

A Demographic Research on Compassion Fatigue and Job Satisfaction Levels of Aviation Employees

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Abstract

Aviation is a high-cost sector dependent on quality, risk and sectoral developments. Aviation businesses include not only flight activities, but can also be expressed with a broad-spectrum organizational structure such as passenger, ground, and airport ramp services. The activities that make up the most important part of the aviation industry, such as the wishes and demands of the passengers or the conditions of the passengers requiring special care, are carried out. Customer satisfaction is the main vision of aviation enterprises struggling under global competition. In addition, security, one of the basic principles of aviation, should not be ignored. For this reason, it can be said that aviation workers work under a multidimensional pressure. It is evaluated that both the various demands of the people receiving the service, the sectoral safety procedures, and the constant physiological effects (pressure, high noise, etc.) affect the compassion fatigue and job satisfaction of aviation employees. In this study, it is aimed to investigate the compassion fatigue and job satisfaction levels of airport employees. Although there are studies on job satisfaction in the aviation industry, there are no studies on compassion fatigue. Therefore, this study is a first in this field. This research applied to 653 employees working at 62 airports operated in Turkey. According to the results of the research, a difference was found between compassion fatigue and the education, age, duty, and income status of aviation workers. It can be stated that the factors that reduce job satisfaction are an important factor in triggering compassion fatigue.

1. Introduction

Aviation can be defined as one of the fastest growing sectors in the global economy and market. In order for global transportation and shipping services to be sustainable, human resources should be evaluated in the best way. Human resource is the most precious treasure that businesses have. It is evaluated that organizations managed with personal empowerment, motivation and knowledge management will be less injured in global competition wars.

In order to achieve sustainable goals strongly, organizations need to use their existing resources appropriately. Human resource is the most precious capital that organizations have. For this reason, the withdrawal of experienced personnel learnt by making large investments from the sector depending on internal and external factors can cause great financial losses for businesses.

In professional organizations, human resources are important for staff turnover. According to studies conducted in various sectors, the incidence of turnover is high for employees with low job satisfaction (Chin, 2018, Gabor, 2018, Lee et al., 2017, Shu et al., 2018).

Aviation, which is the job that requires top security and quality, aims to make people travel safely and quickly. It deals

with increasing costs because of high standards. Losing human resources has the feature of increasing the costs of aviation. Therefore, job satisfaction among employees has an important place in staff turnover.

Compassion fatigue can be expressed as pity, loss of sadness because of a situation or numbness (Jenkins & Warren, 2012, Stamm, 2002). According to studies, there is a significant relationship between job satisfaction and compassion fatigue (DePanfilis, (2006), Grant et al., 2019, Li et al., 2014, Slatten et al., 2011, Yang & Kim, 2016). The most common studies on compassion fatigue are those of healthcare workers.

Aviation is an industry where billions of people use terminals to fly from one place to another. It is necessary to consider aviation not only in terms of flight services, but also within the scope of ground services. There is a broad spectral division of labor, such as welcoming passengers at terminals, boarding card and suitcase delivery, electronic guidance systems, boarding and apron transportation services, cleaning and operation. In addition, the management of airport personnel becomes more complex when additional services provided to disabled or elderly passengers are included. The daily population of most terminals can exceed the population of a city. The daily problems faced by the employees who

serve such a vast crowd of people, the endless demands of the passengers and the perfectionist attitudes of their managers can affect the lives of these employees.

Job dissatisfaction and compassion fatigue can cause exhaustion in aviation workers. This can lead to a decrease in the work's quality and an increase in the rate of work turnover. Ignoring people who ask for help in any matter or adopting inappropriate behavior patterns to avoid them.

In this research, it is aimed to compare the job satisfaction and compassion fatigue among airport employees. Although it is possible to find studies in the literature on job satisfaction, there is no research on compassion fatigue in aviation. Therefore, it is important to determine the relationship between compassion fatigue and job satisfaction in aviation, which is one of the most important sectors on a global scale.

