Impact of Job Satisfaction and Motivation on Intention to Quit and Organizational Commitment Among Airline Employees

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ABSTRACT

This study explores how job satisfaction and employee motivation affect organizational commitment and the intention to quit among airline employees in the Turkish civil aviation sector. Civil aviation began to grow significantly after World War II and has become a major industry in the 21st century. As the sector has expanded, many public and private organizations have emerged, requiring strong organizational structures to stay competitive in a dynamic environment. This research addresses the importance of employee motivation and job satisfaction as key components of organizational success. It highlights how these factors can lead to either increased organizational commitment or a higher intention to quit. A qualitative research approach was used, and data were gathered from 422 airline employees through an online questionnaire. The sampling method was convenience sampling. The participants, who come from diverse professional and cultural backgrounds, all work in the aviation sector, allowing the findings to be generalized. The results reveal that job satisfaction significantly influences employee behavior and organizational performance, while motivation alone does not have a strong impact. The study contributes to the literature by clarifying the relationships between these variables and demonstrating their role in organizational effectiveness in airline companies.

Keywords: Airlines, Job satisfaction, Employee motivation, Organizational commitment, Intention to quit.

Introduction

The civil aviation is a strategic sector that develops rapidly on a global scale, is open to intense competition and requires a high level of service quality. Since the mid-20th century, this development has been driven by technological advances and increasing passenger demand, making the aviation sector critical not only for transportation, but also for employment and service economy. Yet, these advancements have made working conditions in the sector more complex, stressful and demanding. In particular, the shift system, high security responsibility and operational pressures directly affect the psychology of employees, presenting significant management challenges for the sustainability of human resources.

In this framework, Research on how employee inspiration and fulfillment in work affect corporate behavior has grown significantly, not only theoretically, but also in practice. Employees' commitment to work, motivation sources, rewards, perceptions of management style and social support levels shape their relationship with the organization, which in turn forms both their organizational commitment levels and intentions to quit. The literature indicates that high job satisfaction tends to increase organizational commitment; whereas in cases of job dissatisfaction, their tendency to quit increases. However, considering that these relationships may vary across sectors, the necessity for empirically supported analyses becomes evident, particularly in high-risk and dynamic industries.

This study examines the effects of job satisfaction and motivation factors on intention to leave the job and organizational commitment of airline employees working in the civil aviation sector in Turkey. Accordingly, data

were collected from 422 airline employees through a questionnaire as a quantitative research method. Validity and reliability analyses of the research's scales revealed that their reliability was 0.924; the relationships between variables were tested with structural equation modeling.

The analysis's conclusion was that organizational commitment is significantly enhanced by job fulfillment, while also significantly reducing intention to leave the job. Conversely, it was discovered that while employee motivation may have indirect impacts on organizational commitment, it does not significantly affect it directly. These findings reveal that job satisfaction plays a central role especially in sectors such as civil aviation where service quality is largely based on human factors.

In this regard, the research both contributes to the theoretical literature and offers practical recommendations for shaping human resource management policies. The strategies to be developed may enhance employee satisfaction and, in turn, support the sustainable success of airline companies.

Conceptual Framework

Job satisfaction pertains to the psychological responses—including cognitive, emotional, and behavioral components—that an individual links to their work (Hulin & Judge, 2003). It is regarded as one of the key job attitudes that can be influenced by high levels of occupational stress and reflects an overall assessment of how suitable a person finds their job (Dartey-Baah *et al*., 2020).

Research on job satisfaction looks at how people are affected by their workplaces as well as how people are affected by their workplaces (Rowden, 2002). According to Locke (1970), the idea of job satisfaction may be thought of as a comparison process where an employee assesses a circumstance or item against a standard they believe to be advantageous or excellent. Job satisfaction is defined as "a pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the attainment of one's job values, particularly when these values are linked to recognition" by Locke, a renowned scholar who has extensively researched this concept (Schwepker, 2001). Job satisfaction comprises the set of attitudes employees hold toward their jobs. Job satisfaction is a critical factor in employee sustainability. Employees with high job satisfaction represent a skilled workforce. Studies have demonstrated a favorable correlation between organizational success, customer satisfaction, and staff satisfaction (Stamolamprosa *et al*., 2019).

Motivation is an important subject that explains human behavior. Generally, it can be defined as the psychological processes that direct, initiate, and sustain action (Xiong & King, 2015).

