Investigation Of The Relationship Between The Personality, Organizational Identification and Turnover In Competitive Flight Model

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ABSTRACT

The aim of this study is to analyze the employees of the low cost carriers (LCC) and Full Service Carriers (FSC) personal traits, organizational indentification and Turnover. The research data were collected by the Personality Traits Scale and Turnover Scale. The sample consisted of 175 working in the LCC business model and 175 working in the FSC business model. The models obtained by the path analysis for the research variables were statistically tested and fit indices were investigated for each model. It was determined that the Organizational Identification (OI) has a full mediating effect on the relationship between the Emotinonal Stability (ES) and the Turnover (TO) in the LCC business model. In the same way, employees working in the full service airline business model; In the effect of ES variable on TO variable, OI variable was determined to have full mediating effect. When structural equation model is applied to the data obtained from all partipicipants, it is determined that the OI variable has a partial mediating effect on the effect of the Conscientiousness (C) on the TO. It can be thought that the research findings will contribute to airline human resources professionals and researchers in strategic planning.

Rekabetçi Uçuş Modelinde Kişilik, Örgütsel Özdeşim Ve İşten Ayrılma Niyeti Arasındaki İlişkilerin İncelenmesi

ÖZET

Bu çalışmanın amacı, havacılık sektörünün iki temel rakip havayolu iş modeli olan Low Cost Carrier (LCC) ve Full Service Carrier (FSC) airways kabin ve kokpit çalışanlarının kişilik özelliklerinin incelenmesidir. Araştırma verileri Kişilik Özellikleri Ölçeği, İşten Ayrılma Niyeti Ölçeği, Örgütsel Özdeşleşme Ölçeği ile toplanmıştır. Çalışmanın örneklemi Basit Tesadüfi Örneklem yöntemiyle belirlenmiştir. Örneklem LCC iş modelinde çalışan 175 ve FSC iş modelinde çalışan 175 olmak üzere toplamda 350 gönüllü uçuş personelinden oluşmuştur. Araştırma değişkenleri için yapılan yol analizi ile elde edilen modeller istatistiksel olarak test edilmiş ve her bir model için uyum indeksleri araştırılmıştır. LCC işletme modelinde çalışanların Emotinonal Stability (ES) değişkeni ve Turnover (TO) değişkeni ilişkisinde Organizational Identification (OI) değişkeninin tam aracı etkisi olduğu belirlenmiştir. Full service havayolu işletme modelinde çalışanların da aynı şekilde; ES değişkeninin TO değişkenine olan etkisinde OI değişkeni tam aracı etki yaptığı belirlenmiştir. Low cost ve full service işletme çalışanlarından elde edilen verilere yapısal eşitlik modeli uygulandığında Conscientiousness (C) değişkeninin TO değişkenine olan etkisine OI değişkeninin kısmi aracılık etkisi yaptığı belirlenmiştir. Araştırma bulgularının, havayolu insan kaynakları profesyonellerine ve bu alandaki araştırmacılara stratejik planlamada katkı sunacağı düşünülebilir.

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INTRODUCTION

The rapidly changing world and human life have created changes in the profiles and expectations of passengers who are airline customers. In addition to the increasing travel opportunities with developing technology, the fierce competition caused by liberalization in aviation provided dramatic decreases in ticket prices. Prices in air transportation; overall price has fallen over 60% since 1970 when adjusted for the effect of inflation (IATA, 2013).

There are national airlines serving only as publicly owned subsidiaries under the monopoly market conditions in aviation industry before liberalization in aviation, which started in America in 1978 and spread to the world. While aviation grew locally in developed countries with high GDP during these periods, with the private airlines entering the market after liberalization, there was a severe demand-driven competition in the sector. It is observed that the success and competition of the business models developed by private airlines, primarily as non-scheduled and then low-cost airlines, continue to trigger rapid developments in the sector today. While LCCs, which continued to narrow down the market share of FSCs at short distances, carried 27.1% of all airline passengers in 2015; By 2016, the market share of LCCs increased to 28.3%, while the share of network airlines of FSC decreased to 69.5% (IATA, 2017).

While airline transportation services are being equipped with advanced technology investments day by day, the human factor at the center of the service continues to maintain its vital importance. According to researches, LCC customers expect lower financial opportunities and staff quality than FSC customers. Although financial factors and high personnel quality, customer satisfaction and intent to choose or recommend the airline after the flight are important factors for both business models, it has been determined that employees are the strongest determinant of customer satisfaction (Koklic, Kukar-Kinney, Vegelj, 2017). In this context, in the aviation industry, where recruitment, training time and costs are high; the presence of skilled and experienced employees, which are integrated with the organization, is of great importance in terms of keeping the quality of service of the airlines high. Keeping the intentions of experienced employees to leave their jobs low, ensuring loyalty to their organizations and increasing their productivity will provide a significant advantage in business and operational competition between business models.

