

THE ACCREDITATION PROCESS OF CIVIL AVIATION CABIN SERVICES PROGRAMS AND THE IMPORTANCE OF VOCATIONAL EMPLOYMENT

SİVİL HAVACILIK KABİN HİZMETLERİ PROGRAMLARININ AKREDİTASYON SÜRECİ VE MESLEKİ İSTİHDAMDAKİ ÖNEMİ

Mesut ÖZTIRAK 

Dr. Öğr. Üyesi, İstanbul Esenyurt Üniversitesi

Meslek Yüksekokulu,

Dış Bölümü

 mesutoztirak@gmail.com

ABSTRACT

As the civil aviation industry is getting increasingly competitive, airline companies in Turkey and the world need a qualified workforce. The competitive market conditions have also changed the cabin crew recruitment criteria. In order to survive in a competitive environment, airlines have no choice but to increase their service quality to the extent that passenger satisfaction is ensured. As the public image of airline companies, the cabin crew profession is getting more and more critical every day. Civil aviation companies need well-equipped and trained personnel in terms of time management and cost-effectiveness. Considering the time and cost allocated to training personnel without vocational training, the demand for qualified personnel is highly reasonable. This study focuses on the importance of accreditation of higher education civil aviation cabin services programs in universities by the General Directorate of Civil Aviation (SHGM) in the vocational employment of graduates of education in these programs. Within the scope of the study, it aims to raise awareness that airline companies greatly favour students who graduate from programs accredited by DGCA during the recruitment process when cost, time and human resource quality are considered.

Keywords: Civil Aviation, Cabin Services, Civil Aviation Cabin Services Program, Accreditation.

öz

Dünyada ve Türkiye'de Sivil Havacılık sektöründe rekabet gücünün artması işleticilerin nitelikli insan gücüne ihtiyaç duymalarına neden olmuş ve kabin memurluğu işe alım kriterleri, günümüz rekabet ortamında belli kurallar dâhilinde değişmiştir. Havayolu işletmeleri artan rekabetçi ortamda varlıklarını devam ettirebilmek için hizmet kalitesini artırmaya, yolcu memnuniyetini sağlamaya çalışmaktadır. Bu anlamda havayolu işletmelerinin marka ve imaj önyüzü olan kabin memurluğu her geçen gün önem kazanan bir meslek haline gelmektedir. Sivil havacılık sektöründe donanımlı ve eğitilmiş personele ihtiyaç duyulması, şirketlere hem zaman yönetimi hem de maliyet açısından daha cazip hale gelmiştir. Mesleki eğitimini almamış personel için verilecek eğitime ayrılan süre ve maliyet daha fazla olacağından, şirketlerin kalifiye personele olan ilgisi de bu yönde artış göstermiştir. Bu çalışmada, üniversitelerde yükseköğretim sivil havacılık kabin hizmetleri programlarının Sivil Havacılık Genel Müdürlüğü (SHGM) nezdinde akredite edilmesinin bu programlarda öğrenim gören mezunların mesleki istihdamında nasıl bir rol oynadığının önemi vurgulanmaya çalışılmıştır. Çalışma kapsamında SHGM tarafından akredite edilen programlardan mezun olan öğrencilerin havayolu işletmeleri tarafından maliyet, zaman ve nitelikli personel açısından daha çok tercih edilebileceğine yönelik bilinçlendirme konusunda katkı sunması hedeflenmektedir.

Anahtar Kelimeler: Sivil Havacılık, Kabin Hizmetleri, Sivil Havacılık Kabin Hizmetleri Programı, Akreditasyon.

