

The Effect of Informal Relations and Executive Support on Organizational Commitment in the Aviation Sector

Asst. Prof. Dr. Abdullah Turk
Istanbul Gelisim University
Faculty of Economics, Administrative and Social Sciences
Department of Aviation Management
Aviation Management Pr.

Asst. Prof. Dr. Muhammet Fatih Cevher
Munzur University, Pertek Sakine, Genç Vocational School,
Department of Financial Banking and Insurance,
Banking and Insurance Pr.

Asst. Prof. Dr. Kağan Cenk Mizrak
Usak University, Civil Aviation Vocational School
Department of Transportation Services, Civil Aviation and Cabin Services Pr.

Abstract:- Businesses are built by the combination of a number of material and human resources. The continuity of this process is determined by the mutual formal and informal relationship and communication. In this respect, the relationship between the manager and the employee within the organization has always played a determining role in the strength of this bond. The aim of this study is to investigate the effect of informal relationships and executive support on organizational commitment in the aviation industry. The scope of the research is composed of workers in the aviation industry in Turkey. Survey technique was used as a data collection method in the research and it was carried out with 417 people working actively in the aviation sector. Data were collected reliably and hypotheses could be tested. Validity, reliability and factor analysis of the data were performed using the SPSS program. Then, confirmatory factor analysis and structural equation modeling analyzes were conducted with Lisrel 8.8 version. As a result of the research, it was seen that the management support affects the organizational commitment. However, no meaningful relationship between informal relationship and organizational commitment has been determined.

organizations, started to be handled with a value-based perspective, progress has been achieved in organizational effectiveness. The importance of communication and support elements in providing this activity has been tried to be conveyed by models established on different variables in different studies.

In this study, the informal relationships among the employees and their perceived manager support power to create commitment have been investigated. In creating this loyalty, the support element between the upper subordinates has been taken into consideration with the support of the managers who play the leading role in the establishment and protection of the communication balance between the organization and the employees. On the other hand, taking into account the direction and intensity of informal relationships between employees at the same level, the focus has been on the relationship between informal relationships and commitment. Many researches have shown that businesses that want to create sustainability and competitive advantage should organize formal and informal relationships through their managers, manage them effectively and efficiently and support their employees (Ellwardt, Labianca, & Wittek, 2012: 193).

I. INTRODUCTION

With the developments in the 21st century, competition and sustainability have been of great importance for businesses. Achieving the final goals of businesses has been related to their ability to use the resources they have. The importance of the material and human elements that make up the businesses is directly proportional to the needs for these elements. This point of view has evolved towards seeing employees as a goal, not a tool for organizations. Especially as a result of the studies conducted in recent years, the positive effects of the employees on the competitive advantage have encouraged new and different researches on organizational commitment. As the employee-oriented studies, which were carried out with the aim of presenting different perspectives for

Informal relationships arising from the process of individuals sharing something together in businesses lead to informal communication in organizations (Difonzo and Bordia, 2007: 72). It must be the responsibilities of managers to be able to recognize this communication and to create benefits for the organization by managing it in the most correct way. The quality and strength of informal relations either corrects or hinders cooperation within formal working groups and between the entire organization, thus potentially affecting the results of the entire organization (Ellwardt, Labianca, & Wittek, 2012: 193). When informal relations within the organization are managed effectively and efficiently, it is seen that internal and organizational productivity and organizational commitment increase.

There are several reasons why aviation industry has been chosen for this study;

- Communication is vital in this sector, which has a military tradition especially in terms of its origins and therefore has a high degree of formalization,
- There are many important internationally known business brands in this sector,
- The impact of the aviation industry on the world economy is very important.

The conceptual framework of the study has been drawn around the issues of informal relations, management support and organizational commitment. Finally, after the data analysis of the study, recommendations have been made as a result of interpretation of the findings in the conclusion part.

A. Conceptual Framework

➤ *The Informal Relationship*

Informal relations are relations that occur spontaneously, such as social relations, and show the natural flow of the organization (Bektaş 2005,127). Informal relations offer various opportunities during working hours in the organization, such as meeting social needs and for employees and managers to find solutions to possible problems (Akkirman 2004: 155). The common reasons for the emergence of informal relations are unforeseen situations in the organization, insufficiency of formal relations and insecurity in the formal relations, major changes in management, and grouping of employees (Koçel, 2007: 414).

Informal relationships resulting from the process of individuals sharing something together lead to informal communication in organizations (Difonzo and Bordia, 2007: 72). Informal communication refers to an interactive process in which information is shared between departments participating in the execution of interdepartmental activities, apart from the official communication channel (Ahsan and Panday, 2013: 589). This communication has no permanence, it develops instantly and gives information about the operation of communication channels in the organization (Ergen, 2011: 7). These channels are; the conversations that emerge within the organization, the rumors brought about by the conversations, the jokes and social activities among employees (Koçel, 2007: 410).

