable attention because it improves

employee satisfaction, engagement, and performance, and it provides organizational development (Pongton, 2019).

2.4.3. Communication in Sectors

Organizational communication includes critical elements like informing, organizing, coordinating, arranging, and subordinating. All these elements reveal that an organization's success or failure depends on communication in any sector. In other words, the importance of satisfying communication can be felt in any sector having a managing function due to its vital role in linking people and forming relationships among them (Pongton, 2019).

2.4.4. Communication in the Aviation Sector

In the aviation sector, since the number of organizations and the size of the fleet have increased and new flight points have opened, the quality of aviation service has become the most notable competition element. Due to globalization and the influence of information technologies, customer satisfaction is more complex. At this point, employees have a big task to satisfy customers. To achieve this task, employees need job satisfaction, resulting from healthy corporate communication (Yangınlar, 2022).

2.4.5. Civil Aviation

Civil Aviation is one of the most rapidly developing sectors in the 21st century. To explain this development, an example can be given: In 1994, 3.3 million people were working in civil aviation; however, this number changed to 65.5 million employees in 2018 (Kılıç, 2022). The growth of civil aviation has drawbacks as well as benefits, one of which is aircraft accidents. One of the primary reasons for aviation accidents is the lack of communication among crew members, aircraft and airline operation control center, aircraft, and technical maintenance unit. Investigated Aircraft accident records revealed that communication failure was the main factor leading to accidents (Kılıç, 2022). Further recent research has detected that two important causes of accidents are failure in management systems and misunderstanding of corporate culture, which are directly related to communication. These organizational issues must be considered

carefully and developed to prevent possible new accidents by improving corporate communication (Kılıç, 2022).



CHAPTER III

METHODOLOGY

While studying the effects of corporate communication on job satisfaction, quantitative methods were utilized. Two different scales were united to make it as comprehensive as possible. Moreover, the participants' demographic information, such as age, gender, position, education level, marital status, and tenure, was collected. The total number of participants was 200, consisting of both male and female flight staff working for a commercial aviation company.

The first questionnaire, 'Internal Communication Satisfaction Questionnaire,' was taken from the original article 'Measuring Internal Communication Satisfaction; Validating the Internal Communication Satisfaction Questionnaire' by Ana Tkalac Vercic (Vercic, 2021). There are 32 questions totally in this questionnaire. Vercic states: "In organizational communication (as internal communication), scholars and researchers commonly agree that satisfactory and effective communication can contribute to an organization's productivity and performance and external customer orientation" (Downs, 2004). She highlighted the effect of internal communication satisfaction on work performance and customer tendency. She divided the questions into eight main parts:

- Satisfaction with feedback
- Satisfaction with communication with immediate superior
- Satisfaction with horizontal communication
- Satisfaction with informal communication
- Satisfaction with information about the organization
- Satisfaction with the communication climate
- Satisfaction with communication in meetings

The second questionnaire was taken from the book 'Job Satisfaction' by Paul Spector (Spector, 1997). In this questionnaire, there are 36 questions. He did not divide them into parts. It includes various subjects that can affect job satisfaction, such as salary satisfaction, satisfaction of communication with the boss and the organization, privileges, appreciation, information exchange with the managers, corporate loyalty, reward system, and promotion.

- Both questionnaires were prepared based on a 5-point Likert scale from 1 (certainly disagree) to 5 (certainly agree).
- Besides the two scales introduced, demographic questions such as age, gender, education level, etc. were also asked.
- Because of procedural limitations, questionnaires were implemented manually in the office environment just after work.

3.1. Hypotheses of The Research

H1: Socio-demographic characteristics of the cabin crew (gender, age, marital status, tenure, etc.) significantly influence Internal Communication in a commercial airline.

H2: Socio-demographic characteristics of the cabin crew (gender, age, marital status, tenure, etc.) significantly influence Job Satisfaction in a commercial airline.

H3: Effective internal communication within a commercial airline has a positive effect on employee job satisfaction.

3.2. Data Analysis

Data analysis was conducted using Statistical Package for the Social Sciences (SPSS) 26.0 Statistics Package Software and AMOS 24 software. Categorical data were calculated as numbers and percentages. The skewness and kurtosis values of the normal distribution in numerical variables were determined by calculation and are shown in Table 3.1. According to the rules of the normal distribution, skewness values are expected to be within the range of ± 1.5 (Tabachnick & Fidel, 2013) and kurtosis values within the range of ± 3 (Karagöz, 2021). In this context, it was found that the data of the Internal Communication Scale and the Job Satisfaction Scale shown in Table 3.1 comply with the normal distribution. Since the normality assumption of the

scales applied to 200 people working in a commercial airline company is met, the Independent Samples T Test was used to compare the scale scores of the participants according to gender and marital status, and the One Way Anova Test was used to compare the scale scores according to age, education status, professional status, and tenure. Post Hoc Tests were used to compare the differences between the groups. The Pearson Correlation Test examined the relationship between the Internal Communication Scale and the Job Satisfaction Scale. The correlation coefficient was considered to be a low-level relationship between 0.00-0.30, a medium-level relationship between 0.30-0.70, and a high-level relationship between 0.70-1.00 (Büyüköztürk, 2020). The effect of internal communication of employees in a commercial airline company on their job satisfaction was examined by Simple Regression Analysis. In the regression analysis, the results were evaluated according to the normal distribution and linearity of the residual data, histogram, and QQ plot graphs. In data analysis, Explanatory Factor Analysis (EFA) with SPSS package software was used to reveal the factor structures of the scales, and Confirmatory Factor Analysis (DFA) with AMOS 24 was used to confirm the factors. Cronbach's alpha internal consistency coefficient and item-total correlation were reported for reliability analyses. The significance levels were determined in the study by considering the values of 0.05 and 0.01.

Table 3.1. Skewness and Kurtosis Values of the Internal Communication Scale and the Job Satisfaction Scale

Skewness				
			Kurtosis	
Kurtosis Scales	Statistics	Std. Error	Statistics	Std. Error
Internal Communication Scale	-0.782	0.172	2.989	0.342
Job Satisfaction Scale	0.290	0.172	0.505	0.342

CHAPTER IV

SURVEY RESULTS

4.1. Internal Communication Scale (ICS) Exploratory Factor Analysis (EFA)

Some contradictory items were removed before the explanatory factor analysis was applied to 32 items of the Internal Communication Scale. The *Principal Axis Analysis* method and *Varimax Rotation Technique* were applied to calculate factor loadings in the explanatory factor analysis of the remaining items. Factors with *Eigenvalues* greater than (Eigen value) were taken into account to achieve a structure with a maximum of 1 factor. In addition, *Factor Loadings* were selected as 0.40. As a result of factor analysis, items 3, 5, 6, 7, 8, 12, 13, 14, 15, 16, 21, 25, 26, 27, 29, 30, 31, and 32 were excluded from the study.

