



A Research on The Effect of Istanbul Airport Technical Employees' Motivation on Organizational Commitment

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ABSTRACT

In order for organizations to achieve the goals they have set the commitment of individuals to their organization is very important. Organizations strengthen the loyalty of employees to the organization by respecting and accepting their culture, norms, and values, as well as employees' duties in the organization.

Airport operators are called service operators. The most important factors which affect the quality of the services are the motivation of the employees and their commitment to the organization. Therefore, contemporary management approaches should investigate the factors that affect the motivation and organizational commitment of employees and find out the results.

This study investigates the variables that influence the relationship between the motivation and organizational commitment of the technical electricity staff who work at Istanbul Airport. The method that was used in the research is the relational screening method which is one of the quantitative research methods. This screening method as "Motivation Scale" and "Organizational Commitment Scale" were applied for the technical staff of the Istanbul Airport between October 1, 2019 and November 10, 2019. It was found out that there are significant differences based on gender, marital status, age, education level, working time in the corporate, and position in terms of the motivation and commitment of the employees.

Keywords: Motivation, Organizational Commitment, Business Management

İstanbul Havalimanı Teknik Personelinin Motivasyonunun Örgütsel Bağlılık Üzerine Etkisine Yönelik Bir Araştırma

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ÖZ

Örgütlerin belirledikleri hedeflere ulaşması için, bireylerin örgütüne bağlılığı çok önemlidir. Örgütler, çalışanların sadece kurumdaki görevlerinin yanı sıra onların kültürüne, norm ve değerlerine saygı duyması ve bu değerleri kabul etmesi ile çalışanların örgüte olan bağlılığını güçlendirir. Havayolu işletmeleri hizmet işletmesi olarak adlandırılır. Hizmet kalitesini etkileyen en büyük faktörler, çalışanların motivasyonu ve örgütlerine olan bağlılıkları ile ilgilidir. Bağlılık seviyesi ne kadar yüksekse çalışanların yerine getirmek zorunda olduğu sorumlulukların kalitesi de o seviyede artmaktadır. Bir örgütün çalışanları, örgütlerine ne kadar çok bağlıysa bireyin iş performansı da o kadar çok artar. Aksi takdirde bireyin performansı beklenen seviye olmaz ve işten ayrılma eğilimini ortaya çıkarır. Bu durum havalimanı gibi sürekli olarak aktif bir hizmet işletme için olumsuz sonuçlar doğurabilir. Bu nedenle çağdaş yönetim yaklaşımları çalışanların motivasyonu ve örgütsel bağlılıklarını etkileyen faktörleri araştırmak ve sonuçlarını öğrenmek zorundadır.

Bu çalışmada, İstanbul il'inde bulunan İstanbul Havalimanı'nda görev yapan elektrik teknik personelinin motivasyonu ve örgütsel bağlılıkları arasındaki ilişkiyi etkileyen değişkenler araştırılmıştır. Araştırmada kullanılan yöntem nicel araştırma yöntemlerinden biri olan ilişkisel tarama yöntemidir. Bu tarama yöntemi İstanbul ilinde bulunan İstanbul Havalimanı elektrik teknik personeline 01 Ekim 2019- 10 Kasım 2019 tarihleri arasında "Motivasyon Ölçeği" ve "Örgütsel Bağlılık Ölçeği" uygulanmıştır. Araştırmanın sonucunda, çalışanların cinsiyet, medeni durum, yaş, öğrenim durumu, kurumdaki çalışma süreleri ve kurumdaki pozisyon değişkenlerine göre anlamlı farklılıklar saptanmıştır.

Anahtar Kelimeler: Motivasyon, Örgütsel Bağlılık, İşletme Yönetimi

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Introduction

Motivation is the most essential determinant of organizational performance. Therefore, it has been the most crucial element in the organization's efficiency. Motivation ensures that the organization's employees start their work willingly and carry out their tasks efficiently. Motivation consists of two structures: intrinsic and extrinsic motivation. Intrinsic rewards are defined as the rewards that come naturally to individuals from their birth, while rewards provided by others are defined as extrinsic rewards. Activities such as the sense of achievement and the fulfillment of personal goals represent intrinsic rewards, whereas gifts, bonuses, etc., provided by the employer to employees represent extrinsic rewards. The main purpose of the rewards is the satisfaction of organizational employees. In the past, the importance of extrinsic motivation was greater, but in today's conditions, the significance of intrinsic motivation has increased considerably (Akkoyunlu and Soylu, 2010).

Motivation emerges based on the needs of employees. Top executives can identify and analyze various needs of employees to provide solutions accordingly. Creating an effective job environment for employees is only possible through this approach (Özdemir, 2007, p. 78).

It is essential to examine the factors that increase employees' productivity and motivate them. The most popular among these factors is motivation, which revitalizes employees' desires (Akyar, 2013, p. 15). Various discomforts can arise in individuals, driven by unpredictable wishes and desires. If these discomforts are eliminated, employees' satisfaction levels increase. Measuring or discovering the hidden emotions within individuals is a challenging task. Revealing these concealed emotions becomes possible through various incentives and environmental conditions (Eren, 2017, p. 531).

According to the dictionary meaning, an organization is a unity formed by institutions or individuals coming together with a common purpose or action. Another meaning is that it refers to all the sub-sections of an organization with a broad or extensive field of work. According to the dictionary meaning, loyalty signifies being attached with love and respect, implying an intimate closeness. Organizational commitment, on the other hand, is the level of psychological attachment of members of organizations established for one or more specific purposes. Internalizing organizational goals and values is a condition observed in organizational commitment. The desire of individuals to stay in the organization, their efforts, and their preparedness for the success of the organization are understood through this internalization (Saruhan and Yıldız, 2014, p. 462).

Organizational commitment refers to the approach that evaluates employees' dedication to the organization. It encompasses not only emotional motivation but also the rewards and gains concerning employees' commitment to their organizations. Employees evaluate all the elements that affect their relationship with the organization, and as a result, a mutual interaction process

begins. This situation constitutes the level of organizational commitment (Balci, 2003, p. 27-28).

One of the strongest emotions that employees feel is organizational commitment. The higher the level of commitment, the higher the quality of the responsibilities that employees are obligated to fulfill (Balay, 2000, p. 12).

One of the most important goals of organizations is the loyalty and harmonious cooperation of individuals toward the organization. The responsibilities assigned to individuals will also contribute to their social relationships. Organizational continuity is ensured when individuals work together in an organized manner and are aware of their responsibilities. For the orders and tasks given to employees in the organization to be embraced, employees' level of organizational commitment needs to be strong. In such a case, employees will perform organizational citizenship duties voluntarily. They will go above and beyond expectations and demonstrate their determination by putting forth exceptional efforts. Employees willingly conforming to expectations indicates high motivation, making the need for supervision unnecessary (Balay, 2000, p. 3).

The perspective on work relationships is often evaluated in terms of the productivity aspect of organizational commitment. Organizational efficiency is directly related to employees' high commitment to the organization, positive attitudes, and behaviors. It also correlates with employees' focus on their work, happiness in the workplace, and the effort they put into their tasks (Karahan, 2008).