2. Job Satisfaction

Job satisfaction refers to the complex attitudes and feelings of employees towards their jobs. It is an emotional phenomenon that gives employees the value, ownership and satisfaction they give to their jobs (Thiagaraj & Thangaswamy, 2017). Job satisfaction can be expressed as the emotional happiness between the expectations and the result (Cranny et al., 1992).

Job satisfaction is associated with specific job factors, personal characteristics, and group relationships. According to the research, these three factors are closely related to each other in terms of job satisfaction. In addition, job satisfaction includes issues related to employee expectations (Mishra, 2013).

When the theoretical studies on job satisfaction are examined, Vroom's study in 1964 contains very important results. Staff turnover, accident, absenteeism and job performance studies drew attention as variables in Vroom's research on job satisfaction.

Within the hedonistic approach, it is necessary for the employees to take pleasure from their work. The satisfaction created by the perception of pleasure is in harmony with the realization of wishes (Davis, 1982).

Researchers approaching job satisfaction from the reward and punishment parabola (Condon & DeSteno, 2011) focused on utility. If benefit is got after a job, satisfaction can occur in the reward parabola. On the other hand, the punishment approach is a factor that negatively affects job satisfaction. Here, reward and punishment are used as reinforcements.

Many studies have been conducted on the relationship between job satisfaction and income. In addition, there are studies stating that there is an important relationship between job satisfaction and the physical characteristics of the working environment and ergonomics (Habibi et al. 2008, May et al., 1997).

The common aspect of research on various occupational groups is that insufficient wages affect job satisfaction negatively (Abdulla, 2009, Carlan, 2007, Chimanikire et al., 2007, Guis, 2014, Harrington et al., 2001, Martin & Schinke, 1998, Ololube, 2006, Papanastasiou & Zembylas, 2005, Schweitzer et al., 2013). The common aspect of research on job satisfaction in the aviation industry is like the results in other industries (Nahar et al., 2017, Jou et al., 2013, Blyton et al., 2001). It is stated that wage inequality matters in job satisfaction.

In 1943, Abraham Maslow developed a five-stage hierarchy of needs theory similar to the creation of man. In the

historical process, the need pyramid has been used in many researches and theses. The logic of this theory is that unless simple needs are met, people cannot move on to the next level. As human needs are met, the next step can be taken. Maslow expressed a five-stage category of needs. The first group includes the physical needs of people. It is not possible for the individual who cannot meet his physiological needs, such as eating and drinking, to pass to the second part. Physiological needs are essential elements for human survival. The second step is security. A person who can satisfy his basic needs seeks an environment where he can protect himself against external dangers. The third level is social needs. Within the scope of social needs, people emphasize the feelings of love and belonging. Status needs are at the fourth level. People may need a status in society. After long efforts, professionalism is adopted to gain status and value. As an outcome of these professional occupations, earning income or benefits begins. The last step is the realization phase. A person who meets the needs of the lower level reaches the ideal individual. The stage of reaching prestige in one's ideals can be expressed as realization (Fallatah & Syed, 2018, Shahrawat & Shahrawat, 2017).

Clayton Alderfer, in his in-depth analysis of Maslow's empirical research, argued that the components centered on three basic human needs. These are existence, relatedness, and growth needs. Alderfer's ERG theory was created with the initials of these needs. A person among these needs can meet over one need at the same time (Alderfer, 1969). Therefore, he avoided talking about a hierarchy in the order of needs (Caulton, 2012, Schneider & Alderfer, 1973). Existence refers to physical needs. Elements such as accommodation, security, salary, safe working life describe this stage. Building relationships with other people and developing feelings of respect and belonging refers to the second part. It is considered as a need to interact not only with colleagues but also with family or social environment. Growth refers to all the needs that a person can satisfy by using his abilities and intelligence (Botha & Venter, 2016, Poulou & Norwich, 2019, Wanous & Zwany, 1977).

