

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

MASTER THESIS

**CABIN CREW PERCEPTION OF AIR RAGE AND
UNRULY PASSENGERS**

ASLI PINARBAŐI

**THESIS SUPERVISOR
PROF. EKREM TATOĐLU**

ISTANBUL, 2021

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**CABIN CREW PERCEPTION OF AIR RAGE AND
UNRULY PASSENGERS**

by

ASLI PINARBAŐI

**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

PROF. EKREM TATOĐLU

ISTANBUL, 2021

APPROVAL PAGE

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

Thesis Jury Members

Title - Name Surname

Opinion

Signature

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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.

Date of Submission

Seal/Signature

ACADEMIC HONESTY ATTESTATION

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

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Signature:



ÖZ

KABİN EKİBİ AÇISINDAN HAVA ÖFKESİ VE KURAL TANIMAZ YOLCU ALGILAMASI

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Hava öfkesi (Air Rage) uçak seyahati esnasında yolcunun aşırı siniri ve kural dışı davranmasına, kontrolünü kaybetmesine ve düzen bozucu hareketlerde bulunmasına denir. Dünya’da ve ülkemizde hava taşımacılığının önemi ve kapsamı gün geçtikçe artmaktadır. Artan trafik ve yolcu sayısı, havayolu çalışanları üzerinde, modern hayatın getirdiği strese eklenmektedir. Artan sayıdaki Hava Öfkesi olayları da, özellikle kabin personeli açısından oldukça sıkıntı yaratan bir durumdur. Uçuş emniyeti ve yolcuların varacakları yere güvenli ve konforlu bir şekilde ulaştırmak açısından düzen bozucu yolcular önceden fark edilmeli ve olay daha başlamadan önüne geçilmelidir. Ülkemizde eksikliği hissedilen bu alanda yapmış olduğum çalışma kural dışı yolcu yaklaşımlarını, Hava Öfkesi ’ne neden olan faktörleri ve kabin personelleri üzerinde etkisini incelemeyi amaçlamaktadır. Bu çalışmayla konu hakkında farkındalık yaratmak ve bu sayede gittikçe artan Hava Öfkesi vakalarının en aza indirilmesine yardımcı olmak hedeflenmiştir. Araştırmayı nicel bir sonuca dayandırmak için dört bölümden oluşan bir anket hazırlanmış, Google Forms üzerinden kabin personellerine gönderilmiştir. 216 katılımcının cevapları aynı metotla alınmış ve toplanan veriler IBM SPSS programı ile araştırma metotları kullanılarak incelenmiştir. Sonuç olarak Hava Öfkesi ‘ne sebep olan etkenler saptanmış, eğitim düzeyi ile Hava Öfkesi algısının daha fazla geliştiği gözlemlenmiş, Hava Öfkesi’nin Tükenmişlik ve Örgütsel Bağlılığa etkileri olduğu saptanmıştır.

Anahtar Kelimeler: Hava Öfkesi, Kabin Görevlisi, Örgütsel Bağlılık, Sivil Hava Taşımacılığı, Tükenmişlik



ABSTRACT

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Air Rage is the unruly acts of distraught passengers that leads to loss of control and the disturbance of order during air travel. The importance and the scope of air transportation is increasing with each passing day. Meanwhile, increasing air traffic and air passengers along with increases in aviation employees, has increased modern day stresses associated with the industry. Recent Air Rage cases are nettlesome specifically to Cabin Crew. In order to maintain flight safety and to provide safe and comfortable travel to passengers to their destinations, unruly passengers should be identified and the case should be prevented before it takes place. There is a necessity for and yet a lack of such studies in Turkey, this study aims to analyse the phenomenon of unruly passenger, the factors causing Air Rage and its impacts on Cabin Crew. It is intended to create an awareness on the issue and to minimize the increasing Air Rage cases. The research is based on a quantitative result, a 4-chapter survey was created and was distributed to Cabin Crews via Google Forms. The responses of 216 Cabin Crew were received in the same way and the data was analysed with IBM SPSS program and research methods. As a consequence, factors causing Air Rage have been identified, the higher level of Air Rage related to the level of education has been observed and the impacts of Air Rage on Burnout and Organizational Commitment has been noticed.

Keywords: Air Rage, Burnout, Cabin Crew, Civil Air Transportation, Organizational Commitment

DEDICATION

My thesis is dedicated to my lovely husband Ahmet Pınarbaşı for his endless support, encouragement and patience.



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I wish this study will help Cabin Crew and aviation community.

Aslı PINARBAŐI
ISTANBUL, 2021

TABLE OF CONTENTS

ÖZ	iv
ABSTRACT	vi
DEDICATION.....	vii
ACKNOWLEDGEMENT	viii
LIST OF TABLES	xi
LIST OF FIGURES	xii
LIST OF SYMBOLS AND ABBREVIATIONS	xiii
CHAPTER I INTRODUCTION.....	1
1.1. Introduction to the Problem	1
1.2. Background.....	1
1.3. Significance of the Study	4
1.4. Purpose of the Study	5
CHAPTER II REVIEW OF LITERATURE	6
2.1. History of Civil Aviation	6
2.2. History of the Flight Attendant	8
2.3. Air Transportation Today	9
2.4. Air Rage and Crew.....	14
2.5. Identifying and Controlling Unruly Passengers.....	17
2.6. Causes of Air Rage	22
2.6.1. Airline Role in Air Rage	27
2.6.2. Role of the Passenger	39
2.7. Legal Aspect on Air Rage.....	40
2.8. Organizational Commitment.....	42
2.9. Burnout	44
2.10. Hypothesis Development	47

CHAPTER III METHODOLOGY	48
3.1. Research Method	48
3.2. Population	48
3.3. Data Sources	48
3.4. Instrument Design.....	49
CHAPTER IV RESULTS AND DISCUSSION	50
4.1. Demographics	50
4.2. Data Analysis	52
4.2.1. Air Rage Causes	52
4.2.2. Burnout Effect.....	53
4.2.3. Organizational Commitment Effect	55
CHAPTER V SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	64
REFERENCES.....	72
APPENDIXES	77
APPENDIX A	78
APPENDIX B.....	79
APPENDIX C	81
CURRICULUM VITAE.....	86

LIST OF TABLES

Table 2.1. The Largest 20 International Airports by Passenger Numbers	12
Table 2.2. Changes in Some Factors Throughout Air Transportation	23
Table 2.3. Reasons of Stresses for an Air Passenger	24
Table 2.4. Delay Reasons in USA, Between 2004-2019	32
Table 2.5. Seat Pitch and Seat Width Changes by Years in USA.....	34
Table 2.6. Seat Pitch and Width Comparison	35
Table 4.1. Percentages in Demographic Answers.....	50
Table 4.2. Air Rage Causes Descriptive Analysis	52
Table 4.3. Air Rage Effect on Burnout	53
Table 4.4. Organizational Commitment of Cabin Crew	55
Table 4.5. Factor Analysis of Air Rage Causes (Rotated Component Matrix).....	57
Table 4.6. Air Rage Case Frequency	58
Table 4.7. Level of Education and Air Rage.....	59
Table 4.8. Level of Experience and Air Rage.....	59
Table 4.9. Effect of Air Rage Case Frequency on Burnout	60
Table 4.10. Air Rage Case Frequency and Organizational Commitment.....	60
Table 4.11. Level of Education and Burnout Relation	61
Table 4.12. Marital Status and Organizational Commitment	61
Table 4.13. Pearson Correlation Analysis of Air Rage – Burnout – Organizational Commitment.....	62
Table 4.14. Regression Analyze of the Precursor Effect of Burnout and Organizational Commitment over Air Rage	63
Table 4.15. ANOVA of Burnout and Organizational Commitment over Air Rage ..	63
Table 4.16. Correlation of Variables.....	64

LIST OF FIGURES

Figure 2.1. Early Intercontinental Air Routes 1930s	7
Figure 2.2. Busiest Air Travel Routes.....	11
Figure 2.3. Layers for a Successful Air Transportation	13
Figure 2.4. Delays and On-time Departures in USA, between 2004-2019.....	31
Figure 2.5. The Reasons for Baggage Delays	38
Figure 2.6. Types of Organizational Commitment	43
Figure 2.7. Hypothesis Development.....	47



LIST OF SYMBOLS AND ABBREVIATIONS

ABP	Able Bodied Passenger
ASA	Air Service Agreement
ATAG	Air Transport Action Group
DOT	Department of Transportation
GDP	Gross Domestic Product
HEPA	High-Efficiency Particulate Air
IATA	The International Air Transport Association
ICAO	International Civil Aviation Organization
LCC	Low-Cost Carrier
MBI	Maslach Burnout Inventory
OTP	On-time Performance
PIC	Pilot in Command
SARS	Severe Acute Respiratory Syndrome
SCC	Senior Cabin Crewmember
SOP	Standard Operation Procedures
VLCC	Very Large Crude Carrier
WHO	World Health Organization

CHAPTER I

INTRODUCTION

1.1. Introduction to the Problem

One of the most feared subjects of a society is violence and it has been an increasing concern in the last decades all over the world. The complexity of violence is also increasing. Violence has been defined as:

The intentional use of physical force or power, threatened or actual, against oneself, another person, or against a group or community, that either results in or has a high likelihood of resulting in injury, death, psychological harm, maldevelopment or deprivation (Krug, Etienne G.; Dahlberg, Linda L.; Mercy, James A.; Zwi, Anthony B.; Lozano, 2002)

Violence has many different types and one of them occurs as “Air Rage” and it has been a phenomenon for the last decades. Air Rage is an act of an unruly, disruptive and irrational passenger, during flight travel (IATA, 2012). The definition for disruptive passenger has been stated as “A passenger who fails to respect the rules of conduct at an airport or on board an aircraft or to follow the instructions of the airport staff or crew members and thereby disturbs the good order and discipline at an airport or on board the aircraft” by ICAO. (International Civil Aviation Organization (ICAO), 2002b). Those behaviors can damage assets or even harm flight crew and/or other passengers. Air Rage has been considered as a behavior disorder and a psychological sickness since the beginning of the new millennium.

1.2. Background

Air Rage was not a common concern for airlines and passengers in early 1990s. Even though some incidents happen, the aviation community couldn't name this issue. Without naming it, it was not easy to handle this issue. All incidents were being treated as separate incidents and not much preventive actions were taken. But while the number of air passengers were increasing, air Rage incidents began to increase as well.

In some serious situations, which will be studied in this research, safety of the flight was jeopardized or security of crew/passengers were endangered. With the media more involved, air Rage has been revealed to the public and airlines have started to take action to prevent it from happening (Hunter, 2009).

Air Rage can take two different forms; silent or explosive Air Rage. Silent Air Rage focuses on personal mental traits and it is kept private from the public for personal reasons. Explosive Air Rage aims to attract public attention through yelling, complaining, and sometimes with verbal/physical assaults (James, 2014).

Several causes have been identified as potential triggers for air Rage. Factors such as mental instability, addictions or emotional condition can be personal. Physical and administrative restrictions such as security checks, long boarding lines, luggage limitations, crowded cabin environment, business/economy class segregation and alcohol and smoking restrictions can be also considered as causes for air Rage.

The way of expressing air Rage can take many different forms according to the nature of the situation. According to IATA Guidance (IATA, 2012) unruly behaviors on-board are listed as;

- Illegal consumption of narcotics;
- Refusal to comply with safety instructions; (examples include not following Cabin Crew requests, e.g., instructions to fasten a seat belt, not to smoke, turn off a portable electronic device or disrupting the safety announcements)
- Verbal confrontation with crew members or other passengers;
- Physical confrontation with crew members or other passengers;
- Uncooperative passenger (examples include interfering with the crew's duties, refusing to follow instructions to board or leave the aircraft);
- Making threats (includes all types of threats, whether directed against a person, e.g., threat to injure someone, or intended to cause confusion and chaos, such as statements referring to a bomb threat, or simply any threatening behavior that could affect the safety of the crew, passengers and aircraft);
- Sexual abuse / harassment; and
- Other type of riotous behavior. (examples include: screaming, annoying behavior, kicking and banging heads on seat backs/tray tables)

Air Rage incidents have been popular recently on media and social media. The variety of the incidents ranges from verbal attacks to serious injuries to the Cabin Crew. Some examples of such incidents include:

- One of the first incidents recorded in 1947 when a drunk passenger attacked a Cabin Crew member and a passenger on a flight from Havana to Miami (Hunter, 2009).
- On July 14, 1997 two passenger asked to Cabin Crew to change their seats and they were rejected because of the unavailability of other seats. The unsatisfied passengers grabbed hot coffee pots and poured them over the flight attendant and caused second and third-degree burns on the attendant. After landing safely, the assailant passengers were captured and received 2-3 year sentences (Hester, 2000).
- A passenger on a British Airways flight tried to harass a Cabin Crew by attempting to kiss the member of the Cabin Crew. He was assumed to be drunk and was asked to be seated. But he kept on having aggressive behaviors towards the crew and he was eventually held down. However, the captain decided to divert the plane. After landing the passenger was fined. (BBC, 1998)
- In an extreme incident, a young passenger became unruly during a flight and was eventually restraint. Somehow, he managed to get free and rushed into the cockpit. He was taken out of cockpit with great difficulty and with the help of other passengers and he may have been injected with a drug to calm him down. The pilots decided to land and diverted to New York. But by the time they landed, the passenger was dead, reportedly because of alcohol and injection mixture (Martinez, 2003).
- A flight was diverted from Jamaica to Bermuda when a couple displayed continuous unruly behaviors. According to some crew, the couple was already intoxicated before boarding and they were arguing loudly with the gate personnel. During boarding they had a quarrel with another passenger about the space for the bags. During the flight, the couple said that they had sex in the lavatory twice. When the cabin lights illuminated due to turbulence, crew warned them to return to their seats, which they refused and had a lap dance on a cabin attendant seat. They were refused service of more alcohol due to their unruly and aggressive behaviors. They even assaulted the Cabin Crew who tried to read them the airline's yellow card as a warning.

After being sent to their country, they were charged with endangering the safety of a flight. (BBC, 2007)

- During a flight from Munich to New York on Lufthansa, a passenger displayed behaviors that threatened flight safety. The jet had to land in Dublin and the passenger was captured and brought to court. He was charged with 3 different offences against Air Transportation (Dunne, 2014).
- A couple on an Air Asia flight assaulted a Cabin Crew member by pouring hot water on the crew member. After the pilot's decision to return to the airport, the couple was arrested but this caused a 5-hour delay to the new take off. According to the reports an argument had started during boarding and the assault action took place during the meal and beverage service (Kokpit Aero, 2014).
- On a Frontier Airlines flight, a man who was seated between two women, started asking questions to one of them about her sexual life and harassed the other one while she was asleep. The unruly passenger was asked to move to an empty seat, which he accepted unwillingly. The man didn't stop his aggressive behaviors and peed on the seat in front of him, according to another passenger, who took photographs of the man. After landing the man was arrested and fined 25,000 USD (Dillon, 2018).
- A passenger on an Alaska Airlines flight from New York to Los Angeles, wanted to use the first-class restrooms since the economy restrooms were occupied. He got angry and started behaving combative and unruly when he was denied to use the first-class restrooms. After his verbal threats, he was restrained and was arrested after a diverted landing to Kansas City (Puhak, 2019).

1.3. Significance of the Study

These reported incidents show that both airline companies and passengers suffer from Air Rage. In most cases pilots decide to divert to an unexpected airport for the safety of the flight. Even though the plane lands safely –thankfully- to the new destination, it costs more than a regular flight. To compensate the costs, companies ask the “unruly” passenger to pay, which can go up to a thousand times the price of the original tickets.

The other effected parties are the passengers. The flight, which might be already an unpleasant one, gets worsened by an unruly passenger. Serious incidents annoy fellow passengers and might physically or mentally harm them. Even in the cases that the safety and security is not endangered, their comfort zones are being disturbed.

The increase in such behaviors in recent years has forced airline companies to find solutions to try and minimize them.

1.4. Purpose of the Study

Such an important and effective problem is a huge threat for safety and security of a flight operation. Experiences Air Rage cases are increasing with the increase in flight operations. The results of a possible threat can vary from verbal acts to a divert or even to loss of control of flight. The best solution to avoid Air Rage is to prevent and take measurements. However, the lack of related studies in Turkey do not provide enough vision and priority to companies and crews. This study aims to create an awareness and shed light to all counterparts of civil air transportation; airlines, airports, ground personnel, mechanics and Crew, especially Cabin Crew.

CHAPTER II

REVIEW OF LITERATURE

2.1. History of Civil Aviation

Even though many think that the first flight was on 1903 by Wright Brothers, the idea of flying dates way back in history. The earliest trials were done by hot-air balloons in the eighteenth century. The first successful flight was conducted in 1783 and its duration was 25 minutes. This idea was followed by many different ways of flying such as rotors, monoplane manned gliders, airships, planophore, and gliders. But it was Wright Brothers who had the honor to achieve the first powered and controlled flight in history on December 17, 1903. This success was followed by many contemporaries and the age of flying people had started(Whiteman, 2013). During the First World War, the importance of air power was well understood and the aviation industry took a big step. After the war, aircraft companies focused on the process of converting bombers into commercial airplanes and paved the way for air transportation (Torenbeek & Wittenberg, 2009).