The commitment of individuals to the organization is crucial for organizations to achieve the goals they have set. Organizations strengthen the commitment of employees to the organization by respecting and accepting their culture, norms, and values, as well as their duties in the institution. It is easier to manage and direct the employees at the organizational level in this case. Employees need to affiliate with the organization in order to prioritize organizational goals. When affiliation occurs, employees are ready to make any sacrifice for the organization. The main feature of organizational productivity is to explain this situation (Eren, 2017, p. 555). It is essential to increase the productivity of employees and to examine the factors that motivate them. The most popular of these phenomena is the motivation that stimulates the wishes of the employees (Akyar: 15). There can be various ailments people feel caused by unpredictable desires. If these ailments are eliminated, the satisfaction level of the employees increases. It is very difficult to measure or discover the hidden emotions that people feel. These hidden feelings can only emerge with various incentives and environmental conditions (Eren, 2011:531). The motivation of employees in businesses significantly affects organizational commitment.

This study was conducted to investigate the effect of motivation of electrical technical personnel working at Istanbul Airport in Istanbul Province on organizational commitment.

Method

A relational research method was used in this study. The relational research method is a type of quantitative research method. By this method, the scientific significance of the relationship between the motivation and organizational commitment of the electrical technical personnel working at Istanbul Airport and how the demographic characteristics of the personnel affect motivation and organizational commitment has been investigated.

The relational screening model is applied while investigating the relationships between multiple variables. In this model, while investigating the relationships between the variables, the direction and quality of the relationships are also compared. As a result, the effects of these relations on each other and the causes are investigated (Karasar, 2007: 77).

Population and Sample

The field of the research consists of the electrical technical personnel at the Istanbul Airport. Demographic characteristics-gender of participants is given in Table 1 in detail.

In the literature review carried out to reach sample sufficiency, the sample sufficiency number of the questionnaires to be made on 400 people was determined as 50. Accordingly, the sample size was reached by providing feedback to all of the 50 questionnaires distributed.

86% of the experimental subjects participating in the study are male and 14% are female. As a result of the research, it has been found out that the number of male employees is higher than the electrical technical personnel working at Istanbul Airport.

60% of the experimental subjects participating in the study are married, 34% are single, and 6% are divorced or living separately. It has been seen that the number of married employees is approximately twice as much as the number of single employees.

It is seen that 34% of the experimental subjects participating in the research are in the age range of 20 to 30, 48% to 31 to 40, 14% to 41 to 50, and 4% to 50 and over. It has been found out that the electrical technical personnel of Istanbul Airport are mainly between the ages of 31-40, and the number of employees aged 50 and over is low.

It is seen that 2% of the experimental subjects participating in the research are primary school graduates, 28% high school graduates, 62% university graduates, and 8% postgraduate degrees. It has been determined that the number of university graduates must be high in order to work in the aviation sector.

It has been determined that 98% of the experimental subjects participating in the research have worked in the corporation between 1-7 years and 2% between 15-21 years.

It has been determined that 16% of the experimental subjects participating in the research work as employees, 12% as civil servants, 20% as contracted personnel, and 52% as corporate personnel.

Table 1. Demographic Characteristics- Gender of Participants
Çizelge 1. Demografik Özellikleri- Katılımcıların Cinsiyeti

Gender	Frequency	Percent (%)
Male	43	86,0
Female	7	14,0
Marital Status	Frequency	Percent (%)
Married	30	60,0
Single	17	34,0
Divorced/ Seperated	3	6,0
Age	Frequency	Percent (%)
20-30	17	34,0
31-40	24	48,0
41-50	7	14,0
50 and Above	2	4,0
Education Status	Frequency	Percent (%)
Primary Education	1	2,0
High School Education	14	28,0
Undergraduate Degree	31	62,0
Postgraduate Degree	4	8,0
Working Life	Frequency	Percent (%)
1- 7 Years	49	98,0
8- 14 Years	0	0
15- 21 Years	1	2,0
21 Years and Above	0	0
Job Title	Frequency	Percent (%)
Employee	8	16
Civil Servant	6	12
Contracted Personnel	10	20
Corporate Personnel	26	52

Data Collection Tool

Two types of data collection tools have been used in the research; the organizational commitment scale and the motivation scale. In addition, there are 6 questions about the demographic characteristics of the respondents. The 5-point Likert scale was used within the scope of the research. The answer options are presented as; 5: I strongly agree, 4: I agree, 3: undecided, 2: I disagree, and 1: I strongly disagree. The survey, which consists of a total of 72 questions, is organized on 4 pages.

Analysis of Data

The data obtained from the scales were analyzed using the SPSS Statistics 25.0 program. In our study, the organizational commitment scale developed by Allen and Meyer was used. In addition, individuals' commitment to their organizations has been defined as a structure consisting of 3 components related to each other (emotional commitment, continuance commitment, and normative commitment). There are a total of 18 questions on the scale. 1, 2, 3, 4, 5, 6 the third questions; with emotional commitment, 7, 8, 9, 10, 11, the 122nd questions are related to continuation commitment and the 13th, 14th, 15th, 16th, 17th, and 18th questions are related to normative commitment. As a result of the studies conducted in Türkiye, the adequacy and reliability of the organizational commitment scale have been proven and the reliability coefficient of the scale has been found to be $\alpha=0.749$. In addition, affective commitment has been 0.62, continuance commitment has been 0.71, and normative commitment has been 0.72 (Üstüner, 2009). In the competence and reliability analysis conducted in the research; The Cronbach Alpha organizational commitment scale had a value of 0.82, continuous commitment value of 0.76, emotional commitment value of 0.86 and normative commitment value of 0.72.

In the competence and reliability analysis conducted in the research, the value of Cronbach Alpha organizational commitment scale was found to be 0.82, continuous commitment value was found to be 0.76, emotional commitment value was found to be 0.86, and normative commitment value was found to be 0.72.

For the motivation scale, questions were asked about the factors affecting the motivation of the respondents. In the reliability analysis of this survey, which consists of a total of 48 questions, the Cronbach Alpha value was found to be 0.93. This value also shows that the scale is within the limits of validity and reliability.

Findings

Statistical information about the answers given to the "motivation" and "organizational commitment" questionnaires is included in this section. In this context, the descriptive analysis of the motivation scale is given in Table 2.

According to the result obtained from the research, with the highest weighted average value of 4.02, "I believe that personal development training should be organized as well as professional training." Is the expression. The percentage of respondents' answers for this statement is as follows: 2% strongly disagree, 6% disagree, 14% undecided, 44% agree and 34% strongly agree.

According to another result obtained from the descriptive analysis of the motivation scale in the research, the values with the lowest weighted average are 10. These are the survey questions 7, 9, 10, 21, 24, 25, 26, 30, 31 and 44.

On the other hand, In this context, the descriptive analysis of the organizational commitment scale is given in Table 3. According to the results obtained from the research, the values with the highest weighted average are 10. These are the survey questions; 1, 2, 3, 4, 5, 6, 13, 16, 17, and 18.

According to another result obtained from the research, the values with the lowest weighted average are 8. These are the survey questions 7, 8, 9, 10, 11, 12, 14, and 15.

Factor Analysis

In the research, factor analysis has been applied to determine the basic dimensions of the motivation and organizational commitment scales by gathering the question or expression groups under the same factor so that the complexity of the research can be more understandable. In this context, the factor analysis of the motivation scale is given in Table 4. Since the Sig (p) value of the motivation scale was $p<0.000$, it was determined that it was suitable for factor analysis.

On the other hand, The Kaiser-Meyer-Olkin sample adequacy test result was calculated as 0.067, and analysis was deemed appropriate. The Table 5. shows that the motivation scale consists of 7 dimensions. It was also shown that 81.04% of the variance was explained by the dimensions.

