The Organizational Commitment of Different Generations-A Study on Cabin Crew

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Abstract

The aim of this study is to investigate the organizational commitments of flight attendants of different generations who work in airline companies operating in Turkey. The analysis stage of the study, a questionnaire was offered to 351 people, who work as flight attendants in the public and private airline companies operating in Turkey, and a study to identify the levels of organizational commitment in terms of generational differences was conducted.

The method of data collection using questionnaire, which was considered the most suitable method for the context of the study based on the literature search, was used. The questionnaire includes, in addition to the demographic information, questions which would support the main and sub-hypotheses and Organizational Commitment Questionnaire by Allen and Meyer (1984) to measure organizational commitment level. With the study, generational differences of the flight attendants who work in airline companies were studied within the scope of affective commitment, continuance commitment and normative commitment dimensions, which are the sub-dimensions of organizational commitment. Data were analysed using SPSS 21.0 software. The concept of organizational commitment is analysed based on these variables: sub-dimensions of organizational commitment, generational differences, gender, marital status, educational status and the duration of working in the industry. In the analyses, in addition to the descriptive statistics, t-test and unidirectional analysis of variance methods were used. At the end of the study, differences were observed among the organizational commitment sub-dimensions of the flight attendants working in airline companies in terms of generational differences.

This article was produced from the author's master thesis.

1. Introduction

Aviation, an intensely competitive and rapidly growing industry, has been developing progressively with the globalization. Companies adopt various changes in order to increase the number of passengers and profit per passenger. Positive or negative evaluation from the passengers of the service provided by the airline company depends on various factors. In addition to the quality of the service, the positive or negative effect of the service providers on the passenger should also be considered.

Flight attendants hired by the companies as a result of the exams and interviews for evaluation during the recruitment process are subjected to an intense training program. They receive numerous trainings, including personal development training, until their starting day of employment. These trainings bring an additional cost to the company in terms of employing the trainers, the process of planning, and financing. The most important problem of the businesses today is to access the source of qualified people, and even more importantly, to be able to retain that source. Organizational commitment begins when the employee accepts organizational

values and starts the job with a psychological contract. It develops as the employee, as a member of the organization, learns about the goals, aims and the requirements of the job. From this point of view, organizational commitment is a union of forces established when an individual identifies with a certain organization (Northcraft & Neale, 1990). It is important for the organizations to know of the organizational commitment degrees of the generations with different characteristics, who work together at the same organization. Since it is not possible for the individuals in different age groups that constitute different generations to have the same level of organizational commitment, identification of the different characteristics of each generation is an important goal. In this context, organizational commitment levels of the flight attendants of different generations who work in airline companies will be investigated.

2. Literature Review
2.1. Organizational Commitment

The concept of organization is a management function where the efforts of individuals with certain objectives operate in a coordinated manner; a system in which human, objective and

technology dimensions are intertwined; a structure with a distinctive culture that demonstrates the relationships between the work and people (Güçlü, 2003). On the other hand, commitment, as a concept and a form of understanding, emerges anywhere with a sense of community. Commitment is an emotional expression of the instinct of being a community and is an emotion experienced at its most intense form. Commitment, which means the loyalty of a slave to its master, of a servant to its duty, of a soldier to its homeland, expresses the state of being loyal. In general terms, it expresses our commitment, our liability to an individual, an organization, a thought, or something we consider greater than ourselves (Ergun, 1975).

Organizational commitment, which comprises the concepts of commitment and organization, expresses the employee's belief in the goals and values of the organization, desire to show effort toward the realization of the organization's goals, and wish to remain as a member of the organization (Mowday, Porter & Steers, 1979). Organizational commitment begins when the worker accepts organizational values and starts to work with a psychological contract. It develops as the employee, as a member of the organization, gains information on the goals, aims and the requirements of the job. From this point of view, organizational commitment is a union of forces which is established when an individual start to identify with a certain organization (Northcraft & Neale, 1990).

