

An Investigation on Hope and Life Satisfaction of Employees in the Aviation Sector in New Normal Era

Esra Zeynel^{1*} 

^{1*}Isparta University of Applied Sciences, International Trade and Business Department, Isparta, Türkiye. (esrazeynel@isparta.edu.tr)

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Corresponding Author: *Esra Zeynel*

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Abstract

The aim of the study is to examine the level of hope and life satisfaction of the workforce negatively affected by the COVID-19 pandemic in the post-pandemic period and to measure the effect of hope on life satisfaction. This period, when the COVID-19 restrictions were lifted and individuals returned to the workplace, is described as the new normal era. It is wondered whether life satisfaction increases as the hope of the employees increases. Because hope is a driving force for individuals to reach their goals. There is a need to be hopeful in order to cope with challenges and uncertainty. Therefore, It is considered that the current study will provide contribution to organizational behaviour. In addition, it is predicted that the results of the hope and life satisfaction levels of aviation sector employees who have working challenges will give an idea to the sector managers. The research was carried out at three airports operating in Turkey. The data were obtained from 245 people working at these airports by means of a survey according to the convenience sampling method. The research is based on the quantitative data analysis method. According to the findings of the study, the hope and life satisfaction levels of aviation sector employees were above the average in the post-pandemic period. According to the correlational relationships, gender had a significant and negative relationship with life satisfaction and hope, respectively. While age had a significant and positive relationship with life satisfaction; age did not have a significant relationship with hope. Moreover, there was a significant and positive relationship between hope and life satisfaction and hope predicted life satisfaction significantly and positively.

1. Introduction

Hope and life satisfaction are associated with positive attitudes. Individuals who achieve their goals are happier (Snyder, 2002). Happy people may be more successful in business life, because they find working more enjoyable and are more willing to work. This positive attitude contributes to the increase of work performance and work efficiency. Therefore, the level of hope of employees is important for organizations. The Covid-19 pandemic reminded individuals of the concepts of risk and uncertainty. The World Health Organization defined the coronavirus outbreak on March 11, 2020 as a “COVID-19 Pandemic” (World Health Organization [WHO], 2020). Since then, governments have imposed restrictions in many areas. Due to the pandemic and restrictions, the health concerns of individuals, their distance from other people and the decrease in communication, major economic crises in businesses, changes in working systems have had negative effects. The changes brought about by the pandemic have led to stress, anxiety and depression (Luthans & Broad, 2022). Individuals’ expectations for the future have decreased, and their power to cope with difficulties has decreased. Therefore, it has become more important than ever

to be hopeful. In addition, being isolated from many things in life, being away from loved ones and being isolated, feeling of loneliness and not being able to go out reduced the enjoyment of life. With the decrease of the Covid-19 pandemic, several restrictions began to be lifted and individuals began to return to their normal working patterns. However, since the COVID-19 pandemic has had great effects on daily life, businesses and institutions in many countries in the world, it was thought that it was not possible to go back to the past completely and a new era had begun. This period has been called the “new normal”. The aviation sector has been one of the sectors most affected by the pandemic. In this process, all stakeholders of the aviation industry and labour force in the aviation industry were adversely affected (International Air Transport Association [IATA], 2020). With the removal of restrictions in the post-pandemic period, the hope and life satisfaction levels of aviation workers are examined in the study. The data were collected from aviation workers measuring their perceptions of hope and life satisfaction. Levels of hope and life satisfaction were determined by analyzes. Also, regression analysis was performed to examine the effect of hope on life satisfaction during this period. In accordance with the expectations, it was concluded that hope affected life satisfaction in a meaningful

and positive way. Hope is an important driving force that enables individuals to strive to achieve their goals and to cope with difficulties. Snyder et al., (1991) defined the concept as “hope is a positive motivational state that is based on an interactively derived sense of successful (a) agency (goal-directed energy), and (b) pathways (planning to meet goals)” (Snyder, 2002). According to this definition hope is the perceived ability to acquire pathways to desired goals and to motivate oneself through thinking to use those pathways (Snyder, 2002).