Physiological, psychological and sociological factors are effective for employees to behave appropriately while producing services. Personality traits, which are at the basis of the psychological states of individuals, are related to the behaviors of the employees in the production processes and interpersonal relations. Therefore, efficient results can be obtained when the personality traits and production processes of the employees are compatible with each other. Zimmerman (2008) stated that

the personality traits of employees have a significant effect on the intention or behavior of quitting. In terms of organizational management, it seems important to have information about the personality traits of individuals in working life and to understand how the personality structure of the employees determines or affects their behavior in situations such as business communication and job satisfaction (Rooney, 2010). In addition, candidates who show "responsible and emotional stability" in their recruitment processes were found to have lower job leaving behaviors and showed higher job efficiency in the first six months after being admitted (Barrick & Zimmerman, 2009). In this study, the relationship between the personality traits, organizational identification and intention to quit of airline employees, which are rarely found in the literature, were examined and suggestions were made for airline managers and researchers, primarily human resources. The findings obtained from a sample consisting of airline cabin and cockpit staff operating in Turkey in this context has been interpreted in the literature. The results of the research are important as they will contribute to a limited number of studies to determine the relationship between the personality traits of the airline employees, the intention to quit and identification. Findings obtained as a result of the research are discussed with the literature below.

PERSONALITY, ORGANIZATIONAL IDENTIFICATION AND TURNOVER: A REVIEW OF LITERATURE

Personality

Personality is defined as the sum of individual behavioral and mental characteristics (Colman, 2001) and consistent behavioral and cognitive characteristics that differentiates the individual from others (Passer & Smith, 2003).

Personality (Ehigie et al., 2012), which explains the differences between individuals' cognitive, emotional and social behavior, plays a central role in the way they perceive, evaluate, interpret and respond to other people in interpersonal relationships. This interaction also includes emotional responses. Thus, it is stated that personality is related to the processes of the individual in business life. The five-factor personality model empirically defines personality traits, offering a well-developed and rigorously tested psychometric measurement tool (Costa and McCrae, 1992).

According to McCrae and Costa, personality is examined within the scope of five major feature models, such as extraversion, self-discipline, compatibility, neuroticism and openness to experience;

Extroversion: It was determined that people with extroverted characteristics tend to have a high degree of socialization and communication, tend to exaggerate the incidents, exhibit a talkative and ambitious personality structure (David & Clark, 1997; McCrea & Costa, 2003; Raja, 2004; Trouba, 2007). It has

been observed that employees with extrovert characteristics are successful in their professional responsibilities and duties (Stewart, 1996). It has been determined that extroverted individuals tend to make extra efforts to obtain the approval of their managers and that they may develop behavioral disorders as a result (Lysaker, 1998). It has been stated that people with a extrovert personality structure adapt to business processes and different cultures more easily (Caligiuri, 2000) and their job success is higher (Judge & Zapata, 2015; Perry, 2003).

Emotional imbalance: Costa and McCrae (1992) explain the emotional imbalance (Neuroticism) dimension as lacking psychological adaptation. It is stated that individuals who tend to have an emotional imbalance tend to lose their emotional equilibrium and display unstable behavior under intense stress and pressure (Perry, 2003). These people show anxious, depressed, nervous, bored, emotional confusion, sad, interpersonal relationship difficulties, insecure and insecure personality traits (Barrick & Mount, 1991; Spector, 2006; Bruck & Allen, 2003). It is observed that individuals with emotional instability personality traits have difficulties in making sense of the situations they are in, and have trouble demonstrating problem solving and coping skills or decision making skills.

Compatibility: Individuals with compatible personality traits tend to cooperate with other people, behave according to courtesy rules in interpersonal relationships, be flexible when necessary, show a flexible, shared success orientation (Moody, 2007; Barrick, Stewart & Piotrowski, 2002; Barrick & Mount, 1991). It is known that those with compatible personality traits are more successful in business life, management position and service sectors. It has been observed that those who show this personality trait show flexible, empathetic and reliable attitudes in interpersonal relations.

Self discipline (Responsibility): Individuals with weak self-discipline are more lazy than self-disciplined individuals, unable to take control, stolid, irresponsible, careless, unreliable behavior (Church, 1993). Individuals who show self-discipline are reliable, careful, responsible, persistent, low-risk behaviors, success-oriented, careful, honest, success-oriented, detail-oriented and positive in team work (Osatuyi, 2015; Spector, 2006; Raja, 2004). Responsible individuals experience less stress in their business processes (Penley & Tomaka, 2002), have low internet usage addictions, (Jia, 2008), but are less prone to group work, but undertake significant part of business production (Chang et al., 2015). It was determined that they show social anxiety disorder (Kaplan et al., 2015).

Openness to experience: While the openness to experience dimension emphasizes the cognitive aspect of the person, they possess strong imagination, artistic sensitivity, and personality traits that are open to culture, knowledge and learning (Barrick and Mount, 1991). In addition, it has been stated that individuals who show openness to experience clearly demonstrate analytical thought, open-mindedness, curiosity, openness to change, independence, bravery, creativity, high imagination and

authenticity (Zel, 2006). Openness to experience is associated with personality trait, learning new things in work life, high motivation and organizational commitment.