Makale Geliş Tarihi / Receiving Date 1.5.2023

Makale Kabul Tarihi / Acceptance Date 21.5.2023

Araştırma Makalesi/Research Paper

1. INTRODUCTION

Although flights with human-crewed aircraft date back to the early 1900s, the idea of flying is almost as old as the emergence of humankind. Ancient civilizations were known to have some flight attempts, such as putting on wings or designing flight machines, despite the lack of information and resources. There were several legends of flight attempts passed down to generations, many of which are displayed in museums worldwide. To illustrate, Leonardo Da Vinci, the great Renaissance mind, conducted several scientific research by studying the flight and anatomy of birds (Unat, 2012). Wilbur Wright and Orville Wright also tried to fly by inventing the world's first winged and engined aircraft (Özdoğan, 2007: 23).

The way passengers perceive the quality of service during flight is of utmost importance, which makes the passenger experience critical for the airlines. A simple smile at the check-in desk or a warm farewell at the end of the flight is enough to make the experience positive or negative. The cabin crew has, therefore, the most significant role since they are in charge of welcoming the visitors, assisting them and communicating with them. It takes almost three to six weeks or sometimes six months to train a recruit for the cabin crew (Bülbül and Ergün, 2017: 408). The process of offering the best service to the passenger determines how the airline positions itself. It may have the best marketing team or agency but still fail to satisfy the passengers. As a result, airline corporations are meticulous about recruiting and training cabin crew. In addition to offering the best service possible to the passengers while looking elegant and presentable in their uniforms, they are also responsible for ensuring the safety and security of passengers. Their responsibilities are clearly defined by the airlines' regulations, instructions and training.

The General Directorate of Civil Aviation defines the cabin crew's job as implementing the necessary safety and security measures and ensuring passenger comfort in aircraft with passengers (SGHM, 2021). Although the concepts of safety and security are highlighted in the job description, the competitive business environment has led to the advent of passenger satisfaction. The competition forces airline companies to be the best, the most recognized and the most unique, which makes passenger services more important. The best service starts with how the airline company positions itself (Akduman and Karahan, 2021). The positioning of airline companies starts with how they differentiate themselves (Özkaya et al. 2008). This differentiation aligns with the development of civil aviation. The workforce is one of the most critical developments in the airline industry, which is a step towards differentiation. As civil aviation develops and globalizes internationally, airline companies become more multicultural (Özkaya et al. 2008). The cabin crew represents the airline companies in a multicultural environment.

Based on the airline procedures and policy, cabin crew perform certain daily routines applicable to the aircraft type. In addition to these actions, passengers must fulfil their primary responsibilities to take all necessary safety and security measures during take-off and landing. The cabin crew is also in charge of continuously reporting any anomaly. Furthermore, crew members respond promptly to any anomaly, emergency or medical situation in line with the airline procedures and training (Karagülle and Birgören, 2013).

Airlines have different recruitment procedures and processes for cabin crew members. However, it is essential to design the process correctly for cabin crew recruitment. Certified graduates have already been trained in higher education institutions and, thus, add value to the business.

2. CABIN CREW AS A PROFESSION

Cabin crew has always been a reputable profession throughout history. United Airlines received job applications from 15,000 women between 1930-1935, while American Airlines recruited 20 cabin attendants by interviewing only 100 of the 5,000 applicants in the same period. Due to the increasing demand over the years, the flight attendant recruitment process now involves a physical competency check, foreign language tests, character inventories and competency-based interviews (Vantoch, 2013: 28-29, 37).

Competence is vital for cabin crew recruitment since the airline's success depends on service quality, and cabin crew has a critical role in ensuring safety and security during flights. Cabin crew must comply with aviation safety procedures and company policies and constantly update themselves while accomplishing missions during a flight. Hence, employing qualified staff is critical.

The lack of competence in a cabin crew will directly impact teamwork and overall crew performance. Therefore, flight attendants should be selected among individuals who are responsible, have advanced organizational skills, are prone to teamwork, can manage communication, crisis, stress, and conflict, and can act proactively. Individuals who have completed the basic training process should be able to provide first aid when one of the passengers gets sick during the flight.