The subjective assessment of the probability that an employee will leave the company in the near future is known as intention to quit. Takawira, Coetzee, and Schreuder (2014) define intention to resign as the desire to leave the company and look for work elsewhere. Using the intention to quit model, which attempts to explain the employees' conduct when they resign, Li, Kim, and Zhao (2017) first used intention to quit as a predictor of actual turnover behavior. The most reliable and direct indicator of employee turnover, according to earlier research, is the intention to leave (Dai *et al*., 2019).

Intention to quit is one of the most commonly discussed subjects in organizational commitment research. According to Arye and colleagues (1991), 37% of the variation in the desire to quit the company may be explained by commitment. Naturally, this is not applicable to all employees who consider leaving their organizations. Despite evidence suggesting that intentions are the best predictors of behavior, many individuals who think about quitting their jobs do not actually do so. Personality traits may influence behaviors associated with the intention to quit. Nevertheless, behavioral scientists generally consider intentions to quit as the most direct indicator of actual turnover behavior (Labatmediene *et al*., 2007).

Numerous definitions have been put up for the idea of organizational commitment, which has been seen as a variable of interest in and of itself. Changes in employment practices brought about by the global labor market and the growing number of options for qualified workers in the global economy have recently attracted more attention from academics (Jain *et al*., 2009).

Job satisfaction refers to the general level of satisfaction an individual has with their job and workplace. This satisfaction directly affects employees' attitudes towards the organization. Many studies in the literature reveal that individuals with high levels of job satisfaction develop greater emotional and organizational commitment to the

organization. Analyses have shown that job satisfaction positively affects all dimensions of emotional, continuation and normative commitment. This shows that airline employees' satisfaction with their jobs contributes to establishing a longer-term and sincere bond with the organization.

This premise is further supported by the results of our investigation. It has been discovered that work satisfaction considerably lowers the likelihood of quitting a job. This situation shows that especially stressed and pressured airline employees have a significantly lower tendency to leave the job when their job satisfaction is high.

However, our research revealed no meaningful connection between corporate commitment and employee motivation. This result shows that the motivation sources of employees in the civil aviation sector may be based more on individual or short-term factors; motivation may not be directly effective in developing a long-term commitment to the organization.

However, this tendency is strongly correlated with the work environment, the nature of the tasks, and individual goals. In general, people who are highly motivated at work are less likely to quit, while people who are not as motivated are more likely to look for other positions.

Our research revealed no statistically significant correlation between motivation and quitting intention. This shows that motivation functions more towards personal success or economic goals rather than in the context of the organization and is insufficient to shape decisions to leave the job on its own.

Materials and Methods

Purpose, Scope and Importance of the Research

The research was produced from the doctoral thesis prepared by Elçin YAKUPOĞLU (Advisor: Asst. Prof. Dr. Canan TİFTİK). The study's primary goal is to ascertain how employee motivation and work satisfaction affect organizational commitment and desire to quit the aviation industry. In the study, the model created to reveal whether employee motivation and job satisfaction elements affect intention to leave the job and organizational commitment was tested with the help of structural equation modeling in order to achieve the measured purpose. In this context, the conceptual framework and theoretical background related to the variables used in the study were evaluated and the scope of the study was established in this way.

Limitations of the Research

The main limitations are time and cost constraints. Another limitation in the scope of the research is the limitation caused by the sample. The maturity time of the research and the data collection process in the research coincided with COVID-19. This situation brought about a process where human interaction was reduced to minimum levels worldwide. Naturally, the data was collected through online platforms.

Hypotheses and Model of the Research

H1a: The motivation levels of airline employees influence their continuance commitment.
H1b: The motivation levels of airline employees influence their affective commitment.
H1c: The motivation levels of airline employees influence their normative commitment.
H2: The motivation levels of airline employees influence their intention to quit.
H3: Employee retention is impacted by work satisfaction in the aviation industry.
H4: Affective commitment is influenced by airline employees' job happiness.
H5: The job satisfaction of airline employees affects their normative commitment.
H6: The job satisfaction of airline employees affects their intention to quit.

Population and Sample of the Study

The population of the study consists of employees working in the civil aviation sector in Turkiye. A non-probability sampling method, specifically convenience sampling, was preferred for this research. Due to the dynamic nature of the sector and high employee turnover rates, it was challenging to determine the exact size of the population; therefore, the commonly accepted figure of 384 for an infinite population was taken as a reference. In light of this, data were collected from a total of 422 participants using the convenience sampling method. The data were analyzed using the

Smart-PLS software. Of the 422 participants, initial pilot data were collected from 51 individuals, and the results obtained from this subset were presented as a pilot study.