As described by Mowday, Steers and Porter for the first time, organizational commitment was defined as the emotional attachment of the worker toward his/her organization. It was suggested that the degree of commitment felt is equivalent to the degree of adoption of the values and goals of the organization. In other studies, organizational commitment was defined as the commitment that develops as a result of the workers' investment to their organization, and it was argued that the worker shows commitment to the organization because of the fear that his/her efforts and labors over the period of working at the organization will go to waste (Becker, 1960). Later, Meyer and Allen (1984) suggested a model that includes these two different organizational commitments, and defined the former as "affective commitment" and the latter as the "continuance commitment". By adding the "normative" or "ethical" commitment dimension suggested by Weiner and Vardi (1980) to this model, they have developed the three-dimensional organizational commitment model (Meyer & Allen, 1991). As normative commitment develops as a result of the worker's perception of showing commitment to the organization as a duty and the worker's idea that organizational commitment is "right", it represents a dimension separate from the other two types of commitments (Wasti, 2003).

Affective commitment comprises the workers' acceptance of organizational goals and values and their extraordinary efforts for the sake of the organization. In affective commitment, the reason that the workers remain with the organization is their identification with the goals and values of the organization. With strong affective commitment, those who remain with the organization do so not because they need to, but they want to (Allen & Meyer, 1990). In this type of commitment, the individual considers him/herself as a part of the organization and the organization signifies a great meaning and importance for him/her (İlsev, 1997).

In continuance commitment, worker continues to work in the organization primarily because he/she needs to do so (Meyer & Allen, 1990; Meyer & Allen, 1991). Continuance commitment is to continue being a member of the organization because of thinking that the cost of leaving the organization will be high. In this commitment type, the individual cannot leave the organization even if he/she wants to because leaving will cost him/her and he/she will face difficulties (Sökmen, 2000).

Allen and Meyer (1990) named the commitment type that involves obligation as normative commitment. Normative commitment is based on the individual's belief that he/she has responsibility and liability toward the organization and thus his/her perception that he/she is obliged to remain with the organization. Here, obligation is not based on organization-related benefits, unlike continuance commitment. Either the individual's family, society and organization have emphasized that loyalty is a virtue, or the individual is surrounded by people who work in the same organization for years. Thus, he/she believes that loyalty is important and feels a moral obligation. In summary, he/she is committed to the organization because he/she believes that it is right and moral to do so (İlsev, 1997).

Meyer and Allen (1997) have used this three dimensional approach to organizational commitment and stated that "the worker who remains with the organization on good and bad days, comes to work regularly, dedicates his/her whole day to the organization, protects the company assets and shares the company goals is a worker committed to the organization" (Song, 2009). In parallel to this, in professional life, workers with strong affective commitment remain with the organization "because they want to", workers with continuance commitment remain with the organization "because they need to", and workers with normative commitment remain with the organization "because they feel obliged to" (Lawler & Yoon, 1996).

2.2. The Concept of Generation

In the dictionary of sociology terminology, the concept of generation is defined as "group of individuals, lineage, breed comprising age groups of approximately twenty-five, thirty years". In Turkish Linguistic Society's Philosophy Terminology dictionary, the concept of generation is defined as "the group of individuals who were born approximately in the same years, shared the conditions, and thus, similar problems and destinies of the same era, and were responsible for the similar duties" (www.tdk.gov.tr). In the literature, generation is defined as the group who shares the same birth year and the same significant life events. Moreover, it is believed that various historical, political and social events shape the attitudes, beliefs and values of every generation. Each generation identifies their own personality, attitude against authority, values, beliefs, work ethics, reasons for working, goals and expectations from professional life (Kupperschmidt, 1998).

Generations are time intervals that are formed by the economic and social movements in the world. Generations, which are called so due to their upbringing and changes in their environment, can differ significantly in terms of character, working methods and their expectations from the workplace. Generation also means the average time interval between the birthdate of parents and the birthdate of their children. Biologically, within a millennium, a new generation arises in every 20-25 years. Today, with changing societies and values, this duration seems long. Because childbirth is delayed. While the age of becoming a mother was 25 in the 1980s, today, it is 30. This shows that the changes throughout the generations are

sociological. In today's workplaces where different age groups work together, the majority of the problems arise due to intergenerational differences in perception, method, implementation and communication. Each generation has different characteristics, morals, attitudes, behaviors, weak and strong points (Keleş, 2011). In the literature, it can be seen that the start and end dates of generations differ. Throughout the history, generations of different historical periods are classified with different names. The most frequently used classification today divides the individuals into five generations. The table below demonstrates this classification (DeVaney, 2015)

Table 1. Classification of Generations

Generation	Birth of Year
Silent Generation	Born between 1925-1945
Baby Boomers Generation	Born between 1946-1964
Generation X	Born between 1965-1979
Generation Y	Born between 1980-1999
Generation Z	Born in 2000 or later