These two basic elements that create hope have an important role in Snyder's theory. The first is the individual capacity to find successful ways to achieve goals. The other concept is the motivational factor, because it is important for individuals to be confident in identifying the right paths to achieve their goals (Snyder, 2002). The motivational factor in hope theory is the perception that one has the capacity to use one's own ways to achieve desired goals. Snyder defined this concept as “agent”. Hopeful thinking reflects the belief that one can find paths to desired goals and be motivated to use those paths. Therefore, having high hopes plays an important role in coping with the difficulties faced by the employees in business life. Considering that the aviation industry has many challenges, it is important that aviation employees have a high level of hope. People with high hopes engage in self-talk like “I'll find a way to get this done!” They are also more flexible in finding new ways to achieve their goals. More importantly, they challenge and struggle more with problems (Snyder et al., 1998). Snyder's theory of hope is a cognitive theory. According to Snyder (2002), hope is primarily a way of thinking, but it is also a process in which emotions contribute significantly. Although emotions contribute, the basis of hope is thought.

The concept of hope is similar to several concepts. These concepts are optimism, self-efficacy, problem solving and self-esteem. However, these concepts have similarities as well as differences with hope. Gallagher & Lopez (2009) stated that hope and optimism are related to subjective well-being. Alarcon et al. (2013) conducted a meta-analysis stating that hope and optimism are more appropriate as two separate phenomena.

Hope is a subject of positive psychology. It has effects on human psychology. For example, it is positively associated with eustress, self-efficacy and its predictor of life satisfaction (O'Sullivan, 2011). In addition, hope is associated with subjective well-being, life satisfaction, career and career development, and job satisfaction (Luthans & Jensen, 2002; Juntunen & Wettersten, 2006). In addition, life satisfaction is a concept closely related to happiness. Happier people may tend to be more successful in various areas of life. Especially in workplaces where interpersonal interaction is important, life satisfaction and the accompanying positive attitude can affect performance and productivity. Duckworth et al. (2009) stated that teachers with higher life satisfaction have better performance in student achievement than their peers.

It is known that individuals with high hope levels also have high life satisfaction. It has been stated in the studies in the literature that hope and life satisfaction are related (O'Sullivan, 2011). Bronk et al. (2009) stated that, identified purpose subscale and the searching for purpose subscale were also significantly positively correlated with Satisfaction with life scale, the pathways subscale and the agency subscale. Oliver et al. (2017) proved that dispositional hope, perceived health, and social support were the strongest predictors of life

satisfaction. Bailey et al. (2007) stated that the agency is the strongest predictor of life satisfaction. Accordingly, individuals' belief that goals can be achieved in general leads to greater well-being over belief in their ability to produce means to overcome obstacles. Also, as an important contribution, Littman-Ovadia & Raas-Rothschild (2018) found that life satisfaction for Airline pilots was most associated with character strengths such as hope, curiosity, pleasure, honesty and gratitude.

2. Materials and Methods

2.1. The Universe and Sample of the Research

The research was conducted at 3 airports operating in the provinces of Istanbul (2) and Izmir (1) in Turkey. The data of the research were obtained from the employees in the aviation sector according to the convenience sampling method between February 2022 and March 2022. There are many challenges in the aviation industry in terms of employees. In addition, it has been one of the most affected sectors both economically and in terms of the psychology of employees during the pandemic period. For this reason, the level of hope and life satisfaction of employees in this sector was examined in the period when the new normalization started right after the pandemic. In addition, the effect of hope on life satisfaction was investigated. 252 people participated in the research. 7 of the questionnaires were not included in the study, because they were answered incompletely. Therefore, data obtained from 245 individuals were included in the analysis.