Data Collection Tools

In this study, quantitative research methodologies were employed. Consequently, a questionnaire was used as the main instrument for gathering data. The questionnaire consisted of five sections: one section covered demographic variables, while the remaining four focused on scales measuring the study's research variables. The second section of the questionnaire specifically included a scale designed to measure intention to quit. This intention to quit scale was originally utilized by Harris *et al*. (2006). There are four items in all, and a five-point Likert scale was used for structuring. Confirmatory *component* analysis of the scale was performed under a single dimension that represented the intention to quit. A scale gauging the level of job satisfaction among workers in the civil aviation industry makes up the third component of the questionnaire. The original creators of the work satisfaction measure employed in the study were Martins and Proença (2012). The five-point Likert style was used to develop the scale, which included 20 items in total. It was subjected to confirmatory factor analysis under a single dimension representing job satisfaction. The fourth section of the questionnaire includes a scale measuring employee motivation among civil aviation personnel. The employee motivation scale employed in the study was developed by Tremblay *et al*. (2009). This scale consists of 18 items and was also structured using a five-point Likert format. It was analyzed through confirmatory factor analysis as a single-dimensional measure of employee motivation. Employees in the civil aviation industry, who make up the study population, are measured on organizational commitment using a scale in the fifth and final portion of the questionnaire. Allen and Meyer created and executed the organizational commitment measure that was utilized in the research (1990). The measure, which had 24 items, was created using a five-point Likert scale. The three aspects of continuation commitment, normative commitment, and emotional commitment were the subjects of confirmatory factor analysis **(Table 1)**. Online platforms were used to acquire the data, which was gathered online.
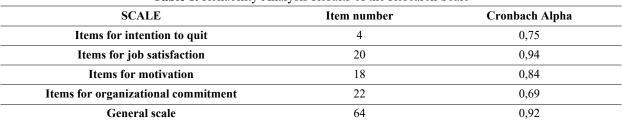
Validity and Reliability of the Study

Table 1. Reliability Analysis Results of the Research Scale

SCALE	Item number	Cronbach Alpha
Items for intention to quit	4	0,75
Items for job satisfaction	20	0,94
Items for motivation	18	0,84
Items for organizational commitment	22	0,69
General scale	64	0,92

Data Analysis

The data gathered for the study was analyzed using two different computer-aided statistical data analysis systems, SPSS and Smart-PLS. Prior to doing the Structural Equation Modeling (SEM) analysis, SPSS was utilized to assess the reliability of the data and gather descriptive information about the participants. SPSS was preferred for these two analyses because it easily provides Cronbach's Alpha coefficient and presents frequency values related to demographic characteristics in a simple and systematic manner. For the Structural Equation Modeling (SEM) of the six-factor structure tested in the study, the Smart-PLS program was used.

Different tests were used for the measurement and structural models in the Structural Equation Modeling (SEM) study carried out with Smart-PLS tools. Results were given based on reliability (Cronbach's Alpha, Reliability Coefficient (Rho_A), and Composite Reliability) and validity (convergent and discriminant validity) values after the measurement model was tested using Confirmatory Factor Analysis. For the structural model testing, path analysis was employed. Hypotheses were tested based on t values, p values, and path coefficients obtained through this analysis. The results of the data analysis were reported in the findings section.

Results and Discussion

Conclusions on the participants' demographics and descriptive traits: It is significant to notice that there were more male participants (64.0%) than female participants (36.0%). In terms of age distribution, participants aged 45–59 (10.7%) and those aged 60 and above (1.2%) are in the minority, while the distribution across other age groups appears to be relatively homogeneous. When examining the educational background of the participants, it appears that more than half of the participants hold a bachelor's degree (63.3%). Additionally, a significant proportion of the participants have a postgraduate degree (25.1%). In terms of marital status, the majority of participants are single (58.3%). When income levels are examined, it is observed that most participants fall within the "3001–6500 Turkish Liras" range (42.2%). Finally, regarding the participants' length of service at their institutions, those with 0–5 years of service make up more than half of the total (55.7%). It can also be stated that the distribution of other service durations is relatively balanced.