With the aviation industry proliferating, the need for qualified personnel is rising. There is a growing need for flight attendants trained on the rules in international civil aviation organizations, as well as the responsibilities of the cabin crew, with know-how in passenger relations, emergency rules, first aid, communication, and foreign language skills.

As of 2021, 12,052 cabin crew members are working at Turkish Airlines (THY), the largest airline in Turkey, and up to a thousand new cabin crew are recruited every 2-3 months on average through applications to the jobs posted at the company website, <https://careers.turkishairlines.com/kabin-ekibi>.

Just as the world's civil aviation sector is growing, so is Turkey's. To meet the demand and expectations of the industry - an effective means of globalization as it facilitates transportation between regions, countries and even continents, the Civil Aviation Cabin Crew programme aims to train qualified human resources capable of professional development by combining academic know-how with practice and communicating effectively in foreign languages.

Throughout the training procedure, trainees are trained to have the know-how and background to ensure comfort for the passengers through communication, safety and security of the cabin and the passengers, high-quality flight experience and professional management of emergencies. They are all aware that the airline industry is a fast-growing sector, a vital part of tourism as a means of transportation and thus, service quality highly matters.

Some qualifications required to perform the profession of civil aviation and cabin services include:

- Not having any criminal record or criminal record archive record that will prevent the individual from obtaining an airport entrance card,



- Submission of a health report from a fully-equipped hospital stating no health problem for performing the profession or the task assigned in the profession.

2.1. CIVIL AVIATION CABIN SERVICES PROGRAM ARE IDEAL FOR CANDIDATES WITH THE FOLLOWING CHARACTERISTICS

Entrepreneurship Students with teamwork skills, the ability to identify and solve problems professionally, to communicate effectively in a foreign language, professional self-confidence, entrepreneurship skills, an awareness of professional ethics and responsibility, and practical use of theoretical know-how are ideal for the program. At the same time, special conditions required by the cabin services profession will be sought for student admission to the program. Analyzing the relevant items in the manual for the selection process is recommended.

Undergraduate Programs Offering Vertical Transfer for Civil Aviation Cabin Services Program Graduates

- Aviation Management
- Business
- Logistics Management
- Travel Management
- Travel Management and Tourism Guidance
- Tourism management
- Tourism Guidance

Resource: OSYM <https://www.osym.gov.tr> Accessed: 15.02.2022

It is imperative to train graduates equipped with know-how on rules and procedures assigned by International Civil Aviation Organizations, emergencies, first aid, hazardous materials, basic communication skills, foreign language and aviation English since the education and teaching goals of cabin services are to ensure that future cabin crew members have the qualities required in the sector (Kapadokya Universitesi, 2021). Therefore, when hiring flight attendants, airline companies choose visionary and cosmopolitan candidates, capable of adapting to difficult working hours, who tend to teamwork, empathy, and effective communication skills, and are professional, proactive, solution-oriented, and fluent in English.

Cabin services have become essential in national and international airline transportation. Cabin services include all kinds of services from the onset of the flight to the services catered to the passengers by the cabin crew members on board. As a result, cabin crew members build a bridge between the passengers (customers) and the airline company. They represent the passengers' experience with airline companies and thus impact their airline choice. The decisiveness of cabin services is essential for airline companies to introduce themselves. Since the service offered by airline companies is crucial for passengers, airline companies are in a quest for excellence while recruiting cabin crew. Airline companies represent their region, country, or continent; thus, their image is crucial.

Cabin services are provided during the orientation process of many airline companies worldwide. The first Cabin Crew Training Center was established by Turkish Airlines in Florya in 1998 (THY 2021). THY (Turkish Airlines) Flight Academy lasts two months in Cabin Crew Training Center (THY, 2021). Moreover, Cabin Crew Services Programmes were initiated by YOK (Higher Education Institution) in universities to train qualified personnel. The Civil Aviation and Cabin Crew Services Programme was founded at Istanbul University for the first time in 2009 (THY 2013).