Studies aimed to determine the relationship between personality traits and organizational behavior variables emphasize that the harmonious personality trait is an important determinant in work efficiency. It was emphasized that the self-discipline (responsibility) personality trait had a positive effect on the job efficiency, organizational identification and commitment of all occupational groups (Saldago, 1997). In another study investigating the relationship between organizational identification and work efficiency, findings have emerged that self-discipline and compatible personality traits affect the relationship positively (Kieffer, Schinka & Curtiss, 2004; Smith & Canger, 2004; Mount, Barrick & Stewart, 1998). In recent years, research has increased on how certain personality traits in the workplace can affect work aspects such as job performance, attendance and job satisfaction (Judge, Martocchio and Thoresen, 1997; Barrick, Stewart & Piotrowski, 2002; Judge, Heller, and Mount, 2002).

Research findings revealing that determinants of quitting intention differ with respect to personality characteristics (Jenkins, 1993). Findings showing that employees who are open to development and have compatible personality traits are more successful in their commitment to work and job performance (Saldago, 1997). In addition, it was found that employees with extroverted personality traits experienced more job satisfaction and organizational identification, and their intention to quit was higher (Furnham et al., 2002). On the other hand, it has been reported that extroverted personality traits have a positive effect on intention to quit and self-disciplinary traits affect negatively (Judge, Martocchio, & Thoresen, 1997).

In recent years, it has been observed that there is an increasing worldwide acceptance regarding the definition of personality traits. Personality traits are handled in a five-dimensional structure conceptualized as the Big Five model (Goldberg, 1981). In this model, where individuals are defined in terms of extroversion, compatibility, responsibility, emotional stability and openness to experience, personality traits are handled with a psychological approach based on word definitions (De Raad, 2000)

Organizational Identification

Identification is related to how the individual defines himself and the level of harmony with the group where he positions himself. The concept of identification has become an issue of interest in management research, as it is related to the individual's ability to serve organizational goals, increase his contribution to the organization, prefer the organization and its continuity (Edwards, 2005).

Organizational identification begins with the individual's adoption of the values and norms of the organization. Organizational identification is defined as employees seeing themselves as a whole with the organization, identifying with the organization, perceiving organizational efficiency or inefficiency as their own efficiency or inefficiency (Ashforth & Mael, 1989).

Organizational identification; It consists of three stages: the acceptance of the norms and values of the organization, the willingness of the organizational roles and the willingness to continue the membership of the organization (Mael and Ashforth, 1995).

Social identity theory is the first theory that forms the basis of the concept of organizational identification and explains the components and determinants of the concept (Van Dick, 2001). The second theory that explains the concept of organizational identification is the self-categorization theory. According to the self-categorization theory, which is the developed version of the social identity theory, individuals categorize themselves as members of this group with the tendency to increase the behaviors that reinforce this belonging by feeling belonging to the group they are in (Turner, et al., 1987; Wagner and Ward, 1993). The common conclusion reached by social identity and self-categorization theories is that the more the organization's norms and values are adopted by the individual, higher the organizational identification. The concept of organizational identification is an important organizational behavior variable because it is a concept that can explain negative changes on business attitudes such as job satisfaction, job performance, commitment to work, passion for work, motivation and organizational citizenship behavior, as well as negative changes on business attitudes (Bartel, 2001; Blader & Tyler, 2009; Liu, Loi, & Lam, 2011).

Turnover

It is important for businesses to have employees who create added value and make this value permanent in order to gain competitive advantage. It is not enough for organizations to hire competent employees for the sake of continuing competitive advantage. For this reason, businesses need to make their administrative activities responsive to the employees in order to retain their employees. This adds retention costs to recruitment costs and increases staff costs. Despite the increased cost, organizations need to bear these costs to prevent larger losses from unwanted business outcomes. In sectors such as aviation where the workforce has higher education, and the labor market has its own unique skills and know-how, activities for recruitment processes and subsequent personnel should be designed to reduce the intention to quit. The intention to quit is expressed as the psychological response of the employee to the idea of changing jobs and businesses (Kassing et al., 2012: 241).

The intention to quit is related to the demographic characteristics of the employees and the many work attitudes and behaviors they have developed for the job. There is a negative relationship between the intention to quit and the year of employment, the level of education and age range, the lack of organizational financial support, the low level of workload and the excessive workload (Conklin and Desselle, 2007: 3; Kim et al. ., 2012).

EMPIRICAL MODELS, METHODS AND DATA

Research Sample

Sampling, pilots working in different positions in several airline companies operating in Turkey, covers the cabin supervisor and hostess (n = 350).

Procedure

The working order of flight crews in airlines is done through the task listing and tracking method called roster. Airlines need to establish stable core personnel shift teams based on predictions about future staff demand and employee availability (Ingels, and Meanhout, 2017). In order to make instant changes in the personnel shift list, capacity buffers are created, in which some personnel are kept in reserve or ready. Due to the working features and variable programs of the airline personnel, the scales were provided to the participants through the unit responsible. However, the scales were answered during the rest periods while the participants were on duty. The unit responsible was informed about the purpose of the research in the predefined research days. Participants were contacted through the department representatives, and data was collected from the personnel who wanted to participate in the research after informed consent. 350 of 354 data collection forms were completed and evaluated. The scales were distributed to the employees without knowing which flight attendants would reach according to the variable working order. Therefore, this sampling method means simple random sampling.