2.2. Data Collection Tools and Analysis of Data

Research data were obtained for hope, life satisfaction, working shifts and demographic information in the post-pandemic period. For this purpose, measurement tools for all variables were brought together in a questionnaire form. The State Hope Scale, developed by Snyder et al. (1996) and validated in Turkish by Bekmezci et al., (2021), was used in the study. The scale is an eight-point likert. In this study, it was used to as a five-point likert scale measure the participants' perceptions of hope (1 = absolutely false, 5 = absolutely true). The Life Satisfaction Scale developed by Diener et al. (1985) and validated in Turkish by Bekmezci & Mert (2018) was used. The scale is a seven-point likert. In this study, the statements in the Life Satisfaction Scale were measured with a five-point likert (1= strongly disagree, 5 = strongly agree) in the research. Detailed information about the characteristics of the scales is presented at the analysis stage. Permission was obtained from the researchers to use the Turkish scales

2.3. Research Model and Hypotheses

One of the main purposes of the research is to measure the hope and life satisfaction levels of those working in the aviation industry during the post-pandemic period also called the new normal. For this purpose, the averages of hope and life satisfaction were measured.

The second main aim of the research is to investigate the effect of hope on life satisfaction. However, in this effect model, gender and age were considered as control variables. For this reason, correlation analysis was performed first to see the relationships between the variables. Then, a regression analysis model was established between hope and life satisfaction, and firstly, gender and age were included in the model as control variables. For this purpose, a hierarchical

regression model was established. Therefore, the following hypotheses have been formed accordingly.

H1: There is a significant relationship between gender and life satisfaction.

H2: There is a significant relationship between age and life satisfaction.

H3: There is a significant relationship between hope and life satisfaction.

H4: Hope has a significant and positive effect on life satisfaction.

3. Result and Discussion

In this stage, the descriptive findings of the sociodemographic information of the participants, the levels of

hope and life satisfaction, and the findings of the model based on the effect of hope on life satisfaction are presented. Analyzes were performed with SPSS 23.0 and AMOS 23.0 programs.

3.1. Descriptive Statistics

Research data were obtained from 245 participants. Participants were asked about gender, age, education, sector, department and their working shifts during the post-pandemic period. Descriptive analysis findings regarding this information are shown in Table 1.

Table 1. Descriptive Statistics of the Sociodemographic Variables

Gender	N	%
Male	130	53.1
Female	115	46.9
Total	245	100.0
Age		
19-24	54	22.0
25-34	101	41.2
35-44	68	27.8
45-54	20	8.2
55+	2	.8
Total	245	100.0
Education		
High School Graduate Degree	32	13.1
Bachelor's Degree	163	66.5
Master/Doctoral Degree	50	20.4
Total	245	100.0
Department		
Cabin Services	39	15.9
Passenger Services	35	14.3
Operation/Ground Services	77	31.4
Aircraft Maintenance/Technical	71	29.0
Human Resources	7	2.9
Occupational health and Safety	8	3.3
Purchasing/Administrative Affairs	2	.8
Other	6	2.4
Total	245	100.0
Sector		
Public	28	11.4
Special	217	88.6
Total	245	100.0
Managerial Position		
Non-manager	155	63.3
Lower/middle level manager	70	28.6
Top manager	20	8.2
Total	245	100.0

According to the results, 53.1% of the participants were male and 46.9% were female. The majority of the participants were in the 25-30 age range (% 41,2). In terms of education,

most of the participants were university graduates (% 66,5). 15.9% of the participants were in cabin services, 14.3% were in passenger services, 31.4% were in operations / ground

services, 29.0% were in aircraft maintenance / technique, 2.9% were in human resources department, 3.3% were in occupational health and safety, 0.8% were in purchasing and administrative affairs and 2.4% in the other group. 11.4% of the participants were in the public sector and 86.6% were in

the private sector. 63.3% of the participants did not have a managerial position. 28.6% were in the lower and middle management group. 8.2% held a senior management position (Table 1).