Table 6 shows the factor analysis of organizational commitment scale. Because the Sig (p) value of the organizational commitment scale was $p<0.000$, it was determined that it was suitable for factor analysis. The result of Kaiser-Meyer-Olkin sample adequacy test was calculated as .000 and analysis was deemed appropriate. Variance of organizational commitment scale is given in Table 7. It shows that the organizational commitment scale consists of 4 dimensions. It was also shown that 66.00% of the variance was explained by the dimensions.

Table 2. Descriptive Analysis of Motivation Scale

Çizelge 2. Motivasyon Ölçeğinin Betimsel Analizi

PFSTAO		(1)SD	(2)Disagree	(3)Neutral	(4)Agree	(5)SA	Avarage	SD
1. Managers pay attention what employees think.	Fi	5	12	12	18	3	3,04	1,0
	%	10,0	24,0	24,0	36,0	6,0		
2. I am satisfied with the management approach of my superiors.	Fi	1	4	16	21	8	3	,0
	%	2,0	8,0	32,0	42,0	16,0		
3. In general, my work is appreciated.	Fi	2	7	13	25	3	3	,0
	%	4,0	14,0	26,0	50,0	6,0		

4. Work in my unit is distributed fairly among employees.	Fi	3	10	17	19	1	3	,0
	%	6,0	20,0	34,0	38,0	2,0		
5. The decisions are taken by the persons concerned.	Fi	2	5	11	22	10	3	1,042
	%	4,0	10,0	22,0	44,0	20,0		
6. I rarely encounter bureaucratic obstacles in my work.	Fi	9	8	13	14	6	3	1,0
	%	18,0	16,0	26,0	28,0	12,0		
7. I have to work overtime because the people I work with are not competent.	Fi	5	24	10	9	2	2	1,032
	%	10,0	48,0	20,0	18,0	4,0		
8. Many rules and procedures make work difficult to do.	Fi	4	12	10	19	5	3	1,0
	%	8,0	24,0	20,0	38,0	10,0		
9. Those who do their job well in the institution I work for have a fair chance of promotion.	Fi	9	7	24	9	1	2	1,031
	%	18,0	14,0	48,0	18,0	2,0		
10. I place more emphasise on monetary rewards than moral rewards.	Fi	15	8	8	9	10	2	1,0
	%	30,0	16,0	16,0	18,0	20,0		
11. The work I do is important to my institution.	Fi	1	2	1	24	22	4	,0
	%	2,0	4,0	2,0	48,0	44,0		
12. The workload can be completed within working hours.	Fi	4	12	4	19	11	3	1,0
	%	8,0	24,0	8,0	38,0	22,0		
13. My knowledge is sufficient for the work I do.	Fi	0	4	3	18	25	4	,0
	%	,0	8,0	6,0	36,0	50,0		
14. My experience is sufficient for the work I do.	Fi	0	2	3	17	28	4	,0
	%	,0	4,0	6,0	34,0	56,0		
15. The chance of being promoted in my work is really low.	Fi	4	5	17	16	8	3	1,0
	%	8,0	10,0	34,0	32,0	16,0		
16. My workplace, my supervisors, my friends and my job cause me stress.	Fi	5	10	2	26	7	3	1,0
	%	10,0	20,0	4,0	52,0	14,0		
17. I have good communication with my friends at the facility where I work.	Fi	1	1	2	26	20	4	,0
	%	2,0	2,0	4,0	52,0	40,0		
18. I love my colleagues.	Fi	1	2	4	27	16	4	,0
	%	2,0	4,0	8,0	54,0	32,0		
19. There is enough communication between units.	Fi	6	7	13	19	5	3	1,0
	%	12,0	14,0	26,0	38,0	10,0		
20. I can express my feelings and thoughts appropriately at my workplace.	Fi	3	5	9	25	8	3	1,069
	%	6,0	10,0	18,0	50,0	16,0		
21. I think I have equal rights with other employees.	Fi	12	5	13	18	2	2	1,0
	%	24,0	10,0	26,0	36,0	4,0		
22. I know and understand my colleagues adequately.	Fi	1	3	11	28	7	3	,0
	%	2,0	6,0	22,0	56,0	14,0		
23. I think there are problematic friends at my workplace.	Fi	4	16	8	11	11	3	1,0
	%	8,0	32,0	16,0	22,0	22,0		
24. There are many discussions among my colleagues with whom we work.	Fi	10	24	11	4	1	2	,0
	%	20,0	48,0	22,0	8,0	2,0		
25. There are consideration for co-employees in my work place and they are	Fi	16	15	9	9	1	2	1,0
	%	32,0	30,0	18,0	18,0	2,0		

remembered on special occasions. (birthdays, etc.)									
26. There are practices in the institution that I am not happy with, I have the opportunity to complain and find fair solutions.	Fi	12	12	9	14	3	2	1,0	
	%	24,0	24,0	18,0	28,0	6,0			
27. Picnics, meals and outings are organized.	Fi	24	13	4	4	5	2,06	1,0	
	%	48,0	26,0	8,0	8,0	10,0			
28. I do not find the social activities in the institution sufficient.	Fi	7	4	8	14	17	3	1,0	
	%	14,0	8,0	16,0	28,0	34,0			
29. I am proud of the job I do.	Fi	3	0	9	22	16	3	1,029	
	%	6,0	,0	18,0	44,0	32,0			
30. The salary I receive for my job is sufficient.	Fi	15	14	12	7	2	2	1,0	
	%	30,0	28,0	24,0	14,0	4,0			
31. I think the permission possibilities are sufficient.	Fi	9	10	15	10	6	2	1,0	
	%	18,0	20,0	30,0	20,0	12,0			
32. The training opportunities provided at my workplace are satisfactory.	Fi	5	7	12	20	6	3	1,0	
	%	10,0	14,0	24,0	40,0	12,0			
33. Adequate training opportunities are provided for the department I work in.	Fi	6	13	4	21	6	3	1,0	
	%	12,0	26,0	8,0	42,0	12,0			
34. I believe that in addition to vocational training, personal development training should be organized	Fi	1	3	7	22	17	4,02	,0	
	%	2,0	6,0	14,0	44,0	34,0			
35. There is a lack of equipment in the workplace.	Fi	11	6	12	9	12	3	1,0	
	%	22,0	12,0	24,0	18,0	24,0			
36. The lighting of my work place is adequate.	Fi	1	1	4	26	18	4	,0	
	%	2,0	2,0	8,0	52,0	36,0			
37. The ventilation of the working environment is sufficient.	Fi	1	4	5	24	15	4	,0	
	%	2,0	8,0	10,0	48,0	32,0			
38. Toilets in my workplace are not suitable for health and hygiene.	Fi	9	10	10	10	11	3,08	1,0	
	%	18,0	20,0	20,0	20,0	22,0			
39. I feel sense of belonging to this institution and I am proud to work at this workplace.	Fi	1	2	19	17	11	3	,0	
	%	2,0	4,0	38,0	34,0	22,0			
40. I think my institution benefits from my work	Fi	0	0	3	20	27	4	,0	
	%	,0	,0	6,0	40,0	54,0			
41. I love the work I do.	Fi	3	0	4	19	24	4	1,036	
	%	6,0	0,0	8,0	38,0	48,0			
42. I am able to receive appropriate health benefits at the institution.	Fi	2	2	8	28	10	3	,0	
	%	4,0	4,0	16,0	56,0	20,0			
43. I am satisfied with the security of my job.	Fi	2	6	5	30	7	3	,0	
	%	4,0	12,0	10,0	60,0	14,0			
44. I think that the lunch benefits are not adequate.	Fi	13	16	8	8	5	2	1,0	
	%	26,0	32,0	16,0	16,0	10,0			
45. There is no flexibility in work hours.	Fi	8	8	11	17	6	3	1,0	
	%	16,0	16,0	22,0	34,0	12,0			
46. I think the work environment is clean enough.	Fi	2	6	8	25	9	3	1,042	
	%	4,0	12,0	16,0	50,0	18,0			
47. I think that the physical conditions are sufficient for the disabled people.	Fi	6	8	12	16	8	3	1,0	
	%	12,0	16,0	24,0	32,0	16,0			
48. I think there should be a kindergarten in the institution.	Fi	6	7	8	12	17	3	1,0	
	%	12,0	14,0	16,0	24,0	34,0			