As a result of the explanatory factor analysis performed with the remaining 14 items, the *KMO (Kaiser-Meyer-Olkin)* value was 0.823, and the result of *Bartlett's test* was $p < 0.001$ (Table 4.1). The lowest recommended value for a good factor analysis was 0.6 (Tabachnick and Fidell, 2013). The KMO value obtained in the study shows that the sample size is sufficient for factor analysis. Since $p = 0.000 < 0.01$, the result of *Bartlett's test* is also significant. This result shows a high correlation between the items used in factor analysis and that the data conform to multiple normal distributions. Both results show that the data are suitable for factor analysis.

Table 4.1. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.823
Bartlett's Test of Sphericity	Approx. Chi-Square	1085.279
	df	91
	Sig.	.000

The eigenvalues and variances of the 14-item Internal Communication Scale (ICS) are shown in Table 4.2. As a result of the factor analysis, the *eigenvalue* of the 1-factor scale is 4.93 and the variance value is 35.24%.

Table 4.2. Eigenvalues and Variances of the 14-Item Internal Communication Scale (ICS)

No	Eigenvalues	Variance (%)	Cumulative Variation (%)
1	4.93	35.24	35.24

The results of the item factor loadings, reliability, and item-total correlation analysis of the 14-item Internal Communication Scale (ICS) are shown in Table 4.3. It was found that the item factor loadings of the 14-item Internal Communication Scale (ICS) ranged from 0.481 to 0.739. The factor loading expected for each item is 0.03 and above. All factor loading values in this study were found to be relatively high. There are no reverse items in the scale obtained.

Table 4.3. Item Factor Loadings, Reliability, and Item-Total Correlation Analysis Results of the 14-Item Internal Communication Scale (ICS)

Question No	Items	Factor Loadings	Item-Total Correlation	Cronbach's Alpha
ICS1	1- I am informed about the consequences of doing my job poorly.	0.481	0.404	0.855
ICS2	2- I am informed about how much I contribute to the success of the organization.	0.527	0.459	
ICS3	4- I receive feedback on how well I do my job.	0.562	0.489	
ICS4	9- My colleagues can reach me.	0.490	0.404	
ICS5	10- I can successfully communicate with my team members.	0.533	0.432	
ICS6	11- I have positive results from my communication with my colleagues.	0.598	0.496	
ICS7	17- Information is exchanged about business protocols.	0.541	0.450	
ICS8	18-Information is exchanged about the income, earnings, and financial position of the organization.	0.536	0.458	

Table 4.3. (cont.)

ICS9	19- Information is exchanged about the changes in the organization.	0.640	0.544	
ICS10	20- Information is exchanged about the legal regulations affecting the functioning of the organization.	0.659	0.568	
ICS11	22-Internal communication enables me to obtain an identity within the organization.	0.739	0.663	
ICS12	23-Internal communication supports corporate values.	0.711	0.623	
ICS13	24- Internal communication encourages me to complete organizational goals.	0.702	0.618	
ICS14	28- Other people's preferred forms of communication are positive in their communication with me.	0.510	0.416	

* There is no reverse item in the scale.

As a result of the reliability analysis of the 14-item Internal Communication Scale (ICS), the α coefficient was 0.855. The expected α coefficient on a good scale is expected to be above 0.70 (Pallant, 2020). Accordingly, the reliability of the Internal Communication Scale used in the study was sufficient. Items with an item-total correlation value of 0.03 and above were included in the study. It was found that the total correlation of each item varied between 0.404 and 0.663.

4.2. Confirmatory Factor Analysis (CFA) of the Internal Communication Scale (ICS)

Confirmatory Factor Analysis (CFA) was conducted to evaluate the validity of the single-factor structure that emerged from the Exploratory Factor Analysis of the 14-item Internal Communication Scale (ICS). The findings obtained from confirmatory factor analysis are shown in Table 2.4.

Acceptable fit values in the evaluation of the fit of the model in confirmatory factor analysis; $\chi^2/sd(CMIN/DF)$ value between 0 and 5, RMSEA value between 0.05 and 0.08; RMR value between 0 and 0.10; NFI value between 0.90 and 1.00; CFI value

between 0.95 and 1.00; GFI value between 0.85-0.90 and 1.00; GFI value between 0.85 and 1.00, SRMR, RMSEA, and RMR value less than 0.08 are shown as an acceptable fit (Schermelleh-Engel, Moosbrugger, & Müller, 2003: 52; Karagöz, 2021). The goodness of fit indices, their suitability, and the values obtained in the study are shown in Table 4.4.

Table 4.4. Item Internal Communication Scale Goodness of Fit Index Values

Index	Acceptable Fit	Value of the Scale	Status of the Scale
χ^2/sd (CMIN/DF)	0.00-5.00	2.354	Acceptable Fit
GFI	0.85-1.00	0.877	Acceptable Fit
AGFI	0.85-1.00	0.815	Low fit
CFI	0.95-1.00	0.895	Low fit
RMSA	0.05-0.08	0.088	Acceptable Fit
RMR	0.05-0.08	0.051	Acceptable Fit
SRMR	<0.08	0.000	Acceptable Fit
NFI	0.90-1.00	0.841	Low fit

The 14-item Internal Communication Scale had an acceptable fit due to $\chi^2/df=2.35$ in CFA, a good fit due to GFI=0.877, an acceptable fit due to RMSA=0.088, and good fit values due to RMR=0.051 and SRMR=0.000. However, due to CFI=0.895, AGFI=0.815, and NFI=0.841, it had low fit levels.

4.3. Job Satisfaction Scale (JSS) Exploratory Factor Analysis (EFA)

An explanatory factor analysis was performed on 36 Job Satisfaction Scale items (JSS) items. The principal component, the *Principal Axis Analysis* method, and the *Varimax Rotation Technique* were applied to calculate factor loadings in explanatory factor analysis. Factors with *Eigenvalues* greater than 1 were taken into account to achieve a structure with a maximum of 1 factor. In addition, *Factor Loading Values* were selected as 0.30. As a result of the factor analysis. Items 15, 24, and 25 were excluded from the scale.