Table 2. Working Shift in the Post Pandemic Era

Working Shift in the Post Pandemic Era	N	%
I was compulsorily working from home, I was working at the workplace before	4	1.6
I chose to work from home, I could work from my workplace if I wished	8	3.3
I work from home, I have worked from home for certain times before	4	1.6
I work from home, but I've already worked from home before	7	2.9
I work at workplace	222	90.6
Total	245	100.0

Participants were asked about their ways of working from the workplace or from home during the post-pandemic period. Accordingly, the answers given by the participants are as seen in the table below (Table 2). Most of the participants, 90.6% stated that they worked at the workplace during this period.

3.2. Measurement Validity

Structural equation measurement model analysis was performed to test the construct validity of the hope and life satisfaction scales. Amos 23.0 program was used for this analysis. Measurement validity results are shown with path diagram in Figure 1 and model fit indices in Table 3. Interpretation of the results is given below the table. The path diagram of the measurement model is shown above (Figure 1).

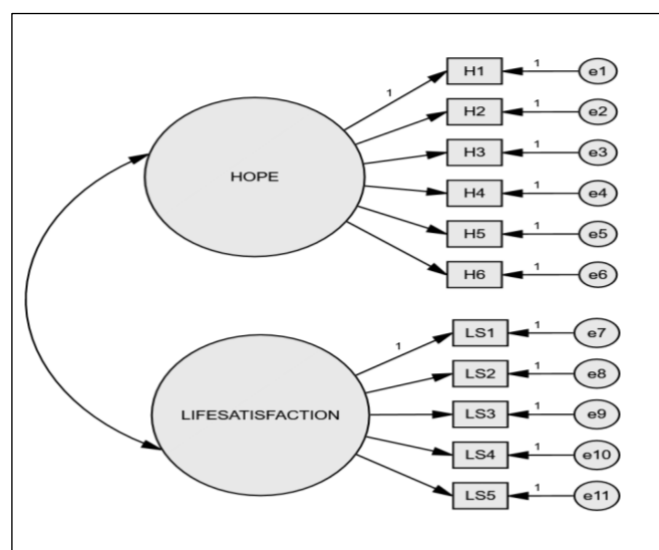


Figure 1. Path Diagram of the Measurement Model

Figure 1 shows the path diagram regarding the measurement validity of hope and life satisfaction variables. The measurement model is a model that tests the relationships between items representing hope and hope, the relationships between items representing life satisfaction and life satisfaction, as well as the relationship and validity between hope and life satisfaction. Hope consists of 6 items. It was validated that each item represents the hope dimension. The hope scale was originally two-dimensional, but in this study, it was aimed to include hope in the research as one-dimensional. Therefore, one-dimensional measurement validity was tested. Bekmezci et al. They tested hope as one-dimensional, first level and secondary level. They stated that the secondary level analysis had indicated better fit. However, they stated that the

one-dimensional structure was also within acceptable limits. In this study, one-dimensional measurement validity was ensured. Life satisfaction consists of 5 items and has been validated unidimensionally.

Table 3. Model Fit Summary

	Observed Values of the Model	Goodness of Fit Indices	Acceptable Indices
<i>p</i> value	.000 (<i>p</i> < .05)	<i>p</i> > .05 (insignificant)	
χ^2 /df (CMIN/df)	2.445 (105.142/43)	χ^2 /df < 3	$3 \leq \chi^2$ /df < 5
GFI	.92	.95 < GFI ≤ 1.00	.90 < GFI ≤ .95
AGFI	.89,1	.90 < AGFI ≤ 1.00	.85 < AGFI ≤ .90
NFI	.93,4	.95 < NFI ≤ 1.00	.90 < NFI ≤ .95
CFI	.96	.95 ≤ CFI ≤ 1.00	.90 < CFI < .95
RMSEA	.07,7	0 ≤ RMSEA < .05	.05 ≤ RMSEA < .08
RMR	.05,5	< .05	.05 ≤ RMR < .08