Aviation was limited during World War I and it was used mainly for military interests. But the expansion of the aircraft designing and airframe construction knowledge allowed companies build better aircrafts. Now, the aircrafts could fly more than 300 kilometers per hour and had a range of more than 2,400 kilometers. In this new era, the airline industry was supported by governments to foster airmailing. Fast transportation of goods and money helped the emergence of multinational companies. By 1930s, air transportation allowed far distances to be accessed (Figure 2.1).

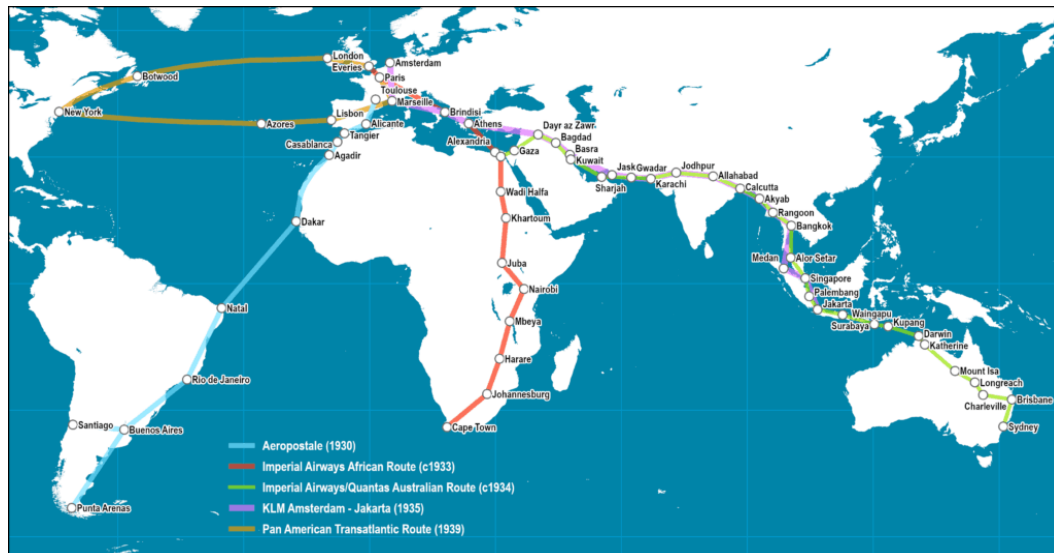


Figure 2.1. Early Intercontinental Air Routes 1930s

Although the number of flights were increasing, air transport was not the most popular transportation. But the progress during World War II in aviation such as facilities, trained manpower and the rapid development of aviation technology such as radars and navigation systems augmented air transportation. In 1958, Boeing 707 was the first jetliner that succeeded in flying, from New York to Paris. The use of jetliners in aviation doubled the air transport speed, lowered the fares and developed the efficiency. This development connected more people and areas which led to low costs and the emergence of new companies. With the rise of the jetliners, the amount of people transported and the range of flights increased. While a Boeing 707 could seat 134 passengers, a Boeing 747 could seat 366. This improvement allowed companies to lower their fares to reasonable prices for a wider range of passengers. During the 1960s and 1970s, visionary companies sought ways to gain more passenger with low fares that opened a new area later on called Low-Cost Carrier (LCC). On the other hand, there were failed trials like Concorde. Concorde could fly supersonic but the fuel required to operate the jet was not economically viable. Concorde was a successful jet with the speed, but was a failure in the commercial airline industry. The developments in the wings, engines and the airframe introduced more efficient jets such as Boeing 777, Airbus A330 and Airbus A350, in the following decades that led to lower fuel consumptions and more passengers. A critical turning point was the introduction of the double-decked jets like Airbus A380 and Boeing B787. These jets paved the way for increasing the number of long distance flights. This increase caused airlines to

focus on finding more effective methods to build their route planning. New routes and hubs allowed more people to use air transport efficiently, safely and economically. This is because of the speed and the distance of the transport.

2.2. History of the Flight Attendant

The history of flight Cabin Crews goes back to 1922. Daimler Airways of Britain was the first company to employ personnel in the cabin. Initially it was only male personnel with the title ‘steward’ or ‘cabin boy’ who served as a cabin attendant (Çolak, 2018). The role of male Cabin Crew in an aircraft was to help passengers while boarding with their luggage, to serve newspaper and to take care of postal documents.

Male Cabin Crew – stewards’/cabin boys – served a long time in the aviation industry. In the year 1930, Boeing Transport Company actualized the idea of female cabin attendants with Ellen Church. The first cabin attendant was originally a nurse. The underlying reason to employ a nurse as a cabin attendant was to make the passengers feel more comfortable and safe. With this idea, there was one more duty for the cabin attendant in their job description (Barry, 2007).

The first flight with a female cabin attendant was from Oakland to Chicago. It was a Boeing 80A aircraft and the duration of the flight was 20 hours. Fourteen passengers were transported to 13 different stops. Ellen Church used to fly around 100 hours per month and had a salary of 1 dollar per hour (Wired, 2008). After Ellen Church, the company hired 7 more female Cabin Crew. The requirements to be employed as a flight nurse were to be fit and attractive in physical appearance and to be single. The “being single” requirement caused first female cabin attendants to serve 2-3 years in average. Cleaning the cabin, helping to refuel and towing the aircraft to the hangar was their duties which differs from today’s responsibilities. Even if they were nurses, they were not using their professional health knowledge very often. Most of their nursing experience was used to deal with airsick passengers and passengers who were fearful of flying (Çolak, 2013).

Eastern Airways (1931), American Airlines (1933), Transworld Atlantic (1933), Swissair (1934), Air France (1935), Western Airlines (1935), KLM Airways (1935), Braniff Airways (1937) and Lufthansa (1938) were the companies that followed

Boeing Air Transport Company to employ female cabin attendants, mainly as nurses, with the title “hostess”.

The 1960s were the years that the female cabin attendants were considered to be “fashion icons”. It was a great challenge for airlines over the types of uniforms to be used and sexism was on the front burner. By the 1970s, the perception of cabin attendants started to evolve all over the world. There was reaction against the sexist approach in the aviation community. Both men and women started to work together independent from the marital status. The skies became more democratic and left behind the focus on the femininity of the cabin attendants. On 31 May 1980, cabin attendants were recognized as a professional job. Since then, 31 May has been celebrated as “International Cabin Attendant Day” (Yılmaz, 2018).

2.3. Air Transportation Today

The increase in the income levels in the general population and the increase in the production of transportation vehicles encouraged more people to travel in supply-demand relation. The main transportation methods for people and goods are by land (road, rail), maritime and air. Each of these transportation methods differ by technical, operational and commercial specifications. While they originally used to differ and compete with each other, these methods have now started to combine in the recent decades. With the ease of transportation, international trade increased and companies had the opportunity to choose either reliable-faster over cheaper-slower. The capabilities of the vehicles and the expectations of the customer are the contributing factors of the transportation type choice. A Very Large Crude Carrier (VLCC) can carry 300,000 tons of goods in maritime transportation, but it cruises with the speed of 25-30 km per hour. Meanwhile, a Boeing 747 can carry around 125 tons of cargo with the average cruising speed of 900 km per hour. For longer trips of passenger transportation, aircrafts compete with rail transport and road transportation leads the passenger and goods transportation (Rodrigue, 2014). Despite the fact that the weight of the goods transported by airlines cover less than 1% in world trade, those goods value 35% of the trade (Bowen, J. ; Rodrigue, 2006).

According to the annual report by ICAO, the number of passenger-kilometers performed in billions doubled between 2009 and 2018. Also the transported freight tones-kilometers increased 50% in the same period (International Civil Aviation Organization (ICAO), 2018). A study of the Air Transport Action Group (ATAG) (ATAG, 2018) emphasizes the numbers in the aviation industry for 2017 as;

- 45,091 routes served globally,
- 4.1 billion passengers carried by airlines,
- 61.9 million tons of freight handled by air,
- \$6 trillion value of cargo handled by air,
- 41.9 million Scheduled commercial flights,
- 7.75 trillion passenger-kilometers,
- 1,303 Commercial airlines,
- 3,759 airports with scheduled commercial flights,
- 31,717 commercial aircraft in service

When air travel numbers are examined, short distance flights –which are considered less than 1000 km- take the lead. Lately emerging areas in East Asia have the biggest numbers; the air route between Seoul and Jeju had 13.5 million passengers in 2017. The busiest routes (Fig 2.2) shows that short distance transportation leads the numbers. Even though the number of long distance flights increase, the domestic flights in the world covers 59% of the airlines (Rodrigue, 2019).

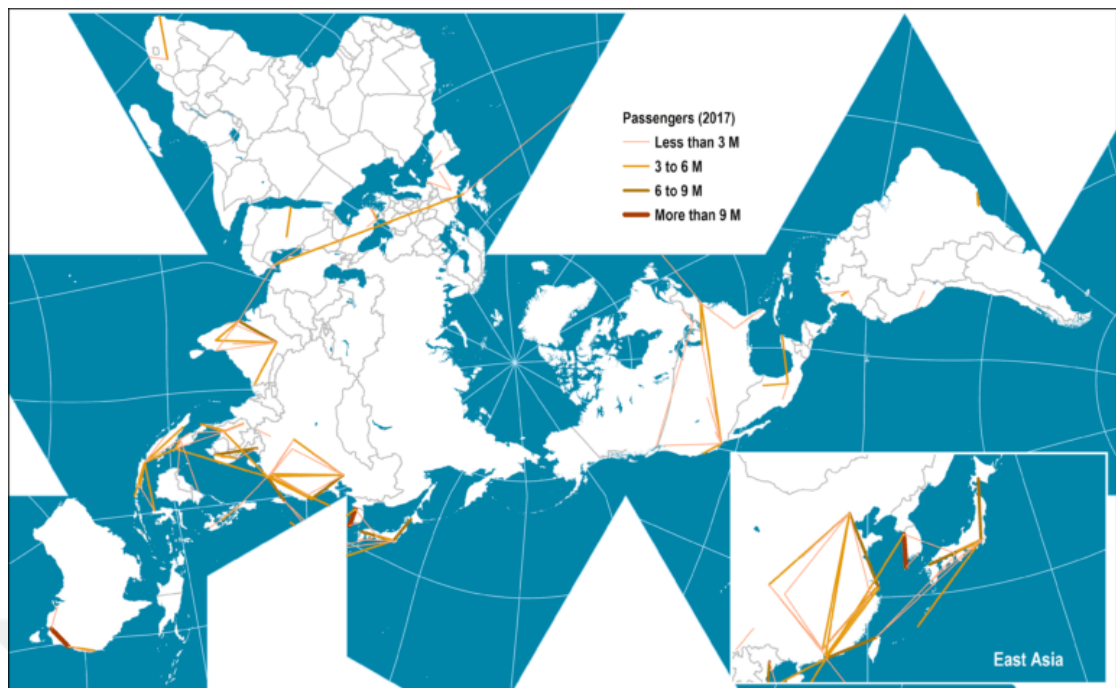


Figure 2.2. Busiest Air Travel Routes

The rapid development in air transportation required aviation authorities to constitute new regulations to standardize applications. The Chicago Convention aimed to identify those regulations and they would be the basic rules for international or multilateral ASAs (Air Service Agreements) between states. Although the main purpose was to constitute a basis for negotiations, the tariffs and the extent of the services to be provided was regulated. The liberalization period in air transportation industry in the USA in 1970s provided other states to identify their own rules and regulations which allowed a wider range of participation of companies instead of governments under the umbrella of Open Skies (Ken Button, 2008).

International air transportation was one of the big industries effected by the major events of last decades such as September 11,2001, terrorist attacks in the USA, the global SARS epidemic (Severe Acute Respiratory Syndrome), the occupation of Iraq and high fuel prices due to global instability. Studies have shown that liberalization is the key factor for aviation industry to keep and also foster industrial structure. The Open Skies ASAs allowed business alliances to be formed within the aviation industry to cope with the restrictions in government involvement and free market regulations. With those efforts, air transportation is now mostly ruled by business alliances. This chain of reaction, liberalization in air transportation, originated from the USA and spread initially to Europe and then world-wide. Not all companies benefited from this

act. However, the general impact of liberalization to air transportation happened to be on the positive side; Passengers can fly for cheaper, there are more jobs in the air transport industry, there is an open market for smaller companies and a new institutional structure (Kenneth Button, 2009).

Key factors such as increasing the number of new airports and related facilities, growing networks, international Open Skies agreements, lowered fares, environmental regulations, spread of LCCs and hub developments has made air transport into a fast developing industry. With those improvements, the number of air transport passengers is forecasted to grow by 4.6 % each year for 20 years (BOEING, 2019). According to another report by IATA, freight rates per kg and return fares per passenger will continue to decrease in the following years, while passenger numbers are expected to grow up to 4.72 billion in 2020 (IATA, 2019b).

Table 2.1. The Largest 20 International Airports by Passenger Numbers

London Heathrow Airport	62,099,530
Charles de Gaulle International Airport	54,901,564
Amsterdam Airport Schiphol	47,677,570
Frankfurt Airport	47,087,699
Hong Kong International Airport	46,281,000
Singapore Changi Airport	35,221,203
Narita International Airport	34,289,064
Dubai International Airport	33,481,257
Suvarnabhumi Airport	31,632,716
London Gatwick Airport	31,139,116
Incheon International Airport	30,753,225
Madrid Barajas International Airport	29,339,784
Kuala Lumpur International Airport	26,938,970
Chatrapati Shivaji International Airport	25,360,860
Munich Airport	23,988,612
Dublin Airport	22,339,673
John F. Kennedy International Airport	21,521,711
London Stansted Airport	21,201,543
Taiwan Taoyuan International Airport	20,855,186
Malpensa International Airport	20,627,846

At the early stages of air transportation, not many personnel were needed. Co-pilots could refuel and tow the aircraft, airline managers/owners could deal with passengers in person and management could be handled with a small group of personnel. Parallel

with the expansion of the industry, organizations got complicated and got connected with different sectors and industries. Present day aviation industry employees 525,000 airport operators, 2.7 million air and ground crew and 5.6 million other personnel (car rental, customs, catering, retail). Aviation would be on 20th rank in the world, on gross domestic product (GDP) if it was a country (ATAG, 2018).

Such a huge industry works with many other industries and organizations. In order to keep operations running smoothly and safely, the need for a good co-operation is inevitable. Airport operations management involves industries and businesses such as airlines, concessionaires, vendors, maintenance and fuel services, air traffic control, weather reporting, security, baggage/passenger transfer and fire/emergency services (Price & Forrest, 2016). When compared to a huge factory, all those units represent a gear or a pulley. Accomplishing the creation of a product, which in air transportation means a safe and satisfying service to an air passenger, all gears must work in harmony. A failure in any part of the flow can endanger safety and/or security and might create “Air Rage”.

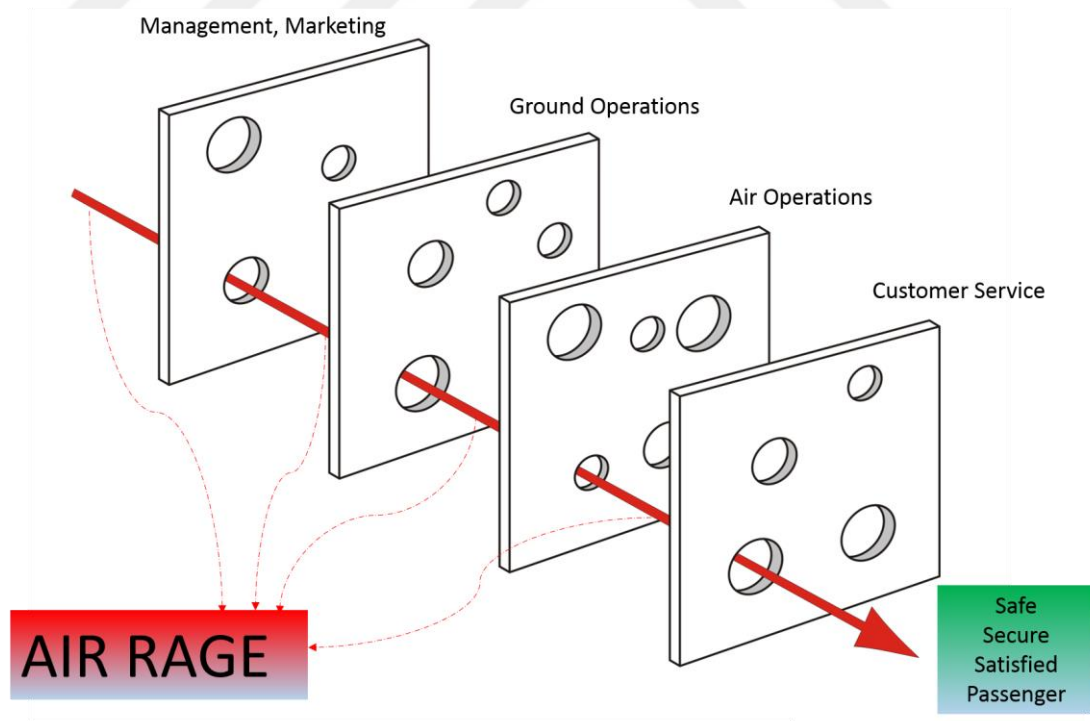


Figure 2.3. Layers for a Successful Air Transportation

2.4. Air Rage and Crew

Although air Rage is not a new phenomenon, it was not common before 1990s. The number of air Rage incidents increased in parallel with the number of flights and passengers. The unwillingness of companies to announce air Rage incidents to the public and the desperate Cabin Crew who thought that reporting was a useless effort caused this phenomenon to be untouched and unsolved for a long time. Different types of Rage can happen anywhere during travel with different types of transportation. However, the exceptional situation in an airplane make it dangerous and threatening for all passengers since there is no chance for outside support (Barron, 2014).