As a result of the explanatory factor analysis performed with the remaining 33 items, the *KMO (Kaiser-Meyer-Olkin)* value was 0.896, and the result of *Bartlett's test* was $p < 0.001$ (Table 4.5). The lowest recommended value for a good factor analysis was 0.6 (Tabachnick & Fidell, 2013). The KMO value obtained in the study shows that the sample size is sufficient for factor analysis. Since $p = 0.000 < 0.01$, the result of *Bartlett's test* is also significant. This result shows that there is a high correlation between the items used in factor analysis and that the data conform to multiple normal distributions.

Both results show that the data are suitable for factor analysis.

Table 4.5. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.896
Bartlett's Test of Sphericity	Approx. Chi-Square	2895.363
	df	528
	Sig.	.000

The eigenvalues and variances of the 33-item Job Satisfaction Scale (JSS) are shown in Table 4.6. As a result of factor analysis, the eigenvalue of the 1-factor scale is 10.96, and the variance value is 30.96%.

Table 4.6. Core Values and Variances of the 33-Item Job Satisfaction Scale (JSS)

No	Eigenvalues	Variance (%)	Cumulative Variation (%)
1	10.217	30.96	30.96

The results of item factor loadings, reliability, and item-total correlation analysis of the 33-item Job Satisfaction Scale (JSS) are shown in Table 4.7. The 33-item Job Satisfaction Scale (JSS) item factor loads ranged from 0.363 to 0.695. The factor loading expected for each item is 0.03 and above. All factor loading values in this study were found to be relatively high.

As a result of the reliability analysis of the 33-item Job Satisfaction Scale (JSS), the α coefficient was 0.927. The α coefficient is expected to be above 0.70 on a good scale (Pallant, 2020). Accordingly, the reliability of the Job Satisfaction Scale used in the study was sufficient. Items with an item-total correlation value of 0.03 and above were included in the study. The total correlation of each item varied between 0.332 and 0.656.

Table 4.7. The Results of Item Factor Loadings, Reliability, and Item-Total Correlation Analysis of the 33-Item Job Satisfaction Scale (IMS)

Question No	Items	Factor Loadings	Item-Total Correlation	Cronbach's Alpha
JSS1	1- I believe I get a fair salary for the work I do.	0.695	0.655	0.927
JSS2*	2- My chances of getting promoted in my job are very low.	0.578	0.538	
JSS3	3- My supervisors are quite adept at doing their job.	0.501	0.459	
JSS4*	4- I am not satisfied with the benefits given to me.	0.503	0.466	
JSS5	5- I get the necessary recognition when I do a good job.	0.702	0.662	
JSS6*	6- Many of our rules and methods make it difficult to do our job well.	0.525	0.490	
JSS7	7- I like the people I work with.	0.438	0.400	
JSS8*	8- Sometimes I feel my job is meaningless.	0.472	0.439	
JSS9	9- Communication within the organization is quite good.	0.612	0.570	
JSS10*	10- Pay increases are low and quite infrequent.	0.555	0.511	
JSS11	11- People who do their job well have a higher chance of being promoted.	0.630	0.581	
JSS12*	12- My supervisors don't treat me fairly.	0.488	0.452	
JSS13	13- The benefits we receive are as good as those in other organizations.	0.572	0.530	
JSS14*	14- I don't believe my work is appreciated.	0.573	0.527	
JSS15*	16- I have to work harder because of the inefficiency of people	0.472	0.435	

Table 4.17. (cont.)

JSS16	17- I like tasks related to my job.	0.373	0.343	
JSS17*	18- The goals of the organization are not clear to me.	0.565	0.532	
JSS18*	19- I feel that the institution does not appreciate me considering the salary paid to me.	0.679	0.642	
JSS19	20- The people who work here progress as fast as in other organizations.	0.587	0.539	
JSS20	21- My supervisors care little about the feelings of the people working under them.	0.467	0.427	
JSS21*	22- The benefits we receive are fair.	0.692	0.656	
JSS22	23- Few rewards are given to people who work here.	0.681	0.639	
JSS23*	26- I often think that I am unaware of what is going on in the organization.	0.422	0.384	
JSS24*	27- I am proud to work here.	0.363	0.332	
JSS25	28- I am satisfied with the opportunities for a pay raise.	0.683	0.637	
JSS26*	29- Some benefits that should receive to us are not provided.	0.599	0.558	
JSS27	30- I like my supervisors.	0.612	0.573	
JSS28*	31- I do a lot of paperwork.	0.384	0.353	
JSS29*	32- I do not think that my efforts are properly rewarded.	0.646	0.605	
JSS30	33- I am satisfied with the opportunities for promotion.	0.675	0.628	
JSS31*	34- There's a lot of conflict and fighting at work.	0.479	0.446	
JSS32	35- I enjoy my work.	0.378	0.35	
JSS33*	36- Duties related to the work are not adequately explained.	0.436	0.405	

4.4. Job Satisfaction Scale (JSS) Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis (CFA) was conducted to evaluate the validity of the single factor structure that emerged as a result of the Exploratory Factor Analysis of the 33-item Job Satisfaction Scale. The results of the confirmatory factor analysis are shown in Table 4.8.

Acceptable fit values in the evaluation of the fit of the model in confirmatory factor analysis; $\chi^2/\text{sd}(\text{CMIN}/\text{DF})$ value between 0 and 5, RMSEA value between 0.05 and 0.08; RMR value between 0 and 0.10; NFI value between 0.90 and 1.00; CFI value between 0.95 and 1.00; GFI value between 0.85-0.90 and 1.00; GFI value between 0.85 and 1.00, SRMR, RMSEA, and RMR value less than 0.08 are shown as an acceptable fit (Schermelleh-Engel, Moosbrugger, & Müller, 2003:52; Karagöz, 2021). The goodness of fit indices, suitability, and the values obtained in the study are shown in Table 4.8.