The control and attitude of the manager, as well as the support of the manager, is of great importance in ensuring the connection of these channels that affect the behavior and loyalty of the employees towards the organization. This situation, which is important in terms of organizational efficiency and communication efficiency, emphasizes the necessity of observing and managing these relationships by stating informal relationships in the literature. Successful management of this situation is seen as important in terms of employee loyalty and continuity, which will provide return to the organization as internal efficiency.

The quality and strength of informal relations either corrects or hinders cooperation within formal working groups and between the entire organization, thus potentially affecting the results of the entire organization (Ellwardt, Labianca, & Wittek, 2012: 193). In cases where the employees within the institution do not regulate the relations and communication with each other well, the operating efficiency decreases, the institution discipline deteriorates and the personnel turnover rate can increase. For this reason, the supervisor in the position of manager should know the employees under his command well (Durukan, 2003: 280). In organizations with weak communication power, if managers cannot establish a good communication network, the informal communication networks formed by informal groups may cause various conflicts with the formal relations of the organizations (Slocum and Hellriegel, 2009: 251). If these groups that come together are not managed well, they damage organizational efficiency by causing the formation of different groups that are not predicted (Wilson and Rosenfeld, 1990: 158). Therefore, managers should be very careful in order to cope with the problems that occur during the informal communication process (Subramanian, 2006: 1). Informal communication is present in every business. It will not work to oppose informal communication, to limit it, or to think that it will disrupt the formal order and affect its structure negatively. The manager should take advantage of informal communication rather than seeing it as a barrier. Thus, informal communication helps to eliminate the obstacles in front of formal communication and to increase its efficiency (Tutar, 2003: 139). If these relations are managed correctly, they can gain a resistance such as resisting negative developments and difficulties within the organization and struggling with difficulties. (Schneider, 1957: 5; Erdoğan, 1989: 122).

➤ *Manager Support*

The support of managers is the factor that aims to increase the commitment of the manager by supporting the employees in the organization (Giray & Sahin, 2012). In its most general form, the support provided by the primary manager to his or her employee can be called executive support. In its specific form, manager support refers to the positive business relationship between the manager and the employee and manager meet the needs of subordinates in order to increase their performance (Yoon & Thye, 2000).

A manager is the person who brings together the production staff to produce goods and services and takes the responsibility of running the organization, often with profit and risk belonging to others (Kovach, 1987). Managers have the responsibility to control and direct employees (Süreyya & Gültekin, 2018). Executive support is defined by the attention leaders give to the contributions and well-being of their employees. A leader with high executive support ensures that employees are valued. Executive support has positive effects in terms of increased job satisfaction, stronger organizational cohesion, increased organizational commitment, improved relations with employees, performance, reduced work tension, and organizational conflicts (Eisenberger et al., 2012). Executive support enables employees to gain high commitment through job

satisfaction and motivation (Mohamed and Ali 2016). Supportive managers value employees' career goals, give credit for well-done work, and help employees develop job-related skills and competencies. These types of managers can make a difference in employees' daily work experience. Strong executive support improves the quality of employment and increased job satisfaction is associated with a better perception of cohesion between the employee and the organization. In general, there is an important link between employees' perceived executive support and employees' perceptions of organizational support. Managers are agents of the organization. Therefore, they are responsible for monitoring their subordinates' performance, making periodic reviews of their subordinates' work, and providing feedback to increase their subordinates' contribution. Evidence suggests that executive support can reduce the degree of work conflict employees experience and the consequences of that conflict. Studies have shown that employees with high demand jobs, family responsibilities and supportive managers tend to have greater job satisfaction, stronger job commitment, greater commitment to the organization, and a better balance between work and family life. Given the prominence of work / family problems among employees today, having a supportive manager is a feature of effective family-friendly workplaces (Bhate, 2013).

Managers who are interested in the development of employees, who have strong human relations and high communication skills, establish a positive relationship with employees and strengthen teamwork in the organization. The manager's fast and correct solutions to problems increase the motivation and confidence of the employee. Increasing corporate commitment as an output leads to employee self-development and appreciation. A manager who has developed good relationships with employees can solve problems more easily. Employees can work devotedly, believing that they represent the organization correctly, due to their relationships blended with corporate communication skills. At this point, the success of the manager is to instill the concept of happy working in his staff (Süreyya & Gültekin, 2018). Corporate success can be achieved if managers are inclined to display managerial behavior in a way that supports their employees with effective communication. The manager, who exhibits managerial behavior, has to offer certain trainings in order to supervise and develop his employee. In addition, the manager must treat employees fairly and in moderation. Thus, a valid and reliable image is created in the workplace and institutional commitment increases (Topaloğlu & Kara, 2004). As a result, executive support is an important element for employee productivity and work peace. An important feature that differentiates human beings from other living things is that they are more socially cooperative and interactive. Cooperation, information sharing and support factor is an important tool that motivates people in social life and enables them to succeed. Without effective communication, motivation and appreciation, employees cannot gain loyalty to an organization for a long time. In order for the employee to be efficient, the support of the

managers should be transferred to the employee in the right way and at the right time.