A flight duty period starts with the moment that crew reports for duty and ends at the moment that airplane engines shut down. The complete time is considered as the responsible period of the crew. ICAO has defined the terms for crew as follows;

Crew member. A person assigned by an operator to duty on an aircraft during a flight duty period.

Cabin Crew member. A crew member who performs, in the interest of the safety of passengers, duties assigned by the operator or the pilot-in-command of the aircraft, but who shall not act as a flight crew member.

Flight crew member. A licensed crew member charged with duties essential to the operation of an aircraft during a flight duty period. (ICAO, 2010)

Incidents mostly happen when a passenger feels that his/her rights have been infringed and he/she can gain those rights back with a counter action. Those counter actions can involve verbal or physical attacks and sexual harassment. The image of attractive Cabin Crew with miniskirts, a trend which was followed by some airlines in 1970s, created a misconception in the public: Cabin Crew as a sex symbol. Furthermore, ads like “I’m American Airlines – fly me” also gave passengers the impression that Cabin Crew are sexually available. Verbal or physical attacks mostly take place against other passengers and Cabin Crew as the representative of the company. In some cases, assistance from cockpit were needed. However, leaving a seat unoccupied in the cockpit could create a big flight safety issue. In order to solve an Air Rage incident and to find strict solutions, all incidents should be reported and personnel should be encouraged to report them (Dahlberg, 2001).

The number of the Air Rage incidents have more than doubled between 2012 and 2016 (IATA, 2017). The same research states the number of reported incidents was 8,731 in 2017, which means 1 incident for every 1053 flights. According to an IATA guidance (IATA, 2012) the wide range of unruly/disruptive passenger behaviors can take three different forms;

- Assault and other acts of interference against a crew member on board a civil aircraft (verbal/physical threat or assault etc.)
- Assault and other acts endangering safety or jeopardizing good order and discipline on board a civil aircraft (physical violence, sexual assaults etc.)
- Other offences committed on board a civil aircraft. (smoking etc.)

Some studies indicate that Air Rage is more likely to happen in some certain groups according to age range, marital status, purpose of travel, travelling with a group or alone (Barron, 2014). There are many factors that can drive passengers to Air Rage. A passenger who is dissatisfied with the meal service or a passenger who missed his/her actual flight due to any reason or a group of passenger with excessive alcohol consumption can behave unruly and create an Air Rage incident at different levels. The Cabin Crew is to take care of the situation according to the company regulations. While IATA has defined certain actions against Air Rage, the environment at that moment and the level of the unruly behavior might require different approaches by the crew.

Dealing with problematic people/passengers might be more challenging than dealing with mechanical or physical problems of a system. It doesn't mean the latter is easy to solve but there should be certain actions or checklist items to solve those system problems. However, when the problem is created by a human being, it needs more than a checklist. The cause of the problem might be an environmental reason, a personal reason, lack of communication or just because that person wanted to behave that way. While an Air Rage incident might occur due to various reasons, Cabin Crew have limited tools to solve it in-flight.

Cabin Crew occupation is an active profession. They need to fulfill the needs of passengers with appropriate body language and communication skills while they have to manage many variables. Therefore, some certain personal attributes are being sought by airlines. One of the most sought after attribute of a Cabin Crew is the ability to keep their calm under pressure. They need to act as a leader who can control a crowd of people while they deal with passengers with a debonair and courteous manner (Çolak, 2018).

The role of a Cabin Crew in flight safety is more important than the catering role. During boarding they profile sick, intoxicated passengers or passenger inclined to anomalous behaviors, pay attention to them and keep them under observation when on-board. And most of the time, a potential problem that might end as an Air Rage is solved with the sensibility of the Cabin Crew. Thus a Cabin Crew member needs to be ever-vigilant and keep their sense alerted all the time. Being a Cabin Crew is a job that requires a high intensity of face-to-face communication with passengers, the need to influence passengers' emotions, and a job in which emotions are being managed with training and control. In this sense, Cabin Crew have to be always jocund. A Cabin Crew who has to behave in a way he/she doesn't believe in, feels disgusted and tired under the ascribed role. The need to pretend causes contradiction with the person himself/herself (İyem & Yıldız, 2017).

When the working conditions of a Cabin Crew is analyzed, it has been seen that most of the times they work under a noisy, bumpy, closed, narrow and changeable pressure (Tezeken, 2015). Their duty days are mostly irregular and can be day, night, weekdays, weekends or even official holidays. They might need to stay some days in the destination where temperature can change drastically. They don't have a regular sleep pattern and their internal clock is disordered. The rush for them begins at the first moments of preparation for boarding. They don't have breaks during their duties and work completely isolated from their social life. Cabin Crews who work in airlines which fly wide range of destinations face a wide range of customer profile and with that a wide range of different cultures (Cingöz & Çolak, 2019). Irregular shift hours bring arrhythmia which can cause sleep problems, low resistance to sickness, headaches, chronic fatigue syndrome and depression (Akgöl, 2010).

Working environment has a big effect on personal, social and family life. Lack of layover hours, cognitive fatigue, sleep problems, responsibilities because of heavy work load, anxiety, conflicts between crew members, company rules and procedures, performance evaluation pressure, anxiety to receive a passenger complaint and the fear of dismissal are the main causes that create stress over crew. Taking work to home is not a wanted behavior. However, the density of the pressure from the last months/years and particularly last 8-10 hours cause crews to be filled with stress even at home. That stress triggers work-family conflicts and might cause dissatisfaction of the crew. Having those feelings, crew members might tend to be late at work, act uncheerfully at work and have a negative effect on commitment on work and on the company (Cingöz & Çolak, 2019).

All those stress factors are applicable to any kind of shift based and crew working environment. But not many professions have the responsibilities which a Cabin Crew has, such as to help to provide a safe and secure flight.

2.5. Identifying and Controlling Unruly Passengers

ICAO defines unruly passenger as those who fail to respect the rules of conduct on board an aircraft or to follow the instructions of crew members and thereby create a threat to flight safety and/or disturb the good order and discipline on board an aircraft (International Civil Aviation Organization (ICAO), 2019). Although every phase of the operation has written procedures – namely SOPs(Standard Operation Procedures) – human behavior is not predictable. Therefore, aircrew cannot refer to SOPs or checklist for every Air Rage incident. No matter how strictly procedures are being applied, it is not possible to achieve complete safety. But the procedures can help to mitigate those risks to an accepted level. And the SOPs to mitigate Air Rage risk should be initiated from the first step to the airport. If the ground personnel can identify and monitor possible unruly passengers, they can refer to the respective SOP which can lead them to refuse the unruly passenger or even to press a criminal case. In situations where an unruly behavior happens while the airplane is on the ground, it is ideal to keep this act on the ground, where the case can be handed over to a local security authority. An unruly passenger can be managed easier on the ground where the help of security occurs when compared to the in-flight environment.

To keep Air Rage incidents at an accepted level, the best solution would be prevention. Whereas the main responsibility to identify and prevent Air Rage incidents belongs to ground personnel and aircrew, airlines should provide adequate understanding of the importance of prevention. Prevention should be regarded as a vital step in terms of safety culture. All personnel should be aware of the possible consequences of prevention to a safe and secure operation (IATA, 2012).

Prevention begins with the zero tolerance policy of the company. Clear management responsibilities, risk and associated loss evaluation, training for frontline personnel should make observing incidents of unruly passenger easier. The qualities that contribute to their efficiency include clearly defined management responsibilities. The approach of the organization against a possible Air Rage incident should focus on preventing the unruly acts on the initial phases rather than exacerbated. Companies are encouraged to establish clear procedures and policies according to above mentioned IATA Guidance. The same guidance emphasizes that the frontline personnel should be equipped with appropriate training which can include;

- Identification of the reasons for training, company rationale, and risk awareness
- Understanding of the legal implications associated with the confrontation of disruptive passengers
- Communication skills/customer service skills
- Conflict management skills/ verbal social skills
- Team skills
- Dealing with persons under the influence of drugs/alcohol/suffering from mental health issues
- Instructions on how to limit service (e.g. when/how to stop serving alcohol)
- Physical breakaway and controlling skills
- Restraint device training
- Restrained passenger welfare(IATA, 2012)

The training will enhance the understanding of Air Rage through the personnel. The personnel will have a complete knowledge of the company's policies towards Air Rage and will act accordingly. The important part is that the personnel need to feel the support of the company in case of an unruly act. The documents should be accessible easily for the crew. Local rules may differ at each station and ground personnel should be notified if the company's policies do not match the local regulations. In case of an unruly act – whether on ground or in-flight – personnel should be encouraged to share it via official company reporting. Safety will be augmented when other personnel are being notified and learned lessons are shared.

Air Rage gets complicated when it comes to Cabin Crew view. Each passenger is important for the Cabin Crew to prevent. The clear expectation of the company from the Cabin Crew will help them to balance safe operation and the customer satisfaction. The willingness of the Cabin Crew to solve a possible Air Rage incident before it takes place, mostly rely on personal traits and skills.

There is always a Cabin Crew member at each entrance of the airplane in every flight. Cabin Crew welcome passengers with a warm and smiling attitude, and say “Welcome” phrase to emphasize to passengers that they are the guests and the crew is the host and the authority. While boarding Cabin Crew examine each passenger individually and place them in their mind with appropriate markings. Passengers who hustle to their seat along the corridor during boarding phase, need close supervision. Crew make observations to identify which passenger looks nervous, intoxicated, sick or prone to create tension. They also observe to identify Able Bodied Passenger (ABP) to assist them to restrain the unruly passenger in case of an Air Rage incident. The first step of the passenger to the airplane comes with the first signs of anxious, stressed or nervous behaviors. The target passenger with those signs should get the priority over the other travelers. The remedial action taken by the Cabin Crew will not only calm down the target passenger but also other observing passengers will place reliance on the professional approach by the crew. The Cabin Crew in this manner will show passengers that crew are able to reduce such distress and can provide them an enjoyable and stress-free flight. The customer satisfaction expectation of the unruly passenger should be solved while guarding the safe, secure and enjoyable travel right of the remaining fellow passengers. The preventive actions will be more likely successful when a non-confrontational approach is taken by the crew. During the busy period of boarding, awaiting ready calls from the cockpit, the rush of the cabin duties, requests from the passengers’ push Cabin Crew to get ready for departure as soon as possible. Existence of an unruly passenger during that period can drive Cabin Crew to react within seconds. When that first reaction is taken with an authoritarian approach it will show the passenger who has the power, but will not help to reduce the tension at first glance. The approach should promote co-operation and alleviation. The idea of not saying “NO” is not helping, instead passengers should feel that crew is on their side and keen to find a solution. (Dahlberg, 2016) The assaulter might find it more stressful when surrounded with several Cabin Crews and other passengers trying to

stop and control them. Increasing verbal and physical reactions can easily drive the assaulter to panic and go out of control. Emphasizing airline rules will have impact on the passenger, but in adverse direction (Hunter, 2009).

When all efforts are made and it is inevitable to defuse, crew should be vigilant to upcoming action. The uniqueness of the situation, health and the mental mood of the unruly passenger will affect the course of the conflict. The guidance of ICAO regarding the Implementation of the Security Provisions (ICAO Doc 9811) provides potential patterns of escalation. Classification of threat levels will help crew to understand the seriousness of the case. That classification is as follows;

- Level 1 – Disruptive behavior;
- Level 2 – Physically abusive behavior;
- Level 3 – Life-threatening behavior;
- Level 4 – Attempted or actual breach of the flight crew compartment.

To solve the escalation crew need guidance. Classification and identification will help crew to understand if the threat is because of a rude passenger or it might escalate abruptly to a safety threatening case. Airline companies can modify those steps and respective actions according to their policies and local regulations.

Level 1 – Disruptive Behavior: The unruly passenger might show signs of rude and aggressive behavior towards other fellow passenger with use of profanity and sarcasm. This behavior may include swearing, shouting or yelling. The potential unruly passenger might respond to a crew member provocatively when asked to comply with crew instructions or even do not follow those instructions. Crew might also notice if the passenger is in an unresponsive manner or showing numb behavior.

Level 2 – Physically Abusive Behavior: The escalation in this level can be faster than the previous level. Aggressive and non-cooperative manner can drive unruly passenger to physical action. Crew might face obscene behavior clearly with sexual or lascivious manner. Unruly passenger might threaten a crew member or a fellow passenger verbally and might damage any property or any part of the aircraft.

Level 3 – Life-threatening Behavior: In this level of threat, the actions of the unruly passenger can transform from verbal/behavioral to physical acts. Usage or display of

a possible weapon, physical or sexual assault to perform violence can create a fear of death among the crew and passengers.

Level 4 – Attempted or Actual Breach of the Flight Deck: This level of threat defines a security threat. Unruly passenger has now turned out to be a criminal which might attempt to enter the cockpit, show fierce behavior to injure or cause death to gain control of the aircraft. To achieve that aim, unruly passenger might try all possible ways to incapacitation of the crew or even the aircraft itself.

All those levels might arise from any reason. It is often not only a single reason that creates Air Rage, instead different reasons pile up and finally blast as Air Rage. Before commencing remedial actions against the unruly passenger, crew should behave with the background of;

- Awareness of the company's policies and procedures against unruly passengers,
- Having the confidence that company will stand behind them,
- Approaching unruly passenger in a relaxed and active way to problem solving.

If the problem is solved with the initial intervention of the Cabin Crew, it is not necessary to report it to flight deck or to national/company authorities. If the unruly passenger continues to escalate, Senior Cabin Crewmember (SCC) might consider sending another crew member. During these efforts, lines of command should be clear, flight deck should be notified immediately with basic information of the passenger (type and the level of threat, number of passengers involved, weapon status) In case the unruly passenger refuses to stop behavior, SCC should warn the unruly passenger – in line with the company's policies and command from the flight deck – with the official Warning Card. (Appendix -A). In order to make sure that the unruly passenger understand the message, another crew member or a fellow passenger can be requested by the crew member. In case of inebriation or language problems, message should be acknowledged by the unruly passenger.

If the unruly passenger refuses co-operation and continue escalation, Cabin Crew can be ordered by the PIC to restrain the unruly passenger. Some companies carry restraining devices on-board and it might be inevitable to use that device. But it should

be always kept in mind that the usage of the device is the ultimate option after all mitigative efforts are made. The situation and the environment might not be suitable to a combative restrain action for the crew. When needed, Cabin Crew can request assistance from ABPs. The best suitable ABP would be the crew members flying off-duty or a passenger with a security profession (police, military, fireman etc.) Cabin Crew should inform and acknowledge ABPs that, the sole authority and individual responsible is the Cabin Crew. The action should focus only on restraining the unruly passenger and it should be reasonable. A serious incident took place on a flight from New Mexico to Paris in 2003, which ended up with diversion to New York and the death of the unruly passenger. The allegedly death of the passenger happened after the intervention of a doctor who injected sedative during a restrain action.

In case of a worsening case, Pilot in Command (PIC) can decide for an emergency landing via diversion or proceeding to landing destination. In either case, PIC can ask for assistance from the local security and company authorities. Whatever the case is, the crew should file the company's respective Incident Report. (International Civil Aviation Organization (ICAO), 2002a)

2.6. Causes of Air Rage

Why do people sometimes confront each other? Why do they act uncooperative? Why do they prefer dispute instead of compromise? The challenges in social life push people towards the empty side of the glass. But people are always right in their actions. They do "that" because of "this". They talk in "this" way because of "that" manner. The justification for their actions is always adequate and reasonable. Nobody acts with the idea of being "unfair". If nobody is "unfair" then who is at fault?

One of the notable social psychologists, Leon Festinger has defined the term "cognitive dissonance" to identify the actions of human beings to be consistent with their psychology. If a person encounters an unexpected situation which doesn't match with his feelings, he becomes uncomfortable and anxious. In order to reduce that conflict he tries to change the situation aligned with his feelings and pushes himself to justify his actions. He tries to avoid the situation or modify it to reduce the

inconsistence. This reaction would need effort and maybe push them to ignore in order to solve it (Festinger, 1968).

When considered in terms of Air Transportation and Air Rage, it is an evident example for “cognitive dissonance” where the counterparts are always right. Company management, crew and passengers always have the right to justify their actions with interrelated reasons. Companies might find justifications with regulations, crews could do that with blaming unfair employee personal rights and passengers can blame unsatisfactory service. The range of reasons and excuses is so wide that Air Rage incidents are likely to happen at any flight.

Cockpit and Cabin Crew being in the first place, all aviation employees are effected by immense changes in their behavioral patterns when compared to the early years of commercial aviation. Table 2.1 shows the major changes in air transportation in 3 main eras of aviation (Demirbay, 2017) ;

Table 2.2. Changes in Some Factors Throughout Air Transportation

	Propeller Age	Jet Age	Mass Transportation (Modern Day)
Smoking	Allowed	Allowed only aft of cabin	Restricted
Catering	High Standards, Hot meals	Low Standards, Hot meals	Several Hot meals
Flight Costs	High	Medium	Low
Cabin Services	High quality	High/medium quality	Medium/low quality
Cabin Design	Wide space	Medium space	Congested
Passenger Type	<i>Elite/ distinguished</i>	Less elite/distinguished	Public
Speed of the Flight	Fast	Very fast	Very fast

Table 2.2. (cont.)