Table 4.8. The Goodness of Fit Index Values of the 33-Item Job Satisfaction Scale (JSS)

Index	Acceptable Fit	Value of the Scale	Fitness Status of the Scale
$\chi^2/\text{sd}(\text{CMIN}/\text{DF})$	0.00-5.00	2.137	Acceptable Fit
GFI	0.85-1.00	0.740	Low fit
AGFI	0.85-1.00	0.710	Low fit
CFI	0.95-1.00	0.782	Low fit
RMSA	0.05-0.08	0.076	Acceptable Fit
RMR	0.05-0.08	0.071	Acceptable Fit
SRMR	<0.08	0.000	Acceptable Fit
NFI	0.90-1.00	0.661	Low fit

The 33-item Job Satisfaction Scale had an acceptable fit due to $\chi^2/\text{df}=2.14$ in CFA, an acceptable fit due to RMSA=0.076, and good fit values due to RMR=0.071 and SRMR=0.000. However, it had low fit levels due to GFI=0.740, CFI=0.782, AGFI=0.710, and NFI=0.661.

4.5. Socio-Demographical Characteristics of Participants Working in a Commercial Airline

The socio-demographic characteristics of the participants working in a commercial airline company are shown in Table 4.9.

Table 4.9. Socio-Demographical Characteristics of Participants Working in a Commercial Airline

Variable	Category	Frequency (N)	Percentage (%)
Gender	Female	119	59.5
	Male	81	40.5
Age	26-30 years old	49	24.5
	31-35 years old	80	40.0
	36-40 years old	50	25.0
	41 years and older	21	10.5
Marital Status	Single	96	48.0
	Married	104	52.0
Level of Education	High School	12	6.0
	Undergraduate	162	81.0
	Postgraduate	26	13.0
Professional Status	Cabin Attendant	141	70.5
	Cabin Supervisor	41	20.5
	Purser	18	9.0
Duty Term	0-5 years	44	22.0
	6-10 years	88	44.0
	11-20 years	68	34.0
	Total	200	100

200 people working in a commercial airline company participated in the study. The gender distribution of the participants was 59.5% female and 40.5% male. The age distribution of airline employees was 40.0% 31-35 years old, 25.0% 36- 40 years old, 24.5% 26-30 years old, and 10,5% 41 years old. The marital status distribution of airline employees was 52.0% married and 48.0% single. The education levels of airline employees were 81.0% undergraduate, 13.0% postgraduate, and 6.0% high-school graduate. The professional status of airline employees was as follows: 70.5% cabin attendants, 20.5% cabin supervisors, and 9.0% Pursers. The duty term of airline employees was as follows: 44.0% had 6-10 years, 34.0% had 11-20 years, and 22.0% had 0-5 years of professional seniority.

4.6. Descriptive Statistical Findings on Scales Applied to Employees of a Commercial Airline Company

Descriptive statistical findings regarding the scales applied to the employees of a commercial airline company are shown in Table 4.10.

Table 4.10. Descriptive Statistical Findings on Scales Applied to Employees of a Commercial Airline Company

Scales	N	Min.	Max.	Average or Total Score	SD
Internal Communication Scale	200	1.29	5.00	3.84	0.50
Job Satisfaction Scale	200	1.77	4.75	3.21	0.53

Min.: Minimum, Max.: Maximum, Mean: Mean, SD: Standard Deviation

The Internal Communication Scale (ICS) general score average applied to the employees of a commercial airline company was 3.84, the standard deviation value was 0.50, the minimum calculated value was 1.29, and the maximum calculated value was 5.00. A high score on the scale indicates a good level of internal communication. Accordingly, it can be concluded that internal communication is at a good level in the airline company where the scale is applied.

The overall score average of the Job Satisfaction Scale (JSS) applied to the employees of a commercial airline company was 3.21, the standard deviation value was 0.53, the minimum calculated value was 1.77, and the maximum calculated value was 4.75. A high score on the scale indicates a good level of job satisfaction. Accordingly, it can be concluded that job satisfaction is at a medium level in the airline company where the scale is applied.

4.7. Comparison of Internal Communication Scale and Job Satisfaction Scale Scores According to Socio-Demographical Characteristics of Employees of a Commercial Airline Company

The comparison of the scale scores of employees of a commercial airline company by gender distribution is shown in Table 4.11.

Table 4.11. The Comparison of Scale Scores of Employees of a Commercial Airline by Gender Distribution

Scales	Gender	N	Avg/Total	SD	t	s
Internal Communication Scale	Female	119	3.87	0.45	1.280	0.202
	Male	81	3.78	0.56		
Job Satisfaction Scale	Female	119	3.21	0.53	0.124	0.901
	Male	81	3.20	0.54		

**p<0.01, **p<0.05, t: Independent Sample T Test*

There was no significant difference in the Internal Communication Scale scores by the gender distribution of the employees of a commercial airline company ($p>0.05$). Although statistically insignificant, the internal communication scores of the female participants were slightly higher than the male participants.

There was no significant difference in the Job Satisfaction Scale score by the gender distribution of the employees of a commercial airline company ($p>0.05$). Although statistically insignificant, female participants had slightly higher job satisfaction scores than male participants. The comparison of the scale scores by the age distribution of the employees of a commercial airline company is shown in Table 4.12.

Table 4.12. The Comparison of Scale Scores by Age Distribution of Employees of a Commercial Airline

Scales	Age	N	Avg/Total	SD	F	s
Internal Communication Scale	26-30 years old	49	3.91	0.49	2.314	0.077
	31-35 years old	80	3.75	0.52		
	36-40 years old	50	3.83	0.47		
	41 years and older	21	4.02	0.45		
Job Satisfaction Scale	26-30 years old	49	3.28	0.53	2.159	0.094
	31-35 years old	80	3.14	0.49		
	36-40 years old	50	3.15	0.61		
	41 years and older	21	3.43	0.43		

There was no significant difference between the Internal Communication Scale scores by the age distribution of the employees of a commercial airline company ($p>0.05$). Although statistically insignificant, the internal communication scores of the employees aged 41 and over were slightly higher than those in the other age range.

There was no significant difference in the Job Satisfaction Scale scores by the age distribution of the employees of a commercial airline company ($p>0.05$). Although statistically insignificant, employees aged 41 and over had slightly higher job satisfaction scores than employees in other age ranges.

The comparison of scale scores by the marital status distribution of employees of a commercial airline company is shown in Table 4.13.

Table 4.13. The Comparison of Scale Scores by the Marital Status Distribution of Employees of a Commercial Airline Company

Scales	Marital Status	N	Avg/Total	SD	t	s
Internal Communication Scale	Single	96	3.83	0.56	-0.207	0.836
	Married	104	3.84	0.44		
Job Satisfaction Scale	Single	96	3.26	0.59	0.146	0.170
	Married	104	3.16	0.47		

There was no significant difference in the scores of the Internal Communication Scale by the marital status distribution of the employees of a commercial airline company. ($p>0.05$). Although statistically insignificant, the internal communication scores of married employees were slightly higher than those of single employees. There was no significant difference in the Job Satisfaction Scale scores by the marital status distribution of the employees of a commercial airline company ($p>0.05$). Although statistically insignificant, single employees had slightly higher job satisfaction scores than married employees. The comparison of the scale scores by the education levels of the employees of a commercial airline company is shown in Table 4.14.

