

The Mediating Role of Turnover Intention in The Relationship Between Job Insecurity and Compulsory Citizenship Behavior: A Research in The Aviation Industry

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Article Info

Received: 04 January 2024
Revised: 28 May 2024
Accepted: 08 June 2024
Published Online: 25 June 2024

Keywords:

Job Insecurity
Turnover intention
Compulsory citizenship behavior

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RESEARCH ARTICLE

<https://doi.org/10.30518/jav.1414874>

Abstract

In this study, we proposed and tested a mediation model that examines turnover intentions as the mediators in the relationship between job insecurity and compulsory citizenship behavior. Data were collected from 213 employees of one private airline company and one private ground handling company located in İstanbul, Turkey. The results showed that job insecurity was positively related to compulsory citizenship behavior. Furthermore, turnover intention mediated the relationship between job insecurity and compulsory citizenship behavior. The implications, limitations, and future research directions are also discussed.

This paper has been derived from the master's thesis completed at Erzincan Binali Yıldırım University Institute of Social Sciences, Aviation Management Master Program

1. Introduction

In the rapidly globalizing business world influenced by economic, social, and technological developments, organizations are facing intense competition. While in traditional times, processes, organizational structures, and outputs were considered sufficient for organizational success, it is now understood that employees play a significant role in increasing organizations' efficiency, achieving competitive advantage, and sustaining it. As a result of employees being seen in such a crucial position for organizations, the expectations of organizations from their employees have also changed. Organizations have started to require employees to take on responsibilities beyond their formal role descriptions without relying on an official reward system. Researchers have observed that behaviors initially undertaken voluntarily by employees have gradually been implemented as if they were their own responsibilities, and employees have felt pressured to carry them out compulsorily over time. Furthermore, it has been observed that, contrary to the positive outcomes generated when organizational citizenship behavior is voluntarily performed, negative outcomes are produced in organizations when these behaviors are carried out compulsorily (Chen & Gao, 2020). Therefore, understanding the antecedents that contribute to the emergence of compulsory citizenship

behavior (CCB) is crucial for organizations to establish more efficient management.

Business life constitutes a large part of individuals' lives. Thus, the attitudes and behaviors of employees who spend a considerable part of their lives in the workplace are highly significant for organizations. In this context, one of the issues to be examined is the concept of job insecurity. Job insecurity is an expression of employees' concerns about the possible loss of their current job or their worries about the future of their job (Rosenblatt & Ruvio, 1996; Sverke et al., 2002). The level of job insecurity perceived by individuals varies depending on organizational cultures, environmental factors, family structures, demographic characteristics, and personality structures (Kinnunen et al., 1999). Additionally, high self-esteem, employability, life satisfaction, perceptions of organizational justice, and the support provided by organizations have a negative impact on job insecurity perceptions (Adekiya, 2018; Blackmore & Kuntz, 2011; Çalışkan & Özkoç, 2020; Piccoli & De Witte, 2015). Individuals who are concerned about job security exhibit various negative behavioral and psychological reactions. These reactions include job dissatisfaction, low organizational commitment, experiencing high levels of stress, feeling burnout, considering leaving the job, and being physically present at work while mentally absent (Davy et al., 1991; Dığın

& Ünsar, 2010; Greenhalgh & Rosenblatt, 1984). Therefore, the existence of individuals with these attitudes and behaviors negatively affects the performance and efficiency of organizations in the long term.

Another factor that affects the performance and efficiency of employees in their jobs is turnover intention. This intention encompasses the idea of employees leaving their current jobs and seeking alternative employment (Tett & Meyer, 1993). Turnover intention is due to environmental factors such as unemployment, employability, and economic conditions; organizational factors such as salary, career advancement, organizational culture, and manager behavior; and individual factors such as age, education, experience, and ability (Cotton & Tuttle, 1986). Turnover intention requires a process. As a result of this process, individuals either leave their jobs if there are alternative opportunities or continue to work in their current positions due to their life circumstances. Both events have negative outcomes for organizations. In the absence of alternative opportunities, employees who do not leave the organization cannot perform as efficiently and effectively as before. Therefore, in the study, the concepts of job insecurity and turnover intention, which are considered important determinants of employees' display of extra behaviors expected by organizations, were addressed.