Table 2. Statements Used in the Study, Factor Loadings, and Their Status

Normative commitment	Factor loading	Status
I feel that remaining here is a moral or logical commitment, which is one of the primary reasons I keep working for this company. I also believe that loyalty is important.	0,615	It was used in the structural model
I have learned that I should remain loyal to my institution.	0,638	It was used in the structural model
Lately, I've been noticing that people change jobs between organizations quite frequently.	0,810	It was used in the structural model
In my opinion, one should always be faithful to their company.	0,556	It was disabled
I no longer think it makes sense to be a businessperson.	0,885	It was used in the structural model
The times when people spent their entire careers at a single institution were better.	0,637	It was used in the structural model
Continuance commitment	**Factor loading**	**Status**
If I decided to leave my company at this time, it would totally change my life.	0,644	It was used in the structural model
Even if I wanted to, I would find it quite difficult to leave my firm at this moment.	0,496	It was disabled
Even if I wanted to, I would find it quite difficult to leave my firm at this moment.	0,867	It was used in the structural model
Even if I wanted to, I would find it quite difficult to leave my firm at this moment.	0,218	It was disabled
Staying in my organization right now feels more like a necessity than a desire.	0,566	It was disabled
Lack of good alternatives would be one of the major repercussions of quitting this company.	0,356	It was disabled
Leaving our company would take a great deal of personal sacrifice, and no other organization is likely to provide the same overall rewards, which is one of the key reasons I still work here.	0,882	It was used in the structural model
Leaving my organization now would not be too costly for me.	0,569	It was disabled
Affective commitment	Factor loading	Status
In my organization, I don't feel like a "part of the family."	0,827	It was used in the structural model
With this organization, I don't feel "emotionally connected."	0,813	It was used in the structural model
Spending the rest of my career at the organization I work for would make me happy.	0,513	It was disabled

	Factor loading	Status
I enjoy discussing my organization with people outside of it.	0,329	It was disabled
I feel the problems of my organization as if they were my own.	0,479	It was disabled
I think it would be as easy for me to get attached to another organization as it is to this one.	0,663	It was used in the structural model
I experience my organization's issues as though they were my own.	0,577	It was disabled
Spending the rest of my career at the organization I work for would make me happy.	0,668	It was used in the structural model
Motivation	**Factor loading**	**Status**
My job is the kind of work I chose in order to achieve some important goals.	0,684	It was used in the structural model
I chose this job to reach my career objectives,	0,684	It was used in the structural model
because it is a part of my life.	0,413	It was disabled
My work has become an integral part of my identity.	0,834	It was used in the structural model
It is a component of the life path I have selected.	0,878	It was used in the structural model
I want to be very good at my job—otherwise, I feel deeply disappointed.	0,368	It was disabled
I'm motivated by the satisfaction I get when I accomplish difficult tasks.	0,467	It was disabled
Sometimes I question whether I'm managing important responsibilities in my job.	0,576	It was disabled
For some reason, we are provided with unrealistic working conditions.	0,578	It was disabled
The income my job provides motivates me.	0,754	It was used in the structural model
A lot is expected from us in our work.	0,578	It was disabled
These kinds of jobs make me feel secure.	0,211	It was disabled
Taking on interesting challenges motivates me—	0,445	It was disabled
because I want to be a winner in life.	0,291	It was disabled
I want to be successful in my job; otherwise, I would feel very ashamed of myself.	0,482	It was disabled
I enjoy learning new things.	0,278	It was disabled
My job is the kind of work I chose in order to achieve a certain lifestyle.	0,739	It was used in the structural model
My job allows me to earn money.	0,729	It was used in the structural model
Job satisfaction	**Factor loading**	**Status**
In terms of the freedom my job gives me to implement my own decisions.	0,878	It was used in the structural model
In terms of the opportunity to try my own methods in doing the work.	0,817	It was used in the structural model
In terms of being appreciated for doing my job well.	0,812	It was used in the structural model
In terms of the opportunity for advancement in my job.	0,791	It was used in the structural model
In terms of how organizational policies are implemented.	0,807	It was used in the structural model
In terms of the chance to do things using my own abilities.	0,633	It was used in the structural model
In terms of the working conditions.	0,837	It was used in the structural model