Fredrick Herzberg conducted empirical research aimed at changing hierarchy theory. He calls his argument a theory of hygiene, two-factor theory, rather than a hierarchical structure. It has been determined that employees have satisfaction and dissatisfaction, but removing dissatisfaction in the workplace does not lead people to absolute satisfaction (May & Decker, 1988, Sanjeev & Surya, 2016). This is associated with satisfaction. Removal of unsatisfactory elements does not reveal job satisfaction among employees. The most important factor emerging in this section is the existence of motivation factors (Dartey-Baah & Amoako, 2011, Maidani, 1991).

David McClelland, in his work published in 1961, expressed three important needs that motivate people to be successful: the need for achievement, the need for power, and the need for relationship. (McClelland, 1961). The most important part of the theory is the claim that needs will differ according to people's culture, expectations and education levels. Therefore, people's needs differ according to their perspective on needs. The basis of the approach is that people realize their needs by learning and that the need may increase according to the severity of the need. The need for achievement is an impulse that must be satisfied in order to reach the intended goals as soon as possible. For this impulse, ability, knowledge, and power must be used. The need for power is directly proportional to the masculine development

and knowledge capacity. No success is accidental. Achievement goals that are not supported by power are also difficult to achieve. The last part is the need for relationship. Humans are created with a sense of belonging by nature. It is important to satisfy needs within social relations. It can be easier for people who are in team or group work to achieve success. In addition, team organizations also enrich the power factor (Harrell & Stahl, 1984, Osemeke & Adegboyega, 2017, Royle & Hall, 2012).

Reinforcement theory should be evaluated in parallel with learning and differential reinforcement theories. According to the approach that suggests that behaviors can be developed with the help of reinforcers, a different model of the reward and punishment relationship has been adopted. A behavior can be weakened by negative reinforcement. Positive reinforcement can also reinforce behavior. Rewarding employees after a behavior and gaining income can be expressed as an important motivation. The development of this motivation factor also increases the job satisfaction of the employees (Viken & McFall, 1994, Villere & Hartman, 1991, Wei & Yazdanifard, 2014).

Vroom's expectancy theory states that motivation does not always result in performance for employees. The main backbone of the theory is the attractiveness and utility of the result to be got after an action. If the pleasure to be created by the result of the individual who will try meets the expectation of the person, this action will take place as soon as possible. The volume and severity of gain achieved can provide an increase in effort. If the threshold value of the gain is below the expectation, the person is not expected to exhibit that behavior. Thus, the result of an action may cause satisfaction or dissatisfaction (Badubi, 2017, Zboja et al., 2020).

3. Compassion Fatigue

Compassion is an interpersonal process that creates the urge to feel and notice the pain of another person and to reveal the motivation to help (Dutton et al, 2014). In another definition, compassion is the feeling of pity that is frequently encountered in relationships where the sense of empathy is weak (Wei et. al, 2011). Compassion is one of the human characteristics. In the light of the definitions made in the literature, compassion is the state of pity, sadness and a desire to help a person due to a situation he has experienced. Compassion and empathy are two issues that are dealt with on the same parallel axis (Welp & Brown, 2014).

When the studies are examined, empirical studies on compassion are made on the health sector (Bride et al., 2007, Coetzee & Klopper, 2010, Yoder, 2010). The common aspect of these studies is that the feeling of compassion is negatively affected over time, as healthcare professionals encounter people in need of help every day. This concept has also found a place in the literature as compassion fatigue. Compassion fatigue can be expressed as the increase in burnout levels of employees over time due to reasons such as worthlessness, weariness and dissatisfaction.

Compassion fatigue can be explained by mental, emotional, social, or physical burnout. Workplace change problems of employees who have post-traumatic stress disorder after traumatic events in the profession may increase their burnout. For example, flash bangs left by an employee who has been exposed to violence or an accident that resulted in a serious injury can explain mental burnout. Sometimes, mental burnout is also a component of an emotional trauma.