Simple random sampling is useful when there is a good sampling frame and the population is concentrated in a geographic location (De Vaus, 1990).

Data Tools

In the research, socio-demographic information form, four-factor personality scale, organizational identification scale and Turnover Intention Scale were used.

Four-Factor personality traits scale: In this study, a four-factor personality traits scale with 16 items was used considering the superiority of screening studies with practical value in order to be answered in a shorter time (De Raad, Sullot and Barelds, 2008). In this study, four basic dimensions of personality traits were used. Four-factor personality inventory; It has been used because it integrates a

wide range of personality traits, is a comprehensive and efficient model, and can be applied for different cultures.

Turnover intention scale: The scale has been prepared for the purpose of scaling employees' thoughts and intentions about leaving or continuing to work (Mobley, Horner and Hollingsworth, 1978). The scale is 3 items and is arranged as 5-point likert and self-report (1 = Strongly disagree, 5 = Strongly agree).

Organizational identification scale: It was developed with the aim of determining the organizational identification levels of employees (Mael and Ashforth, 1992). It consists of 6 expressions and one dimension. The questions in the scale were prepared as five-point Likert (1-Absolutely disagree ... 5-Absolutely agree) and self-report.

Data Analysis and Statistical Techniques

Research data were analyzed and interpreted using SPSS for Windows 22.00 and AMOS 22.0 program. Confirmatory factor analyzes related to the scales used in the research were made in the AMOS program and cronbach's alpha, AVE and CR values were also calculated. In addition, the mediating effects of structural equation modeling were analyzed in the AMOS program using the bootstrap method.

RESULTS

Demographic features

For LCC and FSC, a total of 354 airline employees were surveyed, and as a result of the examination, 4 questions were excluded from the evaluation since each question was not answered, and the number of participants was determined to be 350.

Table 1. Demographic Features

		Airline Service Model			
		LCC		**FSC**	
		n	**%**	**N**	**%**
Gender	Male	48	27.4%	70	40.0%
	Female	127	72.6%	105	60.0%
	Total	175	100.0%	175	100.0%
Age	<25	24	13.7%	34	19.4%
	25-29	85	48.6%	53	30.3%
	30-34	35	20.0%	47	26.9%
	>=35	31	17.7%	41	23.4%
	Total	175	100.0%	175	100.0%
Education	Primary School	0	0.0%	0	0.0%
	High School	41	23.4%	26	14.9%
	University	125	71.4%	137	78.3%
	Master/Ph.D.	9	5.1%	12	6.9%

		175	100.0%	175	100.0%
	Total	175	100.0%	175	100.0%
Job	Air Hostess	117	66.9%	76	43.4%
	Cabin Supervisor	41	23.4%	39	22.3%
	Officer	3	1.7%	10	5.7%
	Pilot	14	8.0%	50	28.6%
	Total	175	100.0%	175	100.0%
Experience in the Company	<1 year	25	14.3%	20	11.4%
	1-3 year	57	32.6%	26	14.9%
	3-5 year	39	22.3%	50	28.6%
	>=5 +	54	30.9%	79	45.1%
	Total	175	100.0%	175	100.0%
Experience in Total	<1 year	23	13.1%	17	9.7%
	1-3 year	51	29.1%	25	14.3%
	3-5 year	36	20.6%	53	30.3%
	>=5 +	65	37.1%	80	45.7%
	Total	175	100.0%	175	100.0%

Confirmatory Factor Analysis Results of The Scales Used in The Model

The Confirmatory Factor Analysis (CFA) investigated whether the measurement models were significant for each scale and the acceptability of the measurement models with the AMOS 22.0 package program. In the confirmatory factor analysis evaluation of the scales used for the research and whether the general tested models are suitable, the degree of freedom-corrected Chi-Square (x2) value (Chi-Square value / Degree of freedom), other goodness-of-fit indices and standardized residuals It was decided as a result of examining the values in the covariance matrix (Tabachnick and Fidell, 2007).

Table 2. Goodness of Fit Indices and Fit Values Used in Confirmatory Factor Analysis

Indeksler	İyi Uyum	Kabul Edilebilir Uyum
χ^2 / df	$0 \leq \chi^2/df \leq 2$	$2 < \chi^2/df \leq 3$
GFI	$\geq 0{,}90$	0.85-0.89
CFI	$\geq 0{,}97$	$.\geq 0{,}95$
SRMR	$\leq 0{,}05$	$.06 \leq SRMR \leq .08$
RMSEA	$\leq 0{,}05$	$.06 \leq RMSEA \leq .08$

(Tabachnick and Fidell, 2007; Hair, Black, Babin and Anderson, 2010).

