

## A Field Research on The Investigation of The Relationship Between The Social Anxiety Levels and Organizational Commitment of The Cabin Personnel in the Civil Aviation Sector

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### Extensive Summary

#### Introduction

The influence of globalization has changed the perspective of the organizations to their employees. Employees, who were seen as cost in the past, are now treated as shareholders, internal customers and most valuable capital. In this context, the organizational commitment of the employee in terms of organizations has become extremely important. While it is known that many factors influence employee commitment, it has been investigated in relation to these factors in social anxiety.

There was no study to determine the level of social anxiety of workers in the aviation sector and to measure the influence of organizational affiliation. The level of social anxiety of the cabin personnel is important in the aviation sector where communication plays a key role. Having a low level of social anxiety and high organizational commitment, the cabin will endeavor to achieve the aims and objectives of the personnel airline operation. The higher the employee's organizational commitment, the greater the productivity and efficiency of the organization. Particularly in the labor-intensive aviation sector, the employee's commitment to service affects service quality and customer satisfaction positively.

In the study, an applied research was carried out on the cabin personnel working in the leading company of the aviation sector and the collected data were analyzed by the prepared questionnaire. In the study, frequency analysis, Pearson correlation coefficient, regression analysis were performed and the obtained results were interpreted. The level of social anxiety determined in the study was related to the job commitment, which was the most valuable asset of the organizations. The demographic factors of the cabin staff in the research group were examined and it was determined that there was no statistically significant difference in social anxiety in terms of gender

and education. Significant differences were found in the marital status, duration of work, age and duty variables of social anxiety. As a result of the surveys and analyzes made, it was determined that the cabin personnel had low level of social anxiety and high organizational commitment.

### **Methodology**

The research is made up of cabin personnel employed in an operation in Istanbul, the leader in the aviation sector. The research analysis was carried out through questionnaires which were made by randomly determined 130 cabin personnel. The evaluation of the research data was made with the "SPSS" statistical package program. A 5-point Likert scale was used for both scales. In scales used in the scale, the items are graded from 1 to 5. Participants have chosen the answers "1: Never Participate", "2: Not Participate", "3: Undecided", "4: Participate", "5: Participate Totally". In the study, Social Anxiety Scales developed by Spielberger, C. D. (1973), Leary and Kowalski (1993) and Beck (1961) were used to determine social anxiety levels of cabin staff. Meyer and Allen (1997) dealt with the Organizational Commitment Scale (11 items, 4 items, 4 item continuity, 3 items normative).

The hypotheses developed for the purpose of the research are as follows;

H1: There is a negative relationship between level of social anxiety and level of emotional attachment of cabin personnel.

H2: There is a negative relationship between the social anxiety level and the continuity commitment level of cabin personnel.

H3: There is a negative relationship between social anxiety level and normative commitment level of cabin personnel.

### **Conclusion and Suggestions**

In the study model, emotional commitment, continuity commitment and normative commitment were examined from organizational commitment approaches, taking into account social anxiety levels. A similar study has not been conducted in the literature studies and it is seen that the level of social anxiety of the cabin personnel in aviation sector is investigated for the first time.

At a time when we are in the technology industry, the aviation sector, which is a sector where communication is intense, has been selected and the effects of these developments in the service sector have been taken into consideration. As a result of the research, it was determined that the social anxiety had a negative influence on the emotional attachment and continuity commitment which are the sub-dimensions of organizational commitment, and the employee's angle of view on the organization was negatively affected. Emotional commitment from the sub-dimensions of organizational commitment is defined as a commitment in the positive direction in the literature. In the study, the emotional attachment to the employee's negative commitment to social anxiety, which indicates his or her commitment to joblessness without waiting for a response, indicates that social anxiety has a strong negative effect on employees.

Another result of the research that the employee's experience in the organization and his experience are influential on social anxiety. Moreover, as the employee's age, age and responsibility increased, the level of social anxiety decreased. At the same time,

it has been understood that the employee's confidence in his work has also reduced social anxiety. In the survey, it was determined that the level of social anxiety did not differ according to sex.

In support of my study; Feingold (1994) and Patterson and Ritts (1997) concluded that there was no difference between men and women in the context of social anxiety. According to this result, it was understood that working conditions did not differ in both groups and that there was no discrimination according to sex in working environment. Karataş and Arslan (2014) pointed out that the continuous anxiety of teachers differed according to the age of the teachers. According to age and educational status variables, Doğru and Arslan (2008); According to the gender variable, Aras and Gündüz (2016) explain that the average scores of the anxiety of continuity and state anxiety do not make a meaningful difference. Aydın and Tekneci's (2012) trait anxiety scale and state anxiety scale scores differ according to sex. Bingöl et al. (2012), the difference in the level of state anxiety according to the gender of the participants is not statistically significant. In the study of Güleç and Saruhan (2013), it was determined that the state anxiety levels of the students of the nursing department 23 years and over were higher but there was no significant difference in statistical analysis. Successor et al. (2009) and Lök et al. (2008) indicate that male participants in the survey had higher situational anxiety scores than female participants.

The sample of the research, the construction of the cabin personnel who work in an operation in the aviation sector, and the construction of the research in only one airline, constitute a constraint in terms of the generalization of the results. As a result of the research, it has been seen that the increase of social anxiety will decrease the emotional attachment that includes the participation, communication, sharing and performance of the individual. Kashdan et al. (2007) are similar to the result obtained. As the level of social anxiety increased, the qualities of expressing the emotions of the persons were found to decrease significantly in terms of individual attractiveness perceptions and interpersonal intimacy. In this case the emotional attachment of the individual with low social anxiety will increase. Emotional attachment is within the type of commitment that the social anxiety can at least feel among the obedience of the individual who is living with social anxiety because the individuals who have social anxiety have a type of commitment that involves the factors that increase fear (interaction, expectation, performance etc).

For the practitioners, the research constitutes an example for the enterprises in the civil aviation sector; In terms of academic literature, it is hoped that researchers will support their studies.