The disrespectful and violent attitudes and behaviors of the people who receive the service against the employees trigger emotional burnout in the employees. Emotional traumas affect the job performance of employees negatively (Devilly et. al, 2009). It can be stated that employees who feel social exclusion are similarly fatigued. Finally, compassion fatigue can be observed in employees who experience physical burnout because of insufficient sleep, long working hours, and lack of exercise (Whitebird et al., 2013).

4. Materials and Methods

Between February 1st, 2020 and April 01st, 2020, research scales and questionnaires were presented to the participants on the internet. There are 62 airports suitable for civil air traffic operating in Turkey. A survey link was sent to the block e-mail addresses of the employees belonging to these airports and on the administrative websites, and they were invited to take part. In addition, it is aimed to increase the accessibility of the survey through social media groups and the mobile phone applications of the employees. In order to determine the universe of the research, it was not possible to reach the State Airports Authority data. For this reason, each participant who responded to the research was accepted by the convenience sampling method. 653 people responded to the data collection tools.

The first part of the data collection tools is the sociodemographic scale. The Minnesota Job Satisfaction Scale used in the second part was developed by Spector (1985) and is a two-dimensional, 5-point Likert-type scale comprising 20 questions in total. Internal satisfaction and external satisfaction make up the dimensions of the scale. Scores to be got because of the scale provide information about job satisfaction. In the last part of the study, the compassion fatigue scale developed by Pommier (2020) was used. This scale is a 7-point Likert type scale and comprises 24 items and six sub-dimensions. The sub-dimensions of the scale are kindness, indifference, common humanity, separation, mindfulness, and disengagement. According to the mean of the scale, it can be stated that as the total scores increase, the level of compassion also increases.

Cronbach's Alpha and confirmatory factor analysis were performed in order to test the structural validity of the measurement tools. In terms of alpha values, the job satisfaction scale was .0819 (81.9%) and the compassion fatigue scale was .0763 (76.3%). When examined in terms of Skewness and Kurtosis, it was understood that the sample showed a normal distribution.

The obtained data was analyzed by t test, one-way Anova test, Levene and regression tests using SPSS (version 20) package program;

- H_{1a}: Job satisfaction differs according to gender.
- H_{1b}: Compassion fatigue differs according to gender.
- H_{2a}: Job satisfaction differs according to marital status.
- H_{2b}: Compassion fatigue differs according to marital status.
- H_{3a}: Job satisfaction differs according to education level.
- H_{3b}: Compassion fatigue differs according to education level.
- H_{4a}: Job satisfaction differs according to age.
- H_{4b}: Compassion fatigue differs according to age.
- H_{5a}: Job satisfaction differs according to the task.
- H_{5b}: Compassion fatigue differs according to the task.
- H_{6a}: Job satisfaction differs according to the financial situation.

H_{6b}: Compassion fatigue differs according to the financial situation.

H₇: Compassion fatigue affects job satisfaction positively.

5. Result and Discussion

653 people working at airports were included in the study. The youngest of the participants in the study is 25 years old, and the oldest is 57 years old.