➤ *Organizational Commitment*

The concept of organizational commitment was "first discussed by Whyte in 1956, and later developed by many researchers such as Porter, Mowday, Steers, Allen, Meyer, Becker" (Eroğlu, Adıgüzel, & Öztürk, 2011). The views put forward by Whyte have triggered many researches on the concepts of commitment and loyalty in terms of modern organizations, and it has been one of the works that pioneered the organizational commitment researches that have become popular since the 1960s (Joo, 2010). The core of organizational commitment is the interest in determining the factors through which stakeholders are connected to the organization. (Kim & Brymer, 2011, p.8).

Bateman and Strasser (1984: 95), defined organizational commitment, as the expression of the degree of willingness to make effort on behalf of the organization, including the employee's loyalty to the organization, the degree of compliance of the employees with the values and objectives of the organization, and the degree of desire of the employee to remain a member of the organization. Allen and Meyer (1996: 252) defined organizational commitment as a psychological bond between the employee and the organization he / she works for, which reduces the employee's desire to leave the organization. This commitment also includes the employee's adoption of the goals of the organization and willingly performing the tasks they undertake. Employees with high organizational commitment are described as employees who continue in the organization in difficult times as well as in successful periods, comply with their working hours, use their working hours for the organization, protect the values of the organization and take the organizational goals as their own (Hofstede, 2011: 14).

Based on these definitions, organizational commitment emerges as a process in which employees feel valuable because of being a part of that organization, make extra efforts to adapt to the norms and values of the organization, and strive to be useful not only in positive periods but also in negative periods for the organization. Employees have evolved to be a goal rather than a tool for modern organizations. As the results of the research on the positive effect of employees on competitive advantage are supported, the importance of organizational commitment has become more evident.

Especially in times of crises and job cuts, it is seen that the commitment of high-performing employees to the organization provides a competitive advantage, while organizations that fail in commitment will reduce their resources for competition (Neininger, 2010). Nowadays, as the importance of talented employees is understood, different researches are carried out on how to ensure organizational commitment. Especially understanding the factors affecting commitment will be directly proportional to getting effective results in this regard. When looking at the elements that ensure organizational commitment, it is

seen that these are emotional commitment, continuous commitment and normative commitment.

Emotional Commitment: It is a strong commitment that the individual is proud of being a member of the organization and identifies himself / herself with the organization's identity (Allen & Meyer, 1990: 2). The main process that causes emotional commitment in organization members is to think that individual goals are achieved through the organization. In this case, the individual will see the success of the organization as his own success and provide high job satisfaction (Wolowska, 2014: 130).

- **Normative Commitment:** According to Allen and Meyer (1996: 9), it is the result of a psychological contract based on mutual obligations between the employee and the organization and expressing the changes regarding the mutual obligations of the parties. Employees with high normative commitment do not find it morally correct to leave the organization (Martin, 2008). Jaussi (2007: 51-55) stated that three important indicators of normative commitment are making great efforts to achieve the goals of the organization, identifying its own identity with the organization, and making a positive contribution to the organization with its efforts.
- **Continuity Commitment:** It means that employees continue to the organization because the cost of leaving the organization will be high (Allen & Meyer, 1990: 3). An employee who has an ongoing commitment towards the organization cannot quit the job even if they desire. The reason for this is a number of difficulties such as a decrease in individual investment, ability, education and financial expectation levels, as well as the cost of leaving the job (Ritter & Lettl, 2018, p.16). A person who is constantly committed to the organization has the idea that if he leaves the organization, he will have fewer options. Some of these people stay with the organization because they cannot find other jobs. Others have compelling reasons, such as health, family issues, or being close to retirement rather than loving the job. Besides bad business habits, they display negative attitudes and become a source of trouble for managers.

Managers who create the bridge between employees and the organization have an important role here. It is perceived by the managers of the employees that they support their employees fairly, at the right time, in a way that shows the employees care about their goals and objectives, and that they are supported by the organization in this connection with subordinates. In this way, it will increase the sense of trust, loyalty and responsibility in the organization. In this case, the gain will be twofold. The rewards of the organization against this commitment of the employee are elements of value such as change of position, increase in wages, transfer of authority given in decision-making. However, on the contrary, the change in the existing order causes them to feel inability to adapt to the organization, not feeling that they are valued enough, not belonging to a place in the organization. This negative

relationship is seen as an obstacle for organizations to develop themselves. Employees with these behaviors reveal the negative side of informal relationships. Failure to establish a sufficient sincerity and happy employee environment is known as an important loss in terms of the progress of social relations.