When considering the structural characteristics of the aviation sector, which constitutes the research field of study, it is a sector that requires high capital and labor. The aviation sector, which serves as a good example of open systems, is a service sector affected by many economic, technological, social, and political factors. In recent years, competition in the sector has been increasing every day, driven by rapid developments in the field of transportation. Under these conditions, for the success of organizations, it is important not only to keep up with developments in the sector but also to have qualified and trained human resources. Working in a sector with time pressure, a continuous 24/7 shift system, the potential for serious consequences of errors, a fragile structure, and constant risks, the negative attitudes and behaviors displayed by employees need to be addressed. In this context, this study examined the impact of job insecurity perceptions of aviation sector employees on CCB and the mediating role of turnover intention in this impact.

2. Theoretical Background and Hypotheses

2.1 Job insecurity and CCB

The rapidly increasing competition in the business world has made it necessary for organizations to be dynamic and sustainable in an intensely competitive environment. Organizations that want to gain a competitive advantage ask their employees, who are an important resource for them, to exhibit organizational citizenship behavior that is not determined by formal reward systems and is on a voluntary basis. According to social exchange theory, long-term and quality relationships between managers and employees are linked to the activities that individuals exhibit after mutually performing cost-benefit analysis (Cropanzano & Mitchell, 2005). Based on social exchange theory, the norm of reciprocity generates obligations towards the other party if they have previously engaged in a behavior that will benefit the recipient (Blau, 1964). For example, Ng and Feldman (2011) found that employees who were satisfied with their jobs were more likely to suggest improvements in response to positive treatment within their work relationships. In addition, although

individuals do not know exactly how much contribution their organization will make to them at the beginning, they expect that their contribution to their organization will be reciprocated over time (Altunel, 2009). When employees perceive that this expectation is not fulfilled in accordance with the norm of reciprocity or that actions are taken in a way that will harm the exchange relationship, they reduce the frequency of organizational citizenship behavior (Robinson & Morrison, 1995). Therefore, employees who do not receive the benefits they expect from their organizations compulsorily exhibit this voluntary organizational citizenship behavior (Vigoda-Gadot, 2006).

Individuals perceive secure employment as an important part of the psychological contract and as a benefit that their organizations will provide them. For this reason, employees will try to exhibit organizational citizenship behavior under pressure and out of necessity in organizational environments where they do not feel psychologically safe (Vigoda-Gadot, 2006). According to Lam et al. (2015), employees are less likely to participate in organizational citizenship behavior when job security is inadequate. This is because they do not feel obliged to reciprocate by going the extra mile for the organization. Job insecurity can be particularly detrimental to employees' contribution to the organization if they feel uncertain about maintaining the desired continuity in their work situation. When examining job insecurity models, it has been found that perceiving job insecurity can lead to reduced extra effort (Greenhalgh & Rosenblatt, 1984), job dissatisfaction (Debus et al., 2012), and decreased commitment to the organization (Probst, 2002). In addition, studies have shown that there is a negative relationship between organizational commitment and CCB. In this context, individuals with low organizational commitment perform extra behaviors outside their role definitions as a necessity for the benefit of the organization (Peng & Zhao, 2012; Şeşen et al., 2014).

When job insecurity is adapted to the scope of social exchange theory, it becomes better understood why job insecurity should increase CCB. When a business does not adequately ensure the job security of its employees and fails to fulfill its obligations towards them, its employees will respond negatively to them. Employees who do not feel safe in their organizations will not most likely display behaviors outside their job descriptions that will be beneficial for the organization. Considering social exchange theory and job insecurity models, the following hypothesis is put forward:

Hypothesis 1: Job insecurity will be positively related to CCB

2.2 The Mediating Role of Turnover Intention

The turnover intention is defined as an employee's conscious contemplation of terminating their employment soon (Mobley, 1982; Long et al., 2012). Factors such as organizational commitment (Steers, 1977), burnout (Faiz, 2019; Yıldırım et al., 2014), work overload (Çelik & Çıra, 2013; Jones et al., 2007), stress (Barak et al., 2001), role ambiguity and salary (Cotton & Tuttle, 1986), organizational identification (Polat & Meydan, 2010), job autonomy (Kim & Stoner, 2008), and organizational justice (Ulutaş, 2018) are influential in the emergence of employees' turnover intention in their positions. While many employees within organizations may have turnover intention, not all individuals proceed to terminate their positions. Various reasons underlie this circumstance, such as economic constraints, familial reasons, the failure to obtain a new job, unemployment rates, and the

country's economic situation (Başar & Varoğlu, 2016; Cotton & Tuttle, 1986). Individuals intending turnover but unable to do so manifest their reactions toward their organizations differently. Among these reactions might be reluctance to perform extra-role behaviors as requested. Signs of decreased interest in their tasks, contributing less to the organization, and reluctance to take on additional responsibilities beyond their role are examples of these behaviors (Wang et al., 2017). Indeed, Yieng et al. (2019) confirm through their research a strong association between turnover intention and CCB.