Workers from the silent generation exhibit behaviour that promotes the idea of "live to work", due to their personality structure that did not forget the post-war poverty and difficulties. Members of this generation, who are mostly retired from today's professional life, used to love to work hard, put work ahead of fun, and consider working to live as an obligation (Erden, 2012). Similar to the silent generation, baby boomers generation adopts the idea of "live to work" due to the difficulties faced when growing up, however, they are open-minded to the idea of working in jobs that they regard meaningful during their career. Workers from generation X, who are said to have a lower organizational commitment level than the workers from baby boomers generation, place importance on the work-life balance and believe in the importance of the idea of "work to live". Workers from generation Y have the idea of "live first, work later" (Berkup, 2015). In the organization, they are free-spirited, have selective attitude toward work, have poor sense of loyalty, and are against authority.

2.3. General Overview of Flight Attendant Profession

The certified person other than the flight crew and technical personnel, who is provided with the required training and commissioned by the airline company to perform services regarding the safety of the flight and passengers during the operations is called flight attendant (SHT-CC).

Flight attendants are employees responsible for the implementation of the required security and safety measures and for passenger comfort in aircrafts used in passenger transportation. Flight Attendants who work at the cabin section of the aircraft for a secure, safe and comfortable flight, are people who have successfully completed their training by meeting the requirements listed in the relevant regulations issued by the Directorate General of Civil Aviation, and as a result, entitled to obtain "Flight Attendant Certificate".

While many professions require "Managing and Being Directive", most professions require "Serving and Adaptation". The flight attendant must bear certain amount of conflicting characteristics such as being directive and meeting the customer demands. A flight attendant is expected to show behaviors focused on the passenger's needs, whose success will be measured with customer satisfaction. On the other

hand, the flight attendant must enforce the security rules in the plane, prevent behavior that will disrupt the comfort of other passengers, and stop the passenger when necessary (Baltaş, 2009).

The fact that flight attendants serve passengers during their duties leave the impression that their duty is not ensuring security but serving. However, in each flight, upon encountering an emergency, cabin crew make themselves ready for the emergency. They become a leader for passengers and become responsible for the security of every passenger on the plane (İşyapan, Gürbüz & Sözen, 2016).

3. Method

3.1. The Universe and Sample of the Research

Study population comprises flight attendants working in the airline companies in Turkey. A total of 455 people, who were working as flight attendants in public and private airline companies operating in Turkey, were given the questionnaire and due to missing information in 104 of these questionnaires, the study was based on the remaining 351 completed questionnaires.

3.2. Research Model

In airline companies, members of different generations work at the same time. The constructed model between these generations, who are different primarily in terms of their characteristics, as well as their points of view, and the subdimensions of organizational commitment, affective, continuance and normative commitment dimensions, is shown in Figure 1.
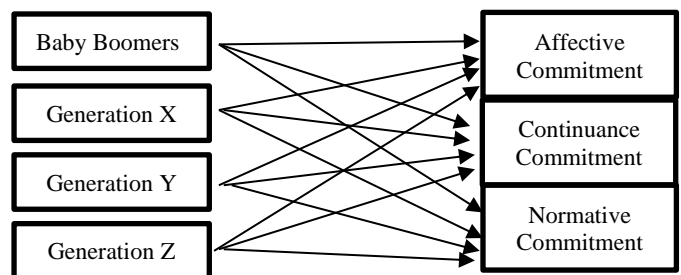

Figure 1. Model of the Study

3.3. Data Collection Tools

In the preparation process of this study, a literature review of domestic and foreign studies on this subject was performed, and the opinions of different researchers who perform scientific studies on the subject were analyzed. For this purpose, the method of data collection through questionnaire, which was considered the most suitable for the scope of the study, was utilized. In the questionnaire, in addition to the demographic information, there are questions which would support the main and sub-hypotheses and Organizational Commitment Questionnaire (OCQ) by Allen and Meyer (1984) to measure organizational commitment level. Organizational commitment model that includes affective, continuance and normative commitment dimensions, as classified by Meyer and Allen, is taken as a basis. With the study, generational differences of the flight attendants who work in airline companies were studied within the scope of affective commitment, continuance commitment and normative commitment dimensions, which are the sub-

dimensions of organizational commitment. The first part of the questionnaire comprises demographic characteristics, and the second part comprises the organizational commitment scale. In data collection, for Allen and Meyer's Organizational Commitment Questionnaire, 5-point Likert-type scale was used. Items in the scale were scored as 1. Completely Disagree, 2. Disagree, 3. Neutral, 4. Agree, and 5. Absolutely Agree.