II. METHODOLOGY

A. The Purpose and Importance of the Research

The aim of this study is to investigate how informal relationships and manager support among employees in aviation industry affect employees' commitment to the organization. It is important to examine its employees in terms of the aviation sector, which has offered wide job opportunities and higher wages compared to other job opportunities in recent years and which increases its attractiveness with each passing day. The importance of talented and qualified employee resource seems to be vital for the sector. Examining the study is of great importance in terms of ensuring the continuity of this scarce resource. In a busy work environment, it is important to work in order to keep the motivation of the employees high, to benefit from their performance at a high level and to make them contribute more to the organization they work for. It is known that the healthy management of informal relationships inside and outside the institution, the fact that managers are with their employees and supporting them, affect the performance of the employees.

B. Scope of the Research

The people in the aviation sector in our country constitute the scope of the research. According to Turkey 'analysis conducted by the Directorate General of Civil Aviation and, consequently, the aviation industry in 2019 working in Turkey has exceeded 200.000 people (the web.shgm.gov.t). The research sample includes 417 people who continue to work in the aviation sector in Turkey.

C. Research Method and Scales Used

Questionnaire technique has been used as a data collection method in the research. Data could be gathered reliably and hypotheses tested. Participants who are asked to answer the questionnaire are asked to respond to 5-point Likert-type propositions according to their level of participation (1 = strongly disagree; 5 = strongly agree). After collecting the data, validity, reliability and factor analyzes have been conducted using the SPSS program. Then, Confirmatory Factor Analysis and Structural Equation Modeling analyzes have been carried out with Lisrel 8.80 package version.

The Executive Support Scale has been prepared benefiting from the studies published by Gant, LM, Nagda, BA, Brabson, HV, Jayaratne, S., Chess, WA, Singh, A. (1993) . Another scale used in the study is the "Informal Relations Scale". This scale is developed by Saylık and Memduhoğlu in 2012. This scale, which was created by performing validity and reliability tests, consists of two dimensions as in-house and external informal relations and a total of 11 items. The organizational commitment scale has

been taken from the studies conducted by Penley L.E. and Gould, S. (1988) and Ergün, H. and Çelik, K. (2019). In the study, organizational commitment scale is examined on two dimensions as moral and forced commitment and consists of 10 items in total.

D. Research Model and Hypotheses

➤ *Hypotheses:*

H1: There is a direct and positive relationship between Executive Support and Organizational Commitment.

H2: There is a direct and positive relationship between Informal Relations and Organizational Commitment.

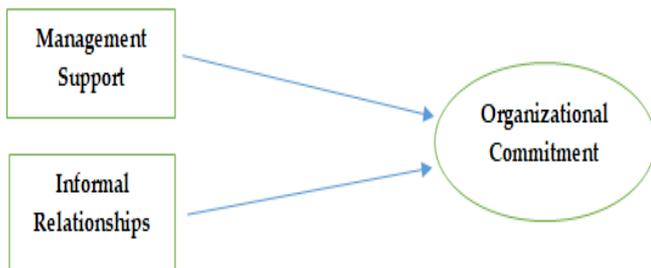


Fig 1:- Research Model

E. Reliability Analysis:

Reliability, one of the important technical features of the measuring tool, is an important indicator of whether the measuring tool always measures the features in the same way (Tekin, 2000: 57). The high reliability of the scale means that the reliability of the data collected for the research is high (Cevher, 2020: 96).

Dimensions	Cronbach α Coefficient	Number of Items
All variables	,905	32
Organizational Commitment	,532	10
Management Support	,961	11
Informal Relations	,901	11

Table 1:- Cronbach α Coefficient Values of the Study

A Cronbach alpha value between 0 and 0.40 is considered to be unreliable, and a value between 0.80 and 0 as highly reliable (Açıkgöz and Karlı, 2015: 16). It is seen in the study that the organizational commitment scale has low reliability, but all other scales and the main scale of the study are among the high reliability values.

F. Explanatory Factor Analysis

In factor analysis, it is determined whether the sample is sufficient or not with the Kaiser-Meyer-Olkin test developed by Kaiser (1970) in order to test the suitability of the data for the analysis. While analyzing sampling adequacy, it is seen that the measurement criterion varies between "0" and "1" and it is accepted that the proficiency is at a good level as it approaches "1" (Dziuban & Shirkey, 1974).