CMIN (χ^2): Chi-squared test indicates the difference between observed and expected covariance matrices df: degree of freedom GFI: Goodness of fit index AGFI: Adjusted goodness of fit index NFI: Normed fit index CFI: Comparative fit index RMSEA: The root means square error of approximation RMR: Root means square residual

The Table 3 shows the goodness of fit indices of the model and the values of goodness of fit related to the findings of the study was created by the author. Tablo was created using the sources of Hair et al., 2010, Tabachnick & Fidell, 2007, Kline, 2011, Byrne, 2012. Chi-square (χ^2) is the most fundamental measure used to test the fit of the model (Hair et al., 2010). An appropriate model is expected to be meaningless (*p* > .05), but in large samples χ^2 is usually significant (*p* < .05) (Tabachnick & Fidell, 2007). The increase in sample size makes it difficult to find a meaningless *p*-value. The statistical test or the *p*-value obtained is less insignificant as the sample size increases or the number of observed variables increases (Hair et. al., 2010). Therefore, one of the proposed methods is the ratio of χ^2 to the degrees of freedom. A ratio of 3 or less is associated with models with good fit (Hair et al., 2010). In this study, the *p* value of χ^2 is significant (43, N=245) = 105.142 *p* < .05, but χ^2 /df = 2.445 indicates good fit in the model. Therefore, the evaluation was continued with other indices. Along with chi-square, there are different indices to evaluate the goodness of fit of the model. The Goodness of fit index GFI is one of the first attempts to produce a fit statistic that is less sensitive to

sample size. GFI takes values between 0 and 1. The closer to 1 it represents a better fit. A value greater than .90 typically indicates a good fit (Hair et al., 2010). Adjusted goodness of fit index (AGFI) is the GFI value freed from the degrees of freedom (Yaşlıoğlu, 2017). In this study, GFI = 0.92 showed good fit, AGFI = .89,1 showed acceptable fit. The normed fit index (NFI) takes a value between 0 and 1, and a value of 1 represents the perfect model (Hair et. al., 2010). An NFI value greater than .95 in the model indicates good fit (Tabachnick & Fidell, 2007). In the study, NFI = .93 value was found within acceptable limits. Comparative fit index CFI is a widely used index. Although, CFI values above .90 was usually associated with good fit (Hair et.al., 2010), Hu & Bentler (1999) suggested that CFI values of .95 indicates a better fit (Byrne, 2012). However, Hu & Bentler (1999) stated that a CFI value of .95 and above with a SRMR value of .08 and below together indicate acceptable fit (Kline, 2011). CFI = .96 and RMR = .05,5 values in this study showed that the model had good fit. Also, the lower the Root mean square residual (RMR) and the Standardized root mean square residual (SRMR) values, the better the fit. High values are indicative of poor fit (Hair et. al., 2010). Generally, .08 and below are the desired values for RMR (Hu & Bentler, 1999, as cited in Tabachnick & Fidell, 2007). Low RMSEA values according to model degrees of freedom indicate good fit. Previous discussions were that this value should be .05 or .08 (Hair et. Al., 2010). MacCallum et al. 1996 stated that RMSEA values ranging from .08 to .10 showed mediocre fit, and those greater than .10 showed poor fit (Byrne, 2012). An important advantage of RMSEA is that a confidence interval can be created that gives the range of RMSEA values for a given confidence level. Thus, the RMSEA value can be reported as 95% good fit between .03 and .08 (Hair et. al., 2010). Moreover, the hope scale ($\alpha=89.8$) and life satisfaction scale ($\alpha=87.5$) were reliable.