Social Exchange Theory relies on individuals' confidence that their actions will result in expected reciprocation. Employees who do not feel secure within their organizations tend to feel more vulnerable to negative emotions compared to other employees, thus experiencing higher levels of stress. Perceiving higher levels of stress in their work environments negatively affects their commitment to the organization, subsequently increasing their turnover intention, signifying a negative state (Dığın & Ünsar, 2010; Dekker & Schaufeli, 1995). Additionally, studies on CCB indicate that stress, low organizational commitment, and employee job dissatisfaction are prevailing antecedents influencing employees' decisions to exhibit CCB (Kerse et al., 2019; Koçak, 2018; Vigoda-Gadot, 2006; Zhao et al., 2014; He et al., 2017). Therefore, when the boundaries of individuals' formal responsibilities concerning their organizations and jobs are extended toward displaying informal behaviors, individuals are likely to perform these behaviors under various pressures.

This study anticipates that the mediating role of turnover intention will serve as a reciprocity mechanism in explaining the effects of job insecurity on CCB. Considering Social Exchange Theory and previous research, it is hypothesized that employees' turnover intention could be caused by CCB, thus potentially mediating the impact of job insecurity perceptions on CCB. This assumption is based on the idea that, due to perceptions of job insecurity, not all employees who want to leave their job may be able to do so. Therefore, the second hypothesis of the research was developed as follows:

Hypothesis 2: Turnover intention mediates the relationship between job insecurity and CCB.

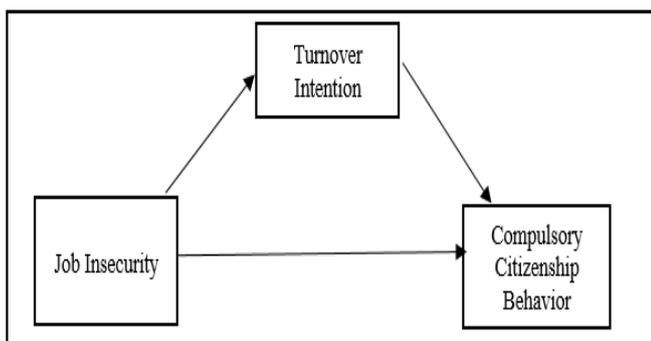


Figure 1. The Proposed Mediation Model

3. Method

3.1 Sample and Procedure

The population of the research consists of white-collar employees working in the aviation sector, including one airline and one ground handling service company in Istanbul, Turkey. In selecting the sample from the population, the simple random sampling method was employed, ensuring an equal chance of participation for each participant. To collect research data,

participants were sent surveys via email. 70.4% of the employees who answered the survey were male participants. When the employees were examined in terms of their working period in their institution, it was determined that 43.2 percent of them had worked for one to five years, 21.1 percent for less than one year, 19.2 percent for more than ten years, and 16.4 percent for six to nine years.

3.2 Measures

All measurements were in Turkish and followed the translation-back translation process (Brislin, 1980). The participants completed the measures using a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree).

Job Insecurity Scale: In the study, the four-item "Job Insecurity Scale" developed by Cuyper et al. (2010) and modified into Turkish by Seçer (2011) was used to measure the participants' perceptions of job insecurity. The scale consists of one dimension. An example item is "I feel insecure about the future of my job."

Turnover Intention Scale: The study employed a four-item turnover intention scale, originally developed by Rosin and Korabik (1991) and later modified into Turkish by Tanrıöver (2005). The scale consists of one dimension. An example item is "Lately, I've been thinking about leaving my job more often."

Compulsory Citizenship Behavior Scale: A five-item scale developed by Vigoda-Gadot (2007) and adapted into Turkish by Sürücü et al. (2020) was used to measure the CCB of employees. The scale consists of one dimension. An example item is "Managers where I work pressure their employees to do extra activities outside of their official duties."