The items of the cooperation protocol signed by The General Directorate of Civil Aviation (SHGM) and Higher Education Institution (YÖK) Civil Aviation Commission on 07 November 2012 are as follows:

- i. Starting Higher education departments in line with the duty area of SHGM,
- ii. Issuing educational publications to meet the civil aviation industry and legislation and ensuring that these are included in higher education curricula,
- iii. Starting research groups and research centres to conduct sectorial analysis, detect problems and offer solutions, which will contribute to the development of civil aviation objectives and national targets,
- iv. Starting in-service training programmes for the improvement of SHGM and sectorial employees and encouraging masters and doctorate programmes,
- v. Assessing collected data at mutually agreed periods and issuing analytical reports (SHGM Annual Report, 2012).

The Civil Aviation Cabin Services Program aims to train flight attendant candidates with a good command of the operational activities, relevant legislations (safety, crew resource management, International Civil Aviation Rules), first aid, effective communication, and leadership (THK, 2021).

2.2. CABIN CREW RECRUITMENT

The first scientific studies on human resource management and planning emerged in the first decade of the 20th century. As the enterprises grew, there was a growing need for a qualified workforce due to significant structural changes. As a result, human resources planning gained importance.

Human resources management aims to support and maintain sectorial business objectives and strategies to reveal the advantages in a competitive environment. Research supported by empirical evidence suggests that the most fundamental unit of a business is the factor of human resources (Alles and Rodríguez, 2009). Human resources contain many categories, and their contents can be specified as follows (Kusluvan et al. 2010):

- Personality and emotional intelligence of the employee,
- Emotional and aesthetic labour,
- Human resources management practices,
- Internal marketing,
- Organizational culture and climate,
- Business strategies,
- Attitudes and behaviours of employees

Combined with cultural values, an employee's personality significantly impacts his performance and organizational commitment, which is analysed by human resource units interested in recruiting a qualified workforce. Due to the service-oriented nature of the airline industry, human resources assess the personality, emotional intelligence, proactiveness, teamwork compatibility and passenger communication in the recruitment process to employ a



qualified workforce. The compatibility between work and occupational status is critical for employees' physical and psychological well-being. Thus, psychosocial factors represent the focal point for the interaction between the individual and the environment, considering that terrorism incidents or medical cases have a direct impact on the aviation sector. Airline personnel, particularly flight attendants, are directly affected by environmental factors. Due to increased levels of security in the industry, flight attendants are trained to know how to perform medical aid, manage evacuation, handle, manage and control explosive devices, and keep irregular and malicious passengers under control. Constantly updating this training creates extra workload and responsibility for the cabin crew members. The first and foremost responsibility of the cabin crew members is to ensure the safety and security of the passengers. There will be dire consequences in case the service comes before the safety. The airline must create a balance and eliminate public misconception (Kelleher and McGilloy, 2005). The workforce profile below needs human resources steps to create a qualified workforce. The quality of the workforce determines the success of business enterprises. In other words, airlines need a qualified workforce through human resource planning to succeed. Human resources planning can be defined as workforce planning or recruitment planning. In human resources planning, business activities determine the supply and demand for the workforce (Sincar, 2020). Below is a list of human resources functions for workforce profile (Akduman and Karahan, 2021):

Preliminary selection: Applicants are evaluated for the position. The pre-selection applies to the online applications over the company's website address.

Testing: General ability or intelligence tests are applied per the department's requirements. Candidates who pass both the written and verbal electronic exams in English are sent an invitation for an interview.

Interview: It is a face-to-face interview with the candidate to see and analyze the applicant's suitability for the position. Airline companies generally have one-on-one, group, and English interview stages.

Reference check: Applicants submit at least two references, and a reference check is made to figure out the applicant's experience. The references or work experience in the requested documents are checked during or after the interview, and the recruitment decision phase initiates.

Recruitment decision and a job offer: Human resources and department managers select successful applicants in all four stages and offer a job to the selected applicant. Following the job offer, medical checks start.