From the 16-item Personality Traits (BF) scale, bf11 (Is disciplined when work has to be done), bf12 (Is lazy in taking initiatives), bf14 (Is dependent in taking decisions) as the factor load is low (FL <0.50). It has been omitted. The 13-item Big Four scale, the 6-item Organizational Identification (OI), and the 3-item Turnover (TO) scale together form the measurement model. In the factor analysis applied, since the OI and TO scale had standard factor loads (FL> 0.50) in all items, they were included in the analysis.

Table 3. Confirmatory Factor Analysis for Measurement Model

Item	Component	Estimate	S. Estimate	C.R.	p
oi1(When someone criticizes…)	← OI	1.000	.684		
oi2(I am very interested…)	← OI	.822	.587	11.589	***
oi3(When I talk … than 'they')	← OI	.930	.818	13.499	***
oi4(This school's successes …)	← OI	1.166	.938	15.166	***
oi5(When someone	← OI	1.188	.920	14.955	***
oi6(If a story … embarrassed)	← OI	1.069	.798	16.052	***
to1(I often … leaving …)	← TO	1.000	.860		
to2 (It is … I will look for ...)	← TO	1.081	.957	28.497	***
to3(If I could …, I would …)	← TO	1.075	.850	22.367	***
bf1(Remains optimistic …	← E	1,000	.772		
bf2(Is lively at parties)	← E	1.910	.881	5.726	***
bf3(Is cheerful when	← E	.954	.515	6.422	***
bf5(Behaves arrogantly …)	← A	1.000	.772		
bf6(Behaves authoritarian …)	← A	1.174	.639	8.115	***
bf7(Reacts … something)	← A	1,257	.809	9.891	***
bf8(Reacts … what happens)	← A	1,196	.737	8.920	***
bf9(Reacts … bad news)	← C	1.000	.884		
bf10(Is conscientious …	← C	.887	.732	4.869	*
bf13(Is controlled…situations)	← ES	1.000	.708		
bf15(Remains calm	← ES	1.173	.690	6.985	***
bf16(Is affectionate… friends)	← ES	.847	.727	6.541	**

It is understood that Confirmatory Factor Analysis for the Measurement model is significant since the model test values (P <0.05), x2 (420.300), x2 / df (2.444) are found in the confirmatory factor analysis. The Confirmatory Factor analysis of the measurement model is valid since the fit index values of the model are within the acceptable limits of GFI (.901), CFI (.937), TLI (.912), SRMR (.0647), RMSEA (.067).

Reliability, Combined Reliability, Convergence Validity and Decomposition Validity

In this research, Cronbach's Alpha model will be used while performing reliability analysis. Cronbach's Alpha is a correlation value between the questions. Cronbach's Alpha value shows the total reliability level of the questions under the factor. Combined reliability (CR) values are calculated from factor loads calculated from confirmatory factor analysis. When the combined reliability value (CR≥0.70), it can be said that the combined reliability condition is met (Raykov, 1997). The indicator of convergence validity is the averaged mean variance (AVE) value. In order to confirm convergence validity, the mean variance explained (AVE≥0.50) must be present (Fornell & Larcker, 1981).

Table 4. **Correlation, Reliability and Dissociation Validity Values of The Scales Used in The Research.**

SCALE	MEAN	SD	E	A	C	ES	OI	TO
Extraversion (E)	3.347	.8463	(.738)					
Agreeableness (A)	2.191	.8830	.211**	(.741)				
Conscientiousness (C)	3.686	.9837	.200**	.148**	(.811)			
Emotional Stability (ES)	3.989	.6869	.199**	-.194**	.104	(.708)		
Organızatıonal Identıfıcatıon (OI)	4.123	.7538	.118*	-.043	.170**	.266**	(.800)	
Turnover (TO)	2.133	1.2703	.110*	.320**	-.107	-.129*	-.316**	(.890)
Güvenilirlik Katsayısı Cronbach's Alpha			.713	.798	.772	.731	.922	.939
Birleşik Güvenilirlik (CR)			.775	.829	.793	.751	.913	.920
Açıklanan Ortalama Varyans Değeri (AVE)			.546	.550	.659	.502	.641	.793

***p<0.001 **p<0.01 *p<0.05

It has a high level of reliability since it has the reliability coefficients (Alpha> 0.80) calculated for the Organizational Identification (OI) and Tornover (TO) from the scales applied to the participants for the research. It is understood that in all sub-dimensions of The Big Five Factors (BF) scale, the reliability value is "quite reliable". It can be stated that unified reliability condition is fulfilled because it is in all CR values (CR> 0.70) in unified reliability values. Since the mean variance values (AVE> 0.50) for all variables are present, it is seen that the necessary condition is met in the convergence validity. The square root values of the calculated AVE values are given in brackets in the table in order to see the validity of decomposition. Since these values are higher than all correlation values in that column, the separation validity is assumed to be provided for all variables.

Structural Equation Modeling

In this study, maximum likelihood method was preferred (Tabachnick and Fidell, 2007; Hair, Black, Babin, and Anderson, 2010).

Mediator Effect

Before the research model test, the average and standard deviation values and correlations between variables were calculated through the SPSS 20.0 program. The AMOS program was tested using version 20.0, using path analysis with observed variables (Figure 1) (Kline 2005). Since the indirect effects present in the model are statistically significant and do not usually meet the normal distribution assumption, they have been tested in recent years with the recommended bootstrapping method (95% Confidence Interval (GA)) instead of the Sobel test (using at least 2000 resampling) (Preacher and Hayes, 2008).