* Please indicate your views on the following statements by ticking (x) the appropriate option. (PFSTAO), (1) Strongly Disagree(SD), (5) Strongly Agree(SA), Standard Deviation(SD),

Table 3. Descriptive Analysis of Organizational Commitment Scale

Çizelge 3. Örgütsel Bağlılık Ölçeğinin Betimsel Analizi

PFSTAO		(1)SD	(2)Disagree	(3)Neutral	(4)Agree	(5)SA	Avarage	SD
1. I want to spend the rest of my professional life in the institution where I work.	Fi 5 % 10,0	5 10,0	17 34,0	13 26,0	10 20,0	3	1,0	
2. I really feel that the problems of the organization I work for are my own.	Fi 1 % 2,0	5 10,0	10 20,0	19 38,0	15 30,0	3	1,037	
3. I feel that I belong to the organization I work for.	Fi 3 % 6,0	5 10,0	14 28,0	13 26,0	15 30,0	3	1,0	
4. I feel "emotionally committed" to the organization I work for.	Fi 2 % 4,0	8 16,0	14 28,0	15 30,0	11 22,0	3	1,0	
5. I see myself as "part of the family" in the institution I work for.	Fi 6 % 12,0	8 16,0	10 20,0	19 38,0	7 14,0	3	1,0	
6. The institution I work for means a lot to me.	Fi 3 % 6,0	10 20,0	13 26,0	14 28,0	10 20,0	3	1,0	
7. I currently work in this institution out of necessity rather than my own volition.	Fi 14 % 28,0	14 28,0	11 22,0	5 10,0	6 12,0	2	1,0	
8. I am not in a position to leave my current institution even if I wanted to.	Fi 13 % 26,0	13 26,0	8 16,0	10 20,0	6 12,0	2	1,0	
9. My life would be turned upside down if I left my current institution.	Fi 16 % 32,0	14 28,0	7 14,0	6 12,0	7 14,0	2	1,0	
10. I do not think about leaving the institution I work for cause I do not have many alternatives.	Fi 12 % 24,0	15 30,0	13 26,0	7 14,0	3 6,0	2	1,0	
11. I have given so much of myself to the institution I work for that I can not think about leaving.	Fi 7 % 14,0	11 22,0	16 32,0	8 16,0	8 16,0	2	1,0	
12. If I leave the institution, options for finding another job are limited.	Fi 16 % 32,0	19 38,0	8 16,0	3 6,0	4 8,0	2	1,0	
13. I do not feel obligated to continue working at this institution.	Fi 4 % 8,0	5 10,0	20 40,0	18 36,0	3 6,0	3	,0	
14. Even if there is a benefit, I think it is not right to leave my institution.	Fi 5 % 10,0	12 24,0	18 36,0	13 26,0	2 4,0	2	1,035	
15. I would feel guilty if I left my institution.	Fi 21 % 42,0	10 20,0	11 22,0	3 6,0	5 10,0	2	1,0	
16. The institution I work for deserves loyalty to be shown.	Fi 7 % 14,0	9 18,0	13 26,0	13 26,0	8 16,0	3	1,0	
17. I cannot leave my institution now because I feel responsibility to the people here.	Fi 7 % 14,0	9 18,0	16 32,0	13 26,0	5 10,0	3	1,0	
18. I owe a lot to the institution I work for.	Fi 7 % 14,0	13 26,0	5 10,0	18 36,0	7 14,0	3	1,0	

*Please indicate your views on the following statements by ticking (x) the appropriate option(PFSTAO), (1) Strongly Disagree(SD), 5 Strongly Agree(SA), Standard Deviation(SD)

Table 4. Factor Analysis of Motivation Scale

Çizelge 4. Motivasyon Ölçeğinin Faktör Analizi

KMO Sample Adequacy Test	,067
Bartlett Test of Sphericity	2074,025
Df	1128
Sig (p)	,000

Table 5. Variance Table of Motivation Scale

Çizelge 5. Motivasyon Ölçeğinin Varyans Tablosu

Factor	Initial Eigenvalues			Rotated Factor Values		
	Total	Variance	Cumulative	Total	Variance	Cumulative
		%	%		%	%
1	7,000	15,000	15,000	7,000	15,000	15,000
2	4,000	8,000	24,000	4,000	8,000	24,000
3	3,000	7,000	31,000	3,000	7,000	31,000
4	3,000	6,000	38,000	3,000	6,000	38,000
5	2,000	5,000	44,000	2,000	5,000	44,000
6	2,000	5,000	49,000	2,000	5,000	49,000
7	2,000	5,086	54,000	2,000	5,086	54,000
8	2,076	4,000	58,000	2,076	4,000	58,000
9	1,000	4,000	62,000	1,000	4,000	62,000
10	1,000	3,000	66,000	1,000	3,000	66,000
11	1,000	3,000	70,000	1,000	3,000	70,000
12	1,000	3,000	73,000	1,000	3,000	73,000
13	1,000	2,000	76,000	1,000	2,000	76,000
14	1,000	2,000	78,000	1,000	2,000	78,000
15	1,044	2,000	81,040	1,044	2,000	81,040
16	,000	1,000	82,000			
17	,000	1,000	84,000			
18	,000	1,000	86,000			
19	,000	1,000	87,000			
20	,000	1,000	89,000			
21	,000	1,000	90,000			
22	,000	1,000	91,000			
23	,000	,000	92,000			
24	,000	,000	93,000			
25	,000	,000	94,000			
26	,000	,000	95,000			
27	,000	,000	95,000			
28	,000	,000	96,000			
29	,000	,000	97,092			
30	,000	,000	97,000			
31	,000	,000	97,000			
32	,000	,000	98,000			
33	,000	,000	98,000			
34	,000	,000	98,000			
35	,095	,000	99,000			
36	,093	,000	99,000			
37	,075	,000	99,000			
38	,058	,000	99,000			
39	,044	,092	99,000			
40	,042	,086	99,000			
41	,030	,063	99,000			
42	,022	,046	99,000			
43	,021	,043	99,000			
44	,014	,029	99,000			
45	,008	,018	99,000			
46	,004	,008	99,000			
47	,002	,003	99,000			
48	5,058E-5	,000	100,000			

Table 6. Factor Analysis of Organizational Commitment Scale

Çizelge 6. Örgütsel Bağlılık Ölçeğinin Faktör Analizi

KMO Sample Adequacy Test	,000
Bartlett Test of Sphericity	499,019
Df	153
Sig (p)	,000