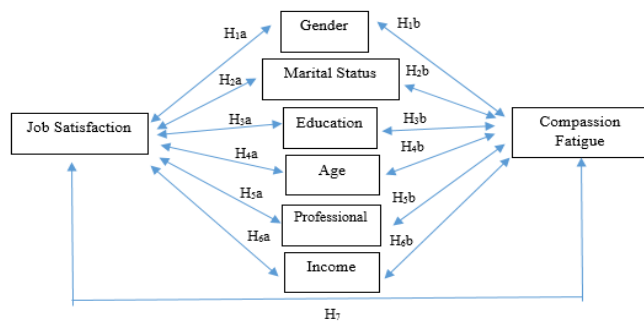


Figure 1. Research model

Table 1. Sociodemographics

Education	n	%	Marital Status	n	%
High School	197	30.1	Married	355	54.3
Vocational School	154	23.5	Single	298	45.7
University	217	33.2			
+Graduates	85	13.2			
Age	n	%	Gender	n	%
18-30 years	223	34.1	Female	374	57.2
31-40 years	295	45.1	Male	279	42.8
+41 years	135	20.8			
Status	n	%	Income	n	%
Handling services	203	31	Excellent	176	26.9
Air traffic control	73	11.1	Good	154	23.5
Electronic services	48	7.3	Not bad	122	18.6
Slot coordination	86	13.1	Bad	78	11.9
Security	243	37.5	Very bad	123	19.1
Total	653	100.0	Total	653	100.0

The education level of the participants in the research is high. 57.2% of the sample are women, nearly half (45.1%) are between the ages of 31-40 and half (54.3%) are married. 31% of the employees work in handling services including passenger handling, operations, ramp and freight, passenger

service, ticket sales and de-icing services and 37.5% in security services. 50.4% find the salary they receive satisfactory, and 18.6% find it relatively satisfactory.

Table 2. T-test results of sociodemographic variables and scale averages

Gender		n	Mean	StD	df	t	p	Levene
Job Satisfaction	Female	374	3.76	0.12	653	4.226	.000	.126
	Male	279	3.04	0.23				
Compassion Fatigue	Female	374	3.17	0.17	653	4.645	.000	.153
	Male	279	3.89	0.12				
Marital Status								
Job Satisfactin	Married	374	3.57	0.11	653	4.945	.000	.192
	Single	279	2.87	0.15				
Compassion Fatigue	Married	374	3.03	0.18	653	4.284	.000	.128
	Single	279	3.68	0.21				

In scale averages, it can be stated that women have higher job satisfaction scores than men (3.76±0.12). It is noteworthy that men have a much higher score than the mean of the compassion fatigue scale (3.89±0.12).

After the t test analysis, it is understood from the Levene test results that the variances between the groups are equally distributed (p>0.05). According to Table 2, job satisfaction

and compassion fatigue were compared with gender and marital status. According to the t-test results, a statistical difference was found between gender and job satisfaction [t(653)=4.226, p<0.01] and compassion fatigue [t(653)=4.645, p<0.01].

In this context, it can be stated that the hypotheses "H_{1a}: Job satisfaction differs according to gender" and "H_{1b}:

Compassion fatigue differs according to gender" are confirmed.

For marital status, within scale averages, the high satisfaction rate of married people in terms of job satisfaction (3.57±0.11) is remarkable. In terms of compassion fatigue (3.68±0.21), it is seen that singles achieve higher scores.

A statistical difference was found between marital status and job satisfaction [t(653)=4.945, p<0.01] and compassion fatigue [t(653)=4.284, p<0.01].

In this context, "H₂a: Job satisfaction differs according to marital status." and "H₂b: Compassion fatigue differs according to marital status." hypotheses can be confirmed.

Table 3. One Way Anova test results

Education		n	F	p	Levene
Job Satisfaction	High School	197	3.834	.000	1.912
	College	154			
	University	217			
	+Graduate	85			
	High School	197			
Compassion Fatigue	College	154	3.643	.000	1.843
	University	217			
	+Graduate	85			
Age					
Job Satisfaction	18-30 years	223	3.854	.000	1.945
	31-40 years	295			
	+41 years	135			
Compassion Fatigue	18-30 years	223	3.532	.000	1.853
	31-40 years	295			
	+41 years	135			
Task					
Job Satisfaction	Handling services	203	3.924	.000	2.053
	Air traffic control	73			
	Electronic services	48			
	Slot coordination	86			
	Security	243			
Compassion Fatigue	Handling services	203	3.484	.000	1.553
	Air traffic control	73			
	Electronic services	48			
	Slot coordination	86			
Job Satisfaction	Security	243	4.642	.000	2.347
	Excellent	176			
	Good	154			
	Not bad	122			
	Bad	78			
Compassion Fatigue	Very bad	123	3.805	.000	1.806
	Excellent	176			
	Good	154			
	Not bad	122			
	Bad	78			
	Very bad	123			