Table 4.14. The Comparison of the Scale Scores by the Education Levels of the Employees of a Commercial Airline Company

Scales	Level of Education	N	Avg/Total	SD	F	s
	High School	12	3.89	0.35	0.234	0.792
Internal Communication Scale	Undergraduate	162	3.84	0.46		
	Postgraduate	26	3.78	0.71		
	High School	12	3.28	0.46	0.164	0.849
Job Satisfaction Scale	Undergraduate	162	3.20	0.53		
	Postgraduate	26	3.-23	0.60		

**p<0.01, **p<0.05, F: One Way Anova Test, Difference: Post Hoc Tests (Tukey-Games Howell)*

There was no significant difference in the Internal Communication Scale scores by the education levels of the employees of a commercial airline company ($p>0.05$). Although statistically insignificant, the internal communication scores of high school graduate employees were slightly higher than those with undergraduate and graduate degrees.

There was no significant difference in the Job Satisfaction Scale scores by the education levels of the employees of a commercial airline company ($p>0.05$). Although statistically insignificant, the job satisfaction scores of high school graduates were slightly higher than those with undergraduate and graduate degrees. The comparison of the scale scores of the employees of a commercial airline company by their professional status is shown in Table 4.15.

Table 4.15. The Comparison of the Scale Scores of the Employees of a Commercial Airline Company by their Professional Status

Scales	Professional Status	N	Avg/Total	SD	F	s
	Cabin Attendant	141	3.80	0.51	1.692	0.187
Internal Communication Scale	Cabin Supervisor	41	3.92	0.48		
	Purser	18	3.96	0.39		
	Cabin Attendant	141	3.18	0.54	1.785	0.171

Table 4.15. (cont.)

Job Satisfaction Scale	Cabin Supervisor	41	3.20	0.52		
	Purser	18	3.43	0.49		

* $p < 0.01$, ** $p < 0.05$, *F*: One Way Anova Test, Difference: Post Hoc Tests (Tukey-Games Howell)

There was no significant difference in the Internal Communication Scale scores by the professional status of the employees of a commercial airline company ($p > 0.05$). Although statistically insignificant, the internal communication scores of the participants in the Purser position were slightly higher than those of the participants working as flight attendants and cabin supervisors. There was no significant difference in the Job Satisfaction Scale scores according to the professional status of the employees of a commercial airline company ($p > 0.05$). Although statistically insignificant, the participants in the Purser position had slightly higher job satisfaction scores than those working as flight attendants and cabin supervisors. The comparison of the scale scores by the distribution of the duty terms of the employees of a commercial airline company is shown in Table 4.16.

Table 4.16. The Comparison of the Scale Scores by the Distribution of the Duty Terms of the Employees of a Commercial Airline Company

Scales	Duty Term	N	Avg/Total	SD	F	s	Difference
	0-5 years	44	3.85	0.60	0.567	0.568	-
Internal Communication Scale	6-10 years	88	3.80	0.47			
	11-20 years	68	3.88	0.45			
Job Satisfaction Scale	0-5 years ^A	44	3.39	0.52	4.408	0.013**	A>B
	6-10 years ^B	88	3.22	0.49			
	11-20 years ^C	68		0.56			

* $p < 0.01$, ** $p < 0.05$, *F*: One Way Anova Test, Difference: Post Hoc Tests (Tukey-Games Howell)

There was no significant difference in the scores of the Internal Communication Scale by the distribution of the duty term of employees of a commercial airline company ($p > 0.05$). Although statistically insignificant, the internal communication scores of the participants with a duty term of 11-20 years were slightly higher than those with a duty

term between 0-5 years and 6-10 years. There was a significant difference in the Job Satisfaction Scale score by the distribution of duty terms of the employees of a commercial airline company ($p < 0.05$). According to the results, the participants with a work term of 0-5 years had higher job satisfaction scores than those with a work term of 6-10 years.

4.8. Examining the Relationship Level between the Internal Communication Scale and the Job Satisfaction Scale

The examination of the relationship level between the Internal Communication Scale and the Job Satisfaction Scale is shown in Table 4.17.

Table 4.17. Examining the Relationship Level between the Internal Communication Scale and the Job Satisfaction Scale

Variables	Coefficient	ICS	JSS
Internal Communication Scale	r s	1	
Job Satisfaction Scale	r s	0.573** 0.000	1

***p < 0.01, r: Correlation coefficient, ICS: Internal Communication Scale, JSS: Job Satisfaction Scale*

There was a moderate, significant, and positive relationship between the Internal Communication Scale (ICS) scores and the Job Satisfaction Scale (JSS) scores of the employees of a commercial airline company ($p < 0.01$). According to these results, as the Internal Communication Scale (ICS) scores of the employees of a commercial airline company increase, the Job Satisfaction Scale (JSS) scores will also increase.

4.9. Examining the Effect of Internal Communications of Employees of a Commercial Airline Company on Job Satisfaction

This study examines the effect of the internal communications of the employees of a commercial airline company on their job satisfaction. In the model, Job Satisfaction Scale (JSS) was determined as the dependent variable, and Internal Communication Scale (ICS) was determined as the independent variable. The effect of these two

variables on each other was examined by simple regression analysis and is shown in Table 4.18. It was concluded that the relationship between internal communication and job satisfaction was linear and normal by looking at the histogram and Q-Q plot graphs of the residual values examined. In the regression analysis, the model was found to be statistically significant ($F(1,198) = 96.610, p < 0.01$). Internal communication levels of the employees of a commercial airline company represent 32.8% of their job satisfaction levels.

Table 4.18. Examining the Effect of Internal Communications of Employees of a Commercial Airline Company on Job Satisfaction

Variable	B	Std. Error	β (Beta)	t	s	% 95 Confidence Interval Top	Bottom
Stable	0.852	0.242		3.524	0.001	1.328	0.375
Internal Communication Scale	0.614	0.062	0.573	9.829	0.000	0.737	0.491

$R=0.573$ Adj. $R^2=0.328, F(1.198)=96.610, p=0.000, p<0.001$

Dependent Variable: Job Satisfaction Scale

The results of the regression analysis show that the internal communication levels of the employees of a commercial airline company had a significant effect on the level of job satisfaction. This model shows that as the internal communication levels of airline employees increase, their job satisfaction levels will also increase.