4. Findings

4.1 Normality Analysis

A normality analysis is performed on the data distribution to determine which analysis methods will be used to test the data obtained because of the research. The research data distribution was analyzed using skewness and kurtosis values. Table 1 shows the results of the analysis conducted to determine the distribution of research data. When the data in the table was examined, the data showed a normal distribution because the skewness and kurtosis values of the research variables were between +1.5 and -1.5 (Gürbüz & Şahin, 2018). Therefore, when conducting additional analyses on the research data, parametric tests ought to be employed.

Table 1. Results of Normality Analysis

Scales	Skewness	Kurtosis
Job insecurity	0.24	-0.63
Turnover intention	0.57	0.42
CCB	0.33	-0.81

4.2 Multicollinearity analysis

The Variance Inflation Factor (VIF) and Tolerance Values were computed to assess the multicollinearity situation between the study's independent variables. The results are displayed in Table 2.

Table 2. VIF and Tolerance Values

Scales	VIF	Tolerance
Job insecurity	1.22	0.81
Turnover intention	1.17	0.85

A tolerance value of more than 0.1 and a VIF value of less than 10 are required to prevent multicollinearity (Albayrak, 2005). Examining the analysis results reveals that our independent variables' VIF values are 1.22 and 1.17, and our tolerance values are 0.81 and 0.85. Thus, it was determined that there was no multicollinearity problem.

4.3 Reliability Analyses of the Scales

Reliability analysis is used to determine whether the measurement tool is consistent with scientific research. Table 3 shows the Cronbach Alpha coefficients obtained from the analysis performed to determine the reliability of the scales.

Table 3. Reliability Analysis Results of Scales

Scales	Cronbach Alpha
Job insecurity	0.80
Turnover intention	0.93
CCB	0.86

As shown in Table 3, the job insecurity scale coefficient was 0.80, the turnover intention scale coefficient was 0.93, and the

CCB scale coefficient was 0.86. Results indicated that all scales had reliability levels that exceeded the acceptable threshold (0.70) (Tavakol & Dennick, 2011).

4.4 Exploratory Factor Analysis

In this study, we used Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity to determine whether the data was suitable for factor analysis. Table 4 presents the findings from the analyses. The KMO value above 0.60 and significant Bartlett's Test of Sphericity at $p \leq 0.05$ suggest that the data is suitable for factor analysis (Williams et al., 2010). As shown in Table 4, the results confirmed that the KMO values of the variables (job insecurity = 0.75, turnover intention = 0.80, and CCB = 0.82) and the Bartlett Test of Sphericity ($p < 0.01$) were significant. In addition, the explained variance amount of job insecurity (65%), turnover intention (84%), and CCB (64%) scales are above the acceptable value of 50% (Gürbüz & Şahin, 2018). As a result of the analysis, it was determined that the research sample was sufficient, the data related to the scale was suitable for factor analysis, and the scales had a one-dimensional structure.

Table 4. Explanatory Factor Analysis Results

Scales	Eigenvalue	Total Variance Explained	KMO	Bartlett's Test	p
Job insecurity	2.61	65.44	0.75	358.27	0.00
Turnover intention	3.39	84.95	0.80	861.87	0.00
CCB	3.24	64.86	0.82	485.99	0.00

4.5 Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) was conducted to establish the discriminant validity of the study variables prior to testing the research hypotheses. Results showed that the three-factor model of job insecurity, turnover intention, and CCB fit the data better when compared with alternative models (CMIN/DF = 1.28; RMSEA = 0.03; SRMR = 0.05; CFI = 0.99; GFI = 0.95). The results provided support for the discriminant validity of the three constructs in the current study.

The scales' convergent and discriminant validity were assessed using the Average Variance Extracted (AVE) and Composite Reliability (CR) values. CR values and AVE values need to be respectively higher than 0.50 and 0.70 to ensure validity (Yaşlıoğlu, 2017).

Table 5. AVE and CR Values

Scales	AVE	CR
Job insecurity	0.54	0.82
Turnover intention	0.78	0.93
CCB	0.57	0.86

The data in the Table 5 show that the values are in appropriate ranges, the scales used in the model represent the factors well, and these factors are valid.