Medical checks: Upon accepting the job offer, applicants are requested to submit a medical report proving their medical competency for the role in performance. Once their medical competency is confirmed, cabin services training starts.

The above functions specified in the Human Resources recruitment criteria directly impact improvements in training (training) activities. In other words, the functions of human resources include varying from the selection to the placement and training. Airline companies aiming for competitive advantage have gained momentum with structural innovation in human resources, such as online job applications, interviews, tests and assessments. The Civil Aviation sector is a

rapidly changing and competitive environment, leading to the transformation of the employee profile in airline companies. Airlines try to recruit the best profiles possible since cabin crew members are the ones who will make a significant difference in competition. Consequently, cabin crew recruitment criteria are annually revised to meet the passengers' (customers') needs in the best way. For the cabin crew profile in demand, airline companies in Turkey and the world provide training upon an in-house orientation planning upon recruitment (Işıkcı, 2018).

3. CIVIL AVIATION CABIN SERVICES PROGRAM DGCA ACCREDITATION

The Civil Aviation Cabin Services program aims to provide education as a two-year associate degree program in vocational higher education institutions and thus meet the demand for trained cabin crew members for the competitive industry by training undergraduates with a command of operational activities of the relevant legislation and equipment, international civil aviation organizations and rules, cabin crew duties and responsibilities, in-flight service, regular and emergency safety rules in addition to having specific skills such as quick response, crew resource management, customer relations and first aid so that cabin crew members with know-how on such matters can be provided to meet the need for intermediate personnel (yok.gov.tr).

Authorized Cabin Crew Basic Training universities accredited by the General Directorate of Civil Aviation are below.

Table 1. Universities Providing Authorized Cabin Crew Basic Training

Status	Name of the Institution	Authorization No
FOUNDATION	KAPADOKYA UNIVERSITY	TR.CCTO.15
FOUNDATION	THK UNIVERSITY İZMİR AVIATION VOCATIONAL COLLEGE	TR.CCTO.16
FOUNDATION	HASAN KALYONCU UNIVERSITY LIFELONG LEARNING PRACTICE AND RESEARCH CENTER COMMERCIAL ENTERPRISE	TR.CCTO.18
FOUNDATION	FATİH SULTAN MEHMET FOUNDATION UNIVERSITY	TR.CCTO.19
FOUNDATION	MALTEPE UNIVERSITY VOCATIONAL COLLEGE	TR.CCTO.20
FOUNDATION	THK UNIVERSITY ANKARA AVIATION VOCATIONAL COLLEGE	TR.CCTO.22
STATE	ANKARA YILDIRIM BEYAZIT UNIVERSITY VOCATIONAL COLLEGE	TR.CCTO.23
FOUNDATION	BEYKOZ LOGISTICS VOCATIONAL COLLEGE	TR.CCTO.24
FOUNDATION	ATAŞEHİR ADIGÜZEL VOCATIONAL COLLEGE	TR.CCTO.25
FOUNDATION	İSTANBUL ESENYURT UNIVERSITY VOCATIONAL COLLEGE	TR.CCTO.26

Resource: Sivil Havacılık Genel Müdürlüğü
https://web.shgm.gov.tr/documents/sivilhavacilik/files/havacilik_isletmeleri/Kabin_Ekibi_Temel_Egitim_Kuruluslari.pdf Accessed: 03.05.2022

Table 1 suggests that 10 (9 foundation universities and a state university) universities have the right to provide an "Authorized Cabin Crew Basic Training" programme.

With the authorization number TR.CCTO.21, AKADEMI HAVACILIK INC. - an Independent Organization also offers an accredited aviation course.

Below are the Airlines that Provide Authorized Cabin Crew Basic Training.