In terms of the sense of accomplishment I get from my work.	0,736	It was used in the structural model
In terms of how my supervisor manages the team.	0,768	It was used in the structural model
In terms of the opportunity my job gives me to tell others what to do.	0,485	It was disabled
Regarding the connection between my labor and compensation.	0,813	It was used in the structural model
In terms of my supervisor's competence in decision-making.	0,698	It was used in the structural model
In terms of the job providing me with stable employment.	0,613	It was used in the structural model
In terms of the opportunity to do something for other people.	0,610	It was used in the structural model
Regarding the opportunity to sometimes try new things.	0,775	It was used in the structural model
In terms of the opportunity my job gives me to be a respected person in society.	0,535	It was disabled
In terms of the chance to work independently.	0,605	It was used in the structural model
In terms of my job keeping me constantly engaged.	0,529	It was disabled
In terms of how well my coworkers get along with each other.	0,508	It was disabled
In terms of my job not conflicting with my conscience.	0,464	It was disabled
Intention to quit	**Factor loading**	**Status**
I plan to be with this organization five years from now.	0,892	It was used in the structural model
I plan to stay with this organization for a while.	0,867	It was used in the structural model
Sometimes I feel so uncomfortable that I consider changing jobs.	0,863	It was used in the structural model
If I received an offer from another organization tomorrow, I would turn it down.	0,582	It was disabled

Those with factor loadings below 0.60 were excluded **(Table 2)**. The exclusion of these statements ensured that the other criteria supporting the consistency and significance of the model remained within the acceptable reference range (Şengel *et al*., 2022).

The analysis started with the measurement model in order to test the model developed within the parameters of the research. Confirmatory Factor Analysis (CFA) was initially used in this situation. The studies were conducted using the Smart-PLS Structural Equation Modeling (SEM) tool. Six factors in all were used to conduct evaluations. As shown in **(Table 3)**, the measurement model of the study indicates the formation of a six-variable structure. When examining **(Table 4)**, it is observed that the measurement model in the study consists of a four-dimensional structure (Aloufi *et al*., 2022; BaSalamah *et al*., 2022; Hungund *et al*., 2022). Evaluations are conducted based on factor loadings and t-values (Karpov *et al*., 2023; Medvedev *et al*., 2023; Sapunova *et al*., 2023). The t-values of the items constituting the continuance commitment variable range from 1.610 to 3.002, while their factor loadings range from 0.644 to 0.882. The t-values of the items forming the affective commitment variable range from 3.022 to 35.757, and their factor loadings range from 0.615 to 0.885. The t-values of the items pertaining to the normative commitment variable range from 2.999 to 9.903, while the factor loadings vary between 0.633 and 0.827.

Table 3. Confirmatory Factor Analysis

Dimensions (structures)	t-value	Factor loading
CONTINUANCE COMMITMENT		
My life would be completely upended if I choose to quit my organization right now.	1.610	0.644

I don't think I have many options if I want to leave this company.	3.002	0.867
The fact that quitting would take a major personal sacrifice and that no other organization is likely to provide the same overall rewards is one of the key reasons I still work for this one.	2.997	0.882
NORMATIVE COMMITMENT		
I no longer think it makes sense to be a businessperson.	35.757	0.885
My conviction that loyalty is crucial is one of the primary reasons I still work for this company; I feel that being here is a moral or logical need.	3.022	0.615
I have learned that I should remain loyal to my institution.	3.168	0.638
The times when people spent their entire careers at a single institution were better.	3.854	0.637
Lately, I've been noticing that people change jobs between organizations quite frequently.	14.883	0.810
AFFECTIVE COMMITMENT		
I would be content to remain with the company I work for for the remainder of my career.	5.466	0.668
I think it would be as easy for me to get attached to another organization as it is to this one.	2.999	0.633
In my organization, I don't feel like a "part of the family."	6.785	0.827
'Emotionally connected' is not how I would describe this institution.	9.903	0.813
EMPLOYEE MOTIVATION		
My job is the kind of work I chose in order to achieve a certain lifestyle.	9.604	0.739
It is part of the path I've chosen to live my life.	15.500	0.878
My job is the kind of work I chose in order to achieve some important goals.	4.744	0.684
The income my job provides motivates me.	13.319	0.754
My job has become a fundamental part of who I am.	18.938	0.834
I chose this job to reach my career objectives.	6.158	0.732
My job allows me to earn money.	7.918	0.729
JOB SATISFACTION		
In terms of the chance to do things using my own abilities.	5.312	0.633
In terms of how organizational policies are implemented.	15.797	0.807
In terms of the relationship between the work I do and the pay I receive.	18.248	0.813
In terms of the opportunity for advancement in my job.	12.795	0.791
In terms of the freedom my job gives me to implement my own decisions.	27.034	0.878
In terms of the opportunity to try my own methods in doing the work.	19.966	0.817
In terms of the working conditions.	23.856	0.837
In terms of being appreciated for doing my job well.	15.987	0.812
In terms of the chance to work independently.	4.615	0.605
In terms of the sense of accomplishment I get from my work.	9.732	0.736
In terms of the chance to do different things from time to time.	10.393	0.775
In terms of how my supervisor manages the team.	10.783	0.768
In terms of my supervisor's competence in decision-making.	8.378	0.698
In terms of the job providing me with stable employment.	4.890	0.613
In terms of the opportunity to do something for other people.	4.742	0.610
INTENTION TO QUIT		
I plan to stay with this organization for a while.	27.065	0.867
I plan to be with this organization five years from now.	22.996	0.892