As seen in Table 3, it is understood from the Levene test results that the variances between the groups were equally distributed after the One Way Anova test analysis (p>0.05). A statistical difference was found between education, age, duty and financial situation, job satisfaction and compassion fatigue (p<0.01). In this context, "H₃a: Job satisfaction differs according to educational status.", "H₃b: Compassion fatigue differs according to educational status.", "H₄a: Job satisfaction varies according to age.", "H₄b: Compassion fatigue differs according to age.", "H₅a: Job satisfaction differs according to the task.", "H₅b: Compassion fatigue differs according to the task.", "H₆a: Job satisfaction differs according to financial situation.", "H₆b: Compassion fatigue differs according to

financial situation." hypotheses can be confirmed. When the Tukey HSD test was used to find the direction of the difference, there were differences for both scale variables of learning. Accordingly, employees with a master's degree or higher have a very low level of satisfaction. When compared with age, it was shown that the job satisfaction of those younger than 30 years old was not sufficiently satisfied, and similarly, the compassion fatigue of this age group was different. When job satisfaction is examined by occupational status in airports, it is seen that air traffic control officers are highly satisfied, while handling services employees provide the highest score in compassion fatigue. As income increased, job satisfaction increased and compassion fatigue decreased.

The relationship between compassion fatigue and job satisfaction was examined with the help of correlation analysis. According to the correlation analysis, ($r = -0.822$, $p < 0.01$) value was got. It can be stated that as the intensity of compassion decreases, job satisfaction increases. It can be said that the hypothesis "H₇: Compassion fatigue affects job satisfaction positively" is rejected.

Table 4. Regression Analysis of Job Satisfaction and Compassion Fatigue

	B	P	R ²	Cor R ²	F	Sig. F
Kindness	1.421	.000	.372	.370	141.271	0.000
Indifference	.742					
Common humanity	1.441					
Separation	.953					
Mindfulness	1.558					
Disengagement	1.041					

According to the results of the regression analysis between job satisfaction and compassion fatigue (Table 4), job satisfaction has a statistically significant explanatory effect on compassion fatigue. Life satisfaction explains 37% of compassion fatigue.

According to the findings, the status of the hypotheses is given in Table 5. It is seen that only the H₇ hypothesis was rejected and the rest were accepted.

Table 5. Hypothesis table

Hypothesis	Accept/Reject
H _{1a} : Job satisfaction differs according to gender.	Accept
H _{1b} : Compassion fatigue differs according to gender.	Accept
H _{2a} : Job satisfaction differs according to marital status.	Accept
H _{2b} : Compassion fatigue differs according to marital status.	Accept
H _{3a} : Job satisfaction differs according to education level.	Accept
H _{3b} : Compassion fatigue differs according to education level.	Accept
H _{4a} : Job satisfaction differs according to age.	Accept
H _{4b} : Compassion fatigue differs according to age.	Accept
H _{5a} : Job satisfaction differs according to the task.	Accept
H _{5b} : Compassion fatigue differs according to task.	Accept
H _{6a} : Job satisfaction differs according to the financial situation.	Accept
H _{6b} : Compassion fatigue differs according to the financial situation.	Accept
H ₇ : Compassion fatigue affects job satisfaction positively.	Reject

According to Vroom (1964), there is a negative relationship between job satisfaction and turnover and absenteeism. On the other hand, presenteeism is also negatively associated with job satisfaction (Côté et al., 2021).

Compassion fatigue can be used in almost all areas of the service sector, although it has found more work in the health sector. In industries that are in constant contact with people, data on compassion fatigue may be more accurate (Waytz, 2016).