Table 2. Airlines Providing Authorized Cabin Crew Basic Training

NAME OF THE INSTITUTION	Authorization No
TÜRK HAVA YOLLARI A.O.	TR.CCTO.02
SUN EKSPRES HAVACILIK A.Ş.	TR.CCTO.03
PEGASUS HAVA TAŞIMACILIĞI A.Ş.	TR.CCTO.04
ONUR AIR TAŞIMACILIK A.Ş.	TR.CCTO.05
HÜRKUŞ HAVAYOLU TAŞIMACILIK VE TİCARET A.Ş.	TR.CCTO.06
TURİSTİK HAVA TAŞIMACILIK A.Ş.	TR.CCTO.10
TAILWIND HAVAYOLLARI A.Ş.	TR.CCTO.13

Resource: Sivil Havacılık Genel Müdürlüğü
https://web.shgm.gov.tr/documents/sivilhavacilik/files/havacilik_isletmeleri/Kabin_Ekibi_Temel_Egitim_Kuruluslari.pdf Accessed: 03.05.2022

Table 3. Curriculum for Accredited Civil Aviation Cabin Services Program

1 st Midterm				
Course Name	T	U	K	ECTS
Ataturk's Principles and History of Turkish Revolution	2	0	2	2
Turkish language	2	0	2	2
English I	8	0	8	9
Introduction to Civil Aviation	3	0	3	5
Basic Aircraft and Flight Information	2	0	2	3
Effective Communication Techniques in Aviation	2	0	2	4
First Aid and Flight Physiology in Aviation	3	0	3	5
	22	0	22	30
2 nd Midterm				
Course Name	T	U	K	ECTS
Ataturk's Principles and History of Turkish Revolution	2	0	2	2
Turkish language	2	0	2	2
English II	8	0	8	9
Career planning	1	0	1	2
Normal Safety Rules	2	0	2	3
Program Elective Course Pool	2	0	2	4
Program Elective Course Pool	3	0	3	4
College Joint Elective Pool	2	0	2	4

	22	0	22	30
Elective				
Safety Management System	2	0	2	4
Dangerous materials	2	0	2	4
Protocol and Social Code of Conduct	2	0	2	4
3rd Midterm				
Course title	T	U	K	ECTS
Aviation Security	2	0	2	3
Aviation English I	3	0	3	3
Passenger service	2	0	2	3
On-Site Application I	0	2	1	2
English III	6	0	6	7
Program Elective Course Pool	1	2	2	4
Program Elective Course Pool	2	0	2	4
College Joint Elective Pool	2	0	2	4
	18	4	20	30
Elective				
Catering Methods in the Cabin	1	1	2	4
Organization and Responsibilities	2	0	2	4
World Cultures and Destinations	2	0	2	4
4th Midterm				
Course title	T	U	K	ECTS
Team Resource Management	2	0	2	3
Aviation English II	3	0	3	3
Airline Management	2	0	2	3
On-Site Application II	0	2	1	2
English IV	6	0	6	7
Program Elective Course Pool	2	0	2	4
Program Elective Course Pool	2	0	2	4
College Joint Elective Pool	2	0	2	4
	19	2	20	30
Elective				
Emergency Rules	2	0	2	4
Diction and Announcement Techniques	2	0	2	4
Team Planning and Organization	2	0	2	4
	81	6	84	120
				84
				87



Resource: İstanbul Esenyurt Üniversitesi <https://esenyurt.edu.tr/meslek-yuksekokulu/programlar/sivil-havacilik-kabin-hizmetleri-programi> Accessed: 03.05.2022

The Civil Aviation Cabin Services Program accreditation process is carried out within the scope of the Cabin Crew Basic Training Organizations Instruction (SHT-CCTO) issued by the General Directorate of Civil Aviation (SHGM). (SHGM, 2022)

The practical training aims to provide real-life training tools (the passenger seat, Galley and Galley equipment, passenger overhead cabinets and panels, cabin crew seat, and smoke hood). The classrooms are converted into aircraft cabins to teach the duties and responsibilities of a cabin crew member and to ensure a level of competence required to perform.