Table 4. Path Coefficients

Paths	Coefficients		S.E.	p
	S.E.	U.E.		
Hope 6 <- HOPE	.804	1.000		
Hope 5 <- HOPE	.850	.927	.062	***
Hope 4 <- HOPE	.753	.833	.065	***
Hope 3 <- HOPE	.802	.964	.069	***
Hope 2 <- HOPE	.726	.969	.079	***
Hope 1 <- HOPE	.700	.873	.075	***
LF 5 <- LF	.713	1.000		
LF 4 <- LF	.739	.858	.080	***
LF 3 <- LF	.773	.951	.084	***
LF 2 <- LF	.796	.933	.081	***
LF 1 <- LF	.794	.951	.082	***

Hope, LF = Life Satisfaction S.E. = Standardized Effects
 U.E.=Unstandardized Effects *** $p < .05$

Table 4 shows the standardized path coefficients (factor loadings) for the relationships between the variables. As a result of the analysis, values were found to be significantly above .70 ($p < .05$). Findings on Hope showed that the lowest path coefficient was between item 1 and hope (.70), while the highest path coefficient was between item 5 and hope (.85). Findings on life satisfaction showed that the lowest path coefficient was between item 5 and life satisfaction (.71,3) while the highest path coefficient was between item 2 and life satisfaction (.79,6).

Table 5. Normality Test of Hope Data

	Statistic	S.E.
N	245	
Mean	3.8680	.05525
S.D	.86487	
Minimum	1.00	
Maximum	5.00	
Skewness	-.547	.156
Kurtosis	.087	.310

Normality Test of Life Satisfaction Data		
	Statistic	S.E.
N	245	
Mean	3.4335	.05915
S.D.	.92578	
Minimum	1.00	
Maximum	5.00	
Skewness	-.350	.156
Kurtosis	-.197	.310

Table 5 shows the findings of the descriptive statistics. In order to evaluate whether the hope and life satisfaction data were in accordance with the normal distribution, skewness and kurtosis were controlled. It was observed that the data related to the variables were in accordance with the normal distribution (between +1.0, -1.0) (Gürbüz & Şahin, 2016).

Table 6. Descriptives of the Scale Items

Scale Item	N	Min.	Max.	Mean	S. E.
Hope					
If I should find myself in a jam, I could think of many ways to get out of it	245	1.00	5.00	3.877	1.102
At the present time, I am energetically pursuing my goals	245	1.00	5.00	3.812	1.179
There are lots of ways around any problem that I am facing now	245	1.00	5.00	3.849	1.062
Right now, I see myself as being successful	245	1.00	5.00	3.914	.977
I can think of many ways to reach my current goals	245	1.00	5.00	3.955	.963
At this time, I am meeting the goals that I have set for myself	245	1.00	5.00	3.800	1.099
Life Satisfaction					
In most ways my life is close to my ideal	245	1.00	5.00	3.640	1.102
The conditions of my life are excellent	245	1.00	5.00	3.330	1.079
I am satisfied with my life	245	1.00	5.00	3.608	1.131
So far I have gotten the important things I want in life.	245	1.00	5.00	3.534	1.069
If I could live my life over, I would change almost nothing.	245	1.00	5.00	3.053	1.290
Valid N (listwise)	245				

Before proceeding the relationship analysis, the descriptive values of the items measuring hope and life satisfaction were

examined. According to results, it was seen that the answers measuring the perception of hope had a higher mean than life satisfaction. It was seen that the items “Right now, I see myself as being successful” and “I can think of many ways to reach my current goals” that make up hope had higher scores than the others. It was observed that the item “If I could live my life over, I would change almost nothing” which measures the perception of life satisfaction, scored lower than the other items (Table 6).

3.2. Relational Analyzes

3.2.1. The Correlation Analysis

Correlation analysis was performed to measure the relationships between the variables. Correlation coefficients in Table 7.