Job satisfaction is directly related to wage (Freund, 2005), value of experience (Saber, 2013), physical environment and ergonomics (Ishaque & Shahzad, 2016, Shobe, 2018, Waqas et al., 2014), job insecurity (Sang et al., 2009) personal and job characteristics (Gazioglu & Tansel, 2006), promotion opportunities (Pandey & Asthana, 2017), personality (Furnham et al., 2002) and job stress (Linn et al., 1985, Voltmer et al., 2012).

According to the results of the study on organizational culture and job satisfaction conducted with 228 people in Jordanian private aviation companies, it has been revealed that there is a positive and significant relationship between organizational culture and job satisfaction. Some stated that there is a negative relationship between the market, bureaucracy, and hierarchy of the personnel working in airline companies and job satisfaction (Rawashdeh et al., 2015).

In the study on job satisfaction of US Airforce Officers (Sullivan, 1998), it was revealed that pension raises for senior officers were only 15% effective. According to our study, it has been revealed that the effect of salary raises and bonuses on young aviators reduces the intention to leave the job. It has been stated that salary matters in job satisfaction for younger aviators, even though it is not very meaningful for senior aviators in this study.

In the study conducted with 122 people working as air traffic controllers within the Pakistan Civil Aviation Authority, it was stated that the participants had a top level of job satisfaction (Iqbal, 2012). In another study, which is a continuation of the studies in the same unit, it is noteworthy that one of the most important factors reducing job satisfaction of air traffic controllers is job stress (Iqbal & Waseem, 2012).

According to another study conducted in Thailand, it was stated that the job satisfaction levels of the employees who are at the forefront of the aviation industry in contact with customers are much lower than the other employees (Krongboonying & Lin, 2015).

Mehta (2019) conducted a job satisfaction study with 300 people working in civil aviation businesses in India, and a significant relationship was found between gender, marital status, job profile, shift and experience, and job satisfaction.

In another study on personality traits and job satisfaction of aviators, 60 personnel working in a private aviation company were included in the study. Extroversion was found to be more determinant in job satisfaction than other personality traits. In this context, it was stated that extroverted employees achieved higher scores in job satisfaction (Mansour et al, 2021).

In studies on job satisfaction, it is stated that the quality of the job also affects the level of satisfaction (Gazioglu & Tansel, 2006). In this context, in the research conducted on 704 South African aircraft pilots, it was determined that the region to be flown, the content of the flight task, and the license type(s) for the command in flight caused a change in job satisfaction (Hoole & Vermeulen, 2003).

According to the results, job satisfaction of women was measured higher than that of men. In contrast, men have higher compassion fatigue than women. In this context, it can be stated that compassion fatigue among the genders affects job satisfaction negatively. When the same comparison is evaluated in terms of the marital status of the employees, it is seen that the job satisfaction of the married personnel is higher. It is noteworthy that the job satisfaction of single employees is very low. In this context, it is evaluated that the responsibilities

and habits of married employees towards their families have a positive reflection on job satisfaction. On the other hand, it can be stated that the satisfaction levels of single employees are low for various reasons and they have a greater potential for job turnover compared to married employees.

The level of job satisfaction varies according to educational status, age, income, and job status. It has been observed that individuals with high education levels have low job satisfaction levels. In this context, it can be stated that the level of dissatisfaction occurs in the employees due to the difference between the education received and the characteristic or income of the job. On the other hand, it is important to increase job satisfaction as age increases. Junior employees are less afraid of losing their current position because they believe they can easily find another job. A better career prospect is an important variable that affects the satisfaction of young employees. On the other hand, it is considered that the job satisfaction of former employees is high due to reasons such as professional maturity and the necessity to find a job again. The job satisfaction level of air navigation workers is higher than the others. This situation can be explained in two ways. Employees have less contact with people in the air control tower. Therefore, psychological attrition levels may be low. The salary received is much higher than for their peers working in other fields. On the other hand, it is thought that the most important factor reducing job satisfaction of air navigation officers is job stress. When evaluated in parallel with motivation theories, it can be accepted that wage issue is an important hygiene factor. According to the results of this research, the level of job satisfaction increased as the income increased. For this reason, the satisfactory income of employees by adhering to economic policies also increases the level of job satisfaction.