4.6 Descriptive Statistics

Means, standard deviations, and correlations are reported in Table 6. As shown here, job insecurity was significantly related to turnover intention ($r = 0.36, p < 0.01$), and CCB ($r = 0.33, p < 0.01$). Turnover intention had a significant correlation with CCB ($r = 0.48, p < 0.01$)

Table 6. Means, Standard Deviations, and Intercorrelations for Variables

Scales	M	SD	1	2	3	4	5	6
1. Gender	-	-	-					
2. Age	2.14	0.81	0.10	-				
3. Organizational Tenure	2.34	1.01	0.60	0.62**	-			
4. Job insecurity	2.32	0.87	-0.11	-0.12	-0.11	-		
5. Turnover intention	2.68	1.16	-0.05	-0.09	-0.02	0.36**	-	
6. CCB	2.81	0.95	-0.01	-0.07	-0.03	0.33**	0.48**	-

Note: N = 213; ** $p < 0.01$; CCB: Compulsory Citizenship Behavior

4.7 Hypotheses Testing

Structural Equation Modeling (SEM) testing was conducted using the AMOS statistical program to analyze the relationships between job insecurity, turnover intention and CCB variables. The causal relationship between the variables was examined and the results are given in Table 7.

As seen in the table, job insecurity had a positive direct relationship with CCB ($\beta = 0.22$; $p < 0.01$). Thus, Hypothesis 1 was supported.

Hypothesis 2 suggested that turnover intention will mediate the influence of job insecurity on CCB. A bootstrap test was performed to determine the significance of the mediation effect between the dependent and independent variables. The results showed that the indirect effect of job insecurity on CCB through turnover intention ($\beta = 0.13$, $p < 0.01$), and this effect was different from zero (0.07, 0.19). Taken together, the results provided support for Hypothesis 2 that turnover intention mediate the relationship between job insecurity and CCB.

Table 7. Regression Analysis Results Regarding Hypotheses

Predictor variables	TI			
	B	S.E.	t	p
Job insecurity	0.35**	0.09	4.80	0.00
	CCB			
	B	S.E.	t	p
TI	0.38**	0.06	4.87	0.00
Direct Effect of JI	0.22**	0.06	2.99	0.00
Total Effect of JI	0.36**	0.07	5.09	0.00
	B	S.E.	LLCI%95	ULCI%95
Indirect effect of JI on CCB via TI	0.13**	0.05	0.07	0.19

Note: N=432; Bootstrap sample size = 5.000. LL: Lower Limit; CI: Confidence Interval; UL: Upper Limit; JI: Job Insecurity; TI: Turnover Intention; CCB: Compulsory Citizenship Behavior

5. Discussion

The findings of this study indicated that job insecurity positively and significantly related to CCB. Furthermore, turnover intention mediated the relationship between job insecurity and CCB. In other words, job insecurity appears to have an indirect effect on CCB through turnover intention.

Thus, the findings of the research supported the hypotheses that job insecurity positively relates to CCB, and that this relationship is mediated by turnover intention. The theoretical and practical implications of these findings are discussed in the following.

5.1 Theoretical and Practical Implications

Researchers have found that organizational citizenship behavior has a positive effect on organizational performance (Organ, 1988). For this reason, managers' demands for their employees to exhibit more organizational citizenship behavior have increased. However, Vigoda-Gadot (2006; 2007) observed in his studies that the pressure exerted by managers to fulfill these requests caused employees to perform these behaviors reluctantly. CCB, expressed as the dark side of organizational citizenship behavior appears as a new concept that has been studied in the literature for the last 20 years. Although there are not yet sufficient studies on this concept in the literature, researchers have generally focused on the results of CCB (Abukhait et al., 2023; Lin & Chi, 2022; Vigoda-Gadot, 2007; Zhao et al., 2014). In addition, job insecurity, turnover intention, and CCB variables have not yet been examined together in the field of organizational behavior, and this study will be the first study in the aviation industry to study these three variables together. In this way, our study

enriches scientific knowledge about how job insecurity may affect employee behavior. Additionally, the research results will contribute to the literature by expanding the current knowledge of the antecedents of CCB.

The research results will raise awareness about CCB among managers, decision-makers, and employees of businesses in the aviation sector. Since the study includes premises that may be effective in the formation of CCB, it will serve as a resource for managers to develop policies and practices that prevent the formation of this behavior. Due to its structure, the aviation industry is a fragile sector where competition is intense, businesses want to maintain a competitive advantage, and it can be significantly affected by environmental factors. In addition, since it is a sector, whose product is service, the human factor is one of the most important resources for businesses. In this regard, some suggestions can be made to managers, considering the structural characteristics of the aviation sector.