Table 7. Correlation Coefficients

		1 (pearson korelasyon)	1 (sig.)	2 (pearson korelasyon)	2(sig.)
1	Life Satisfaction	1,000	.	.657**	.000
2	Hope	.657**	.000	1.000	.
3	Gender	-.247**	.000	-.109*	.045
4	Age	.307**	.000	.043	.253

** $p < .01$

* $p < .05$

There was a significant and positive correlation between life satisfaction and hope ($r = .657, p < 0.01$). Since gender and age variables would be included as control variables in the regression analysis, the correlational relationship between these variables with life satisfaction and hope was also examined. Accordingly, there was a significant and negative relationship between gender's life satisfaction ($r = -.247, p < .01$) and hope ($r = -.109, p < .05$). There was a significant and

positive relationship between age and life satisfaction ($r = .309, p < .01$). However, no significant relationship was found between age and hope.

3.2.2. The Regression Analysis

The effect of the level of hope of aviation workers on the level of life satisfaction was examined. Two models were created to determine to what extent hope explains life satisfaction when the gender and age of the employees are controlled.

Table 8. The Results of Hierarchical Regression Analysis

Model	Model Summary								
	R	R ²	Ad.R ²	S. E.	Change Statistics				D.W
					R ²	F	df1	df2	
1	.350	.122	.115	.8708	.122	16.86	2	242	.000
2	.721	.520	.514	.6452	.398	199.81	1	241	.000

According to hierarchical regression analysis, Model 1 includes gender and age. In the second model, there is the hope variable together with the gender and age variables. The R² (R Square) value showed that the gender and age variables entered in the first model explained a 12.2% change in life satisfaction, which is the dependent variable. However, the independent variable hope in the second model explained a 51.4% change in life satisfaction. Therefore, it was observed that hope explained the variance in life satisfaction 39.8% more than gender and age. The significance of the model indicates how well the model explains the variance in life satisfaction. Accordingly, both regression models are statistically significant ($p < .05$). Hierarchical regression analysis results showed that the independent variables in the first model contributed significantly to the model ($F = 16,863, p < .05$). ($F = 199,816, p < .05$) (Table 8).

Table 9. Significance of the Model

Model		Sum of Squares	Anova			
			df	Mean Square	F	Sig.
1	Regression	25.579	2	127.90	16.86	.000
	Residual	183.546	242	.758		
	Total	209.126	244			
2	Regression	108.778	3	36.25	87.08	.000
	Residual	100.347	241	.416		
	Total	209.126	244			

Table 9 shows the anova test results of hierarchical regression analysis in which life satisfaction is the dependent variable, age and gender are the independent variables in the

model 1, and hope is the independent variable in the model 2. The model as a whole was significant according to the results of anova test ($p = .000$).

Table 10. Hierarchical Regression Coefficients

		B	S.E.	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	3.323	.257		12.94	.000		
	Gender	-.323	.116	-.175	-2.78	.006	.922	1.084
	Age	.261	.063	.258	4.11	.000	.922	1.084
2	(Constant)	.534	.274		1.94	.053		
	Gender	-.200	.086	-.108	-2.31	.022	.913	1.095
	Age	.252	.047	.250	5.37	.000	.922	1.084
	Hope	.679	.048	.635	14.13	.000	.988	1.012

In the first group, gender ($\beta = -.175, p < .05$) and age ($\beta = .258, p < .05$), among the independent variables entered into the model, had a significant effect on life satisfaction. In the second model, the independent variables of gender ($\beta = -.108, p < .05$), age ($\beta = .250, p < .05$) and hope ($\beta = .635, p < .05$) had a significant effect on life satisfaction.

For multiple collinearity problems in the independent variables, VIF and Tolerance values were checked. The tolerance values were greater than the critical values [for Model 1, $(1 - 0.122 = 0.878)$] and [for Model 2, $(1 - 0.520 = 0.480)$]. There was no collinearity problem (Gürbüz & Şahin, 2016; 284) Life satisfaction = $.534 - .10,8$ (gender) + $.25$ (age) + $.67,9$ (hope).