Carry-on Luggage	Hardly	Some	Over, limited
Delays	Some, Not announced	Increasingly, Announced	Over, Announced
Luggage Services	Impeccable	Few lost luggage	Increasing lost luggage

Air transportation can affect the behaviors of people directly or indirectly. People might travel just to stay away from stress or just for relaxation, but the travel itself might be the cause of stress. It is not difficult to predict that those stresses, when combined with expectations which come up dry, might cause passengers to get angry. There are many factors influencing passenger behavior. And it is a difficult to predict how passengers will behave when in a wide range of abnormal situation from delays to unrealized meal orders. Aggressive behaviors arise from the combination of stress added to personal traits and triggering cases and use of certain drugs or chemicals or the absence of those chemicals increase the possibility of an incident rooted with aggressive behavior. Table 2.2 shows general reasons of stress (Moyle & Muir, 2005).

Table 2.3. Reasons of Stresses for an Air Passenger

Pre-flight	En-route to Airport	In Airport	In-flight
Stress about life The reason of the flight (Pleasure, work, funeral, health etc.) Fear of flying Concerns on safety/security	Departure, Farewell Driving Sleeplessness Traffic jam Finding a parking lot	Long waiting lines Crowd/Disorder Noise Delays Lack of being informed Fear of flying Fear of terrorism	Crowd/Disorder Lack of knowledge Lack of experience Airline restrictions Fear of flying Fear of terrorism Physiologic stresses

Any passenger who wants to enjoy a safe and pleasing flight, is to comply with the rules dedicated in airline industry. The rules apply in all stages of the travel, such as;

- Check-in at the counter,
- Security checks,
- Waiting at the gates,
- On-boarding,
- Storing the luggage into the overhead compartment,
- On take-off,
- Enroute,
- Meal time,
- Landing,
- Deplaning,
- Baggage reclaiming.

All those above listed are the main phases of a flight travel and there can be annoying factors, easily. If a passenger complies with the rules in all those stages except one, it is a non-compliant to the procedures and that can cause an Air Rage (Thomas, 2001). An Air Rage can occur from any personal or environmental reason. To understand the exact reason will help to solve the problem.

The modern world needs people to stay aligned in every phase of the life. If you want to be a part of the modern society, then you have to keep up with the speed. You need to be fast while doing anything. The sources available for your items do not match your expectations. You have a tight schedule for driving, working, shopping, chilling, enjoying family time, socializing, self-improvement and etc. However, the time is limited. The idea of a failure on one of the items in the schedule causes stress to people. The level of the stress depends on each individual and the situation but that stress can escalate easily.

Sometimes you witness the most benign person that you know can go mad while driving in a traffic jam. This is a primitive instinct to deal with stress and problems called “fight or flight” reflex. This term was introduced by Walter Bradford Cannon in 1915 to name the reflex that helped human beings to survive in prehistoric times.

When encountered with a stressful moment or an act, our brain turns on “Emergency” switch and our body reacts to that command. When our prehistoric ancestors face a wild animal, the body would turn on the same switch act only to survive. The heart rate, blood pressure and blood sugar increase, cortisol and adrenaline get released, pupils dilate and digestion slows. While these preventive measures are taken other abilities like hearing, seeing and thinking are turned off (Cannon, 1922).

Luckily we do not encounter wild wisents or tigers in daily life. But this reaction is triggered anytime we have a confrontational situation. The hormones are flooding but is goes nowhere. It sometimes ends up as an explosion, maybe on an airplane.

But is it only the “passenger” to blame creating confusion, disorder and causing Air Rage? The final act to create an “Air Rage” is done by a passenger, that is true. But what brings them here, why do they act “abnormally”? Is it just because of a momentary act of an “abnormal” passenger or is there a lying factor behind that? Can anyone say that companies, regulations and restrictions are all good? Do they have any role in the “Air Rage” incidents? Indeed, yes. While many find passenger guilty, some find companies guilty as well.

The transition of passenger type from upper echelon to less refined caused airlines to change their management and objectives. The objective in the early times of the air transportation was as simple as to take passengers from one an airport to another. The prices were very high, so only a very few could afford it. Their expectation was simple as well; to reach the destination. They used to carry their own luggage, they didn’t expect any in-flight service. But the transition from the glory days of champagne service to cattle class brought more trouble (Pilney, 2011). The high-quality and assiduous service was one of the main targets of airlines. They used to provide the passenger the most feasible service. But selling tickets to mass populations decreased the quality of service and the increasing work-load on personnel caused more confrontations with passengers. Passengers could tolerate a delayed flight or a missing luggage with the presence of a smiling and/or warm attitude of an airline personnel trying to find a solution to the problem. The competition between the airlines had a degree that even caused them to sell tickets lower than the minimum price that is required to compensate for expenditures. Airlines had to lower salaries of their

personnel to make profits. So in the progress of time, the diminishing support, confidence and the rights from the company to airline personnel caused them to serve with a “Who cares?” attitude (Nance, 2006).

2.6.1. Airline Role in Air Rage

Like any rational company, airlines too, aim to foster while making profit. In order to make a profit, airlines need to fly the asset as much as possible. Every hour the aircraft is not flying means loss of income for airlines. Roughly 15 hours per day of aircraft utilization is the ultimate target of airlines. To keep operating with that routine requires more and more crew. The usage of airspace and the schedule is getting more tight. Top on that, the number of passenger is increasing tremendously. Nearly 3.000.000 people are flying in a day, in USA alone (Federal Aviation Administration, 2019). The global number was 4.5 billion in 2019, which means nearly 13.000.000 people flying every day (ICAO, 2019). But the increase in the number of passengers caused decrease in customer/passenger satisfaction in time and increase in delays, lost bags and eventually air Rage.

Airlines have strict rules, that should be followed by all passengers but which are not very familiar to most passengers. While those rules are beneficial and imperative for the operations, it gives the impression that airlines have the superiority. The right of airlines to refuse an air passenger give the control of the operation to the airline. When an airline behaves like the superior to passengers, which might have been already in a stressed environment, the passenger might come up with Air Rage. The main reason for Air Rage lies in the term “Fear”. Passengers fear that they will be not treated as they want, airline personnel fear that dissatisfied passenger will make things difficult them. And the dispute starts between them in any period of flight operation. Meanwhile, companies stay away from dispute, because they need both of them; the personnel and the passengers.

Marketing

Airline ads have the initial impact on the passenger. The image of elegant and satisfied passenger sitting on a half-reclined seat, enjoying the champagne while chatting joyfully with other fellow passenger is impressive. The customer has already paid his

charge according to that image and boards the airplane with that expectation. When faced with narrow, high-density seats he gets the first shock. Disappointment continues with the lack of service quality, which provides maybe water and some snacks. When expectations and reality do not match, it might create irritability (Hunter, 2009).

One of the misleading or confusing terms is the difference between direct flight and non-stop flight. While a *non-stop flight* takes you from a point to another with only 1 take-off and 1 landing, a *direct flight* might consist of several take-offs and landings with possible airplane changes. If you are not a frequent flyer, you might be confused while purchasing the ticket and face an unpleasant surprise during flight. It is not difficult to guess the reactions of a passenger in that mood.

The ads sometimes show the lounges, as a cozy and comfortable rest place. It will definitely light up the idea of enjoying the hours while waiting for boarding. However, in order to use the lounge, often you need to be a member of a certain club or group within the airline. Even though you know that you will not be allowed to use that lounge, the idea appeals to you. The reality waiting the “regular” passenger is the crowded waiting rooms, seats mostly occupied next to the plug sockets, continuous announcements for other flights and high cost meals in restaurants.

With the increase of the air passengers and the rapid advancement of Low Cost Airlines, airlines started fighting to gain and hold all possible customers. But there is an inconsistency between the efforts and the expectations of airlines in terms of customer service. Failures such as delayed take-off, unsuccessful two-way communication between the personnel and the customer and overbookings caused air passengers to reduce their expectations on quality service. Passengers do expect to have some service failures, but they also expect to see that there is an amendatory reaction to the failure. Those reformatory reactions to the failures mean a lot on the customer loyalty (Hunter, 2006).

All those frustrations are potential factors leading to air Rage. The passenger already made the payment and is expecting the service he was presented. The unexpected reality might bring him to think that he is deceived and push him to find a solution to his request. But the Cabin Crew, having no idea what is he expecting and why it didn't

happen, has no tools to solve the problem. The airline is the one to do one's part. The ads should be consistent with the service provided. The governmental regulators check the reality and the ad. When they do not match, the company gets fined. In 2014, an airline advertised \$59 flights from Atlanta to several airports. But the Department of Transportation investigated it and couldn't purchase any seats at that price. The company was fined \$200,000 for the deceptive ads.(bbc.com, 2014) Another company claimed it has the lowest carbon emissions of any major airline and had adverts. After the investigation done by ASA2 (Advertising Standards Authority), the ads were banned by ASA. The company was told to provide adequate evidence to prove when making environmental claims (Sky.com, 2020).

Delays

The increase in air transportation industry is challenging airlines not only to acquire more passenger than the previous years but also to create a customer loyalty. But it is not only the pricing and flight availability that effect customer decision. The nowadays passenger have a wide range of factors in the satisfaction assessment. On-time performance (OTP) is one of the leading factor in determining satisfaction. Frequent flyers might tend to choose a high priced company over relatively cheaper if they are assured of on-time take offs and no cancellation. The cost of a delayed flight to a passenger will be probably higher than the high-priced but on time takeoff option. The risk of missing a connected flight or a meeting in the destination, the idea of staying – maybe- overnight in the terminal or the fatigue of the expected long waiting hours can affect the customer's decision on which company to choose.

The terms “delay” and “cancellation” can be confusing for passengers but they are separated with definitions. While an airline doesn't operate a flight means “Cancellation”, “Delay” is used to identify when a flight is at least 15 minutes later than the scheduled time (Vredenburgh et al., 2015). However, the time to identify the operation period is nearly the same for every airline. The operating time starts when the aircraft moves and ends when at least one door is open when stopped.

Delays can happen by various reasons. Broadly those can be considered as airport factors, airline factors and the rest. IATA has standardized those factors with delay codes and sub headings, such as;

- Passenger and Baggage
- Cargo and Mail
- Aircraft and Ramp Handling
- Technical and Aircraft Equipment
- Damage to Aircraft & EDP Automated Equipment Failure
- Flight Operations and Crewing
- Weather
- Air Traffic Management Restrictions
- Airport and Governmental Authorities
- Reactionary
- Miscellaneous.(Eurocontrol, 2013)

One of the most common reason is the late arrival of the incoming aircraft or connecting flight, which is called reactionary delays. According to the data provided by Eurocontrol, the rate was 44% in all over Europe in 2017 (Eurocontrol, 2018). The same report also shows that delays in Europe take place during day rather than early in the morning. If the rate of the early flights decrease, it will not only affect that particular flight but also the consequent flights will have more chance to be operated without delay. Those delays could be minimized with the efforts of the airline. Although reducing turnaround times on ground will help to reduce the risk of delay, it is not a desired solution since it costs for the airlines. The rush on the ground consists a lot of services but not limited to cabin cleaning, catering, lavatory drainage, water cartage, luggage handling, refueling, ground power handling, preparation of passenger stairs and de-icing (Shishani, 2016). While increasing turnaround times will help to reduce reactionary delays it will hamper on airline costs. Every minute an aircraft is on ground means loss for the airline. But it is not only airlines trying to avoid long turnaround times. It is also a desired policy for airports. Short turnaround times mean more aircraft and passenger to be served, in other terms more revenue. Therefore, airports mostly schedule aircraft more than they can to operate.

The next possible reason with 27% is the airline related factors such as boarding issues, ground service failures, crew glitches and maintenance problems. Those listed could impact operations on all flights when the problem is rooted from airport assets. For example, if refueling hoses suffer a problem it counts for airport instead of airline. Weather factor can be assumed like airport, affecting all traffic. Those two can be grouped together and they make up 7% of delays in 2017 in Europe.

Another group of factors is the air traffic management issues. Although there is a huge effort to minimize congestion on taxiways, runways and in-flight phase, 16% of the delays was due to ATC issues. Eurocontrol has initiated Airport Collaborative Decision Making to improve operations with the airlines(Eurocontrol, 2018).

The delays are costly for both airlines and passengers. The refund or compensation procedures and limits vary within airlines. However, increasing number of delays created an awareness among the victims. Passengers suffering delayed flights are pursuing their legal rights more than ever before. Airlines have procedures for delays. Passengers can claim either partial or full refund or compensation for transportation, accommodation and catering.

According to the graph below provided by Department of Transportation (DOT) in the USA, the average percentage of delays from 2004 to 2019 is around 23% (United States Department of Transportation, 2020).

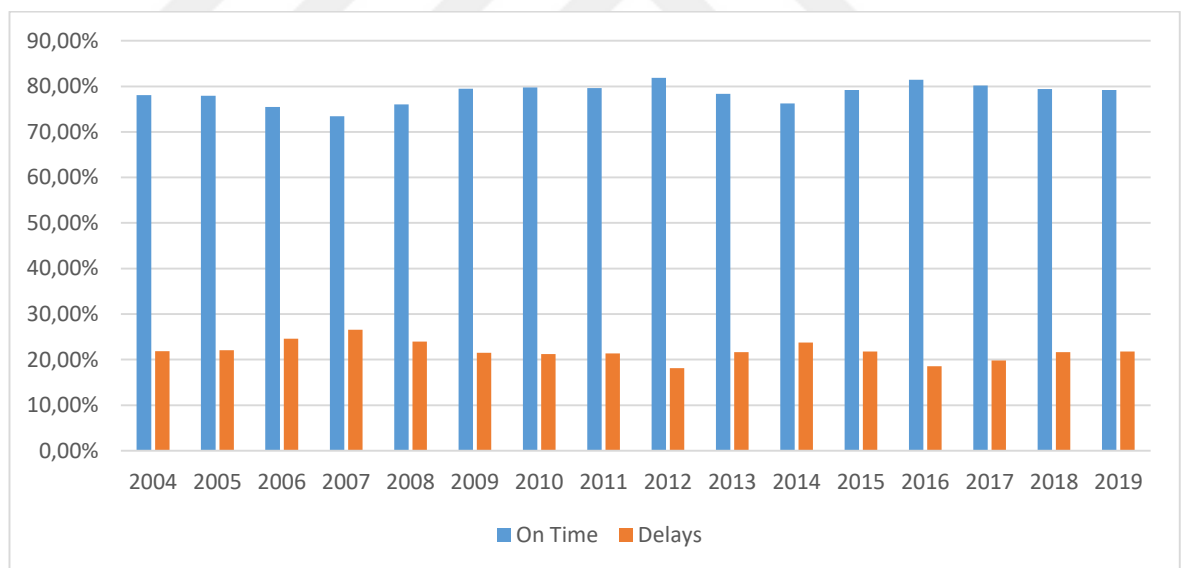


Figure 2.4. Delays and On-time Departures in USA, Between 2004-2019

While those numbers highlight some progress, it is not the only fact. When the reason of the delays is examined, late arrival of the incoming flight leads the table. National aviation system delays are the second one with close numbers. The third reason for delays is the air carrier delays. The rest consist of weather, security and other reasons with minor impacts.

Table 2.4. Delay Reasons in USA, Between 2004-2019

	Air Carrier Delay	Weather Delay	National Aviation System Delay	Security Delay	Aircraft Arriving Late	Cancelled	Diverted
2004	5,10%	1,00%	7,87%	0,07%	5,90%	1,70%	0,19%
2005	5,72%	0,89%	7,43%	0,05%	6,12%	1,66%	0,19%
2006	6,41%	0,93%	7,79%	0,08%	7,41%	1,71%	0,23%
2007	6,98%	0,97%	8,02%	0,07%	8,15%	2,16%	0,23%
2008	5,87%	0,81%	7,84%	0,05%	7,18%	1,96%	0,25%
2009	5,02%	0,65%	6,99%	0,04%	6,20%	1,39%	0,24%
2010	5,26%	0,56%	5,84%	0,05%	6,52%	1,76%	0,24%
2011	5,15%	0,51%	5,80%	0,04%	6,75%	1,91%	0,24%
2012	4,96%	0,47%	4,92%	0,03%	6,26%	1,29%	0,21%
2013	5,55%	0,58%	6,04%	0,04%	7,73%	1,51%	0,22%
2014	6,13%	0,60%	6,33%	0,03%	8,22%	2,18%	0,25%
2015	5,56%	0,62%	5,44%	0,03%	6,62%	1,54%	0,26%
2016	5,04%	0,51%	5,37%	0,03%	6,22%	1,17%	0,24%
2017	5,02%	0,50%	5,83%	0,03%	6,76%	1,46%	0,22%
2018	5,18%	0,66%	6,08%	0,03%	6,80%	1,62%	0,25%
2019	5,23%	0,62%	5,92%	0,04%	6,91%	1,82%	0,25%

While the steady rate of delays might associate with a good sign of progress, it is difficult to put brave face on things. It is undeniably clear that, although the rate of delayed flights is steady, the number of passenger suffered by delay is increasing parallel with the increasing number of total passenger.

Automation and Lack of Information

With the advent of the smart devices in our daily life, it is easy to catch up on things. Airlines also get benefits of the latest technology by applying them to the operations. According to an IATA publication, it is expected to have 8.2 billion passengers by 2037, which means double what it is now (IATA, 2019b). In order to deal with such high numbers of passengers, airports seek alternatives. The very best solution is to get every benefit from the innovations in technology, specifically in automation.