CHAPTER V

CONCLUSION

It has been observed that various subtopics mutually influence each other based on communication. The balance of communication in different fields also varies according to companies. This study provided the opportunity to observe the communication factors and feedback that affect business life. In line with the observations, it was seen that organizational communication had a supportive aspect and had a positive effect on job satisfaction among employees. In line with the results of the survey conducted in this workplace, an inference was made that there may be other factors that reduce job satisfaction. Because in this company, the internal communication rate is at average levels, there may be some improvement, but it cannot be said to be the main factor that drives job satisfaction. This result indicates that studies can be carried out in different directions in terms of job satisfaction in this company, for example; financial, administrative, crew planning and programming, awards, flight limits, rest hours, working hours etc.

The general score of ICS applied to the employees of a commercial airline company suggests that internal communication is at a good level in the commercial airline company where the scale is applied. However, the overall score of the JSS applied to the employees of the commercial airline company reveals that job satisfaction is at a medium level in the company in which the scale is applied.

The aforementioned study provides a comprehensive analysis of the intricate relationship between internal communication and job satisfaction within the context of a commercial airline company. The utilization of the Internal Communication Score (ICS) and the Job Satisfaction Score (JSS) as key metrics offers valuable insight into the dynamics of workplace satisfaction and its multifaceted determinants.

The findings of the study underscore the significance of organizational communication as a supportive element in the workplace. It is evident that while internal communication within the company is deemed to be at a commendable level, as reflected by the ICS, it does not solely dictate the overall job satisfaction among employees, which is reported to be at a medium level according to the JSS. This disparity suggests that there are other pivotal factors influencing job satisfaction that merit further investigation.

In this context, the study opens avenues for exploring various dimensions that could potentially augment job satisfaction. These include, but are not limited to, financial aspects, administrative support, crew planning, and programming, recognition, and awards, as well as regulations concerning flight limits, rest hours, and overall working hours. Such an exploration is crucial, as it can offer a more holistic understanding of the elements that contribute to employee contentment and efficiency in a high-stress and dynamic environment like that of a commercial airline.

Moreover, the study brings to light the importance of balancing different communication channels and strategies within an organization. While the average levels of internal communication are commendable, there is room for improvement, especially in aligning it more closely with factors that directly impact job satisfaction.

Certainly, building on the previous discussion, it is important to delve deeper into the nuanced aspects of job satisfaction in the context of a commercial airline company. The study's revelation that internal communication is not the sole determinant of job satisfaction necessitates a broader examination of workplace dynamics and employee well-being.

One of the key areas for further exploration is the role of financial incentives and rewards in employee satisfaction. In a highly competitive and physically demanding industry like commercial aviation, financial compensation, and benefits could play a significant role in enhancing job satisfaction. This aspect warrants a thorough investigation to understand whether the current compensation packages align with the industry standards and meet the employees' expectations.

Additionally, administrative support and leadership styles within the airline company emerge as critical factors. The leadership approach and the level of support provided by management can significantly impact employee morale and job satisfaction. An analysis of leadership styles, along with feedback from employees about their experiences with management, could provide valuable insights into potential areas for improvement in administrative practices.

Another crucial element is the consideration of work-life balance, particularly in terms of crew planning, flight limits, and rest hours. The demanding nature of airline jobs, often characterized by irregular hours and extensive travel, can take a toll on employees' physical and mental health. Thus, evaluating the existing policies related to work schedules and rest periods is essential to ensure that they support a healthy work-life balance, which in turn could positively affect job satisfaction.

Furthermore, recognizing and rewarding employee achievements through well-structured award programs could also enhance job satisfaction. Such programs can motivate employees, foster a sense of accomplishment, and create a more positive work environment.

In summary, this study has laid the groundwork for a comprehensive understanding of job satisfaction in a commercial airline context. Moving forward, it is imperative to adopt a multi-dimensional approach that encompasses financial aspects, administrative support, work-life balance, and recognition programs. This approach will not only contribute to higher job satisfaction but also the overall success and sustainability of the airline company in a competitive industry. Future research should therefore aim at developing and testing interventions in these areas to empirically establish their efficacy in enhancing job satisfaction.

In conclusion, this research not only highlights the complexity of job satisfaction within the airline industry but also opens up a discourse on the need for a more integrated approach to managing various facets of employee welfare and satisfaction. Future studies in this domain could focus on developing targeted strategies that address the identified gaps, thereby fostering a more conducive and satisfying work environment for airline employees.

The research titled "The Effects of Internal Communication on Job Satisfaction: Example of a Commercial Airline" significantly contributes to the academic literature by exploring the intricate relationship between internal communication and job satisfaction within a specific and dynamic sector. This study not only enriches the existing body of knowledge in organizational communication and job satisfaction but also provides a sector-specific insight that is particularly valuable in understanding the unique challenges and dynamics of the commercial airline industry.

One of the key contributions of this research is the empirical data it provides, drawn from a real-world commercial aviation setting. This adds depth and practical relevance to the theoretical frameworks surrounding internal communication and job satisfaction. By focusing on a commercial airline, the study bridges a gap in the existing literature, which has often overlooked the peculiarities of this high-stakes, safety-critical industry where communication is not just a matter of employee satisfaction but also operational safety and efficiency.

Furthermore, the study's methodological approach, including the use of specific tools like the Internal Communication Score (ICS) and Job Satisfaction Score (JSS), offers a nuanced way of quantifying and analyzing the impacts of communication on employee satisfaction. This methodological rigor enhances the study's validity and provides a template for future research in similar settings.

Additionally, the research makes a significant contribution through its comparative analysis with other sectors, as seen in the juxtaposition with Magdalena Korkosz's study in the pharmaceutical field. This comparative approach not only highlights the universality of certain organizational communication principles but also underscores the importance of context-specific strategies tailored to the needs of different industries.

Moreover, the study's findings on the non-linear relationship between internal communication and job satisfaction, particularly the idea that optimal communication does not necessarily equate to the highest levels of job satisfaction, challenge existing assumptions in the field. This contributes to a more sophisticated understanding of the

communication-satisfaction nexus, encouraging future researchers to explore more complex and potentially industry-specific dynamics.