3.4. Hypotheses
In light of the provided information and the aims of study, hypotheses of the study are constructed as in Table 2.

Table 2. Hypotheses of the Study

H1: There is a significant difference between the affective commitment levels of flight attendants working in airline companies, who are from Baby Boomers Generation, Generation X, Y, and Z.

H2: There is a significant difference between the normative commitment levels of flight attendants working in airline companies, who are from Baby Boomers Generation, Generation X, Y, and Z.

H3: There is a significant difference between the continuance commitment levels of flight attendants in airline companies, who are from Baby Boomers Generation, Generation X, Y, and Z.

H4: Organizational commitment levels of flight attendants working in airline companies differ significantly depending on the gender variable.

H5: Organizational commitment levels of flight attendants working in airline companies differ significantly depending on the marital status variable.

H6: Organizational commitment levels of flight attendants working in airline companies differ significantly depending on the educational status variable.

H7: Organizational commitment levels of flight attendants working in airline companies differ significantly depending on the duration of working in the industry variable.

H8: There is a positive correlation between at least two of the organizational commitment sub-dimensions of the flight attendants working in airline companies.

3.5. Analysis of Data

In the study, various analysis methods were used depending on the data to be analyzed. For the analysis of demographic variables, descriptive statistics such as frequency and percentage distribution were used. In particular, in order to identify the correct method of analysis when testing the study hypotheses, it is useful to analyze whether the data fit a normal distribution, thus, normality test was performed. For this purpose, skewness and kurtosis values of the data were analyzed and the results are presented in Table 3. To measure the structural validity of the questionnaires, factor analysis was performed and Cronbach's Alpha values were calculated for their reliability. For testing the hypotheses in the study model, correlation and regression analyses were performed. To investigate the correlations between demographic variables and participants' perceptions, ANOVA and t-tests were used.

Table 3. Statistics Regarding the Skewness and Kurtosis Degrees of the Items Comprising the Scale

	Skewness	Kurtosis
1. I would be very happy to spend the rest of my career with this airline.	-.636	-.260
2. I really feel as if this airline's problems are my own	-.946	.560
3. I don't feel a strong sense of belonging to airline that I work for.	-.746	-.310
4. I don't feel like a part of this airline.	-.951	.303
5. This airline has a lot of personal meaning for me.	-.601	-.242
6. I do not feel "emotionally connected" to this airline.	-.849	.107
7. Even if I wanted to leave the airline I worked with, it would be very hard for me to do that right now.	-.844	-.079
8. At the moment, staying in this airline is a necessity as much as it is a request.	-.806	-.102
9. If I decide to quit this airline right now, most part of my life would be harmed.	-.353	-.944
10. I think I have little options to think about quitting the airline I work for.	-.279	-1.004
11. One of the negative consequences of quitting from the airline I work for is the lack of alternative job opportunities.	-.727	-.378
12. I don't feel any worries about what would happen if I quit from the airline I work before I find a job elsewhere.	-.448	-.726
13. I owe many things to the airline I work for.	-.907	.347
14. The airline I work for deserves my loyalty.	-.782	.165
15. I would feel guilty if I quit now from the airline I work for...	-.098	-1.160
16. Even if I have the advantage, quitting now from the airline I work for doesn't feel correct.	-.624	-.543
17. I can't quit from this airline now because of my responsibilities to other people working here.	-.135	-1.074
18. I don't feel a necessity to quit from the airline I work for.	-.851	-.221

4. Result

4.1. Results on Demographic Variables

In this section, demographic data related to the study population is explained. According to the data, frequencies and proportions of participants in terms of gender, marital status, the organization where the participant works, educational status, year of birth, and duration of working in the industry, will be determined. Demographic characteristics of the individuals participating in the study are given below.

Percentage and numeric distribution by gender is shown in the Table 4. Based on the table, 70.7% (248) of the participants are female and 29.3% (103) are male. The majority of participants are female.

Table 4. Numeric and Percentage Distribution by Gender

Gender	N	%
Female	248	70.7
Male	103	29.3

Numeric and percentage distribution bu marital status is shown in the table 5. Based on this, 31.6% (111) of the participants are single, 68.3% (240) are married. The majority of participants are single.