Figure 1. Path Analysis Model Tested Using All Research Data (FSC + LCC)
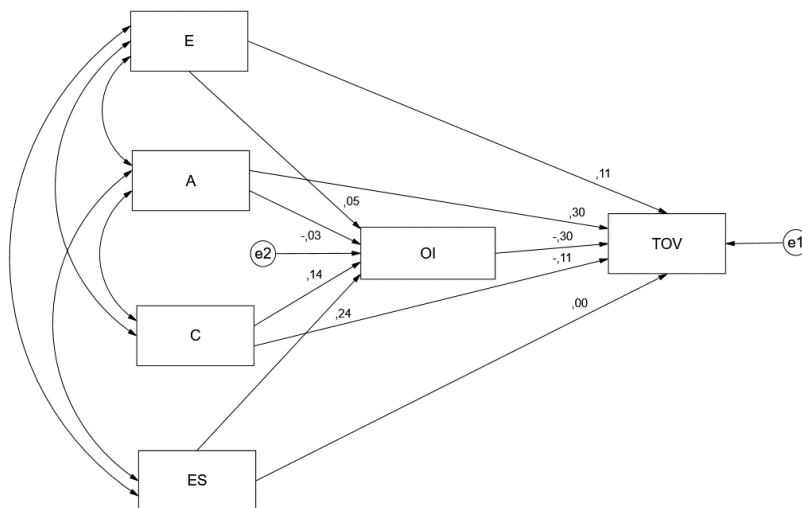
For all data (n = 320), it is understood that the model is significant since the model test values with the observed variables include x^2 (3.629), x^2 / df (3.629) and (p> 0.05). It is understood that the model is valid because the fit index values of the model are within the acceptable fit limits of GFI (.996), CFI (.984), NFI (.979), SRMR (.0258), RMSEA (.091). It is understood that the existence of meaningless (p> 0.05) path values in the model negatively affects the model fit index values. Detailed values regarding the model parameters are given in the table.

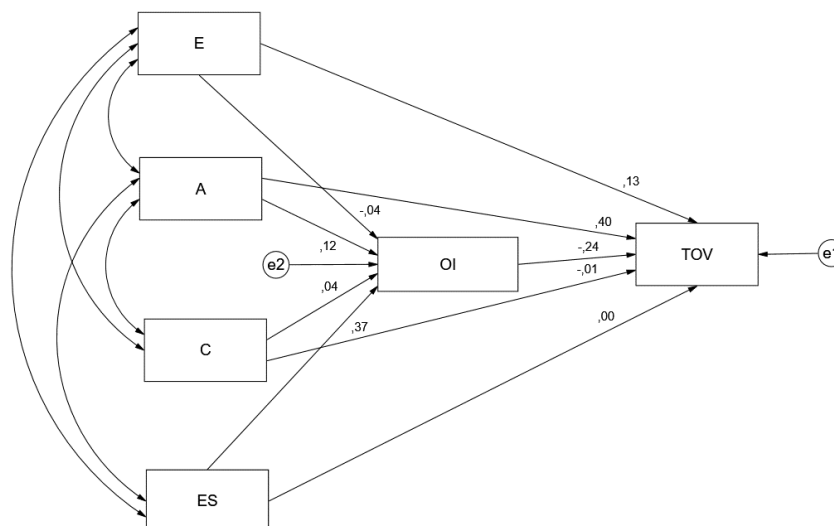**Table 5. Direct and Indirect Effect Values Between Independent, Dependent and Mediator Variables**

Hipotesis	Direct effect	Direct effect p	İndirect effect	İndirect effect p	Result
E→OI→TO	.107	.057	-.014	.387	Not Mediaton
A→OI→TO	.298	.001**	.008	.640	Not Mediaton

C→OI→TO	-.114	.045*	-.042	.010*	Partial Mediaton
ES→OI→TO	-.003	.951	-.070	.001**	Full Mediaton

*p<0.05 **p<0.01*

- According to the bootsratp (n = 2000) result for all data (n = 320) without any discrimination between FSC and LCC, the effect of the C variable on the TO variable was both direct (-.114 *) and indirectly via the OI variable (-. It is understood that the OI variable has a partial mediating effect on the effect of the C variable on the TO variable since it has the meaning of 042 *) effect. It is understood that variable C affects TO variable in direct effect and indirect effect in negative.

- In the model, since the direct effect of the ES variable on the TO variable (-.003) is meaningless and the indirect effect over the OI variable (-.070 **) is significant, it is understood that the OI variable has a full mediating role in the effect of the ES variable on the TO variable. The ES variable indirectly decreases the TO variable by negatively affecting the OI variable.

- Since the direct effect of the variable E on the TO variable (.107) is insignificant and the indirect effect over the OI variable (-.014) is insignificant, it is understood that there is no mediating role in the effect of the variable E on the variable TO.