4. Conclusion

In this study, the hope and life satisfaction levels of the employees in the aviation sector during the post-pandemic period, which is also referred to as the new normal, were examined and the effect of hope on life satisfaction was investigated. The new normal is a situation after a crisis, economic, social, and behavioral characteristics when differ from the situation that existed before the crisis began (Wikipedia, 2020). The term has been used in relation to the COVID-19 Pandemic. The average of the participants' perception of hope was at a high level (mean = 3.8, $p < .05$) and the average of the perception of life satisfaction was lower than hope, but moderate (mean = 3, $p < .05$). This level of hope after the pandemic may be due to the removal of restrictions and the return to normal business life. The anxiety and fear experienced during the pandemic period may have been replaced by the perception that not everything is bad. The opinions of the participants could be obtained by a qualitative interview on this subject, but since the study was a quantitative study in which data were obtained by the survey method, only averages were obtained.

Regression analysis on hope and life satisfaction consisted of two models. The R^2 (R Square) value showed that the gender and age variables entered in the first model explained a 12.2% change in life satisfaction, which is the dependent variable. In the first group, gender ($\beta = -.175, p < .05$) and age ($\beta = .258, p < .05$), among the independent variables entered into the model, had a significant effect on life satisfaction. However, the independent variable hope in the second model explained a 51.4% change in life satisfaction. Therefore, it was observed that hope explained the variance in life satisfaction 39.8% more than gender and age. The significance of the model indicates how well the model explains the variance in life satisfaction. Accordingly, both regression models are statistically significant ($p < .05$). Hierarchical regression analysis results showed that the independent variables in the first model contributed significantly to the model ($F = 16,863, p < .05$). ($F = 199,816, p < .05$). In the second model, the independent variables of gender ($\beta = -.108, p < .05$), age ($\beta = .250, p < .05$) and hope ($\beta = .635, p < .05$) had a significant effect on life satisfaction.

Hope empowers individuals to reach their goals and enables them to produce new ways. It also enables them to struggle with difficulty (Snyder, 2002). Therefore, it is important to be hopeful in order to deal with uncertainty. Hope strengthens having positive expectations for the future. Individuals need it. Especially after the worries, difficulties and uncertainties created by the pandemic in private and business life, employees need more positive thinking. Hope positively

affects life satisfaction. This result obtained in this study is compatible with the literature (O'Sullivan, 2011; Bronk et al., 2009; Oliver et al., 2017; Bailey et al., 2007). Life satisfaction is related to happiness. Happy individuals are also more successful at work. Occupational motivation and performance will be high. Therefore, it is beneficial for the managers of the organization to consider the life satisfaction levels of the employees. For this reason, workplace behaviors and organizational policies should be arranged in such a way as to make positive contributions to the hope and life satisfaction levels of the employees. Employees should be given more reassurance. Help them cope with uncertainty. In this sense, organizational behavior issues such as organizational support and trust in the manager come to the fore in this regard. The aviation sector has been one of the sectors most affected by the pandemic. Economic losses, working from home and remotely, and various difficulties experienced by female employees should be taken into consideration. Job security for employees, measures against crises, women. Positive discrimination for employees is seen as policies that can be applied. In addition, since the aviation sector has the feature of international communication, it has created more concern about a global pandemic. For this reason, it will be an important approach to strengthen health policies, continue hygiene measures for employees and ensure this is sustainable. All these factors may affect the hope and life satisfaction of the employees in the aviation sector. The research has some limitations. The data were obtained by the survey method. This method reveals the results of participants' perceptions of attitudes. However, as a result of some findings, the reasons for the opinions

Ethical approval

Approved by the Ethics committee, with the decision of Isparta University of Applied Sciences Ethics Commission, dated 11.02.2022 and numbered 87/03.

Conflicts of Interest

The author declares that there is no conflict of interest regarding the publication of this paper.

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