For the variables beyond the dimensions of organizational commitment, evaluations are also conducted based on t-values and factor loadings. When examining **(Table 3)**, it is observed that the t-values of the items constituting the employee motivation variable range from 4.744 to 18.938, while the factor loadings range from 0.684 to 0.878. The t-values of the items forming the job satisfaction variable range from 4.615 to 27.034, and their factor loadings range from 0.605 to 0.837. Finally, the t-values of the items related to the intention to quit variable range from 20.660 to

27.065, while the factor loadings vary between 0.863 and 0.892. Based on all these findings, it can be stated that the factor loading values obtained from the study support the measurement model in accordance with both the essential criteria required by the Smart-PLS software and the core metrics of social sciences (Hair *et al.*, 2010; Doğan, 2019).

Table 4. Fornell-Larcker Discriminant Validity Criterion

Variables	Fornell-Larcker Criterion					
	1	2	3	4	5	6
Continuance commitment (1)	0.805					
Affective commitment (2)	0.083	0.725				
Normative commitment (3)	0.148	-0.705	0.740			
Employee motivation (4)	0.184	0.590	-0.428	0.767		
Job satisfaction (5)	0.167	0.780	-0.623	0.677	0.751	
Intention to quit (6)	0.332	0.645	-0.441	0.528	0.726	0.874

When examining the results **(Table 4)**, the value for continuance commitment was determined to be 0.805, which is the highest value in its respective column. For the affective commitment variable, the diagonal value was found to be 0.725. This value is the highest (101) in both its column and row. For the third commitment variable, normative commitment, the value was identified as 0.740. As expected, this diagonal value—highlighted in bold—is the highest in its respective row and column. Among the variables representing the dimensions of organizational commitment, employee motivation (0.767), job satisfaction (0.751), and intention to quit (0.874) exhibited higher diagonal values compared to others. According to evaluations based on the Fornell-Larcker criterion, the condition of discriminant validity has been met in this study.

Table 5. Discriminant Validity of the HTMT Ratio

Variables	Heterotrait – Monotrait Ratio					
	1	2	3	4	5	6
Continuance commitment (1)	-					
Affective commitment (2)	0.353					
Normative commitment (3)	0.308	0.893				
Employee motivation (4)	0.226	0.643	0.537			
Job satisfaction (5)	0.236	0.812	0.729	0.721		
Intention to quit (6)	0.413	0.715	0.562	0.580	0.801	

As a result of the conducted evaluations **(Table 5)**, the HTMT values were found to range between 0.226 and 0.893. Based on the available data and the Heterotrait-Monotrait (HTMT) ratio values, it is evident that the Fornell-Larcker criterion values supporting discriminant validity have also been confirmed in the study.