Automation in airports enable passengers to gain time. Passengers can check in days in advance, order food for their flight or tag their own baggage without waiting in the check-in line. All these efforts are done by means of smart devices. While airlines share those loads with passengers, they also cooperate with airport operators by using mutual assets to optimize time, resources and profit (AIQ, 2019).

According to a survey done by IATA in 2018, passengers are mostly happy to keep in step with the advent of technology. (IATA, 2018) The survey focused on the expectations of passengers throughout their travel. The implementation of technology to the air travel phases made most of the passenger happy (84%). 47% of the passengers prefer to check in by using a smart device. However, this preference changes according to the age. 25% of the passengers 65 years or older, prefer regular check-in. The accustomedness in using a smart device is the key factor in this choice. Transition from employees to automated operations in an airport is definitely profitable for the airline. It is designed to improve service quality and expedite operations and it depends on the assumption that the passengers are literate and prone to technology.

Another outcome of the same survey shows that passengers want information to be delivered in real time. They want to know where their airplane is, they want to track their baggage and they want to learn unexpected changes immediately. To make those expectations happen, airlines and airports need to provide adequate data. The data of the increasing traffic in airport is also increasing cumulatively. So, when a passenger arrives to an airport terminal, he is being welcomed with the information of the available parking lot. An unfamiliar passenger might easily get lost or confused in a big and crowded airport, which might trigger Rage in the beginning of the journey. Having successfully achieved in finding a parking place, our passenger proceeds to the terminal area. Now he encounters huge screens displaying information on arrival and departures, gate signs, adverts, restaurant/café signboards, rental car offices, security warnings. And this list goes on.

Of the subjects in the IATA survey, 37% stated that they prefer to solve the problem with a real person. It is clear that passengers need information in an abnormal situation. They want to feel the superiority and the wisdom of an authority.

Class Segregation and Seat Size

Airlines charge passengers according to their seat class choices. The more you pay, the more the passenger is enjoying the flight in terms of seat comfort. This choice not only affects the seat size but also the service provided both on ground and in-flight. The inequality begins with the boarding phase, allowing first class passengers to board maybe from a different gate, without long waiting lines or not suffering a long time during the boarding phase. The variety of passenger types constitute a small scale of social environment. Like in real life social problems, airline passengers are also akin to suffer or create social confusion. Onboard incidents in an international airline have been examined in a study over several years in around 2.5 million flight. The outputs have shown that 72.49% of the disruptive passengers were male and that 83.98% of the incidents took place in economy class (Decelles & Norton, 2016).

The inequality goes on with the seating plan in the airplane. While the first class passengers enjoy the flight with enough space, economy class passengers are squeezed into smaller seats. It is undoubtedly clear that first class passengers pay more than economy class. But human behavior in the social environment is unpredictable and sometimes ignores facts.

Table 2.5. Seat Pitch and Seat Width Changes by Years in USA.

Seat Pitch / Seat Width (in cm)				
Year	A	B	C	D
1985	78-84 / 48-50	78-84 / 48-50	81-92 / 49-50	78-89 / 48
1995	78-84 / 47-58	82-84 / 47-58	78-86 / 47-58	78-81 / 47-58
2014	76-81 / 43-47	78-84 / 43-46	76-78 / 43-46	78-84 / 43

In the recent decade's airlines have tried to make more profit and in order to do that they had find more passengers. One of the effective ways was to embark more passengers in a flight which meant to narrow down seat sizes. When the size of a seat is considered there are 3 main terms; seat pitch, width size and the legroom. The seat

pitch is the distance between a point of a seat to the same point of the seat in next row. Table 2.5 shows the change in economy class seat pitch and seat width by years, in some airlines in USA.(Martinez-Carter, 2017) The table shows the transition of the airlines’ seat space. While the trend has shown an increase until 1995, it has fallen down even less than 20 years.

Table 2.6. Seat Pitch and Width Comparison

CLASS	Short-Haul		Long-Haul	
	Pitch	Width	Pitch	Width
Economy	71 cm	41 cm	71 cm	41 cm
Premium Economy	N / A	N / A	74 cm	42 cm
Business	N / A	N / A	77 cm	43 cm
First	74 cm	42 cm	94 cm	49 cm

Nowadays, the seat space is one of the key factors for the passenger satisfaction. More and more passengers are seeking options for a better quality flight to their destination. Since the information is more accessible than ever before, passengers do research about the seat information for their flight. The approach of airlines towards seat sizes depends on the type of flight; Short-haul or long-haul and the class. Table 2.6 shows the current minimum seat pitch and width and the comparison is based on the data of 163 airlines worldwide and 258 variation of aircraft designs (Seatguru, 2021). It is clear that the seat spaces have narrowed a lot in recent years. While the passengers of first class on long-haul flights get more than ever before, short-haul (often domestic) passengers suffer a lot due to space, which is known as “sardine seating”.

Crowdedness can have a big impact on passengers who are used to being active and moving around. The tight environment can easily frustrate passengers even while seated. One of the other contributors to seating disturbances is the existence of a plus size passenger. The effect of plus size passengers is mostly about the width of the seat. According to a recent study by World Health Organization (WHO), obesity has increased in the last decade. The numbers have nearly tripled between 1975 and 2016.

In 2016, 13% of the world's adult population were obese and 40% of adults were overweight (WHO, 2020). The seat space has already decreased and the possibility to have a plus size passenger on board is increasing. Some airlines have already started to put regulations on this issue. While most of those rules state that a passenger should fit into the seat without the body extending to the adjacent seat, some airlines mandate such customers to buy second seats, even though in some airlines it is not guaranteed that the new seat is next to the purchased seat. These regulations might be regarded as protection to the fellow passengers next to plus size passengers. The fellow passenger has been vindicated. However, these regulations are regarded as retributory towards the plus size passengers. The possibility of an annoying incident has been reduced, but on the other hand the discrimination and the regulations, which do not help to solve the plus size passenger issue, create a new group of people that might be driven to Air Rage.

One more, but not the last, problem is the legroom of the seat. The cramped condition of the rows is already compelling. In case of an irritative passenger in the front seat, reclining a seat nearly to the chest, the passenger in back can easily get angry. It doesn't matter how polite the request was, the presence of a seat close to your nose can annoy any passenger. The impact of narrow legroom on tall passengers is worse. When accompanied by both, the possibility of Air Rage increases.

Cabin Air Quality

The effective oxygen percentage is 20.90% in sea-level conditions. This rate reduces to half in flight level 19,000' and reduces to 6.30% in flight level 30,000'. Air transportation in the early stages was done with 100% outside air. The cabin was still pressurized and the oxygen was adequate for both the crew and the passengers. However, the improvement in cabin designs made way for airlines to seek cost-saving methods. Over the years, airplanes have used less outside oxygen and instead they mixed the circulated inside air with the outside air. The air exiting the cabin is recirculated by means of filters and it is reintroduced to the cabin. The outside air is already coming from the engine compressor and they both get mixed in air-mix chambers (Thomas, 2001). The less the outside air is used, the more fuel is saved. While IATA has announced that cabin air quality is way better than most indoor environments, there is a debate on this. IATA has stated that cabin air is refreshed 20-

30 times an hour and most modern jets are equipped with High-Efficiency Particulate Air (HEPA) filters that perform similar to those in hospitals (IATA, 2020). However, some of the exact users of the cabin air, for example, crew opposes that. The air coming from the engines might contain leaks from hydraulic fluid or oil that can enter the cabin as droplets. When inhaled that means they inhale jet fuel and their byproducts (Hunter, 2009). The exposure to that toxic oil fumes effect thousands of people every day. The term “*Aerotoxic Syndrome*” describes the health problems effecting the brain and central nervous system (Ferguson, 2021).

One of the other main effects of lack of oxygen is the oxygen deprivation. The altitude has a big impact on the level of usable oxygen which might cause passengers to suffer “*hypoxia*”. The results of hypoxia can go from visual impairment to loss of consciousness. Hypoglycemic people suffer lack of oxygen more than others and as a result, they are prone to Air Rage when confronted.

Lost-Damaged Baggage / Carry-on Bags

One of the most feared situation during travel is the absence of baggage. After a long and tiring journey from home to the destination, passengers expect to grab their baggage and get released from the transportation phase, at least from air. While the other passengers leave the terminal with their bags, when faced with a damaged baggage or worse with no baggage in the belt, the anger comes. The passenger had done all his responsibility and expects to take the baggage rightfully. However, due to some problems within airline or airport – both of them out of his control – the baggage gets lost or damaged.

While the number of mishandled baggage was 46.9 million in 2007, this number has decreased to 24.8 million in 2018. (Baraniuk, 2019) Although the numbers have decreased significantly in the recent years, it is still a pain in the industry. In 2019, it was only 5.6 bags per thousand passengers. (SITA, 2013) However, the cost is considerably high.



Figure 2.5. The Reasons for Baggage Delays

The graph above illustrates the reasons for baggage delays (SITA, 2013). When examined it is understood that the reasons are mostly technical. With the advent of the automation and smart devices, it is easy to track baggage. A survey on passenger satisfaction on baggage services has stated that 68% of the passengers were interested in home-printed bag tags. This would have an impact on passenger to avoid lines and gain some time. It is not only beneficial to the passengers but also to the airlines and the airports. The cost of lost baggage was \$2.1 billion worldwide in 2016 (Travel + Leisure, 2017). In order to avoid this costs, airlines have adopted some smarter technology. IATA has paved the way with a regulation called Baggage Tracking Resolution 753. The idea is to minimize mishandled baggage and increase passenger satisfaction.

Another issue regarding bags is carry-on ones. People do want to carry bags with them to keep valuable items and protect them to get lost. Company policies differ and they get more and more complex on which kind of bags are allowed as carry-on. Disputes about bags mostly get solved on the ground before boarding, but the burden comes with the passenger into the cabin.

2.6.2. Role of the Passenger

Even though airline policies and implementations establish the base for Air Rage and add fuel to the fire, sometimes it is inevitable to avoid. Mood of the passenger, mental illnesses or addictions can by-pass all efforts to ease the tension. As mentioned before, the passenger profile has evolved in years. While it was a joyful and elegant experience, air travel has turned out to be accessible to mass population. The benefit of being accessible to more people might be fruitful for airlines, however increase in the number of passenger profile has hardened the ways to deal with them. Cultures, social and economic class conflictions, customer expectations have all altered the path. And when things get complicated, solutions get complicated too.

Alcohol

The term “*histotoxic hypoxia*” is used to describe the impact of alcohol in a flight. The effect of altitude was described in the previous chapter. The combination of alcohol and lack of oxygen is more than the sum of them. The effect of the alcohol in the blood during flight can be considered as 2 to 3 times when compared to sea level.

The availability of alcohol in flight might tempt passengers. The anxiety of flying, the need for relaxation or for other reasons passengers request alcohol from Cabin Crew. The impact of alcohol on air passengers is more than a road passenger. The nerves get more sensitive, the abilities get lowered and the reactions get more uncontrolled. When someone intoxicated in a bar or hotel ask for more drink, barmen can easily refuse his request to avoid any unintended situation. If the customer insists, security personnel can participate and do their profession. However, this cannot be the case in a flying tube. When a rejected passenger asks for more alcohol service there is no security guards to take care of the situation. The all responsibility falls upon Cabin Crew. Cabin Crew should identify any possible intoxicated passenger in boarding phase and should serve alcohol responsibly. The passenger should be watched carefully and serving should be terminated at a go-no go point. However, this critical decision depends on the observation and it should be kept in mind that Cabin Crew are already aware of the possible consequent movement; Air Rage. Since nearly 40% of the Air Rage incidents are caused by a drunk passenger and the alcohol tolerance is very personal, every alcohol service might be the trigger to Air Rage. With this in mind and the burden of the past hours on Cabin Crew can easily put a pressure on the crew (Hunter, 2009).

Alcohol is not only a trouble in-flight, but also on ground. Passengers might want to relax on the ground while waiting. It can help them to relax and ease the waiting time. While airlines suffer a lot from intoxicated passengers creating Air Rage, they also promote passenger alcohol consumption. There are several ways to make profit in-flight; tax-free sales and catering service. The most profitable way is the alcohol service. This is also true for airports as well. Whether in a restaurant or in a lounge, alcohol is available in any airport (Thomas, 2001).

Mental Problems

Mental illnesses have been an issue for the last decades for society. It has an effect on the brain and consequently on the behaviors of a person. The person having a mental illness might not be noticed in a glance and there are several types of mental illnesses, such as depression, manic depression, sleep disorders, learning disorders, dissociative disorders and etc. (Thomas, 2001). Although Cabin Crew are trained for certain passenger behaviors, mental illness is not a regular case and it should be handled professionally.

Fear of flying

Another important reason for Air Rage is the fear of flying. One of the main cause of fear of flying is the actual or potential risk of losing control. The first step into the airplane restricts passengers and give all the command and control to the crew. The idea of dependence to a machine or to an unknown pilot can be stressful to a potential passenger. Some passengers choose to drink more than they do, just to overcome their fears. Roughly 10-20% of the passengers suffer fear of flying and around 20% of those use chemicals or alcohol (Wiederhold et al., 2002).

2.7. Legal Aspect on Air Rage

Airlines, airports and organizations seek ways to avoid costly damages caused by Air Rage. Numerous cases have shown that Air Rage can be very detrimental to the safe and secure flight operations. The biggest shareholder of Air Rage incidents is the airlines because they lose money and come into disrepute. Air Rage incidents may require the flight to be diverted. And the cost of diversion belongs to the airline. Extra charges such as fuel costs, maintenance, ground personnel, a possible new flight crew,

accommodation and meal costs of passengers will have a negative impact on airline income. Intercontinental and long-haul flights can be worse. The diversion airport might be convenient for the flight crew to commence a safe landing but it might not be that convenient for the airline to operate to that diversion airport. The cost of diverting a flight might range from \$15,000 to \$100,000 which depends on the factors of the landing charges, fuel costs and the type of the airplane (Sampson, 2019).

Except from the ones created - either unintended or ignored - by the organizational gaps, alcohol use seems to lead the causes. A recent IATA research has stated that alcohol is the main factor in 27% of Air Rage incidents. While airlines suffer so much from Air Rage incidents which might end up with diversion, they want to resume alcohol service due to making profit. However, the airline industry tries to avoid and minimize the number of incidents. Some countries and companies have started to take precautions against alcohol consumption. UK Civil Aviation Authority has adopted a new regulation to ban or limit the amount of alcohol to be sold in airport. Some airports in Britain have forced alcohol to be sold in air-sealed bags to make it difficult to open the bottle (Marcus, 2016). Civil Aviation Authority of Norway has implemented a campaign for the efforts to minimize Air Rage incidents due to alcohol intoxication. They aimed to highlight the importance of the right to a flight free from disturbance with the catchline *Fly Safely, Drink Responsibly*. The campaign was supported by social media and the screens in airports in Norway (IATA, 2019).

Efforts of the states or companies will not be effective if they are not standardized. The reaction against an unruly passenger mostly rely on the ability of the crew. As mentioned earlier, the observation of a potential unruly passenger should begin in the pre-boarding phase of the flight. When go unnoticed on ground, the Cabin Crew should observe the target. When all efforts come to nothing, Air Rage should be solved by the crew with the training background and written procedures.

During flight, pilot in command or aircraft commander is not only responsible for the utilization of the flight cockpit but also responsible for the safety and the security of the airplane. Powers of the aircraft commander has been defined in Montreal Protocol as;

The aircraft commander may, when he has reasonable grounds to believe that a person has committed, or is about to commit, on board the aircraft, an offence or act contemplated in Article 1, paragraph 1, impose upon such person reasonable measures including restraint which are necessary:

- a) to protect the safety of the aircraft, or of persons or property therein; or
- b) to maintain good order and discipline on board; or
- c) to enable him to deliver such person to competent authorities or to disembark him in accordance with the provisions of this Chapter. (International Civil Aviation Organization (ICAO), 2014)

Aircraft commander must be notified immediately in case of an unruly passenger act and the aircraft commander can request or authorize a crew member or a passenger to restrain any potential unruly passenger. Upon restraining an unruly passenger, the aircraft commander might decide to divert to an emergency airport. In case of a diversion to disembark unruly passenger, aircraft commander informs the landing airport about the unruly passenger and request local authorities for assistance. Companies can ban unruly passenger for a period or for life long and sue unruly passengers to compensate the extra charges. There are numerous examples of court decision for charge compensation and even imprisonment.

The disembarkation used to be a debate for decades between the airport and the crew. The Tokyo Convention charged the aircraft's country of registration for the unruly acts. However, the unruly passenger would walk away free when the airplane landed other than the aircraft was registered. With the convention of Montreal Protocol in 2014, state of the destination airport would be also responsible for the legal aspects of unruly passengers. The protocol entered into force in 1 January 2020 by the ratification of 22 states.

2.8. Organizational Commitment

Organizational Commitment is basically the psychological attachment of an employee to the organization. This term has been studied in the organizational behavior field and received different approaches in years. Allen and Meyer has created a model for Organizational Commitment consisting of 3 parts; Affective commitment, normative commitment and continuance commitment. (Gagné et al., 2008)



Figure 2.6. Types of Organizational Commitment

These 3 types of Organizational Commitment has been identified by (Jaros, 2007) as;

- Affective commitment is defined as the emotional attachment and identification a person has to an organization, and that person's involvement in that organization. For example, one can feel proud to be a member of organization X and truly want X to be successful.
- Normative commitment is defined as a feeling of obligation or loyalty toward an organization. For example, one can feel loyal to a family business or indebted to an organization because it has paid for one's education.
- Continuance commitment is defined as the perceived cost of leaving an organization. For example, one can stay in an organization in order not to lose a good pension plan, or because one has poor job alternatives.