Table 4. Training Periods

TRAINING TOPIC	PERIOD (HOURS)
AVIATION TERMINOLOGY	28
ORGANIZATION AND RESPONSIBILITIES	28
NORMAL SAFETY RULES	42
HUMAN FACTORS AND TEAM RESOURCE MANAGEMENT (CRM) IN AVIATION	28
GENERAL AIRCRAFT INFORMATION	28
METEOROLOGY	28
DANGEROUS GOODS (DANGEROUS GOODS)	28
AVIATION SECURITY	28
GENERAL SERVICE PROCEDURES IN THE CABIN	42
GENERAL AIRCRAFT TYPES	28
AVIATION MEDICAL TOPICS AND FIRST AID	28
EMERGENCY SAFETY RULES	84
MOCK-UP TRAINING	2
422 HOURS IN TOTAL	

- A presentation should be prepared using a standard template with the institution's logo for each course to be given to the students within the program's scope.
- Multiple choice questions and answer keys should be prepared for each course.
- An application for accreditation should be made to DGCA based on the relevant instruction and the CCTM Cabin Training Manual prepared by the organization that will provide the training.
- DCR (Hazardous Substances)
- CRM (Team Resource Management)
- Aviation Security

- For the courses mentioned above, instructors with a certificate of authorization by DGCA should be appointed.
- An instructor with a nursing background should be appointed for the First and Emergency Aid course.
- After the authorization, the training institution is audited at specific periods every year. At the end of the training, students are tested and certified based on the threshold score.

4. THE IMPORTANCE OF ACCREDITED PROGRAMS IN VOCATIONAL EMPLOYMENT

When students successfully complete their courses and internships, they are entitled to receive the Civil Aviation Cabin Services Program Associate Degree from accredited universities. At the end of the accreditation process, students can receive a Cabin Attendant Basic Training Certificate in addition to this diploma. Students with this certificate have a competitive advantage in recruitment as they have the Cabin Attendant Basic Training certificate. Although this certificate does not offer a definite employment guarantee, it provides a significant advantage.

Responsibilities of the students in the accreditation process: The process is considered to have started for students submitting the necessary papers to the department. In this process, attendance is compulsory for 11 accredited courses (Aviation Knowledge, Basic Aircraft Knowledge, Hazardous Materials, Crew Resource Management, Aviation Law, Medical First Aid in Aviation, Normal Safety Rules and Responsibilities, Professional English, Aviation Safety, Emergency Operations). Absence of more than 8 hours will result in being removed from the course. In addition, the end-of-term average score must be 70 and above in each of these courses. If the grade is below 70, the student will fail the accreditation process despite passing the course (beykoz.edu.tr).

Especially students studying at foundation universities pay a certain amount of fees to the institutions they have studied. This situation usually makes the students feel financially responsible towards their families. Parents will have to pay for two years if a student is studying in the civil aviation cabin services program without extending the year. After graduation, students should choose accredited programs to find a job in cabin services in the aviation sector more quickly than other graduates. Students with airline cabin crew certificates are favoured during recruitment because they do not need much training. Low-cost airlines do not have their own training units (presidency) and prefer applicants with certificates in cost-effectiveness and time management.

5. CONCLUSION AND RECOMMENDATIONS

- The increase in the number of institutions providing aviation training should be determined according to the needs in the sector. The curricula of institutions and organizations with independent educational curricula should be standardized.
- Human resources units in the aviation industry should determine their criteria per international standards and cooperate with relevant authorities such as SHGM and YÖK.
- The English written-verbal test and interview stages specified in the recruitment criteria should be updated, and the sector should employ personnel who comply with international standards.



- It is vital that the language of instruction in Cabin Crew Vocational Schools is English and that the supervision of instructors and institutions is increased.
- It is necessary to meet the demand for labour by signing cooperation protocols with airline companies of universities.
- Airlines in Turkey should prioritize Turkish citizens to meet the employment of cabin crew candidates whose number of graduates reaches thousands yearly.
- The increase in the number of institutions providing aviation training should be determined according to the needs in the sector. The curricula of institutions and organizations with independent educational curricula should be standardized.
- The number of civil aviation cabin services programs whose language of instruction is English should be increased.