Table 7. Variance Table of Organizational Commitment Scale

Çizelge 7. Örgütsel Bağlılık Ölçeğinin Varyans Tablosu

Factor	Initial Eigenvalues			Rotated Factor Values		
	Total	Variance %	Cumulative %	Total	Variance %	Cumulative %
1	5,000	32,000	32,000	5,000	32,000	32,000
2	2,000	14,000	46,000	2,000	14,000	46,000
3	1,000	10,000	57,000	1,000	10,000	57,000
4	1,000	8,000	66,000	1,000	8,000	66,000
5	,000	5,000	71,000			
6	,000	5,078	76,000			
7	,000	4,000	81,000			
8	,000	3,000	85,000			
9	,000	3,000	88,000			
10	,000	2,000	90,000			
11	,000	2,086	92,000			
12	,000	1,000	94,000			
13	,000	1,000	95,000			
14	,000	1,000	97,000			
15	,000	1,000	98,000			
16	,000	,000	99,086			
17	,000	,000	99,000			
18	,061	,000	100,00			

Conclusion

In this study, which investigated the effects of motivation of electrotechnical personnel at Istanbul Airport on organizational commitment, the following results were obtained.

The results of the motivation scale as a function of the gender variable and its relationship with organizational commitment are explained below.

As a result of the descriptive analysis, the statement with the highest weighted average is "I believe that in addition to vocational training, personal development training should be organized." The agreement rate of women to this statement is 99%, while that of men is 73%. In this case, the importance attached to personal development training of female employees is higher than that of male employees. However, the majority of both female and male employees have chosen to organize personal training. Organizing personal training will increase the motivation of employees in the corporation. In this case, employees' commitment to their corporate will also increase.

As a result of the descriptive analysis, 10 expressions with the lowest weighted average were identified, namely;

1- "I have to work overtime because the people I work with are not competent" is the expression. The percentage of negative responses from females to this

statement is 57%, and the percentage of negative responses from males is 57%. Consequently, most female and male employees believe that their colleagues do not have enough knowledge and that they should work harder. This leads to lower motivation and commitment to the corporate.

2- "Those who do their job well in the institution I work for have a fair chance of promotion" is the statement. It was found that female and male employees had difficulty in making a decision regarding this statement, and the rate of indecision for females was 71%, while the rate of indecision for males was 44%. This situation decreases the motivation of the personnel working for the organization and significantly decreases their commitment to their organizations.

3- "I place more emphasis on monetary rewards than moral rewards." is the statement. The percentage of negative responses from females to this statement is 71%, while the percentage of negative responses from males is 41%. From this result, it is evident that female employees give more importance to moral rewards than male employees. While moral rewards increase the sense of belonging and motivation of female employees, they decrease the motivation of male employees.

4- "I think I have equal rights with the other employees." is the statement. The percentage of women who affirm this statement is 56%, while the percentage of men is 36%. In this case, women believe that employees

have more equal rights among themselves than men. This situation reduces the motivation of male employees and their commitment to their companies.

5- "There are many discussions among my colleagues with whom we work." is the statement. The percentage of negative responses from women to this statement is 99%, while the percentage of negative responses from men is 62%. In this case, female employees believe that there are fewer discussions among employees than among male employees. The absence of discussions is a factor that increases motivation and commitment to the corporation.

6- "There are considerations for co-employees in my workplace and they are remembered on special occasions. (birthdays, etc.)" they say. The percentage of negative responses from women to this statement is 42%, while the percentage of negative responses from men is 64%. In this case, male employees believe that little importance is attached to employees in the workplace, which reduces the motivation of male employees and their commitment to the corporation.

7- "There are practices in the corporate that I am not satisfied with, I have the opportunity to complain and I find fair solutions." it says. The percentage of positive responses from women to this statement is 56%, while the percentage of positive responses from men is 29%. In this case, female employees believe that they can find a fair solution if they are not satisfied with the corporation. Since this is not the case for male employees, motivation decreases, and commitment to the corporation decreases.

8- "The salary I receive for my work is sufficient" is the statement. The percentage of negative responses from women to this statement is 42%, and the percentage of negative responses from men is 59%. In this case, male employees believe that the wage they receive is insufficient. Wages are an important factor for motivation and also have a significant impact on commitment to the corporate. According to this result, male employees' commitment to their corporate is low.

9- "I think that the permission possibilities are sufficient", it is said. The rate of negative responses of women to this statement is 71%, while the rate of negative responses of men is 31%. In this case, female employees think that leave opportunities are insufficient. This situation reduces the motivation of female employees and their commitment to the corporate.

10- "I think that the lunch benefits are not adequate." is the statement. The percentage of negative responses from women to this statement is 56%, while the percentage of negative responses from men is 57%. In this case, the majority of both female and male employees are satisfied with lunch. Increasing satisfaction has a positive effect on motivation and increases loyalty to the corporate.

The results of the motivation scale as a function of the marital status variable and its relationship to organizational commitment are explained below.

As a result of the descriptive analysis, the statement with the highest weighted mean is "I believe that in

addition to professional trainings, personal development trainings should be organized." the expression. The positive response rate of married employees to this statement is 76%, the positive response rate of single employees is 87%, and the positive response rate of divorced or separated employees is 33%. In this case, the importance that married and single employees attach to personal training is higher than that of divorced or separated employees.

As a result of the descriptive analysis, 10 expressions with the lowest weighted mean were identified; these expressions are;

1- "I have to work overtime because the people I work with are not competent" it is said. This statement is answered negatively by 43% of married employees, 69% of single employees, and 33% of divorced or separated employees. In this case, most single employees think their colleagues are competent. Married, dependent or divorced employees think their colleagues are not competent. This situation decreases motivation because the married, single or divorced employees should work more. Lower motivation has a negative impact on organizational commitment.

2- "Those who do their job well in the institution I work for have a fair chance of promotion" is the statement. The negative response rate of married employees to this statement was 39%, and the negative response rate of divorced or separated employees was 66%. Single employees, on the other hand, had difficulty responding to this statement and remained undecided. The undecided rate among single employees is 76%. Indecision reduces motivation and retention. In addition, divorced and separated employees believe that the chances of promotion are low. This has a negative impact on motivation.

3- "I place more emphasise on monetary rewards than moral rewards." is the statement. The positive response rate to this statement is 46% for married employees, the negative response rate is 52% for single employees, and the negative response rate is 66% for divorced or separated employees. In this case, it shows that divorced or separated employees attach more importance to monetary reward. Most married employees place more importance on moral rewards. While monetary rewards sometimes increase motivation, they sometimes decrease it. As monetary rewards are prioritized for divorced or separated employees, motivation will increase and loyalty to the corporate will be strengthened.

4- "I think I have the equal rights with the other employees" is the statement. For this statement, the most noticeable positive voting rate is among single employees at 57%. Single employees believe they have the same rights as other employees. A proportion of married, divorced or separated employees disagree with the statement, while another proportion is undecided. The motivation of single employees is higher than that of other employees. Therefore, their commitment to the corporate is also strong.

5- "There are many discussions among my colleagues with whom we work" is the statement. The percentage of negative responses of the married employees to this statement is 60%, the percentage of negative responses of the single employees is 87%, some of the divorced or separated employees remained undecided and some of them made a negative decision. In this case, the single employees think that there is the least dispute among their colleagues. Discussions in the work environment is a situation that reduces motivation.