- In the model, since the direct effect of the variable A on the variable TO (.298) is significant and the indirect effect over the variable OI (.008) is insignificant, it is understood that there is no mediating role in the effect of the variable A on the variable TO.

Figure 2. Path Analysis Model Tested for LCC (n = 160) of Research Data

For LCC data (n = 160), it is understood that the model is significant since the model test values x2 (.240), x2 / df (.240) and (p> 0.05) are found in the path analysis model with observed variables

13

performed using the bootstrap method (n = 2000). . It is understood that the model is valid because the fit index values of the model are within the good fit limits of GFI (.999), CFI (1.00), NFI (.998), SRMR (.0101), RMSEA (.0000) (Figure 2). Detailed values regarding mediator model parameters are given in the table.

Table 6. Direct and Indirect Effect Values Between Independent, Dependent and Mediator Variables

Hypothesis	Direct effect	Direct effect p	Indirect effect	Indirect effect p	Result
E→OI→TO	.130	.078	.010	.666	Not Mediaton
A→OI→TO	.402	.001**	-.028	.133	Not Mediaton
C→OI→TO	-.014	.841	-.011	.436	Not Mediaton
ES→OI→TO	-.003	.978	-.091	.004**	Full Mediaton

*p<0.05 **p<0.01*

- According to the bootsratp (n = 2000) result for LCC data (n = 320), the direct effect of the ES variable on the TO variable, (-.003), the effect of the OI variable indirectly (-.091 **) on the OI variable is significant. It is understood that ES variable has a full mediating effect on the effect of TO variable. It is understood that ES variable affects TO variable negatively with indirect effect.

- Since the direct effect of the variable E on the TO variable (.130) is insignificant and the indirect effect over the OI variable (.010) is insignificant in the model, it is understood that the effect of the variable E on the variable TO has no mediating role.

- In the model, since the direct effect of variable A on TO variable (.402) is significant and the indirect effect over the variable of OI (-.028) is insignificant, it is understood that there is no mediating role in the effect of variable A on TO variable.

- Since the direct effect of the C variable on the TO variable (-.014) is insignificant and the indirect effect over the OI variable (-.011) is insignificant, it is understood that there is no mediating role in the effect of the variable C on the TO variable.

Figure 3. The Path Analysis Model of The Research Data for FSC
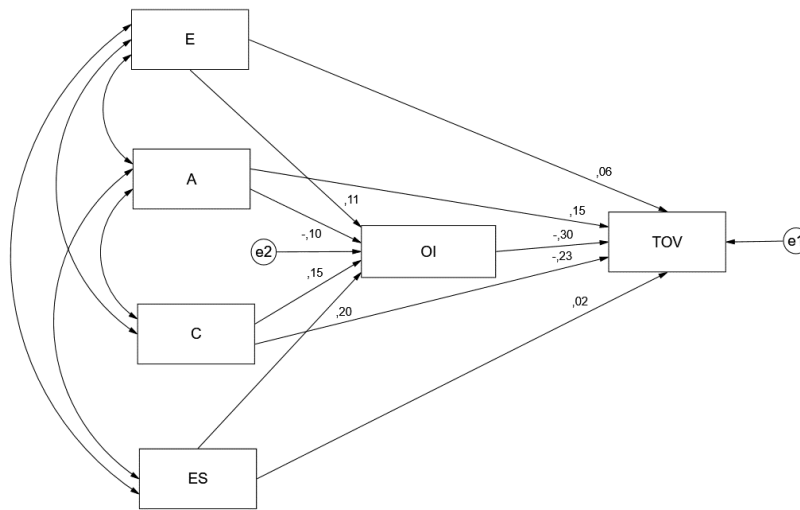
For FSC data (n = 160), it is understood that the model is not significant since there are model test values x2 (15.11), x2 / df (15,11) and (p <0.05) in the path analysis model with observed variables performed using the bootstrap method (n = 2000). . The fit index values of the model are GFI (.970), CFI (.850), NFI (.878), SRMR (, 0744), RMSEA (.1907) GFI and SRMR are within acceptable limits, while NFI, CFI and RMSEA values are outside the acceptance limits. . This is an expected situation, since meaningless path parameters may exist in models where mediator relationships are tested. Detailed values regarding the model parameters are given in the table.

Table 7. Direct and Indirect Effect Values Between Independent, Dependent and Mediator Variables

Hipotesis	Direct effect	Direct effect p	İndirect effect	İndirect effect p	Result
E→OI→TO	.059	.478	-.032	.194	Not Mediaton
A→OI→TO	.153	.112	.029	.149	Not Mediaton
C→OI→TO	-.234	.021*	-.045	.071	Not Mediaton
ES→OI→TO	.018	.819	-.061	.015*	Full Mediaton

*p<0.05 **p<0.01*

- According to the bootsratp (n = 2000) result for FSC data (n = 160), the direct effect of the ES variable on the TO variable (.018) is indirectly over the OI variable (-.061 *), so the ES variable's ES variable It is understood that it has a full mediating effect on the TO variable (Figure 3). It is understood that ES variable affects TO variable negatively with indirect effect.