Table 5. Numeric and Percentage Distribution by Marital Status

Marital Status	N	%
Married	111	31.6
Single	240	68.4

Numeric and percentage distribution by the organization where the participant Works is seen in the table 6. Of the participants, 92.3% (324) work at the private sector, while 7.7% (27) work at the public sector. The majority of flight attendants participating in the study work at the private sector.

Table 6. Numeric and Percentage Distribution by the Organization

Sector	N	%
Private Sector	324	92.3
Public Sector	27	7.7

Numeric and percentage distribution by educational status is shown in the table 7. Of the participants, 19.7% (69) are high school graduates, 36.5% (128) have associate's degree, 38.5% (135) have bachelor's degree and 5.4% (19) have postgraduate degree. Based on this distribution, the majority of the participants have associate's and bachelor's degrees, and the proportion of participants who continue their education after the bachelor's degree is lower than the rest of the participants.

Table 7. Numeric and Percentage Distribution by Educational Status

Educational Status	N	%
High School	69	19.7
Associate's Degree	128	36.5
Bachelor's Degree	135	38.5
Postgraduate Degree	19	5.4

Numeric and percentage distribution by the year of birth is shown in the table 8. When the age intervals of the participants are organized according to the generational classification, it can be seen that 0.9% (3) of the participants are in Baby Boomers generation (1946-1964), 14.2% (50) are in generation X (1965-1979), 84% (295) are in generation Y (1980-1999), and 0.9% (3) are in generation Z (2000 or later). According to this distribution, the number of people in Baby Boomers generation who continue working is equal to the number of people in generation Z who completed 18 years of age and were employed. Moreover, the proportion of these employees to those in generations X and Y is low. The majority of participants are from generation Y.

Table 8. Numeric and Percentage Distribution by the Year of Birth

Year of Birth	N	%
1946-1964	3	,9
1965-1979	50	14.2
1980-1999	295	84
2000 and up	3	,9

Numeric and percentage distribution by the duration of working in the industry is seen in the table 9. The majority of the participants, 40.5% (142), have the highest duration, with 1-3 years. Of the remaining participants, 22.5% (79) have a duration of 4-6 years, 18.8% (66) have a duration of 7-10 years and 18.2% (64) have a duration of 11 years or longer.

Table 9. Numeric and Percentage Distribution by the Duration of Working in the Industry

Working in the Industry	N	%
1-3 Year	142	40.5
4-6 Year	79	22.5
7-10 Year	66	18.8
11 Year and up	64	18.2

4.2. Results on the Validity and Reliability of the Questionnaire

Before proceeding to the tests on hypotheses, the questionnaire was evaluated for its validity and reliability. The most frequently used method in the evaluation of reliability is Cronbach's Alpha Coefficient. The criteria for Cronbach's Alpha Coefficient are as follows (Özdamar, 2004):

- The questionnaire is not reliable if $0.00 \leq \alpha < 0.40$.
- The questionnaire has a low reliability if $0.40 \leq \alpha < 0.60$.
- The questionnaire is reliable if $0.60 \leq \alpha < 0.80$
- The questionnaire is highly reliable if $0.80 \leq \alpha < 1.00$

At the end of the reliability analysis, overall reliability score (Cronbach's Alpha Coefficient) of the organizational commitment scale used in the study was found to be 0.835. The result demonstrates that the questionnaire is highly reliable. Based on the results of the Cronbach's Alpha, in order to identify the variables in a more reliable way and to test the structural validity of the scale, the data were subjected to factor analysis.

If KMO value is less than 0.50, factor analysis is not continued. Depending on the KMO value, the following comments can be made on sample size:

- Between 0.50-0.60 "bad",
- Between 0.60-0.70 "poor",
- Between 0.70-0.80 "reasonable",
- Between 0.80-0.90 "good",
- Over 0.90 "perfect".

If the KMO value is less than 0.50, more questionnaires must be included (Pullant, 2001). KMO value regarding the

sampling of the questionnaire is 0.878 (p<0.01), which is within the acceptable range.

Whether the scale series have a normal distribution is evaluated using Bartlett Test. Significant results of the Bartlett test indicates the data are fit for factor analysis (Büyüköztürk, 2005). Thus, the obtained values are considered as an indicator of the adequacy of sample size and the fitness of the obtained data for factor analysis. The questionnaire has three sub-

dimensions. Consistent with the literature, these dimensions are called Continuance Commitment, Affective Commitment and Normative Commitment. Continuance Commitment dimension comprises the first set of 6 questions, Affective Commitment dimension comprises the second set of 6 questions and Normative Commitment dimension comprises the final set of 6 questions. The Table 9 has a total of 18 questions.