6- "There are consideration for coemployees in my work place and they are remembered on special occasions. (birthdays, etc.)" they say. The refusal rate of married employees to this statement was 73%, the refusal rate of divorced or separated employees was 66%, while some of the single employees were undecided and some of them decided negatively. In this case, generally all employees think that the corporate does not give importance to the employees. This in turn reduces motivation and retention.

7- "There are practices in the institution that I am not satisfied with, I have the opportunity to complain and I find fair solutions" it is said. This statement is answered negatively by 60% of married employees, 52.1% of single employees and 99% of divorced or separated employees. In this case, married, divorced or separated employees feel that they do not have the opportunity to complain, while most single employees feel that they do have the opportunity to complain. The ability to complain when dissatisfied is directly related to employee satisfaction and has a significant impact on employee motivation.

8- "The salary I receive for my work is sufficient." is the statement. This statement is denied by 76% of married employees and 66% of divorced or separated employees. While the majority of single employees remained undecided, 34% of them gave a positive answer. In this case, employees generally believe that the wage they receive is inadequate. Since the rate of married employees is higher than other employees, the motivation of married employees is lower than other employees.

9- "I think that the permission possibilities are sufficient" is the expression. It was found that married, single and divorced/separated employees are generally inconclusive about this statement.

10- "I think the lunch benefits are not adequate." is the statement. The percentage of negative responses to this statement is 56% for married employees, 58% for single employees, and 66% for divorced or separated employees. In this case, it can be assumed that employees in all groups are generally satisfied with the lunch options. This not only increases motivation but also has a positive effect on loyalty to the corporate.

The results of the motivation scale according to the age variable and its relationship with organizational commitment are explained below.

The result of the descriptive analysis shows that the statement with the highest weighted mean is: "I believe that in addition to professional training, personal development training should be organized." The positive

response rate to this statement is 93% for employees aged 20-30, the positive response rate for employees aged 31-40 is 74%, and the negative response rate for employees aged 41-50 is 56.5%. All employees made a positive decision. In this case, it can be seen that most employees aged 41-50 do not value personal development. However, most employees do value personal training in general.

As a result of the descriptive analysis, 10 expressions with the lowest weighted average were identified, as follows;

1- "I have to work overtime because the people I work with are not competent," is said. The percentage of negative responses to this statement was 69% among employees aged 20-30, the percentage of negative responses was 69% among employees aged 31-40, and employees aged 41-50 and 51 and older had difficulty making a decision. In this case, most young employees and middle-aged employees think that their colleagues are competent employees. The number of young employees and middle-aged employees in the corporation is higher. In this case, the motivation of employees for this statement is high according to the age variable. In this case, it has a positive effect on organizational commitment.

2- "Those who do their job well in the institution I work for have a fair chance of promotion" is the statement. Employees aged 20-30 were undecided on this statement and the rate of undecided is 76%. The negative response rate of employees between the age groups

3- In regards to the expression "I place more emphasise on monetary rewards than moral rewards.", 52% of employees between the ages of 20-30 gave a negative response, 49% of those between 31-40 gave a negative response, whereas 71% of those between 41-50 gave a positive response, and 50% of those aged 51 and over gave a positive response. It is revealed that employees between the ages of 41-50 attach more importance to moral rewards and most employees between the ages of 31-40 give more importance to monetary rewards. However, for some employees, monetary rewards increase motivation whereas for others it decreases motivation. According to the results, electrical technical personnel working at Istanbul Airport largely attach importance to moral rewards.

4- Concerning the expression "I think I have equal rights with the other employees", 63% of those between 20-30 gave a positive response, 51% of those between 31-40 gave a positive response whereas 70% of those aged 41-50 and 70% aged 51 and over responded negatively. This reveals that employees aged 41-50 and above feel they do not have equal rights with other employees; this situation reduces motivation levels and commitment within the organization.

5- "There are many discussions among my colleagues with whom we work". It appears that most of the electrical technical personnel at Istanbul Airport don't think so. 89% of employees aged between 20-30, 69% of those aged 31-40, and 76% of those aged 41-50 gave negative responses to this statement. Even those 51 and

over had a negative response rate of 75%. This lack of discussion amongst co-employees may have an effect on motivation and commitment to the organization.

6- Regarding the other statement, "There is consideration for co-employees in my workplace and they are remembered on special occasions. (birthdays, etc.)" there was difficulty gaging the level of commitment from employees in the 20-30 age range. Negative response rates for those aged 31-40 was 74%, 41-50 was 99%, and all employees aged 51 and over had a negative response. This seems to indicate that most electrical technical personnel working in the corporate feel they aren't valued or appreciated by their employer, which consequently results in lower motivation and commitment.

7- "There are practices in the institution that I am not satisfied with, I have the opportunity to complain and I find fair solutions" 68% of employees aged 31-40 had a negative response rate, 71% of employees aged 41-50 had a negative response rate, and 71% of employees aged 41-50 The employee percentage is 71%. Half of them think there is a way to complain, while the other half think there isn't. For this reason, young employees believe they have the opportunity to complain, while older employees believe they do not have this opportunity. This situation negatively affects motivation and reduces organizational commitment.

8- It is an expression "The salary I receive for my work is sufficient." 59% of employees aged 20-30 responded negatively to this statement, 65% of employees aged 31-40 responded negatively, and 65% of employees aged 31-40 responded negatively to this statement. has 92% of its employees aged 41 and 50, and 92% of its employees aged 51 and over. The negative response rate was 92%. This situation shows that employees are not getting enough wages regardless of their age. Employees who believe they are underpaid are demotivated and, in this case, have a negative impact on organizational commitment.

9- "I think that the permission possibilities are sufficient" it says. The percentage of positive responses to this statement from employees aged 20-30 is 52%, the percentage of positive responses from employees aged 31-40 is 55%, the percentage of negative responses from employees aged 41-50 is 85%, and the percentage of employees aged 51 and over. They all answered "no." In this case, most young and middle-aged employees are satisfied with the vacation opportunities, while employees aged 41-50 and 51 and older think that there are not enough vacation opportunities. This shows that motivation is high among young and middle-aged employees, while it is low among employees aged 41-50 and over 51.

10- "I think the lunch benefits are not adequate." is the expression. The rate of negative response given to this statement by employees between the ages of 20-30 is 66%, the rate of negative responses given by employees between the ages of 31-40 is 65%, the rate of negative responses given by employees between the ages of 41-50 is 63%, and employees aged 51 and over He was hesitant to answer this statement. In this case, except for

employees aged 51 and over, they are satisfied with the lunch opportunities. While this affects motivation positively, it also increases commitment to the organization.

Below, we discuss the relationship between the results of the motivation scale according to the educational level of the variables and organizational commitment.

A descriptive analysis found that the statement with the highest weighted average was the expression "I believe that in addition to vocational training, personel development training should be organized." The positive response rate of elementary school graduates to this statement was %100, the positive response rate of high school graduates was %70, the positive response rate of university graduates was %86, and graduate students were reluctant to respond to this statement. In this case, I think that elementary school graduates, high school graduates, and university graduates should organize personal training. The master's degree recipient is undecided. As a result, organizing personal training courses in general increases the motivation of the corporate employees and their loyalty to the organization.