KMO Values	Comment
0.90	Perfect
0.80	Very good
0.70	Good
0.60	Medium
0.50	Weak
Below 0.50	Unacceptable

Table 2:- KMO Values

When the KMO value of the working scale is examined, it is seen that it is 0.943. This ratio is considered to be perfect as seen in Table-2 above. The KMO ratio appears as a value criterion for factor analysis in the analysis made on the scale. It is seen that the KMO ratio of the study is also higher than the expected value in order to perform factor analysis. After the KMO value, Barlett's test, which provides information about the relationship strength between variables, is checked. In Barlett's test (Barlett's test of sphericity) sig is expected to be <0.05. When the Barlett's test is examined in the study, it is seen that the chi-square value is also significant (Patır, 2009: 70).

Measuring Kaiser-Meyer-Olkin Sampling Adequacy	,937
Bartlett's Test of Sphericity Approximate Chi-Square	9200,500
	Degree of independency Significance

Table 3:- KMO Value of the Study

The variance rate explained in the analyzes, that is, the disclosure rate of the total factors, must be above 50%. It was determined that the total variance rate of the study was approximately 69.8%. When we look at the "Rotated Component Matrix" table, where we examine the number and distribution of factors, it is seen that the scale consists of five dimensions. Factor analysis, together with reliability analysis, is important in detecting errors that may occur in analysis. Confirmatory factor analysis is continued, as the results of the factor analysis in the study carry acceptable conditions (Büyüköztürk, 1997: 459). In Table-4, the components of the scales were examined and factors with a factor load lower than 0.50 were removed. After the analyzes made in the pilot study, the relevant components and dimensions were removed from the study and analysis was made on the remaining items. After the relevant operations are done, the material loads and the size of the components are shown in Table-4 in detail.

Dimensions	1	2	3	4	5
Yondest1	,770				
Yondest2	,828				
Yondest3	,857				
Yondest4	,812				
Yondest5	,836				
Yondest6	,850				
Yondest7	,894				
Yondest8	,807				
Yondest9	,843				
Yondest10	,858				
Yondest11	,830				
Orgutzor1		,734			
Orgutzor2		,848			
Orgutzor3		,852			
Orgutzor4		,843			
Orgutzor5		,620			
İnformdis1			,554		
İnformdis2			,643		
İnformdis3			,802		
İnformdis4			,531		
İnformdis5			,816		
İnformdis6			,912		
İnformdis7			,840		
İnformic1				,770	
İnformic2				,629	
İnformic3				,679	
İnformic4				,676	
Orgutah1					,685
Orgutah2					,802
Orgutah3					,741
Orgutah4					,791
Orgutah5					,689

Table 4:- Data on Explanatory Factor Analysis

Table-4 shows the data regarding the explanatory factor analysis and shows the component loads expressing the relationship between the component and the variable. These values are expected to be between -1 and +1. In addition, while examining the distribution of items in the analyzed SPSS program, those with factor loads lower than 0.50 were excluded from the study, and the remaining items were continued to be studied (Büyüköztürk, 1997: 459). In Table -4, components are shown separately with their loads and the dimensions they belong to.

G. Confirmatory Factor Analysis

Confirmatory factor analysis, a theory-based approach, is a kind of structural equation model that measures the relationships between observed variables and latent variables. When evaluated in terms of standardized solution results in the confirmatory factor analysis, the factor loads of the components are expected to be above 0.5 (Koç, Ulaş, Çalipinar, 2018: 369). In this direction, standard solutions for the confirmatory factor analysis made over the dimensions of "Manager Support", Informal Relations "and" Organizational Commitment "are shown in Figure - 2.

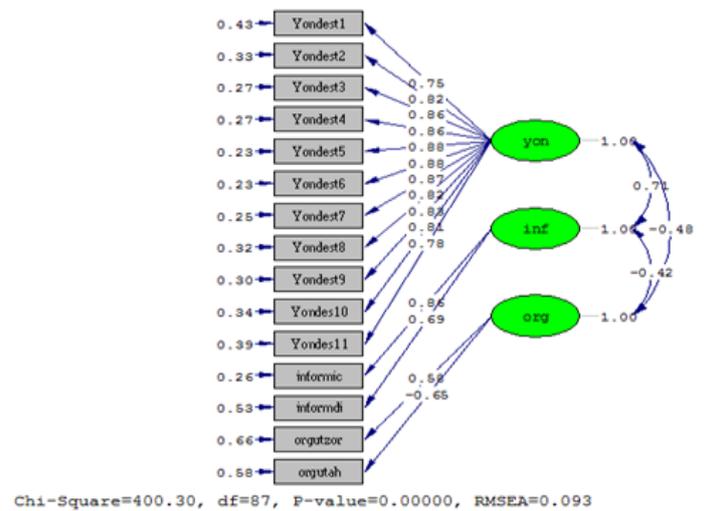


Fig 2:- Data on Confirmatory Factor Analysis

When Figure-2 is examined, it is seen that the dimensions and sub-components are all values higher than 0.50 in terms of standard solutions. With the confirmatory factor analysis performed within the scope of structural equation modeling, it is seen that there are different methods for the fit of the model. It is also emphasized in the literature that the chi-square test is an important criterion. The compliance ratio calculated by dividing the degree of freedom by two squares is also considered as a good fit indicator (Erkorkmaz, Etikan, Demir, Özdamar, Sanisoğlu, 2013: 213). Looking at the confirmatory factor analysis of the study, it is seen that the ratio of degrees of freedom to chi square is in good agreement with 4.60.