Table 9. Organizational Commitment Scale Factor Analysis

	Factor Loading
Factor 1: Continuance Commitment	
15. I would feel guilty if I quit now from the airline I work for.	.825
16. Even if I have the advantage, quitting now from the airline I work for doesn't feel correct.	.793
17. I can't quit from this airline now because of my responsibilities to other people working here.	.783
14. The airline I work for deserves my loyalty.	.660
13. I owe many things to the airline I work for.	.597
18. I don't feel a necessity to quit from the airline I work for.	.428
Factor 2: Affective Commitment	
2. I really feel as if this airline's problems are my own	.331
1.I would be very happy to spend the rest of my career with this airline.	.448
5. This airline has a lot of personal meaning for me.	.490
4. I don't feel like a part of this airline.	.830
3. I don't feel a strong sense of belonging to airline that I work for.	.820
6. I do not feel "emotionally connected" to this airline.	.718
Factor 3: Normative Commitment	
10. I think I have little options to think about quitting the airline I work for.	.785
11. One of the negative consequences of quitting from the airline I work for is the lack of alternative job opportunities.	.766
9. If I decide to quit this airline right now, most part of my life would be harmed.	.693
12. I don't feel any worries about what would happen if I quit from the airline I work before I find a job elsewhere.	.656
7. Even if I wanted to leave the airline I worked with, it would be very hard for me to do that right now.	.584
8. At the moment, staying in this airline is a necessity as much as it is a request.	.492
Variance explained (%)	54.869
Self – values (eigenvalues)	5.831
Reliability (Cronbach's Alpha)	.835
Kaiser- Meyer-Olkin = .878 **Bartlett Test of Sphericity = 2553.425**	p < 0.01

4.3. Descriptive Statistics of the Scale

The mean values obtained as a result of the study are given in Table 10. The overall mean of the scale is 3.5. In terms of each of the sub-dimensions, the mean values of affective commitment sub-dimension are 3.73, continuance commitment sub-dimension is 3.46 and normative

commitment sub-dimension is 3.56, respectively. As can be seen from these results, there is not much difference between the mean values. The highest mean value is of the affective commitment, and the lowest mean value is of the continuance commitment. It can be seen that the affective commitment of the participants is higher than the other types of commitment.

Table 10. Descriptive Statistics of the Scale

	X	**S**
1. I would be very happy to spend the rest of my career with this airline.	3.64	1.136
2. I really feel as if this airline's problems are my own	3.79	.972
3. I don't feel a strong sense of belonging to airline that I work for.	3.60	1.156
4. I don't feel like a part of this airline.	3.85	1.066
5. This airline has a lot of personal meaning for me.	3.73	.980
6. I do not feel "emotionally connected" to this airline.	3.78	1.056
7. Even if I wanted to leave the airline I worked with, it would be very hard for me to do that right now.	3.74	1.131
8. At the moment, staying in this airline is a necessity as much as it is a request.	3.91	1.046
9. If I decide to quit this airline right now, most part of my life would be harmed.	3.37	1.198
10. I think I have little options to think about quitting the airline I work for.	3.24	1.146
11. One of the negative consequences of quitting from the airline I work for is the lack of alternative job opportunities.	3.60	1.121
12. I don't feel any worries about what would happen if I quit from the airline I work before I find a job elsewhere.	3.54	1.088
13. I owe many things to the airline I work for.	3.80	1.021
14. The airline I work for deserves my loyalty.	3.64	1.037
15 I would feel guilty if I quit now from the airline I work for...	3.13	1.254
16. Even if I have the advantage, quitting now from the airline I work for doesn't feel correct.	3.48	1.163
17. I can't quit from this airline now because of my responsibilities to other people working here.	3.05	1.192
18. I don't feel a necessity to quit from the airline I work for.	3.70	1.028