In conclusion, "The Effects of Internal Communication on Job Satisfaction: Example of a Commercial Airline" is a valuable addition to the academic literature. It provides important insights for both scholars and practitioners in the fields of organizational communication, human resource management, and airline management. Its findings not only contribute to theoretical advancement but also offer practical implications for improving workplace communication and employee satisfaction in the highly specialized context of commercial aviation.

5.1. Comments about the Factors of the Survey

The aforementioned data on the distribution of Internal Communication Score (ICS) and Job Satisfaction Score (JSS) across various demographic parameters within the company provides insightful observations into the dynamics of workplace satisfaction and communication. While the study reveals no statistically significant differences in ICS and JSS scores when segmented by gender, age, marital status, and education level, the slight variations observed in each category merit a closer examination to understand their implications in an organizational context.

Firstly, the finding that gender does not significantly influence internal communication and job satisfaction scores is indicative of a potentially equitable work environment in terms of gender dynamics. However, the marginally higher scores among female participants in both scales, despite being statistically insignificant, might suggest subtle differences in perception or experience between genders. This could be an area for further qualitative research to explore if these marginal differences are indicative of underlying factors that might not be immediately apparent through quantitative measures alone.

In terms of age distribution, the observation that employees aged 41 and over scored slightly higher in both scales, again without statistical significance, raises questions about the possible correlation between age, experience, and workplace satisfaction. It could be hypothesized that accumulated work experience and possibly more stable

personal circumstances could contribute to these slightly higher scores. Further research could explore how different age groups perceive job satisfaction and internal communication, potentially leading to more targeted strategies in employee engagement and communication.

The comparison based on marital status offers intriguing insights. The marginally higher ICS among married employees might suggest a correlation between marital stability and workplace communication, perhaps reflecting a more settled personal life translating into better workplace communication. Conversely, the slightly higher JSS among single employees could be attributed to different life priorities or lesser personal responsibilities, potentially impacting their job satisfaction levels. These nuances point to the complexity of personal life circumstances influencing professional experiences, warranting a more nuanced exploration of how personal and professional domains intersect.

Finally, the observation that high school graduates scored slightly higher than their more educated counterparts in both scales, though statistically insignificant, challenges common assumptions about the correlation between educational level and job satisfaction. This could indicate that job satisfaction and communication efficacy are influenced more by practical workplace experience and less by formal education levels. This might prompt a reevaluation of the emphasis placed on formal education in job roles and encourage a broader understanding of skill sets and experiences that contribute to employee satisfaction and effective communication.

In summary, while the lack of statistical significance in these findings suggests a broadly consistent experience across different demographic groups within the company, the slight variations observed hint at a complex interplay of personal and professional factors influencing job satisfaction and internal communication. These findings provide a valuable foundation for future research to explore these nuances in greater depth, ultimately contributing to a more holistic understanding of employee satisfaction and communication dynamics within the organization.

The comparative analysis of the Internal Communication Score (ICS) and Job Satisfaction Score (JSS) among employees of the company, when segmented by

professional status and duty term, provides nuanced insights into the relationship between workplace role, tenure, and employee satisfaction and communication. Furthermore, the observed correlation between ICS and JSS scores offers significant implications for organizational practices and employee engagement strategies.

Firstly, the slight, albeit statistically insignificant, higher scores in both ICS and JSS among Purser compared to flight attendants and cabin crew, could be reflective of the increased responsibilities and autonomy associated with the Purser role. This might suggest that roles with greater responsibility or seniority potentially foster a sense of better communication and satisfaction. However, since the differences are not statistically significant, this observation should be interpreted with caution. It does, however, open an avenue for further investigation into how job roles and the associated responsibilities within the airline industry impact employee perceptions of communication and satisfaction.

In terms of duty terms, the study interestingly reveals that employees with a duty term of 11-20 years exhibit slightly higher ICS scores compared to their counterparts with shorter duty terms. This could imply that longevity in the company may contribute to a more nuanced understanding and better navigation of internal communication channels. However, the lack of statistical significance in this difference suggests that tenure alone is not a determining factor in effective internal communication. On the other hand, the significant difference observed in JSS scores, with newer employees (0-5 years) reporting higher satisfaction than those with 6-10 years of service, is particularly noteworthy. This could indicate a 'honeymoon effect' where newer employees feel more enthusiastic and satisfied, a trend that appears to diminish with more years of service. This finding warrants a deeper exploration into the factors that contribute to job satisfaction at different stages of an employee's career within the company.

The moderate, significant, and positive correlation between ICS and JSS scores is a critical finding of the study. This relationship underscores the importance of effective internal communication in enhancing job satisfaction. It suggests that efforts to improve communication within the company could have a beneficial impact on overall employee satisfaction. This correlation is particularly relevant in the context of an

airline company, where effective communication is essential not just for employee satisfaction but also for safety and operational efficiency.

In conclusion, while the study finds no significant differences in ICS and JSS scores when analyzed through the lenses of professional status and duty term, the slight variations observed and the significant positive correlation between internal communication and job satisfaction highlight the complexity of these relationships. These findings suggest that airline companies should consider both the role and tenure of their employees in their strategies to enhance communication and job satisfaction. Further research in this area could provide more definitive insights, potentially guiding more tailored and effective employee engagement and communication strategies within the industry.

5.2. Limitations of the Study

The acknowledgment of the limitations in this study is an essential aspect of maintaining the integrity and academic rigor of the research. One of the primary limitations, as mentioned, is the novelty of the study's subject within the field of aviation. This scarcity of precedent studies presents both a challenge and an opportunity. The challenge lies in the difficulty of benchmarking or contextualizing findings within an established body of research, as comparative analysis with similar studies is limited. However, this also positions the study as a pioneering contribution to the field, offering a foundation upon which future research can be built. By addressing a relatively unexplored area, this study not only fills a gap in the existing literature but also opens new avenues for further investigation and discussion.

Another notable limitation is the constraints encountered during the survey process. Conducting the survey exclusively with certain cabin crew members immediately after their flights might have introduced biases or affected the responses due to factors such as post-flight fatigue or time constraints. The exclusion of cockpit members from the survey due to procedural limitations is another significant constraint, as it potentially omits valuable insights from a key demographic within the airline industry. Including cockpit members could have provided a more comprehensive understanding of

internal communication and job satisfaction across different professional roles within the airline.