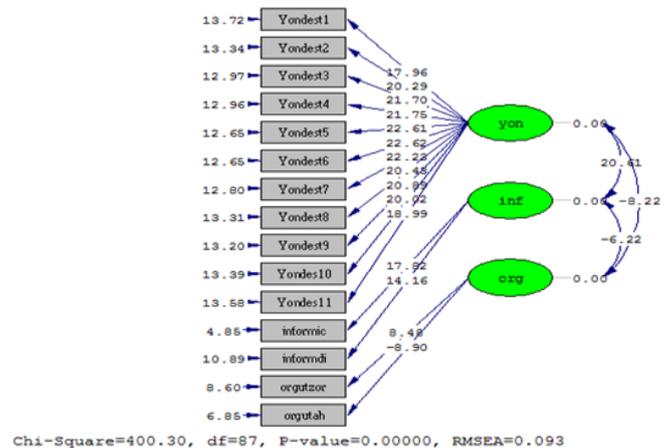


Fig 3:- Confirmatory Factor Analysis - T values

Chi square and degree of freedom ratio alone are not considered sufficient for goodness of fit. It is measured whether the model as a whole is supported at certain acceptance levels with many goodness-of-fit indexes based on the Chi-square goodness of fit test. Most of the goodness of fit indices take values between "0" and "1". It is accepted that the fit level of the model is good as it approaches the "1" value (Çerezci, 2010: 43).

Although there are different opinions about the use of goodness of fit indices in the literature, the most preferred goodness of fit indices based on many studies are shown in Table-5 (İlhan and Çetin, 2014: 31). The data of the research are evaluated based on this table.

Goodness of fit index	Good Fit Values	Acceptable Fit Values
Chi-square	$P > 0.05$ targeted	
Chi-square/ Freedom Degree	Chi square /freedom degree ≤ 2	Chi square /freedom degree ≤ 5
RMSEA	0.00<RMSEA<0.05	0.05<RMSEA<0.10
GFI	0.95<GFI<1.00	0.90<GFI<0.95
AGFI	0.90<AGFI<1.00	0.80<AGFI<0.90
CFI	0.95<CFI<1.00	0.90<CFI<0.95
NFI	0.95<NFI<1.00	0.90<NFI<0.95
SRMR	0.00<SRMR<0.05	0.05<SRMR<0.10
RFI	0.90<RFI<1.00	0.85<RFI<0.90

Table 5:- Good of Fit Indices Considered Generally Accepted

The chi-square value in the study was calculated as 400.30 degrees of freedom 87 and significance level 0.00. When the chi-square / degree of freedom is calculated, it was found that acceptable values of 4.60 were reached.

When looking at the study data according to the fit indices in Table-5, RMSEA 0.09 and acceptable fit value range, GFI value with 0.90 acceptable fit, AGFI 0.84 acceptable, CFI 0.98 good fit, NFI 0, 97, good agreement with SRMR 0.03, and lastly with the RFI value of 0.97, they are in the range of good fit.

H. Structural Equation Modeling (SEM)

Structural equation modeling has recently emerged as a statistical method used in many fields and disciplines such as biology, education, social, and behavior. While determining the effects between variables, it is the method that enables them to be analyzed in terms of indirect or not. With Yem, it is the analysis with a model that is established with meaningful information about an event or phenomenon (Cevher, 2020: 106). When the variables in the research model are examined; The results of the structural equation modeling for the direct relationship are shown in the figure below.