When the level of education, age, income and job status are analyzed with compassion fatigue, it is noteworthy that compassion decreases as the education level increases. The most important issue to be investigated in this section is what the training received is. The roles of those who are trained to do this job, such as aviation, communication and business, and graduates from other departments in the aviation sector should be compared. It is considered that interesting results can be obtained in future research on this subject.

The direction of the difference in compassion fatigue according to the age variable is remarkable. As age progresses, the level of compassion fatigue also increases. This may be closely related to burnout. Addressing compassion fatigue in terms of exhaustion in future studies may provide important results.

When the income status with compassion fatigue is examined, the fatigue level of the employees who describe their income status as insufficient is higher. On the other hand, when the task situation is considered, it is understood that the compassion fatigue of the employees who are in the front line to serve people is high. This result is in line with the job satisfaction results of the Krongboonying & Lin (2015) study.

Another important result got from the study is the organic link between compassion fatigue and job satisfaction. Increasing compassion fatigue negatively affects job satisfaction. Adoption of policies that will reduce the level of fatigue in order to reduce the personnel turnover rate in the enterprises will increase job satisfaction.

6. Conclusion

The aviation industry comprises thousands of businesses aiming to survive in a globally competitive environment. Besides flight services, ground and passenger services are of great importance in the sector. Human capital is the industry's most valuable resource. The endless demands of passengers, who have high expectations in the triangle of safety, quality and comfort, are the biggest cause of fatigue for airport employees.

One of the biggest costs in the aviation industry is the spent-on education. Employees who successfully complete the courses designed and certified under international criteria work in a way that does not allow mistakes. Turnover is just like chaos for the aviation industry because life at the airport continues twenty-four hours a day. Moreover, passengers expect service regardless of whether the employees are new or experienced. In addition, aviation services continue, assuming that the people who provide air control and ground services know their job and are qualified. Unfortunately, the replacement of lost personnel in the aviation industry requires endless processes.

According to the results of this study, job satisfaction and compassion fatigue of female employees differ from males. Women's job satisfaction levels are higher than men's. In addition, men's compassion fatigue level is also higher than women's. In this context, it can be stated that women are more dedicated in terms of airport employees. On the other hand, the situation of male employees regarding job satisfaction needs to be reconsidered. In connection with this result, the level of compassion fatigue among male employees with low job satisfaction is high. Considering the correlation between these two variables, it is evaluated that increasing job satisfaction can reduce compassion fatigue.

The selection of the personnel to be assigned in the airport operations is important. In order not to experience a process that may cause frustration, it is vital to select the appropriate personnel for the appropriate job. According to the results of this research, the satisfaction levels of single, young and highly educated employees are low in aviation ground handling services. On the other hand, it should be noted that the satisfaction level of air control officers is above the average. In this context, it can be stated that employees who are in direct contact with passengers have low job satisfaction and high compassion fatigue. Within the scope of this result, the situation of the personnel who are in contact with people in the airport operations should be closely surveyed. Supporting the personnel with the help of supervisors, reducing working hours, arranging their shifts, making promotions and salary arrangements, and giving priority to motivation-enhancing activities can also increase performance and quality.

This research was carried out at 62 airports operated in Turkey. All the participants work in ground services. In order to better understand the job satisfaction and compassion fatigue of aviation professionals, it is recommended that flight crew may be included in future studies. Revealing the similarities and differences between ground personnel and flight crew in terms of job satisfaction and compassion fatigue may be a suggestion for future studies.

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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