Affective commitment is a state of affairs that is linked to personal attributes and factors related to the job. It solely relies on the voluntariness of the employees. Normative commitment allows employees to socialize in a culture that promotes loyalty and dedication to the organization. It encompasses the notions of the employees which is consistent with the organization's mission, vision, policies and operations. This allows the harmony between the organization and the employee and create an "Organizational Identity" The reason of employees to carry out such commitment is that they believe it is ethical and correct. Continuance commitment is the type of commitment when an employee wishes to keep in the organization because of the employees' personal investment in the organization. Those investments could be the experience gained in years, social relations with colleagues, pension rights and

seniority rights. Another factor to continuance commitment could be the darkness of finding a similar or a better job. All those commitments reflect the psychological conditions that effects the decision whether to leave the organization or to keep within. On the other hand those types allows organizations to foresee the loyalty of employees, job performance and quality of working hours (Jaros, 2007)

Several studies have shown that affective commitment is more related with job performance when compared to normative and continuance commitments. Factors such as gender, age or level of education has different impacts on commitment types. While gender has no ties with affective commitment, it has a very weak tie with normative commitment. But gender has a substantial relation with continuance commitment with negative impacts. The effect of age and the experience is similar on all 3 types of commitment, and it is considerable. On the other hand, the level of education has an adverse effect on all 3 types of commitment. In general, normative commitment is relatively higher than the affective commitment among the employees. The correlation between the normative commitment and emotional exhaust is similar, the higher normative commitment brings higher rates of emotional exhaust.

There are many factors contributing to Organizational Commitment. Rumi (Saha, 2016) has identified those factors in 3 main group by Job satisfaction, Leadership style and organizational climate. On the other hand, factors effecting Organizational Commitment has been defined by Bayram (Bayram L., 2005) such as;

- Age, gender and experience
- Organizational fairness, reliability and job satisfaction
- Role ambiguity and role conflict
- The importance of the job and the received support
- Participation in decision making process
- Labor safety, recognition, alienation
- Marital status, family and\or child allowances
- Working hours, rewards, routines
- Promotion opportunities, salary
- Leadership approaches, other job opportunities and interest to employees.

2.9. Burnout

First introduced by Herbert Freudenberger in 1974, Burnout has been identified as “state of mental and physical exhaustion caused by one’s professional life.” As it has

evolved in following years, Christina Maslach has created Maslach Burnout Inventory (MBI) and defined Burnout as “a syndrome of emotional exhaustion and cynicism that occurs frequently among individuals who do ‘people-work ’of some kind.” The path to burnout starts with the increased emotional exhaustion. An employee suffering emotional exhaustion puts borders to people around and get estranged psychologically. The “depersonalized” employee realizes the difference between the past positive behaviors and present negative ones. This awareness drives employee to think that the performed behaviors limits performance and the contribution to community and society. Finally, the employee is in such mood that his\her performance insufficient (Maslach & Jackson, 1981).

Exhaustion causes serious personal and organizational problems. Exhaustion takes place mostly due to working conditions. But some studies have shown that employees with obsessive attributes to perfectionism and elaborative traits might end up with exhaustion because they do not reach their targets. Studies have also shown that human relations, motivation, excessive work load and the ability to overcome with stress is strongly related with exhaustion. Intense exhaustion causes psychosomatic disorders, problems in family life, insomnia and alcohol use. In organizational life it causes tardiness, frequent sick leaves, unfruitfulness in creativity and innovations.

3 sub-dimensions of burnout is defined by Maslach as follows;

-Emotional Exhaustion

It mostly takes place on the jobs that require face-to-face and one-to-one interactions. It is caused by the excessive psychological and emotional loads and it is also the origin and the center of Burnout syndrome. The employee, who is working in an emotionally busy schedule pushes himself\herself and gets crushed under other peoples’ demands. Emotional exhaustion exists as a reaction to this situation.

-Desensitization

The person who has faced emotional exhaustion feels weak and incapable in solving other peoples’ problems. He\she always uses an escape-way to reduce the emotion load, minimize relations with people. These are the first signs of desensitization. It is a phase that people stop themselves to establish a bond with other people. In other words, a buffer area is formed. But it is not easy to keep one’s distance while working

with people closely. This increasing negative reaction exists in various forms. The person might behave in an insulting and rough manner, might ignore demands and could fail in providing necessary service and help. The subject gets desensitized and reacts other people as they are objects.

-Lack of Personal Accomplishment

The negative mode of thought about other people causes the person to have negative opinions on himself\herself. The person feels guilty about this thought and the behaviors. That makes him\her to think that nobody likes him\her and to feel that he\she is ineligible to help demands. He\she feels 'failed'. In this point, the third stage of exhaustion - lack of personal accomplishment - takes place. It might drive the subject person to lose one's self-respect and sink into a depression. Employees can show signs of depression when they perceive that their efforts are unreciprocated. When they think that their actions do not make a way for a change, they pack up and leave. Some might change job; some might stay away from jobs that require communication that create stress.

Exhaustion is a continuum and each stage should be examined and evaluated. Each examination is important in early diagnosis and prevention. Personal traits play a significant role in the exhaustion process which come into existence after the stress that cannot be coped with. Those traits can be having trouble saying no, loss of direction, weakness feeling, fear of failure, being unable to set bounds, excessive working, economical problems and social isolation.

Factors Causing Exhaustion

Stress and exhaustion factors differ according to the environment of the job, the technology used, level of education and experience, factions in the organization, conflicts and etc. Some specific jobs create specific exhaustions and some specific organizations bring specific exhaustions. Major factors contributing exhaustion is listed below;

- Factors caused by the job
- Factors caused by the organizational roles
- Factors caused by the career development
- Factors caused by the relations

- Factors caused by the organizational structure and ambiance
- Factors non-related with organizations (Işıkhani, 1970)

Although Burnout is not diagnosable there are some apparent signs. Physical symptoms such as headaches and muscle pain can be confused with several illnesses. But if they are combined with change in sleep patterns, lowered immunity and frequent illnesses, then it might be a sign of Burnout. Another sign of Burnout is emotional changes. The lack of energy to do the job, loss of motivation and decrease in satisfaction can be the emotional signs of Burnout that is profession based. On personal side, the feeling of helplessness and being trapped, the sense of failure and self-doubt are the other signs of Burnout. People suffering Burnout might show signs of inadequate performance and doing jobs reluctantly or not doing it in a good order. The behavioral signs might be also seen in self-effacing acts such as evading responsibility and isolation (Smith et al., 2020).

2.10. Hypothesis Development

The main purpose of the study is to investigate Air Rage cases in the eyes of Cabin Crew, to determine the reasons of Air Rage and to raise awareness in this aspect. Accordingly, related factors, Burnout and Organizational Commitment, have been also researched in order to analyze Air Rage deeply.

In this regard, 2 hypotheses have been established;

H1: Air Rage cases cause Burnout.

H2: Burnout weakens Organizational Commitment.

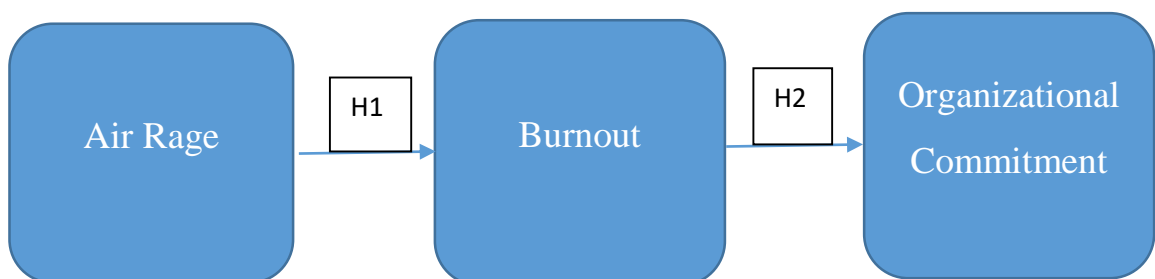


Figure 2.7. Hypothesis Development

CHAPTER III

METHODOLOGY

3.1. Research Method

This study aimed to identify the causes and effects of Air Rage. Air Rage is a phenomenon which is on the rise on the last decades. While the causes can vary widely, precautions and solutions are limited due to the nature of the environment. It has big impacts on operations and the companies and Cabin Crew is the most affected part of the problem. This study collected quantitative data via an online survey from respondents. The survey was the primary data source and books, magazines and articles on the subject were used as secondary data source. An online survey form was sent to Cabin Crews via social media and e-mail and they were assured that their data would not be shared with any company or person. There were 216 crew members who gave responses to the survey with complete answers. The answers were studied with SPSS (Statistical Package for the Social Sciences) program and the data derived from that program.

3.2. Population

The target group for the survey was the Cabin Crew, which suffers the most from Air Rage. Although duties, working hours, type of aircraft and procedures might vary slightly according to the company, the core of the job is almost the same. For that reason, the survey was sent to any Cabin Crew regardless of the company they work for.

3.3. Data Sources

Data collection is a systematic process of acquiring results or measurements. There are several ways to gather data such as experiments, interviews, observations and surveys.

Since this study focused on large scale statistical view the researcher used surveys to collect quantitative data. The purpose was to understand the common view of Air Rage from Cabin Crew perspective and its' outcomes.

3.4. Instrument Design

The survey was divided into 4 main parts. In order to collect all answers from each respondent, all questions were obligatory to proceed. Those parts include: demographics, causes of Air Rage, Burnout inventory and finally Organizational Commitment.

The first section had 6 questions with multiple choices and asked personal for answers and their experience. The last question of this part focused on the exposure of the respondent to Air Rage.

Second part was the 7-point Likert Scale on "Air Rage" causes. Respondents were asked to mark on a scale from 1 to 7 the influence of each of the 18 Air Rage causes listed. Those causes were identified as the possible factors contributing Air Rage and the impact of each cause differs to any crew member. Those causes consisted of 4 different group of factors and they were treated equally.

The third part was also a Likert Scale and asked crew to choose from 1 to 5. This part focused on the impact of Air Rage on the Cabin Crew and aimed to identify the level of Burnout inventory for each respondent. There were 22 questions and they were derived from the well-known Maslach Burnout Inventory Item list. The questions were about the feelings of Cabin Crew with regards to their interaction with passengers, mostly on tense times. This part could be divided into 3 sub-groups.

The last part was about the loyalty and sense of ownership of Cabin Crew to the company. There were 24 questions which focused on the commitment to the organization with 5-point Likert Scale. The target is to identify the impact of Air Rage incidents on Cabin Crew regarding company commitment. This part could be also divided into 3 sub-groups.

CHAPTER IV

RESULTS AND DISCUSSION

The survey was conducted with 216 crew member from various age, level of education and experience levels. The results were examined in 4 main parts in the survey.

4.1. Demographics

To analyze the results of the demographic questions, frequency and mean data were used in descriptive statistics. The percentages for each answer can be seen in Table 4.1.

Table 4.1. Percentages in Demographic Answers

Characteristics	Category	Frequency	%
Age	Less than 25	26	12.0
	26-30	61	28.2
	31-35	67	31.0
	Over 36	62	28.7
Level of Education	High School	17	7.9
	Bachelor's	161	74.5
	Postgraduate	38	17.6
Marital Status	Married	92	42.6
	Single	124	57.4
Gender	Female	71	32.9
	Male	145	67.1
Years of Experience	Less than 3 years	47	21.8
	4-6	55	25.5
	7-9	34	15.7
	Over 10	80	37.0
Experienced Air Rage Frequency	Never	27	12.5
	Barely	85	39.4

Table 4.1. (cont.)

	Sometimes	88	40.7
	Often	12	5.6
	Always	4	1.9

The analysis of age in the survey has shown that 31.0% of total attendants with 67 individuals were in the 31-35 age group. The second highest percentage was 28.7% in the group older than 35, with 62 individuals. 25-30 age group was similar with 28.2% and 61 individuals. The lowest percentage of age group was only 12% in the group less than 25, with 26 individuals.

The answers regarding the level of education states that the significant number of attendants held a Bachelor's degree; 161 individuals which makes 74.5%. The following level of education group held a Post-graduate degree by 38 attendants with 17.6%. The lowest number of attendants held an associate degree by 17 attendants and 7.9%.

The numbers for the marital status of the attendants shows that %42.6 (n=92) were married and 57.4% (n=124) is single. With this respect it is possible to say the majority was single Cabin Attendant. When the results of the demographic questions were examined, it was apparent that the majority of the attendants were female, with 67.1% of total number and 145 individuals. The percentage of male Cabin Crew attendants were 32.9% which made 71 individuals.

The level of experience answer has shown that Cabin Crew who has experience more than 10 years leads the 80 attendants, 37.0% of total. The next group was the 3-6 years of experience, with 34 individuals and 25.5% of total. Cabin Crew, which has experience less than 3 years was 34 individuals and 34 individuals had 7-10 years of experience.

The frequency of Air Rage experience is similar in the answers "Occasionally" and "Rarely" with around 40.7%. 12.5% of total attendants have responded as "Never" and

5.6% of the total has “Often”. Only 1.9% of the attendants have experienced Air Rage as “Always”.

4.2. Data Analysis

In this chapter, the results of the questionnaire analysis are calculated to find mean and standard deviation. All questionnaire items were unique in a teamwork with Cabin Crews.

4.2.1. Air Rage Causes

The questionnaire in this part was conducted with 7-Point Likert Scales.

Table 4.2. Air Rage Causes Descriptive Analysis

		Mean	Std. Deviation
Amenity Problems	Recline seat	4,05	1,749
	Disturbing passenger	4,79	1,723
	Overhead bin use	3,87	1,846
	Class segregation	2,58	1,737
	Smart device use	3,41	1,728
	Operational Problems	Lost baggage	4,12
Overbooking		3,81	2,039
Long check-in queue		3,58	1,937
Delay		5,35	1,775
Individual Problems	Alcohol consumption	4,04	1,939
	Smoking/drug addiction	4,11	1,931
Situational Problems	Seat pitch	3,57	1,764
	Arm rest use	2,71	1,666
	Long flight hours	3,15	1,770
	Noise	3,49	1,810
	Crowdedness	3,48	1,865
	Divert	4,38	2,045
	Insufficient service	3,67	1,924

Results of a model that is satisfactory in its fit as according to given data (KMO= ,901, ChiSq =2208,925 Df= 153 and Sig =,000)

In Table 4.2, responses of attendants have shown that “Delay” is the most influential reason (mean = 5,35) creating Air Rage in the descriptive analysis of Air Rage causes. The following noteworthy reasons with mean more than 4,00 for Air Rage were disturbing passengers, divert, lost baggage, smoking/drug addiction, reclined seat and alcohol consumption. The least influential reason with 2,58 mean was class segregation.

4.2.2. Burnout Effect

The survey was conducted with questions from the well-accepted Maslach Burnout Inventory. 5-point Likert scale was used to test the variables.

Table 4.3. Air Rage Effect on Burnout

	Mean	Standard deviation
I feel emotionally drained from my work	2,16	1,112
I feel used up at the end of the workday	2,98	1,208
I feel fatigued when I get up and have to face another day on the job	2,42	1,155
Working with people all day is really a strain for me	3,06	1,311
I feel burned out from my work	2,27	1,202
I feel frustrated by my job	1,94	1,089
I feel I’m working too hard on my job	2,94	1,352
Working with people directly puts too much stress on me	2,23	1,133
I feel like I’m at the end of my rope	1,99	1,054

Table 4.3. (cont.)

I can easily understand how my recipients feel about things	4,01	1,005
I deal very effectively with the problems of my recipients	4,03	1,009
I feel I'm positively influencing other people's lives through my work	4,02	1,043
I feel very energetic	3,60	1,099
I can easily create a relaxed atmosphere with my recipients	3,92	,926
I feel exhilarated after working closely with my recipients	3,85	1,068
I have accomplished many worthwhile things in this job	3,81	1,007
In my work, I deal with emotional problems very calmly	3,71	1,061
I feel I treat some recipients as if they were impersonal 'objects'	2,57	1,167
I've become more callous toward people since I took this job	2,55	1,245
I worry that this job is hardening me emotionally	2,44	1,168
I don't really care what happens to some recipients	2,12	1,121
I feel recipients blame me for some of their problems	2,93	1,333

Results of a model that is satisfactory in its fit as according to given data KMO= ,893, ChiSq =2908,002 Df= 231 and Sig =,000

The responses regarding Burnout were analyzed among the attendants. Table 4.13 shows that the Cabin Crew has high level of concern about the failures in the working life.

4.2.3. Organizational Commitment Effect

The questions in this part was extracted from the well accepted Organizational Commitment Inventory research by Allen and Meyer. 5-point Likert scale was used to test the variables.