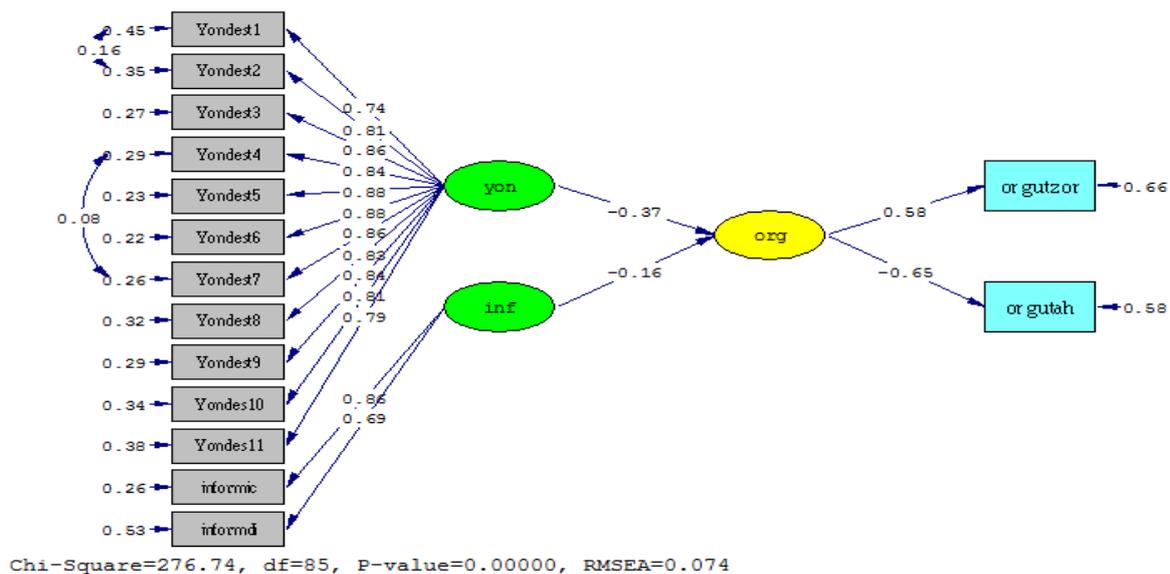


Fig 4:- Structural Equation Modeling Standard Solutions

Relationships of executive support and informal relationships with organizational commitment are shown in the model. It is seen that between executive support and organizational commitment, it has a value of 0.37 according to the results of structural equation modeling for direct effect in the research model and there is a significant relationship between them. Similarly, it is seen that there is a significant relationship between informal relationships and organizational commitment with a value of 0.16, but this value is very low and the relationship strength is weak. Analysis on T values also shows negative results for this relationship.

When the path analysis data made within the scope of structural equation modeling are examined, it is seen that the Chi-square value is 276.74 degrees of freedom and the significance level is 0.00 while calculating the Chi-square / degree of freedom. Chi-square / degree of freedom is between acceptable values of 3.25. In addition, RMSEA value is acceptable with 0.074, GFI value is acceptable with 0.92, AGFI value is acceptable with 0.88, CFI value is good with 0.99, NFI value is good with 0.98, SRMR It has been determined that the value of 0.03 is in good agreement and finally, the RFI value is in the range of good agreement values with 0.98.

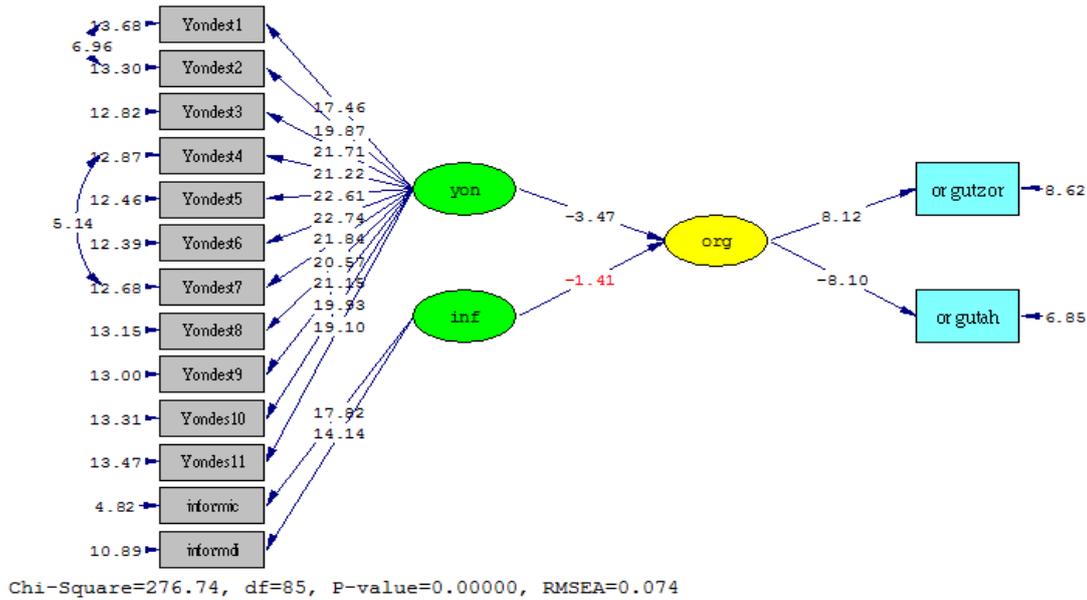


Fig 5:- Structural Equation Modeling T Values

When the feed t values are examined in Figure-4, the t value of the values is expected to be greater than 1.96 at the 95% confidence level. It is concluded that statistically the parameter estimates are significantly different from zero. For this reason, values over 1.96 are considered significant (Bayram, 2010). Since executive support is 3.45 and trust level is higher than 1.96, there is a significant relationship between executive support and organizational commitment. One of the research hypotheses, "H1: There is a significant relationship between executive support and organizational commitment" hypothesis is supported.