REFERENCES

- Akduman, G., & Karahan, G. (2021). Duygusal Zeka Ve İletişim Becerilerinin Empati Üzerindeki Etkisinin Kişilik Özellikleri Bağlamında Değerlendirilmesi: Sivil Havacılık Kabin Hizmetleri Meslek Yüksekokulu Öğrencilerinde Bir Alan Araştırması. *Avrasya Sosyal Ve Ekonomi Araştırmaları Dergisi*, 8(2), 604-622.
- Akduman, G., ve Karahan, G., 2021. Sivil havacılık kabin hizmetleri kabin memuru işe alımı için bir model önerisi. *Havacılık Araştırmaları Dergisi*. 3 (2), ss. 264-278.
- Alles, M.F., ve Rodríguez, A.R., 2009. Intellectual structure of human resources management research: A bibliometric analysis of the journal human resource management, 1985–2005. *Journal of the American Society for Information Science and Technology*. 60 (1), ss. 160-175.
- Bülbül, G. Ve Ergün, N. (2017). Counterproductive Work Behavior İn Air Transportation Organizations: A Study On Airline Cabin Services. *International Journal Of Management Economics And Business*. 13(2), 407- 424.
- Işıkçı, S.O., (2018). Sivil havacılık kabin hizmetleri eğitimi alan bireylerin sektörel anlamdaki örgütsel çekicilik algısı. Yüksek Lisans Tezi. İstanbul: Yeditepe Üniversitesi EBE.
- Karagülle, A. Özgür, Tarık Birgören (2013). *Havayolu Taşımacılığında Uçucu Ekip Yönetimi*. İstanbul: Beta Basım Yayım.
- Kelleher, C., ve McGilloway, S., 2005. Survey finds high levels of work-related stress among flight attendants. *Flight Safety Foundation Cabin Crew Safety*. 4 (6), ss. 1- 4
- Kuslivan, S., Kuslivan, Z., İlhan, İ., ve Buyruk, L., 2010, The human dimension: A review of human resources management issues in the tourism and hospitality industry. *Cornell Hospitality Quarterly*. 51 (2), ss. 171-214
- Özdoğan, O., 2007. *Endüstri 4.0 Dördüncü Sanayi Devrimi Ve Endüstriyel Dönüşümün Anahtarları*. İstanbul: Pusula 20 Teknoloji Ve Yayıncılık A.Ş.
- Özkaya, M.O., Özbilgin, M., ve Şengül, C.M., 2008. Türkiye’de farklılıkların yönetimi: Türk ve yabancı ortaklı şirket örnekleri. *Selçuk Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*. 19, ss. 359-374
- Sincar, M., (2020). İnsan kaynakları planlaması ve işe alım sürecinin işgören performansı ve devamsızlığı üzerine etkisi: Erzurum organize sanayi bölgesi örneği. Yüksek Lisans Tezi. Erzurum: Atatürk Üniversitesi SBE.
- Unat, Y. (2012). *Bir Rönesans Mühendisi: Leonardo Da Vinci*. Dört Öge, 1(2), 51-66.

Vantoch, V. (2013). The jet sex: Airline stewardesses and the making of an American Icon. University of Pennsylvania Press.

Web Resources

www.shgm.gov.tr (Access:03.05.2022)

<https://careers.turkishairlines.com/kabin-ekibi> (Access: 03.05.2022)

<https://www.osym.gov.tr> (Access: 03.05.2022)

www.kapadokya.edu.tr (Access:

www.thk.org.tr (Access: 03.05.2022)

www.yok.gov.tr (Access: 03.05.2022)

www.esenyurt.edu.tr (Access: 03.05.2022)

www.beykoz.edu.tr (Access: 03.05.2022).