A descriptive analysis determined the 10 terms with the lowest weighted averages, and these terms were:

1- "I have to work overtime because the people I work with are not competent" is the remark. The percentage of primary school graduates who agreed with this statement was 100%, the percentage of high school graduates who disagreed with it was 71%, the percentage of university graduates who agreed with it was 68%, and the percentage of master's degree holders who agreed with it was 63%. Employees with only a primary education and recent graduates feel their co-employees are incompetent in this situation. However, those who have completed high school or a university program think their co-employees are competent. Employees with graduate degrees and those who have completed primary school are therefore less motivated than those who have completed high school or a university.

2- The phrase is, "Those who do their job well in the institution I work for have a fair chance of promotion" This statement receives a 100% favorable response from primary school graduates, a 57% negative response from high school graduates, a 53% negative response from university graduate employees, and a 75% negative response from graduate employees. The majority of the staff members feel that their possibilities of promotion are unreasonably low, with the exception of those who have just graduated from high school. As a result, there is a general decline in employee motivation, which negatively affects their commitment to the business.

3- "I place more emphasise on monetary rewards than moral rewards." is the expression. The positive response rate to this statement was given by the primary school graduates 100%, the high school graduate employees gave a positive response rate of 53%, the university graduate employees gave a negative response rate of 59%, and half of the postgraduate graduates gave a positive response and half of the employees with a

master's degree gave a negative response to this statement. In this case, while primary and high school graduates give importance to monetary rewards, university graduates give more importance to moral rewards.

4- The phrase is, "I believe I have equal rights with other employees." Primary school graduates responded negatively to this statement at a rate of 100%, high school graduates responded negatively at a rate of 71%, university graduates responded positively at a rate of 63%, and graduate employees responded positively at a rate of 62%. Primary and high school graduates working in this situation believe they do not have the same rights as other employees and are less motivated. The devotion to the organization is weakened by this circumstance.

5- The phrase is, "There are many discussions among my colleagues with whom we work." Primary school graduates responded negatively to this statement 100% of the time, high school graduates negatively responded 64% of the time, university graduates negatively responded 84% of the time, and graduate employees negatively responded 75% of the time. Most of the electrical technical staff members at Istanbul Airport believe that there is no dialogue going on in this particular situation. As a result, although commitment among co-employees boosts motivation, it also reinforces employees' loyalty to the corporate.

6- "There are considerations for co-employees in my workplace and they are remembered on special occasions. (birthdays, etc.)" is the expression. The rate of negative response given to this statement by primary education graduates is 100%, the rate of negative response given by high school graduate employees is 71%, the rate of negative response by university graduate employees is 68%, and the rate of negative response by graduate employees is 75%. . In this case, most of the employees think that the workplace does not give importance to the employees and does not remember the employees on special days. In this case, motivation decreases and employees' commitment to the organization decreases.

7- "There are practices in the institution that I am not satisfied with, I have the opportunity to complain and I find fair solutions" is the expression. The rate of negative response given to this statement by primary school graduates is 100%, the rate of negative response given by high school graduates is 70%, the rate of positive response given by university graduate employees is 52%, and the rate of negative response by graduate employees is 75%. . In this case, it is only university graduate employees who think that there are opportunities to complain. While the motivation of university graduate employees is high, the motivation of other employees is low.

8- The phrase means, "The salary I receive for my work is sufficient." Primary school graduates responded negatively to this statement at a rate of 100%, high school graduates responded negatively at a rate of 92%, university graduates responded negatively at a rate of 58%, and graduates responded negatively at a rate of 62%. The majority of the employees in this situation believe

that their salary is insufficient. Employees with university degrees and master's degrees have more optimistic outlooks than do individuals with only primary and secondary education. However, employee motivation is generally poor, which has a negative impact on their loyalty to the corporation.

9- "I think the permission possibilities are sufficient." is the expression. The rate of negative response given to this statement by primary school graduates is 100%, the rate of positive response given by high school graduates is 52%, the rate of negative response by university graduates is 55%, and the postgraduate graduates are hesitant to answer this statement and the indecision rate is 75%. is . This means that most of the employees who are only high school graduates are satisfied with the leave opportunities and their motivation is positive. Most of the primary and university graduates are not satisfied with the leave opportunities and their motivation is negative. Master's graduates, on the other hand, were hesitant to answer this statement. While indecision reduces motivation, it also negatively affects organizational commitment.

10- The phrase is, "I think the lunch benefits are not adequate." Primary school graduates responded negatively to this statement at a rate of 100%; high school graduates responded negatively at a rate of 56%; university graduate employees responded negatively at a rate of 64%; and graduate employees responded negatively at a rate of 87%. The majority of the employees in this situation are content with the lunch benefits. This circumstance increases organizational commitment while having a beneficial impact on motivation.

The results of the motivation scale based on the educational status variable are explained below, along with how they relate to organizational commitment.

The statement with the highest weighted average as a result of the descriptive analysis is "I feel that personal development training should be organized in addition to vocational training." 66% of the employees in the employee position responded positively to this statement, 66% of the employees in the civil service position positively responded, 85% of the employees in the contract personnel position positively responded, 86% of employees in the corporate personnel position positively responded. All the employees in the organization who work in this situation agree that personal training should be provided.

As a result of the descriptive analysis, 10 expressions with the lowest weighted average were determined and these expressions were;

1-"I have to work overtime because the people I work with are not competent" is an expression. This statement has a negative response rate of 7 % for employee positions, an 81% negative response rate for civil servants, a 65% negative response rate for contract employees, and a 65% negative response rate for employees. Corporate staff positions have 62%. It is In this case, employees working in all positions of the corporate consider their

colleagues competent. While this increases motivation, it also positively affects organizational commitment.

2- "Those who do their job well in the institution I work for have a fair chance of promotion" is an expression. To this statement, the percentage of employees who had staff positions gave a negative answer, 6% of employees in officer positions, and the percentage of undecided was 83%, the percentage of negative answer of contract employees was 60%. , the corporate's employees hesitate to judge this claim. and the undecided rate is 53%. In this case, employees and contract employees feel that they do not have a fair chance for promotion. Civil servants and corporate employees had difficulty making decisions. Such a situation usually demotivates employees and reduces their commitment to the organization.

3- "I place more emphasise on monetary rewards than moral rewards." is the expression. To this statement, the negative response rate given by the employees in the employee position is 52%, the negative response rate by the employees in the civil servant position is 66%, the negative response rate by the employees in the contracted personnel position is 70%, and the positive response rate by the employees in the corporate personnel position is 52%. is In this case, employees in the position of corporate personnel give more importance to monetary rewards. Other employees give more importance to moral rewards. The moral rewards to be given by the corporate will decrease the motivation of the corporate personnel and decrease their commitment to the organization, while increasing the motivation of other employees and strengthening their commitment to the organization.

4- "I believe I have equal rights with other employees." is the expression. The positive response rate to this statement was given by employees in the employee position 62%, the positive response rate given by the employees in the officer position is 66%, the negative response rate given by the employees in the contracted personnel position is 75%, and the positive response rate by the employees in the corporate personnel position is 53%. In this case, only those who work as contracted personnel think that they do not have equal rights with other employees. This negatively affects organizational motivation by reducing the motivation of contract employees.

5- "There are many discussions among my colleagues with whom we work." is an expression. The percentage of negative responses given to this statement by employees in employees is 75%, the percentage of negative responses by employees in civil servants is 100%, and the percentage of negative responses by contract employees is 80%. , and the corporate personnel has a negative response rate of 72%. In this case, employees in all positions in the corporate generally feel that there is not much discussion between colleagues. This increases employee motivation and positively affects their commitment to the organization.