Researchers have found that CCB is generally associated with attitudes and behaviors such as organizational silence, less job performance and organizational commitment, more burnout, and work stress (He et al., 2018; Liu et al., 2019; Peng & Zhao, 2012; Pinder & Harlos, 2001). Research findings revealed that employees' perceptions of job insecurity are effective in their display of CCB. For this reason, it is emphasized that managers should ensure that their employees feel safe in their jobs to prevent CCB from occurring. In this context, practices that ensure the permanent employment of employees and support their participation in decision-making processes should be implemented in a way that prevents employees from worrying about the security of their current jobs and experiencing uncertainty. If there are negative

environmental factors that positively affect employees' perceptions of job insecurity, preparations should be made for effective crisis management so that employees do not worry about the future of their jobs. Furthermore, providing training and development opportunities for employees, implementing fair labor practices, and making improvements in the use of union rights will reduce the perception of job insecurity (De Witte, 2017; Ouyang et al., 2015).

Another finding of the research is that turnover intention mediates the relationship between employees' job insecurity and CCB. Although it is of great importance to recruit well-educated, talented, and knowledgeable employees, keeping them at the same efficiency and effectiveness in their businesses in the long term requires a high level of effort from qualified management. For this reason, it may be an appropriate human resource management strategy to consider employees' thoughts of continuing in their current jobs to decrease the rate of CCB during the period when job insecurity exists. Organizations should put forward practices that will reduce employees' turnover intention by improving their careers and economic opportunities. In addition, to prevent employees' turnover intention for their jobs and perceptions of job insecurity, policies that increase positive organizational behaviors such as organizational commitment, organizational trust, organizational support, organizational justice, and job satisfaction need to be adopted. However, since the needs and culture of each organization are different, to decide which strategy will be most appropriate, employees should be interacted with, and intra-organizational dynamics should be considered. CCB, which constitutes the dependent variable of the research, is a hidden threat to organizations and causes many negative behaviors that will reduce the efficiency of the organization. For this reason, preventing the elements that may be effective in the formation of CCB in advance will positively affect the functioning within the organization. Research findings show the importance of employees feeling insecure about their jobs and their turnover intention. Implementing practices that will make employees feel safe in their jobs will also increase employees' desire to continue in their current jobs; thus, the tension and negative effects of CCB in organizations will significantly decrease. For this reason, human resources units of organizations should be informed on this issue, and necessary training should be provided. In addition, organizations should develop an organizational culture in which their employees adopt the goals and objectives of their organizations as if they were their own, so that they do not feel obliged to do so.

5.2 Limitations and Recommendations

In addition to its theoretical and practical contributions, research also has some limitations. The first of these is that the causality between variables cannot be adequately explained due to the cross-sectional nature of the data. For this reason, in future studies, sufficient information can be obtained about the causal relationship between variables by collecting data with longitudinal and experimental designs.

The second limitation is that although the CFA results in the study proved that the distinguishing feature between the variables is valid, the survey data collected from the participants in a single time may have caused common method bias (Podsakoff et al., 2003). For this reason, future studies can collect data on CCB, job insecurity, and turnover intention from participants at different time periods to reduce common method bias. Thirdly, it is important to note that the sample

size of the study is limited to employees within the aviation sector. Therefore, the results reflect only employees in this sector. The research can be repeated for different sectors in future studies to make the results we obtained more generalizable. Lastly, while conducting the research, only the attitudes and behaviors of the employees were examined. For this reason, different leadership types that have a significant impact on employees' attitudes and behaviors can be analyzed by including them in the research model, or different research models can be examined to understand the antecedents of CCB.

Ethical approval

Approved by the Ethics committee, with the decision of Erzincan Binali Yıldırım University Ethics Commission, dd 22.11.2022, no 11/05.

Conflicts of Interest

The authors declare that they have no conflicts of interest with regard to the publication of this paper.

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Cite this article: Bayar, T., Kocak, D. (2024). The Mediating Role of Turnover Intention in The Relationship Between Job Insecurity and Compulsory Citizenship Behavior: A Research in The Aviation Industry *Journal of Aviation*, 8(2), 138-145.



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