Structural equation modeling t values were found to be lower than 1.96 at 95% confidence level for informal relationships. It is concluded that there is no relationship between these two dimensions (link.springer.com). With the value of 1.41, it was concluded that there was no relationship between informal relationships and organizational commitment in the relationship shown in red in the model. Accordingly, one of the research hypotheses, "H2: There is a significant relationship between informal relationships and organizational commitment" hypothesis is not supported.

III. CONCLUSION

In general, businesses are located around certain power and resource elements. Businesses need both these power elements and resources in order to achieve their goals. In this case, businesses that have to strike a balance between both power elements and resources are also in an intense competitive environment in terms of sustainability. Especially in this study, which is based on human power and resources, it has been focused on establishing a correct communication balance between the managers, who are the power factors for the enterprise, and the employees, who are the most valuable resources, and the effect of this on employee engagement has been investigated.

Basically, the effectiveness of organizational communication in businesses is seen as very important for organizational success. There are many studies in the literature on these two variables. However, within a sub-system of organizational communication, individual communications in the business environment enable the development of different human relations over time. People who are in a formal relationship network in the same working environment maintain their informal relationships in their social environments. This situation is seen as a natural result of human relations. Therefore, formal relationship networks and informal relationship networks become intertwined over time. This situation can have both positive and negative sides. At this stage, if the impact does not turn to a negative side, it depends on being noticed by the right people in the business at the right time. If informal relationships are noticed and managed on time, they can have a positive effect on organizational efficiency. Of course, managers come to the fore at this point in businesses. The fact that managers use their authority in a constructive and positive way, supporting employees, who are the most valuable resource, also contributes to the management of the organizational communication network. The achievement of an enterprise's ultimate goals is of course directly proportional to the ability to use the resources they have. However, at the sectoral level, there are many companies, large and small, very similar to each other in the same sector. It is seen that these companies differ from each other despite their similar structures. Although they use the same resources on average, some businesses operate very long, while others may end up very quickly. Some of them become big brands, while others remain local. This situation raises the question of according to which characteristics enterprises differ. At this point, when looking at the researches in the literature, it is seen that the answer is generally based on the processing skills of the enterprises. When looking at what this usage skill changes in an enterprise, it is seen that the human resources who manage

and direct the change using the resources generally come to the fore. Therefore, the mission of enterprises to ensure the continuity of talented employees comes to the fore. In fact, this continuity plays a key role in achieving the ultimate goals and competing with sustainability for businesses. At this point, ensuring organizational commitment is seen as vital for businesses. The supportive relationships that will be established by the managers, who are an element of power by the enterprises, have positive results in both the relations between employees and the relationship between employees and the organization. In this way, both formal relationship channels and informal relationship channels can be directed correctly. The aviation industry, where the study has been carried out, is a sector where the formal relationship network is intense and dominant. In this respect, the relationship to be established between informal relationship and commitment is important. As a matter of fact, the hypothesis that there is a significant relationship between informal relations and organizational commitment is not supported.

At this point, when the aviation sector in which the study was conducted is examined, it is seen and known that the sector has an intense technology and information infrastructure. A dominant hierarchy and commanding effect continues due to the nature of the profession in this sector, which is originally based on military foundations. Because the consequences of mistakes in aviation lead to huge disasters. Timely and accurate identification of hazards prevents major mistakes. All these awareness are recorded by the formal relationship network and the effective reporting system in the aviation literature. This means that the communication network is both written and verbal, and at the same time, a compulsory coexistence of these two communication channels. The efficiency of this dual formal relationship channel is a specific feature for the sector chosen for the study. From this point of view, the nature of the aviation industry may be the reason why there is no direct and positive relationship between informal relationships and organizational commitment. This result is in the opposite direction of the literature. Since many studies in the literature are carried out on sectors operating in a more horizontal hierarchical order, this result can be evaluated as the direction that distinguishes the study from other studies. However, many studies have shown that management support affects organizational commitment, as those who hold power and authority in any sector play a determining role in organizational effectiveness in relation to their subordinates. As a matter of fact, it was concluded that "There is a significant relationship between executive support and organizational commitment". From this point of view, it is recommended that relevant real sector organizations, where qualified and talented trained employees are so important, benefit from these and similar academic studies focused on internal efficiency, and even contribute to similar studies on behalf of their institutions, in order to maintain organizational efficiency and maintain employee loyalty. At the same time, in order to contribute to the academic community and the literature, it is recommended to conduct research that contributes to this and similar internal productivity in different sectors with

changing internal dynamics, to contribute to the theory-practice relationship and to bring the academia closer to the sectors.

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