- Since the direct effect of the variable E on the TO variable (.059) is insignificant and the indirect effect over the OI variable (-.032) is insignificant in the model, it is understood that there is no mediating role in the effect of the variable E on the variable TO.

- Since the direct effect of variable A on TO variable (.153) is insignificant and the indirect effect over variable OI (.029) in the model, it is understood that there is no mediating role in the effect of variable A on TO variable.

- Since the direct effect of the variable C on the TO variable (-.234) is significant in the model, and the indirect effect over the OI variable (-.045) is insignificant, it is understood that there is no mediating role in the effect of the variable C on the TO variable.

CONCLUSION

In this study, where the relationship between the personality traits of employees and the intention to leave is investigated, the aim was to determine which personality dimensions are at the forefront in the interaction on the intention to leave and to examine the mediating role of organizational identification in this relationship. For this purpose, the role of personality traits and the mediating role of organizational identification in employees' FSR, LCC and FSC + LCC groups were tested.

According to the five-factor personality theory, emotional stability (neuroticism) personality traits were determined to be prominent in all three sample groups (FSC, LCC and FSC + LCC) in terms of the relationship between intention to quit. Thus, it can be said that the intention to quit is affected by organizational factors as well as individual factors. Emotional instability (neuroticism) personality traits, which have an explanatory role on employee intention to quit, have been associated with features such as negative self-perception, low self-esteem, high anxiety and depression (Costa and McCrae, 1990). For people who experience emotional instability, It has been reported that they are weak and vulnerable in terms of positive coping skills in stress exposure situations, they often perceive threats in the face of daily events, are easily frustrated and hopeless, and their self-perception were negative (Hettema, Neale, Myers, Prescott, & Kendler, 2006). The findings indicate that negative processes related to emotional uncertainty, such as uneasiness, vulnerability, negative evaluations about themselves or events, insecurity and hopelessness, also lead to negative processes associated with the intention to quit.

Emotional instability, one of the important factors that make psychological resilience of employees who show stress-resistance, insufficiency in stress coping skills, vulnerability, negative self-perception and hopelessness is the organizational commitment and identification developed by people. When evaluated together with the findings obtained, it was seen that the fact that employees have

organizational identification contributes positively to decreasing their commitment to work and their intention to quit, especially in terms of getting organizational support processes.

Thus, when the intention of the employees to quit, within the scope of the personality traits, only the personality traits are not sufficient to explain the situation. It can be said that the establishment of identification with the institution they work in also affects the positive interaction processes and results of the employees' organizations. It can be argued that organizational structure and related business processes should be taken into consideration as well as personal factors that intend to quit the job. The findings obtained revealed the importance of the personality traits of people who do not change in one way or another; On the other hand, in addition to the personality traits of the employees, the identification with the organizations of the employees provided environmental support and provided evidence that should be taken into account for organizational commitment and intention to quit. In other words, in this study, important findings were revealed that a significant part of the intention to quit airline employees was explained by the five-factor personality traits by the emotional stability sub-dimension. In addition, findings have emerged that the relationship established by the employees with the organizational structure and the way the organizational structure establishes with the employee should be taken into consideration in this process.

This research also had some limitations. The research has a cross-sectional feature. Longitudinal studies with airline employees can provide a deeper understanding of the relationships between variables. However, it is thought that the results obtained should be considered within the scope of the sample of the research, and further research is required in different airway samples. In this context, it seems important to focus on the organizational factors affecting the psychological resilience of the employees along with personality traits in future studies. Also, in future research, it seems important to investigate the question of whether personality traits can explain whether some employees identify more strongly with the institutions they work for.

According to the results of this study, it can be said that the work stress of airline employees is more intense than other sectors. It can be interpreted that personality traits related to anxiety and stress management are effective on the intention to quit, emotional instability personality traits such as anxiety, vulnerability, self and events, despair and insecurity affect job intention and job stress. For this reason, in order to prevent or minimize work stress, it is necessary to conduct studies to reduce work stress. Some suggestions given to employees, mental health professionals, employers and legislators in general are as follows:

- In terms of practical work in the future, there is a need to understand how organizational managers can increase organizational identification of employees, which may result in increased business performance. It is also known that personality has less impact on performance in well-structured working conditions (strong interpersonal relationships). Therefore, it is recommended to investigate the possible intrusive role of well-structured working conditions.

- Further research is needed to examine how working conditions can provide a stronger sense of organizational identification. Researchers can say that building cohesive working teams can improve the participatory culture, increase the sense of collectivity, affect personality, and thus improve organizational identification. Therefore, airline organizations and especially human resource practitioners and researchers may be offered to work together to explore personal and organizational factors that can contribute to the development of human resources services, including protecting the mental health of the employee.

As a result, between the employees of both competing business models, while OI variable mediates the effect of ES variable on TO variable, ES variable negatively affects TO variable with indirect effect. Therefore, it can be said that institutional efforts aimed increase the sense of belonging are important for both business models in order to decrease employees' intention to quit. In addition, in both business models, the significance of ES's personality traits in recruitment processes emerges, which will appear to negatively affect quitting in the future.

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