Table 4.4. Organizational Commitment of Cabin Crew

Organizational Commitment	Mean	Standard Deviation
I would be very happy to spend the rest of my career with this organization.	4,23	1,002
I enjoy discussing my organization with people outside it	2,64	1,300
I really feel as if this organization's problems are my own.	3,80	,957
I think that I could easily become as attached to another organization as I am to this one.	3,23	1,154
I do not feel like 'part of the family' at my organization.	2,23	1,213
I do not feel 'emotionally attached' to this organization.	2,09	1,102
This organization has a great deal of personal meaning for me.	3,99	1,085
I do not feel a strong sense of belonging to my organization.	2,23	1,258
I am not afraid of what might happen if I quit my job without having another lined up.	2,34	1,280
It would be very hard for me to leave my organization right now, even if I wanted to.	3,83	1,190
Too much in my life would be disrupted if I decided I wanted to leave my organization now.	3,56	1,191
It wouldn't be too costly for me to leave my organization now.	2,11	1,037
Right now, staying with my organization is a matter of necessity as much as desire.	3,69	1,116
I feel that I have too few options to consider leaving this organization.	3,69	1,210
One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.	3,04	1,293

Table 4.4. (cont.)

One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice – another organization may not march the overall benefits I have here.	3,62	1,226
I think that people these days move from company to company too often.	2,91	1,129
I do not believe that a person must always be loyal to his or her organization.	2,61	1,256
Jumping from organization to organization does not seem at all unethical to me.	3,36	1,220
One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.	3,21	1,280
If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.	2,99	1,252
I was taught to believe in the value of remaining loyal to one organization.	3,79	1,056
Things were better in the days when people stayed with one organization for most of their careers.	3,28	1,264
I do not think that wanting to be a ‘company man’ or ‘company woman’ is sensible anymore.	2,51	1,165

Results of a model that is satisfactory in its fit as according to given data (KMO= ,783, ChiSq =1690,843 Df= 276 and Sig =,000). Table 4.4 shows the responses according to the Organizational Commitment survey variables (Affective Commitment, Continuance Commitment, Normative Commitment). The scale mean is regarded as 3.00 for all responses. The analyze has shown that all variables were distributed homogenously in the 3 major groups.

In Table 4.4, the figures have shown that a intercorrelation level of low to moderate exists in correlation matrix of 18 causes of Air Rage. Due to potential conceptual and statistical overlaps, an endeavor was made to identify at least a set of factors to decide the basic essential measurements of the total set of 18 Air Rage caused factors.

Table 4.5. Factor Analysis of Air Rage Causes (Rotated Component Matrix)

	Component			
	Situational problems	Amenity problems	Operational problems	Individual problems
Crowdedness	,799			
Noise	,730			
seat pitch	,600			
long flight hours	,583			
arm rest use	,569			
Divert	,513			
insufficient service	,511			
smart device use		,732		
class segregation		,714		
Overhead bin use		,678		
recline seat		,657		
disturbing passenger		,563		
lost baggage			,825	
Overbooking			,800	
long check-in queue			,733	
Delay			,662	
alcohol consumption				,818
smoking/drug addiction				,808

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization

In Table 4.5, Air Rage caused variables selection criteria with factor loading greater than 0.5 were group for each factor derived. The factor analysis produced four underlying factors. Such as amenity problems, individual problems, operator caused problems, situational problems. All of these factors make a good conceptual sense and explained a total of 66.3 per cent of the total variance

Responses according to Air Rage cause variables (Amenity problems, Operational problems, Individual problems, Situational problems) were analyzed in Tables 4.5 to 4.9. All responses were analyzed regarding all scale mean equal to 4.00. Delay, considered as one of operational problems was stated as the most influencing reason of Air Rage with a mean of 5.35. On the other hand, Individual problems has been one of the most influential problems creating Air Rage. Divert (airplane landing to a different destination from planned), as a Situational Problem, is the next on the list with 4.38 mean number. Disturbing passengers (4.79) and reclined seat (4.05) are among the variables inside the airplane to create Air Rage. The least influential reason happened to be Class Segregation with a 2.58 mean number.

Table 4.6. Air Rage Case Frequency

		N	Mean	Standard Deviation	p
Air Rage Case Frequency	Never	27	3.11	1.45	.002
	Rarely	85	3.61	1.16	
	Occasionally	88	4.04	1.17	
	Often	12	4.34	1.11	
	Always	4	4.51	1.67	
	TOTAL	216	3.78	1.25	

There is a statistically significant difference between Air Rage Case Frequency and Air Rage point mean numbers. ANOVA (Analysis of Variance) has been applied to explore the effect of Air Rage case frequency on Air Rage. Attendants have been divided into 5 groups. There is also a statistically significant difference in those 5 groups regarding Air Rage points. ($F(4,211) = 4.546$, $p = 0.002$). Mean numbers of attendants who has “NEVER” experienced Air Rage was (3.11 ± 1.45), which has a significant difference from “OCCASIONALLY” (4.04 ± 1.17) and “OFTEN” (4.34 ± 1.11).

Table 4.7. Level of Education and Air Rage

	Level of Education	N	Mean	Standard Deviation	p	Significant Difference
Air Rage Perception	High School	17	2.59	1.38	.000	Post-graduate
	Bachelor's	161	3.82	1.23		High School
	Post Graduate	38	4.13	0.98		
	TOTAL	216	3.78	1.25		

The analyze with One-way ANOVA test has shown that the highest mean number for the relation between the level of education and Air Rage perception was amongst the “High School” Cabin Crew ($X=4,13\pm,98$). The next group was Cabin Crew with Bachelor’s Degree ($X=3,82\pm1,23$) and the least with Master’s Degree ($X=2,59\pm1,38$).

One-way Analyze of Variance was used to identify if there is a significant level of difference in the perception of Air Rage amongst the attendants. The result of the analyze was $F=9,96$ ($p<0,05$), which means statistically significant difference. Tukey test, one of the Post-Hoc tests, was performed to test the source of the difference.

Table 4.8. Level of Experience and Air Rage

		N	Mean	Standard Deviation	p	Significant Difference
Air Rage Perception	Less than 3 years	47	3.24	1.19	.0009	Less than 3 years
	3-6 years	55	3.95	1.46		7-10 years
	7-10 years	34	3.98	1.18		
	More than 10 years	80	3.90	1.07		
	TOTAL	216	3.78	1.25		

The perception of Air Rage related with the level of experience happened to be the highest in the group of 7-10 years of experience ($X=3,98\pm 1,18$). The lowest mean was amongst the group of experience less than 3 years. ($X=3,24\pm 1,19$). As depicted in the Table 4.12, perception of Air Rage and level of education is statistically significant. One-way ANOVA test has been also used to identify if there is a statistically difference. The analyze has shown that $F=3,94(p<0,05)$ is the statistically difference. Again Tukey test was used to test the source of the difference.

Table 4.9. Effect of Air Rage Case Frequency on Burnout

Air Rage frequency	N	X	SS	P
Never	26	2,53	,668	,000
Barely	84	2,84	,514	
Sometimes	88	3,10	,528	
Often	12	3,59	,448	
Always	4	3,79	,891	

Table 4.9 shows the analysis of the test for statistically significant difference of Air Rage case frequency and Burnout. The method used to test it was One-Way ANOVA. The test result was $F=12,8$ and $P=000$ ($p<0,05$) and there was a significant difference. Tukey test was used to test the source of the difference.

The results of the relation between Air Rage Case frequency and Burnout have shown that there is a statistically significant difference between Cabin Crew who has “NEVER” experienced Air Rage ($X=2,53\pm,668$) and “ALWAYS” ($X=3,79\pm,891$). So, frequency of Air Rage cases has a direct effect on Burnout.

Table 4.10. Air Rage Case Frequency and Organizational Commitment

		N	X	SS	F	P
Air Rage Case Frequency	Never	27	3,026	,31376	6,025	.000
	Rarely	85	3,101	,44499		
	Occasionally	88	3,186	,30936		

Table 4.10. (cont.)

	Often	12	3,309	,23399		
	Always	4	2,343	,89777		
	TOTAL	216	3,123	,39783		

To analyze the relation between Organizational Commitment and Air Rage case frequency and their difference, one of the parametric tests, One-way Analyze of Variance has been used. According to the analyze of variance, $F=6,025$, ($p<0,05$) $P=,000$ has been found as a statistically significant difference. One of the Poc Hoc Tests, TUKEY test has been used to test the source of the difference. According to the analyze, there is a significant relation between Air Rage Case frequency and Organizational Commitment.

Table 4.11. Level of Education and Burnout Relation

Level of Education	N	X	SS	p
High School	17	2.33	.83	.000
Bachelor's	161	2.99	.55	
Post Graduate	38	3.19	.46	
TOTAL	216	2.97	.59	

Preliminary analyzes of normality assumption, One-way ANOVA has been applied to explore the effect of level of education over mean numbers. Attendants have been divided into groups and significant difference has been noted. ($F(2,213)=13.809$, $p<0.001$) The mean numbers of high school degree was 2.33, Bachelor's degree was ($n=161$) 2.99 and post-graduate ($n=38$) was 3.19. After TUKEY HSD double comparison, the mean of High School was significantly lower than Bachelor's and Post-Graduate.

Table 4.12. Marital Status and Organizational Commitment

Marital Status	N	X	SS	P
Married	92	3.20	0.33	.008
Single	124	3.06	0.43	

In order to test if there is a significant difference in the mean numbers related with the marital status, t-tests have been applied after the preliminary analyze of normality assumptions. A significant difference has been determined according to the results. ($t(214)=2.698, p<.01$). When level of attendants according to marital status variable, married attendants ($n=2$) were 3.20 and single attendants ($n=124$) were 3.06. Consequently, married Cabin Crew have a higher level of Organizational Commitment when compared to single Cabin Crew. According to the responses, no significant relation has been found between organizational Commitment and age, level of education and level of experience. Besides, no significant relation has been found between burnout and age and level of experience.

Table 4.13. Pearson Correlation Analysis of Air Rage – Burnout – Organizational Commitment

	N	X	SS	Air Rage	Burnout	Organizational Commitment
Air Rage	216	3.78	1.25	1	.39**	.21**
/						
Burnout	216	2.97	.59	.39**	1	.16**
/						
Organizational Commitment	216	3.12	.39	.21**	.15**	1

The relation between Air Rage and Burnout has been explored with Pearson Correlation Analyze. According to the analyze, there is a positive correlation in low level ($p<.01, r=.39$)

The relation between Organizational Commitment and Burnout has been analyzed also with Pearson Correlation Analyze. According to the analyze, there is also a positive correlation in low level. ($p<.01, r=.16$)

Table 4.14. Regression Analyze of the Precursor Effect of Burnout and Organizational Commitment over Air Rage

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,422 ^a	,178	,170	1,14294

Predictors: (Constant), Organizational Commitment, Burnout

Linear Regression Analyze has been used to study whether Burnout and Organizational Commitment explains Air Rage or not. According to the analyze $R=.422$ shows that the model doesn't completely match to the observed values. Because the number is far less than "1". $R^2=.18$ has been found as the descriptive on Burnout and Organizational Commitment over Air Rage. That means, Burnout and Organizational Commitment describes the 18% of the alteration of Air Rage.

Table 4.15. ANOVA of Burnout and Organizational Commitment over Air Rage

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	60,329	2	30,165	23,091	,000 ^b
	Residual	278,246	213	1,306		
	Total	338,576	215			

According to the ANOVA table, Burnout and Organizational Commitment has a statistically significant effect on Air Rage. ($F(2,213) = 23.091, p < 0.001$) That means, there is a linear relation between Air Rage and Burnout and Organizational Commitment.

Table 4.16. Correlation of Variables

	1	2	3	4	5	6	7	8	9	1
Normative Commitment	1									
Continuance Commitment	,395**									
Affective Commitment	308**	,398**								
Desensitization	0,031	0,114	0,054							
Lack of Personal Accomplishment	-0,025	0,138	0,127	,599**						
Emotional Exhaustion	-0,025	0,138	0,127	,599**	1,000**					
Situational Problems	0,111	0,137	0,115	0,17	,327**	,327**				
Operator Caused Problems	,202**	0,122	0,101	,189**	,219**	,219**	,583**			
Individual Problems	,191**	0,12	0,13	,173*	,209**	,209**	561**	,487**		
Amenity Problems	0,126	,172*	,138*	,266**	,331**	,331**	,758**	,588**	545**	1

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

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

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The first decades of aviation took place in the military area. As the aviation industry developed, it changed to be a part of civil air transportation. In the middle of the 20th century, the aviation industry has progressed so much that the need for co-operation with many industries has brought the international organizations, treaties and unions. Because of the cause and effect relation, increasing number of passengers and the expanding aviation industry has significantly raised the importance of civil aviation transportation. The change in passenger profile over time, the increase and the accessibility to amenities that ease life as well as initiatives of air companies to make bigger profits have increased problem areas in the civil aviation transportation sector. While the challenges that the key element of civil aviation transportation – aircrew – face has increased in parallel, the assets and the authorization to solve problems has decreased as the terms “Customer Satisfaction” and “Individual Rights” have started to gain more ground.

One of the biggest problems of civil aviation transportation is, no doubt, Air Rage. This concept is used to describe the unruly and irrational acts of a passenger during an air travel. Air Rage can have its cause from various sources including the personal problems of the passenger, reasons created directly or indirectly by the airline or airport management, and environmental conditions. Air Rage is a significant problem to Aviation Transportation which functions in a tight schedule and requires a close co-ordination with several industries. In case of an Air Rage incident, unexpected charges because of delays and diversions and falling into disrepute will damage the airline. In addition to this, the stress of the aircrew and the verbal, physical or psychological attacks will have impacts on the performance and motivation of the aircrew and to the adherence to the company and job.

This study has researched the Air Rage perception of Cabin Attendants and their impacts by several perspectives. A 4-chapter survey was formed and was responded by 216 Cabin Attendants via e-mail. The responses were collected via Google Forms and were analyzed by IBM SPSS program.

The first chapter consists of Demographic Information and the impact of Air Rage perception by the Cabin Attendants was analyzed based on the demographic characteristics.

The results have shown that the majority of the attendants were in the age group 25-30 and had a high school degree. 2/3 of the attendants were female and more than half of the attendants were single. 37% of the attendants had more than 10 years of experience, which has a positive effect on the reliability of the study by having experienced attendants in the majority.

Causes of Air Rage have been analyzed and the most effective factor has turned out as “Delays”. Delays are undesired situations not only for companies but also for passengers and crew. Delays cause a lot trouble, such as delay to connected flights and undesired changes in plans. For this reasons, delays increase the level of stress and create a basis for an Air Rage case. The second most common cause for Air Rage is the disturbing passenger. A disturbing and unruly passenger is a trouble for both Cabin Crew and fellow passengers. Complaining loudly, yelling, commencing irritating behavior against crew and passengers, denial to comply with the rules cause tension on-board and become a direct reason for Air Rage. One of the most important causes of Air Rage is flight diversion. An expected landing to an unwanted airport increases journey hours and puts extra stress on passengers and can trigger Air Rage.

The second part of the survey analyzed the various reasons for Air Rage and their perception by the Cabin Attendants. Those reasons were categorized as Amenity Problems, Operational Problems, Individual Problems and Situational Problems. These are;

Amenity problems

- Insufficient service

- Recline seat
- Disturbing passenger
- Overhead bin use
- Class segregation
- Smart device use

Operational Problems

- Lost baggage
- Overbooking
- Long check-in queue
- Delay

Individual Problems

- Alcohol consumption
- Smoking/drug addiction

Situational Problems

- Seat pitch
- Arm rest use
- Long flight hours
- noise

According to the analysis of the results, the relation between Air Rage frequency and Air Rage perception has been analyzed in Table 4-6 and there is a directly proportional relation between frequency and perception of Air Rage. A member of Cabin Crew who has suffered Air Rage cases previously has a high perception of Air Rage. The relation between Air Rage perception and level of education has been studied and Table 4-7 shows that the highest perception is in the Post-Graduate degree group. On the other hand, high school degreed Cabin Crew had the lowest level of Air Rage perception.

Table 4-8 explains the relation between Air Rage perception and level of experience. The lowest perception level was in the group with less than 3 years of experience and the highest level was in the group with 7-10 years of experience. Cabin Crew who have more than 10 years of experience approach an Air Rage case more professionally and handle the situation.

The next chapter, the impact of Air Rage on “Burnout Feeling” that Cabin Attendants can experience was analyzed. Burnout research questions were derived from the

“Maslach Burnout Inventory” and consists of 3 main groups; Emotional Exhaustion, Desensitization and Lack of Personal Accomplishment.

The analysis showed that Air Rage case frequency is directly related with the Burnout level of Cabin Crew. Air Rage cases effect Cabin Crew psychologically which results in Burnout. Cabin Crew is the face of the company and the occurrence of Burnout due to Air Rage cases will not only affect the company image but also reduces the productivity of Cabin Crew. Besides, the frequency of Air Rage cases affects the Organizational Commitment. The more Air Rage cases Cabin Crew face, the less Organizational Commitment they have. In order to increase the level of Organizational Commitment, it is vital to minimize Air Rage cases.

In another analysis, the relation between the level of education and burnout has shown that, Cabin Crew who have post-graduate degrees have high levels of Burnout. The lowest level of Burnout was in the high-school graduate Cabin Crew, which means a proportional relation between Burnout and level of education. Likewise, the impact of level of education on Air Rage perception, Burnout and Organizational Commitment shows the importance of employing educated personnel and the importance of in-company training.

The last part of the study analyzed the impact of Air Rage on the Organizational Commitment of the Cabin Attendant. The questions were derived from the “Allen and Mayer’s Organizational Commitment” study. The questions were grouped in 3; Affective Commitment, Normative Commitment and Continuance Commitment.