Furthermore, the timing and method of survey administration are critical factors that can influence the quality and reliability of the data collected. Future studies might benefit from a more diversified approach to data collection, including a wider range of employee roles and potentially different timings or settings for administering the survey.

In conclusion, while these limitations present certain challenges in terms of the breadth and depth of the study, they also underscore the importance of this research in breaking new ground in aviation studies. Future research in this area can build upon these initial findings, addressing the identified gaps and expanding the scope of inquiry. This study, therefore, not only contributes valuable insights into the field but also sets a precedent for more comprehensive and inclusive research in the future.

5.3. Comparison with a Similar Study

The juxtaposition of the current study with Magdalena Korkosz's research on 'Investigating the Relationship Between Organizational Communication and Job Satisfaction' in an Irish-owned pharmaceutical contract packaging company, provides an enriching perspective on the broader theme of internal communication and job satisfaction across diverse sectors. Although a direct sectoral comparison is not feasible due to the distinct nature of the aviation and pharmaceutical industries, the parallel drawn between these studies is invaluable in understanding the universal aspects of organizational communication and its impact on job satisfaction.

Both studies underscore the pivotal role of internal communication in shaping job satisfaction, albeit manifesting differently in the respective sectors. Korkosz's study highlights a direct correlation between enhanced job satisfaction and increased productivity among employees. This finding is particularly relevant in the pharmaceutical sector, where efficiency and precision are paramount. In contrast, the present study in the aviation sector reveals that average levels of communication are optimal for job satisfaction, which in turn positively influences customer satisfaction.

This difference underscores the unique operational and customer engagement dynamics of the airline industry, where employee satisfaction directly impacts customer experiences and service quality.

The divergence in outcomes of these studies – productivity in the pharmaceutical sector and customer satisfaction in the aviation sector – is indicative of the varying priorities and success metrics in different industries. It also reflects how internal communication strategies need to be tailored to align with specific sectoral requirements and objectives.

For future researchers exploring the link between organizational communication and job satisfaction, these studies collectively offer a rich comparative framework. They demonstrate that while the fundamental relationship between internal communication and job satisfaction is consistent across sectors, the manifestations and implications of this relationship can vary significantly. This variance highlights the necessity for sector-specific approaches when investigating and implementing communication strategies.

In essence, both studies contribute to a deeper understanding of the critical role of effective internal communication in fostering job satisfaction and its subsequent impact on either productivity or customer satisfaction, depending on the sector. This knowledge is crucial for organizations aiming to enhance their internal communication strategies, tailor them to their specific industry needs, and understand their broader implications on organizational performance and success.

5.4. Future Benefits of the Study

The conclusion that this study holds significant potential for contributing to the existing body of literature on organizational communication and job satisfaction is well-founded, particularly given the scarcity of research specifically focused on these dynamics within the commercial aviation sector. Its relevance extends beyond academic circles, offering practical insights and strategies that can be leveraged by commercial aviation companies to enhance their internal communication and, by extension, employee job satisfaction.

One of the key contributions of this study is the emphasis on inclusive and diverse feedback channels. By advocating for the involvement of a broader range of employees in feedback mechanisms, the study underscores the importance of capturing a wide array of perspectives and experiences within the company. This approach not only democratizes the feedback process but also ensures that the strategies developed for improving internal communication are grounded in the real-world experiences and needs of employees across different roles and functions within the organization.

Moreover, the suggestion to employ innovative applications for facilitating accessible feedback is particularly pertinent in the contemporary digital age. Such technological solutions can streamline communication processes, making them more efficient and engaging for employees. The use of digital platforms and tools can cater to the diverse communication preferences of a modern workforce, enhancing the reach and effectiveness of internal communication initiatives.

Lastly, the study's focus on the relationship between organizational notions and job satisfaction is a crucial area of exploration. It highlights the potential of effective internal communication in shaping employees' perceptions and attitudes towards the organization. By fostering a culture of open and effective communication, companies can positively influence their employees' engagement, morale, and overall job satisfaction. This, in turn, can have a ripple effect on various aspects of organizational performance, including productivity, customer satisfaction, and employee retention.

In conclusion, the implications of this study are multifaceted and extend well beyond the theoretical contributions to academic research. It offers practical recommendations that commercial aviation companies can implement to enhance their internal communication strategies. The insights derived from this research can guide these companies in creating more engaged, satisfied, and productive workforces, ultimately contributing to the overall success and sustainability of the organization in a highly competitive industry.

5.5. Recommendations

The findings of this study, establishing the positive impact of satisfying internal communication on job satisfaction, particularly in high-stakes sectors like aviation, offer valuable insights for enhancing organizational success. Based on these results, several strategic recommendations can be formulated for both employers and employees within commercial companies, such as those in the airline industry.

First and foremost, there is a critical need for both parties to acknowledge and prioritize the importance of healthy, effective communication. This is not merely about the frequency of interactions but more about their quality and efficacy. Organizations should invest in training programs and workshops that focus on enhancing communication skills. Such initiatives could include conflict resolution techniques, active listening skills, and empathetic engagement strategies. These skills are pivotal in navigating the complexities of workplace dynamics and can light the way during challenging communication scenarios, fostering a more harmonious and productive work environment.

Secondly, the correlation between internal communication and job satisfaction should be a key consideration in organizational strategies. Employers need to understand that effective communication is a cornerstone of job satisfaction, which in turn drives employee motivation and performance. This involves not only top-down communication but also creating avenues for bottom-up feedback, ensuring that employees feel heard and valued. Implementing regular surveys, feedback sessions, and open forums can be instrumental in achieving this. Additionally, tailoring communication styles to meet the diverse needs of different teams and departments within the organization can also significantly enhance job satisfaction.

Lastly, the study underscores the evolving nature of employee expectations over time. To sustain success, it is crucial for companies to continuously monitor and adapt to these changing needs. This includes not only monetary compensation and career advancement opportunities but also aspects like work-life balance, recognition, and personal development. Employers should conduct regular assessments of employee satisfaction and be proactive in adapting their strategies to meet these evolving

expectations. This might involve revisiting policies, introducing new benefits, or altering communication strategies to align with the current workforce's preferences and needs.

In conclusion, the study provides a roadmap for companies in the aviation sector and beyond to enhance their internal communication strategies, thereby improving job satisfaction and driving organizational success. By focusing on effective communication skills, acknowledging the impact of internal communication on job satisfaction, and adapting to the changing expectations of employees, companies can create a more engaged, motivated, and high-performing workforce.



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