Table 11. Correlations between variables

	AC	**NC**	**CC**
Affective Commitment (AC)	1	.028	.683**
Normative Commitment (NC)	.028	1	.063
Continuance Commitment (CC)	.683**	.063	1

p < 0,05*

p < 0,01**

4.4. Results of the Hypothesis

To test the hypotheses within the frame of the study model, difference tests were evaluated. To understand the correlation between the sub-dimensions of organizational commitment, correlation analysis was used. Correlation analysis is a method to determine the level of association or dependence between two variables measured at the lowest range. It also presents information regarding the direction, level and significance of the relationship between the variables (Büyüköztürk, 2005). To understand the correlation between the organizational commitment sub-dimensions, correlation coefficients for Affective Commitment (AC), Normative Commitment (NC) and Continuance Commitment (CC) variables were evaluated. The results demonstrated a positive correlation between Continuance and Affective Commitment (r=0.683; p<0.01). (Table 11)

In order to test the research hypotheses, it is also possible to determine whether organizational commitment sub-dimensions are perceived differently among the participants in terms of generations and demographic variables. For this purpose, t-test and ANOVA were used.

In Table 12, based on the results obtained using ANOVA, it can be said that Affective Commitment of Baby Boomers generation is higher than generations X and Y. Moreover, no significant difference was detected between the generations in terms of Continuance and Normative Commitment.

Table 12. The effect of birth year on perceptions of affective commitment, normative commitment and continuance commitment

	1946-1964	**1965-1979**	**1980-1999**	**2000 –up**	**Total**	**F**	**P**
AC	4.888	3.863	3.706	3.444	3.736	2.811	.039*
NC	3.944	3.523	3.581	3.000	3.571	.913	.435
CC	4.277	3.560	3.445	3.722	3.471	1.364	.254

p<0,05

In Table 13, based on the results obtained using ANOVA, no significant difference was detected between the participants' organizational commitment sub-dimensions, Affective, Normative and Continuance Commitment, in terms of their educational levels.

Table 13. The effect of educational status on perceptions of affective commitment, normative commitment and continuance commitment

	High School	Associate's Degree	Bachelor's Degree	Postgraduate Degree	Total	F	P
AC	3.7440	3.7878	3.7370	3.3596	3.736	1.59	.191
NC	3.4324	3.6289	3.6272	3.2982	3.571	2.14	.094
CC	3.4251	3.5547	3.4556	3.1842	3.471	1.31	.269

In Table 14, based on the results obtained using ANOVA, no significant difference was detected between the participants' organizational commitment sub-dimensions, Affective Normative and Continuance Commitment, in terms of their duration of work.

Table 14. the effect of working time on perceptions of affective commitment, normative commitment and attendance commitment

	1-3 Years	4-6 Years	7-10 Years	11 Years and up	Total	F	P
AC	3.679	3.689	3.767	3.888	3.736	1.129	.337
NC	3.570	3.548	3.616	3.557	3.571	.109	.955
CC	3.485	3.495	3.497	3.380	3.471	.323	.809

p<0,05

In Table 15 based on the results obtained using t-test, it was found that the level of Continuance Commitment of single participants are higher than the level of Continuance Commitment of married participants

Table 15. The effect of marital status on perceptions of affective commitment, normative commitment and attendance commitment

	Average			
	Married	Single	t value	Significance level
AC	3.7402	3.734	.060	.852
NC	3.5991	3.559	.464	.643
CC	3.3438	3.529	-1.988	.048*

In Table 16, based on the results obtained using t-test, no difference was detected in participants' continuance, normative and affective commitments in terms of the organization the participant works in.

Table 16. The effect of organization on perceptions of affective commitment, normative commitment and attendance commitment

	Average			
	Private Sector	Public Sector	t value	Significance level
AC	3.7171	3.9691	-1.576	.116
NC	3.5643	3.6605	-.639	.523
CC	3.4614	3.5864	-.762	.447

p<0,05

In Table 17, based on the results obtained using t-test, it was found that the level of affective commitment of male participants is higher than the level of affective commitment of female participants.

Table 17. The effect of gender on perceptions of affective commitment, normative commitment and attendance commitment

	Average			
	Female	Male	t Value	Significance level
AC	3.6808	3.8706	-2.032	.043*
NC	3.5517	3.6197	-.772	.441
CC	3.4247	3.5825	-1.648	.180

p<0,05

In this part of the study, based on the tests, the results of the hypotheses used throughout the study are given. The findings regarding the results of the hypotheses used in the study are found in Table 18.