The analyzed results have shown that married Cabin Crew have higher level of Organizational Commitment when compared to single Cabin Crew. This may mean that married Cabin Crew tends to bond more to the company to sustain personal and family needs.

Table 4-13 showed that there is a statistically meaningful and positive relation between Air Rage and Burnout. The Analysis showed that Air Rage cases cause Burnout. Also, there is positive relation between Burnout and Organizational Commitment. Thus, it is found that Burnout weaken Organizational Commitment. Finally, Table 4-14,

regression analyses shows that there is a direct relation between Air Rage, Burnout and Organizational Commitment.

Obtained data from previous studies, the survey and the analyses showed that;

- Air Rage incidents have negative impacts on Cabin Attendants,
- Those created negative impacts creates Burnout Feeling on Cabin Attendants,
- Organizational Commitment of Cabin Attendants that suffered Burnout Feeling decreases.

Although most of the survey participants have stated the frequency of Air Rage incidents as “Rarely” and “Occasionally”, Air Rage incidents are increasing day by day in the world. The results and the impacts of the Air Rage incidents are important to airlines, aircrew and passengers and the most effective way to solve Air Rage incidents is “Prevention”. The “Preventive measures” can be realized by optimizing several factors. Changes and regulations in procedures of airlines, airport operators, ground and air crews and passengers will be substantial in minimizing Air Rage incidents.

According to the survey, the reasons caused by airlines and airport operators took the lead. These are; Delay, Overbooking, Lost-baggage and Long check-in queues. The reason considered the most influential, delay, is mostly caused by the late arrival of the aircraft to the terminal. Increasing number of flights and their frequencies cause airports, which have limited and tight parking lots and slots, not to receive those flights and put them on holding, and finally cause a late landing. Another reason, overbooking, is causing terminals to host more passengers than airplanes can board. Although most of the time airlines do not find it difficult to find volunteer passengers to board on the next flight/day, the situation could be uncertain and that might create stress to passengers. Lost baggage and long check-in queues are caused by airport operators which victimize passengers. All those above mentioned reasons could be minimized with the efforts of the airlines and airport managements. Decrease in delays and durations, decrease in the passengers who suffers from losing baggage or seeing his ticket sold to someone else will be helpful to decrease the number of Air Rage incidents.

Human resource is the most effective tool in the civil aviation. But although they bear tremendous responsibilities they have very limited power. Cabin Attendants have to solve the unruly passenger's disruptive behaviors mostly with personal communication skills, they have to provide the safe and fulfilling travel right of fellow passengers. The reason behind the unruly passengers' disruptive behavior is the "unfulfilled fair demand". Cabin Attendants have to recognize their feeling and make them understand that cabin attendants have the control and will solve the problem. This not only requires personal skills or experience but also training.

Training, particularly aircrew training, leads the priority list of airlines. The annual trainings, seminars and checks to keep currents, professions such as communication, body language, creative problem solving and decision making should be added to the syllabus. Thus, personal attributes are not the sole asset to handle the crisis. Another issue regarding Air Rage is confidence. During an Air Rage case, Cabin Attendants should keep in mind that their company will stand behind and rely on them. The fear of dismissal, administrative oppression or sanction might drive Cabin Attendants to solve problem with wrong or missing procedure or even to ignore the problem. In all cases, airlines should inspire confidence to the crew and encourage them to keep an official report. Companies should not fear that reporting will lead to disrepute. Instead, companies and crews should be motivated to raise awareness about Air Rage in order to stop it happening again

Legal enforcement against Air Rage is not widely and explicitly known and announced in Turkey and the world. Briefing and announcing to the passengers about the legal aspect of Air Rage could be a measure to prevent a potential unruly passenger case. Boards in the terminal area, flyers on the plane and the flight/safety demonstrations could include information about Air Rage and it will make it more visible and tangible.

Due to various reasons and the unpredictability of human behavior, Air Rage might happen no matter what measures are taken. If aircrew, especially Cabin Attendants, feel that airlines and airports do the best to prevent Air Rage incidents and provide them with the best assets, they will probably tolerate the situation. However, if they feel the lack of assistance and the confidence of the company, Air Rage will have more impact on the crew. The environment that Cabin Attendants work is a narrow tube that

contains a lot of people from different regions, nations, gender with various expectations, fears and approaches. Additional to the long flying hours, ever-changing time zones and mixed-up biological clock, the environmental facts could complicate the situation. Worse, an Air Rage incident could add fuel to the fire and even if the case gets solved it might have disruptive effects on Cabin Attendants. Cabin Attendants who do not enjoy the working environment, who do not enjoy dealing with the passengers with direct contact, who feels drained after a work day, who bring those feelings back to their family and/or social life, who feel desperate by the stress and the challenges are likely to sink into Burnout. The Cabin Attendant's feeling that his/her behavior is estranging people from him/her will feel unqualified. This will decrease the motivation and the eagerness of the Cabin Attendant.

A Cabin Attendant who suffers Burnout will try to explain and justify this situation to himself. He will think that the challenges that he faces happens because of himself and this gives him the feeling that the company is also in charge of that. He will feel that he is not supported adequately and the problem solving depends on his attributes. Since he doesn't feel the support from the company, whatever the personal rights are, his loyalty to the company, Commitment to the Organization might weaken. While companies ask employees to behave as a member of the family, the employee should equally feel he/ she is a member of this family. Organizational Commitment is an important factor in Human Resources and due to the changing sociological facts in the world, the loyalty to companies are weakening. Employees find it easy to move to another company, even if the personal rights will not be better than the previous one. With globalization, similar professions are needed all over the world and the employee with the qualified background and profession could find better occupations in another company. The path from Air Rage to Organizational Commitment can effect companies and employees with various aspects. To prevent such undesirable outcomes, more effort in approach, training and procedures to Air Rage will be beneficial.

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APPENDIXES

APPENDIX A

WARNING CARD TO UNRULY PASSENGER

DCTC Doc No. 23

SAMPLE PASSENGER NOTIFICATION WARNING CARD

PASSENGER NOTIFICATION WARNING CARD

(Insert company name and logo here)

Passenger name: _____

Seat number: _____ Flight Number: _____

THIS IS A FORMAL WARNING ON BEHALF ON THE PILOT IN COMMAND OF THIS AIRCRAFT.

Unruly and disruptive behavior on board an aircraft and unlawful interference with airline operations will not be tolerated. Your behavior has resulted in this **FORMAL WARNING** being issued to you.

(Airline XX's - insert your airline's name) policy and the Tokyo Convention 1963 [insert domestic legislation applicable in your airline's country] prohibits:

- Passengers who behave in an unruly/disruptive or lewd manner;
- Passengers who could jeopardize the safety and security of our passengers, employees, property on board and our aircraft;
- Passengers who do not comply with lawful instructions given by the Pilot in Command or any crew member of this flight;

You are warned that you might be committing a criminal offence if your behavior continues to violate our policy and the applicable laws including the Tokyo Convention 1963 and the [insert domestic legislation applicable in your airline's country]. If you fail to comply with our instructions **immediately**, you may be restrained and handed over to the authorities at the port of arrival. Please conduct yourself accordingly. Be also advised that you will not be permitted to consume alcoholic beverages for the remainder of this flight.

IT IS (airline XX's - insert your company name) POLICY TO PROSECUTE ANY PERSON WHO CONTRAVENES ANY STATUTORY REGULATIONS WHICH MAY AFFECT THE SAFETY OF THIS AIRCRAFT AND THE WELL BEING OF OTHER PASSENGERS AND EMPLOYEES ON BOARD. FURTHERMORE, BE ADVISED THAT (airline XX - insert your company name) IS ENTITLED TO REFUSE YOU CARRIAGE ON ITS FLIGHTS UNLESS YOU CAN DEMONSTRATE THAT YOU DO NOT POSE A THREAT TO THE SAFETY AND SECURITY OF OUR PASSENGERS AND EMPLOYEES.

APPENDIX B

INCIDENT REPORT

SAMPLE UNRULY PASSENGER INCIDENT REPORT

Note: requirements may be different in your State of Operation, please consult your national Civil Aviation Authority and the Airline's Corporate Security Department.

UNRULY PASSENGER REPORT				
Date:	Flight No.:	FIN No.:	Flight Leg:	Phase of Flight:
Flight Deck Crew				
Pilot in Command _____ Employee # & Base _____				
Cabin Crewmembers				

Name Employee # & Base Name Employee # & Base				

Name Employee # & Base Name Employee # & Base				

Name Employee # & Base Name Employee # & Base				

Name Employee # & Base Name Employee # & Base				

1 Level of Interference				
1 Level 1 (Light) 1 Level 2 (Moderate) 1 Level 3(Serious) 1 Level 4 (Flight Deck)				
2 Description of Unruly Passenger(s)				
Name	Seat #	Name	Seat #	
1 Male 1 Female	Height:	Age:	Weight:	
3 Location of Incident				
Zone Other (specify):				
4 Action Taken by crew				
1 Off-loaded Pre-flight 1 Notification Warning Card Issues 1 Incident Resolved				
1 Restraints Applied 1 Unscheduled Landing 1 Disembarked				
1 Delivered to Authorities on Landing				

5 Medical Assistance:			
1 Yes 1 No			
DCTC Doc No. 23 E – 2			
First Aid Administered			
1 To Passenger 1 To Crew 1 To Unruly/Disruptive Passenger			
Medication Administered (Specify type) _____			
Name(s) of Attending Physician:			
Address:			
Telephone:			
Description of Injuries:			
6 Law Enforcement 1 Yes 1 No			
Name of Officer:			
Badge No.			
Badge No.			
Complaint #			
Witness 1			
Name: Seat No. Telephone:			
Address:			
Witness 1 Statement:			
Willing to give evidence to law enforcement agencies or in court proceedings: 1 Yes 1 No			
Witness 2			
Name: Seat No. Telephone:			
Address:			
Witness 2 Statement:			
Willing to give evidence to law enforcement agencies or in court proceedings: 1 Yes 1 No			
7 Crew Member Statement			
TIME Observation SHOULD be objective and sequential. Include complete description of incident, exact words spoken and description of behavior observed. Sign and indicate your employee number following your statement. Use additional paper if required.			

APPENDIX C
SURVEY ON AIR RAGE
A SURVEY ON AIR RAGE FROM
CABIN CREW PERSPECTIVE

Dear Ms./Mr.

You are kindly invited to participate in a survey undertaken by Ibn Haldun University (Istanbul, Turkey), Turkish Airlines Academy and Airbus Company as a part of a Master's Thesis of Air Transportation Management program. Be assured that all answers will be kept in the strictest confidentiality and will not be distributed or used in the future.

Thank you for accepting to take part in this survey exploring the nature of "Air Rage". Air Rage defines the unruly and disruptive behaviors of passengers and it is one of the most feared issues for Cabin Crew. This study handles Air Rage from Cabin Crew perspective.

Answering the questionnaire will take about 5 minutes. As a former Cabin Crew, I need your cooperation and it will greatly assist this survey.

Aslı PINARBAŞI

MSc in Air Transport Management

PART I. Demographic Info

1. What is your gender?	
<input type="checkbox"/> Male	<input type="checkbox"/> Female
2. What is your age?	
<input type="checkbox"/> Less than 25	<input type="checkbox"/> 25 - 30
<input type="checkbox"/> 31 - 35	<input type="checkbox"/> More than 35
3. What is your marital status?	
<input type="checkbox"/> Married	<input type="checkbox"/> Single
4. What is the highest degree or level of school you have completed?	
<input type="checkbox"/> High School	<input type="checkbox"/> Bachelor's
<input type="checkbox"/> Post-graduate	
5. How long have you been working as a Cabin Crew?	
<input type="checkbox"/> Less than 3	<input type="checkbox"/> 3 - 6
<input type="checkbox"/> 7 - 10	<input type="checkbox"/> More than 10
6. How often do you experience Air Rage?	
<input type="checkbox"/> Never	<input type="checkbox"/> Rarely
<input type="checkbox"/> Occasionally	<input type="checkbox"/> Often
<input type="checkbox"/> Always	

PART II. Air Rage Causes

Please describe the following causes of Air Rage in level of effect.							
	1 = Being the least influential		7 = The most			
1. Lost baggage	1	2	3	4	5	6	7
2. Overbooking	1	2	3	4	5	6	7
3. Long Check-in queue	1	2	3	4	5	6	7
4. Delays	1	2	3	4	5	6	7
5. Long flight hours	1	2	3	4	5	6	7
6. Alcohol consumption	1	2	3	4	5	6	7
7. Smoking / Drug Addiction	1	2	3	4	5	6	7
8. Seat Pitch	1	2	3	4	5	6	7
9. Arm Rest use	1	2	3	4	5	6	7
10. Crowdedness	1	2	3	4	5	6	7
11. Noise	1	2	3	4	5	6	7
12. Paid / Insufficient Service	1	2	3	4	5	6	7
13. Flight Divert	1	2	3	4	5	6	7
14. Reclined Front Seat	1	2	3	4	5	6	7
15. Disturbing Passenger(s)	1	2	3	4	5	6	7
16. Overhead Bin use	1	2	3	4	5	6	7
17. Class(First Class/Business/Economy) Segregation	1	2	3	4	5	6	7
18. Smart Device Use During Take-off and Landing	1	2	3	4	5	6	7

PART III. Possible results of Air Rage on Cabin Crew (Maslach et al., 1996)

Listed below are some feelings about working as a Cabin Crew. Using the scale below, please rate these feelings by marking the appropriate number.					
	1 = Never	2 = Barely	3 = Sometimes	4 = Often	5 = Always
1. I feel emotionally drained from my work	1	2	3	4	5
2. I feel used up at the end of the workday	1	2	3	4	5
3. I feel fatigued when I get up and have to face another day on the job	1	2	3	4	5
4. Working with people all day is really a strain for me	1	2	3	4	5
5. I feel burned out from my work	1	2	3	4	5
6. I feel frustrated by my job	1	2	3	4	5
7. I feel I'm working too hard on my job	1	2	3	4	5
8. Working with people directly puts too much stress on me	1	2	3	4	5
9. I feel like I'm at the end of my rope	1	2	3	4	5
10. I can easily understand how my recipients feel about things	1	2	3	4	5
11. I deal very effectively with the problems of my recipients	1	2	3	4	5
12. I feel I'm positively influencing other people's lives through my work	1	2	3	4	5
13. I feel very energetic	1	2	3	4	5
14. I can easily create a relaxed atmosphere with my recipients	1	2	3	4	5
15. I feel exhilarated after working closely with my recipients	1	2	3	4	5
16. I have accomplished many worthwhile things in this job	1	2	3	4	5
17. In my work, I deal with emotional problems very calmly	1	2	3	4	5
18. I feel I treat some recipients as if they were impersonal 'objects'	1	2	3	4	5
19. I've become more callous toward people since I took this job	1	2	3	4	5
20. I worry that this job is hardening me emotionally	1	2	3	4	5
21. I don't really care what happens to some recipients	1	2	3	4	5
22. I feel recipients blame me for some of their problems	1	2	3	4	5

PART IV. Organizational Commitment (Allen, Natalie J; Meyer, 1990)

Listed below are some feelings about working as a Cabin Crew. Using the scale below, please rate these feelings by marking the appropriate number.					
	1 = Never	2 = Barely	3 = Sometimes	4 = Often	5 = Always
1. I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5
2. I enjoy discussing my organization with people outside it.	1	2	3	4	5
3. I really feel as if this organization's problems are my own.	1	2	3	4	5
4. I think that I could easily become as attached to another organization as I am to this one.	1	2	3	4	5
5. I do not feel like 'part of the family' at my organization.	1	2	3	4	5
6. I do not feel 'emotionally attached' to this organization.	1	2	3	4	5
7. This organization has a great deal of personal meaning for me.	1	2	3	4	5
8. I do not feel a strong sense of belonging to my organization.	1	2	3	4	5
9. I am not afraid of what might happen if I quit my job without having another lined up.	1	2	3	4	5
10. It would be very hard for me to leave my organization right now, even if I wanted to.	1	2	3	4	5
11. Too much in my life would be disrupted if I decided I wanted to leave my organization now.	1	2	3	4	5
12. It wouldn't be too costly for me to leave my organization now.	1	2	3	4	5
13. Right now, staying with my organization is a matter of necessity as much as desire.	1	2	3	4	5
14. I feel that I have too few options to consider leaving this organization.	1	2	3	4	5
15. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.	1	2	3	4	5
16. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice – another organization may not march the overall benefits I have here.	1	2	3	4	5
17. I think that people these days move from company to company too often.	1	2	3	4	5
18. I do not believe that a person must always be loyal to his or her organization.	1	2	3	4	5
19. Jumping from organization to organization does not seem at all unethical to me.	1	2	3	4	5
20. One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.	1	2	3	4	5
21. If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.	1	2	3	4	5
22. I was taught to believe in the value of remaining loyal to one organization.	1	2	3	4	5

23. Things were better in the days when people stayed with one organization for most of their careers.	1	2	3	4	5
24. I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore.	1	2	3	4	5

Thank you very much for your participation

If you are interested in the results of the survey, please indicate your e-mail:

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CURRICULUM VITAE

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Education:

- 2005 – 2009 BA in Department of Korean Language and Literature,
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Experience:

- 2006 – 2006 Contracted Officer, OSYM, Turkey
- 2008 – 2009 Ground Staff, Turkish Airlines, Turkey
- 2009 – 2014 Cabin Crew, Turkish Airlines, Turkey