6- "There are consideration for coemployees in my work place and they are remembered on special

occasions. (birthdays, etc.)" is the expression. To this statement, the negative response rate given by the employees in the employee position is 56%, the negative response rate by the employees in the civil servant position is 74%, the negative response rate by the employees in the contracted personnel position is 55%, and the negative response rate by the employees in the corporate staff position is 79%. In this case, employees in all positions of the corporate feel that the corporate does not value them. This weakens employee motivation and negatively affects their commitment to the organization.

7- "There are practices in the institution that I am not satisfied with, I have the opportunity to complain and I find fair solutions" is an expression. To this statement, half of the employees working in the position of an employee assessed a positive alternative and half of a negative response rate, the percentage of negative response from civil servants was 74%, the percentage of negative response from contract employees. the share of employees was 70% and the rate of negative responses from corporate employees was 53%. In this case, most employees who are not working feel that they have no right to appeal. This weakens employee motivation and negatively affects their commitment to the organization.

8- "The salary I receive for my work is sufficient." is an expression. To this statement, the percentage of negative responses from employees in the position of employee is 68%, the percentage of negative responses from employees in civil servants is 57%, the percentage of negative responses from contract employees. position is 80% and the negative response rate of corporate HR employees is 67%. In this case, the personnel working in all positions generally think that the wages they receive are insufficient. This affects the organizational commitment negatively by decreasing the motivation of the employees.

9- "I think the permission possibilities are sufficient." is the expression. Half of the employees in employee and civil servant positions decided on this statement in the affirmative and the other half in the negative. Contract employees had a negative response rate of 55%, and those in the position of corporate employees had difficulty deciding the statement, with an undecided rate of 6%. A group of employees who believe that vacation opportunities are not enough are contract employees. In this case, the motivation of the staff decreases and the commitment to the organization decreases.

10- "I think the lunch benefits are not adequate." is an expression. To this statement, the percentage of negative responses from employees in salaried positions is 68%, the percentage of negative responses from employees in civil services is 66%, the percentage of negative responses from employees in contractual relationships is 65%, and the percentage. of negative answers given by employees in staff positions is 6%. In this case, the personnel working in all positions think that lunch opportunities are sufficient. This increases the motivation of the employees and positively affects the organizational commitment.

The factors affecting the motivation of the electrical technical personnel working at Istanbul Airport and the organizational commitment are explained. Motivation differs according to gender, age, marital status, educational status, and position in the corporation. The positive effect of motivation also affects organizational commitment positively. When looking at all the variables in general, the expression that affects motivation most negatively is "The wage I get for my work is sufficient." is the expression. As it can be understood from here, wage policy is the biggest factor that directly affects motivation. The decrease in the motivation of the employees also affects the organizational commitment negatively.

Extended Summary

The commitment of individuals to the organization is crucial for organizations to achieve the goals they have set. Organizations strengthen the commitment of employees to the organization by respecting and accepting their culture, norms, and values, as well as their duties in the institution. It is easier to manage and direct the employees at the organizational level in this case. Employees need to affiliate with the organization in order to prioritize organizational goals. When affiliation occurs, employees are ready to make any sacrifice for the organization. The main feature of organizational productivity is to explain this situation (Eren, 2017: 555). It is essential to increase the productivity of employees and to examine the factors that motivate them. The most popular of these phenomena is the motivation that stimulates the wishes of the employees (Akyar: 15). There can be various ailments people feel caused by unpredictable desires. If these ailments are eliminated, the satisfaction level of the employees increases. It is very difficult to measure or discover the hidden emotions that people feel. These hidden feelings can only emerge with various incentives and environmental conditions (Eren, 2011:531). This study was conducted to investigate the effect of motivation of electrical technical personnel working at Istanbul Airport in Istanbul Province on organizational commitment.

A relational research method was used in this study. The relational research method is a type of quantitative research method. By this method, the scientific significance of the relationship between the motivation and organizational commitment of the electrical technical personnel working at Istanbul Airport and how the demographic characteristics of the personnel affect motivation and organizational commitment has been investigated. The relational screening model is applied while investigating the relationships between multiple variables. In this model, while investigating the relationships between the variables, the direction and quality of the relationships are also compared. As a result, the effects of these relations on each other and the causes are investigated (Karasar, 2007: 77).

In the research, factor analysis has been applied to determine the basic dimensions of the motivation and

organizational commitment scales by gathering the question or expression groups under the same factor so that the complexity of the research can be more understandable. Since the Sig (p) value of the motivation scale was $p < 0.000$, it was determined that it was suitable for factor analysis. The Kaiser-Meyer-Olkin sample adequacy test result was calculated as 0.067 and analysis was deemed appropriate. The table below shows that the motivation scale consists of 7 dimensions. It was also shown that 81.04% of the variance was explained by the dimensions.

Because the Sig (p) value of the organizational commitment scale was $p < 0.000$, it was determined that it was suitable for factor analysis. The result of Kaiser-Meyer-Olkin sample adequacy test was calculated as .000 and analysis was deemed appropriate. The table below shows that the organizational commitment scale consists of 4 dimensions. It was also shown that 66.00% of the variance was explained by the dimensions.

As a result of the descriptive analysis, the statement with the highest weighted average is "I believe that in addition to vocational training, personal development training should be organized." The agreement rate of women to this statement is 99%, while that of men is 73%. In this case, the importance attached to personal development training of female employees is higher than that of male employees. However, the majority of both female and male employees have chosen to organize personal training. Organizing personal training will increase the motivation of employees in the corporation. In this case, employees' commitment to their corporate will also increase.

The result of the descriptive analysis shows that the statement with the highest weighted mean is: "I believe that in addition to professional training, personal development training should be organized." The positive response rate to this statement is 93% for employees aged 20-30, the positive response rate for employees aged 31-40 is 74%, and the negative response rate for employees aged 41-50 is 56.5%. All employees made a positive decision. In this case, it can be seen that most employees aged 41-50 do not value personal development. However, most employees do value personal training in general.

A descriptive analysis found that the statement with the highest weighted average was the expression "I believe that in addition to vocational training, personal development training should be organized." The positive response rate of elementary school graduates to this statement was %100, the positive response rate of high school graduates was %70, the positive response rate of university graduates was %86, and graduate students were reluctant to respond to this statement. In this case, I think that elementary school graduates, high school graduates, and university graduates should organize personal training. The master's degree recipient is undecided. As a result, organizing personal training courses in general increases the motivation of the corporate employees and their loyalty to the organization.

The statement with the highest weighted average as a result of the descriptive analysis is "I feel that personal development training should be organized in addition to vocational training." 66% of the employees in the employee position responded positively to this statement, 66% of the employees in the civil service position positively responded, 85% of the employees in the contract personnel position positively responded, 86% of employees in the corporate personnel position positively responded. All the employees in the organization who work in this situation agree that personal training should be provided.

The factors affecting the motivation of the electrical technical personnel working at Istanbul Airport and the organizational commitment are explained. Motivation differs according to gender, age, marital status, educational status, and position in the corporation. The positive effect of motivation also affects organizational commitment positively. When looking at all the variables in general, the expression that affects motivation most negatively is "The wage I get for my work is sufficient." is the expression. As it can be understood from here, wage policy is the biggest factor that directly affects motivation. The decrease in the motivation of the employees also affects the organizational commitment negatively.

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