Table 18. Result of Hypotheses

H1: There is a significant difference between the affective commitment levels of flight attendants in airline companies, who are from Baby Boomers Generation, Generation X, Y, and Z.	Accepted.
H2: There is a significant difference between the normative commitment levels of flight attendants in airline companies, who are from Baby Boomers Generation, Generation X, Y, and Z.	Rejected.
H3: There is a significant difference between the continuance commitment levels of flight attendants in airline companies, who are from Baby Boomers Generation, Generation X, Y, and Z.	Rejected.
H4: Organizational commitment levels of flight attendants working in airline companies differ significantly depending on the gender variable.	Accepted.
H5: Organizational commitment levels of flight attendants working in airline companies differ significantly depending on the marital status variable.	Accepted.
H6: Organizational commitment levels of flight attendants working in airline companies differ significantly depending on the educational status variable.	Rejected.
H7: Organizational commitment levels of flight attendants working in airline companies differ significantly depending on the duration of working in the industry variable.	Rejected.
H8: There is a positive correlation between at least two of the organizational commitment sub-dimensions of the flight attendants working in airline companies.	Accepted.

5. Conclusion

Organizational commitment expresses the loyalty to the organization and the desire of continuance. The presence of individuals with high levels of organizational commitment is one of the most important factors for the organizations to exist and continue their existence effectively. Individuals with organizational commitment adopt the goals and aims of the organization they are in, make effort and want to remain in the organization.

When the recruitment of flight attendants is analyzed, it can be seen that they go through many different stages and similarly, successful candidates receive many trainings. Flight attendants have distinct duties and responsibilities in the plane. The most important but the least visible of these is to ensure the passengers' security. This main responsibility makes it necessary for the flight attendants to receive a continuous and special training. In addition to these trainings, they attend various personal development trainings to improve their self-confidence and to use this self-confidence when establishing the required authority, as well as to improve themselves. These trainings are provided by the airline companies and training the flight attendants cost a certain amount of money to the companies. Thus, flight attendants who have a low level of organizational commitment and leave the company will increase the costs. Leaving of an employee and recruitment of a new employee, recruitment advertisements, selection examinations, tests, hiring, placement, and services for employees such as training and payment create additional auxiliary services and all of these become additional costs (Buğra, 2014). Moreover, after each employee turnover, loss of efficiency, mistakes, occupational accidents and loss of production caused by the inexperience of the newly recruited employees lead to additional costs. Considering the fact that flight attendants directly interact with the passenger in the plane and have a direct influence on passenger satisfaction, loss of efficiency and mistakes will negatively affect the reputation of the airline and can lead to losing passengers. High quitting rate among flight attendants increase employee recruitment and job orientation costs for the airline.

According to the generation theory, generations are made up of individuals who live through similar political, economic and social events due to their birth year, develop unique moral values and belief systems, and show similar personality characteristics. Individuals from a certain generation have characteristics similar to the characteristic properties and moral values of the generation they were born to, but different from the other generation. Since Baby Boomers generation and generations X, Y and Z work simultaneously in today's professional life, this issue gains more importance. With this many different generations participating in the professional life, each bring their own attitudes, values and beliefs along and thus, the main subject of this study is the difference between the old and new generation in terms of organizational commitment. In this regard, since each generation's motivation, style of work, promotion and payment expectations differ, conflicts, incompatibilities and communication problems at the workplace becomes inevitable. Some researchers have observed that the views of generations on professional and business life differ.

Based on the result of the study, affective commitment level of baby boomers' generation was higher than the other generations. This result is consistent with the loyal characteristic of the members of baby boomers' generation.

Moreover, in terms of the demographic factors, it can be seen that the continuance commitment level of 240 single participants was higher than 111 married participants. It can be said that single participants would like to remain in the organization as they think leaving the organization will have a high cost. In terms of the genders of the flight attendants participating in the study, it was found that the affective commitment level of 103 male participants was higher than 248 female participants. It can be said that male flight attendants see themselves as a part of the organization.

In this study, whether there is a difference between the affective, continuance and normative organizational commitment levels of flight attendants working in airline companies, who are from baby boomers generation and generations X, Y and Z, was investigated. In the study, classification of generations was made based on the age factor. Since the number of members of generation Z in today's professional life is low and there is not much information regarding their behaviors in the work environment, this can be investigated in the future studies. In terms of organizational commitment, affective commitment is the most desirable form of organizational commitment. Thus, the type of things that can be done to ensure the workers' affective commitment to the organization can be the subject of another study.

Ethical approval
Not applicable.

Conflicts of Interest
The authors declare that there is no conflict of interest regarding the publication of this paper.

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