Table 6. AVE coefficients for the variables

Variable	Item number	AVE
Continuance commitment	3	0,65
Affective commitment	5	0,53
Normative commitment	4	0,55
Employee motivation	7	0,59
Job satisfaction	15	0,57
Intention to quit	3	0,77

It was observed that the AVE values for all constructs were above 0.50 **(Table 6)**. These values provide reference information that convergent validity has been established in the study.
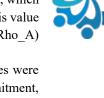
Table 7. Cronbach's Alpha Coefficients for the Variables

Variable	Item number	Cronbach's Alpha Coefficients
Continuance commitment	3	0,72
Affective commitment	5	0,78
Normative commitment	4	0,72
Employee motivation	7	0,88
Job satisfaction	15	0,94
Intention to quit	3	0,85

For all variables, the reliability coefficients obtained from the three reliability analyses tested were found to be above 0.70 **(Table 7)**. These reliability coefficients indicate that the condition of reliability has been met in the study. In fact, the benchmark value of 0.70 is widely accepted in the social sciences (Gudykunst & Hammer, 1988; Hong *et al*., 2012; Oldmeadow *et al*., 2013; Paraskevas *et al*., 2013). Similarly, this value is also considered acceptable for structural equation modeling analyses conducted via Smart-PLS (Doğan, 2019).

For the variables constituting the three dimensions of affective commitment, the Cronbach's alpha coefficient was calculated as 0.72 for the three items of continuance commitment, 0.78 for the five items of affective commitment, and 0.72 for the four items of normative commitment. For the employee motivation variable, which consisted of seven items, the alpha value was found to be 0.88. The Cronbach's alpha value for the work satisfaction variable, which included 15 items, was 0.94. Finally, the alpha value for the three-item intention to quit variable was determined to be 0.85.

For the variables representing the three dimensions of affective commitment, the Reliability Coefficient (Rho_A) was calculated as 0.79 for the three items of continuance commitment, 0.85 for the five items of affective commitment, and 0.74 for the four items of normative commitment**.** The Rho_A value for the employee motivation variable, which consisted of seven items, was found to be 0.90. For the job satisfaction variable, composed of fifteen items, this value was 0.95. Finally, the intention to quit variable, measured through three items, had a Reliability Coefficient (Rho_A) value of 0.85.

For the variables representing the three dimensions of affective commitment, the composite reliability values were calculated as 0.84 for the three items of continuance commitment, 0.85 for the five items of affective commitment, and 0.83 for the four items of normative commitment**.** The composite reliability value for the employee motivation variable, measured through seven items, was found to be 0.91. For the job satisfaction variable, which consisted of fifteen items, this value was calculated as 0.95. Lastly, the intention to quit variable, composed of three items, yielded a composite reliability value of 0.91.

Structural Model

To evaluate the model's capacity for prediction, Q^2 values were examined. Generally, it is expected that Q^2 values be greater than zero**.** The model's predictive value in the current investigation varied depending on how the dependent variables and the two independent variables (113) were related. While the predictive power was high for job satisfaction, it was found to be low for employee motivation (Chen & Huang, 2019). This finding is also clearly reflected in the level of support observed for the related hypotheses. Furthermore, the f^2 values presented in Table**.** Show how well the independent variables in the model can explain the data, and the findings imply that these f2 values are also in line with research outcomes that are deemed acceptable (Doğan, 2019).

After doing route analyses for this study, it was shown that employee motivation had no effect on organizational commitment. For the three aspects of commitment—normative, continuation, and emotional commitment—this impact was not seen. The goal was to show that corporate commitment and employee motivation were linearly related. However, studies conducted in different fields have demonstrated such a relationship. In their research of engineers, for example, Salleh *et al*. (2016) found a favorable correlation between organizational commitment and job motivation. Ultimately, it can be concluded that companies must increase job motivation if they want to raise employee commitment levels.

Conclusion

According to the results of the study, employee motivation among airline personnel does not appear to influence their intention to leave the job. In organizational structures of businesses operating at many sectors, a non-linear interaction is typically expected between employee motivation and intention to quit. Employees with higher motivation are less likely to consider leaving their jobs. Nevertheless, there isn't much research looking at this link in the world of civil aviation. One such study, carried out by Sever (2017), showed that work processes might be impacted by employee motivation. The paucity of studies examining the relationship between motivation and intention to leave (or the propensity to change occupations) in the civil aviation industry may be the reason for the absence of a meaningful association found in this study. Additionally, this may be resulted from different sector dynamics of the civil aviation and the relatively high mobility of airline employees. Furthermore, an examination of the demographic distribution in the present study reveals a predominantly younger age group. This may influence loyalty levels and, consequently, intention to leave the job. It is worth noting that numerous studies across different fields have established a relationship between these two variables (Badrieva *et al*., 2023; Bisri *et al*., 2023; Saada *et al*., 2023; Karim *et al*., 2024; Mohammad *et al*., 2024; Rohmani *et al*., 2024).

From the standpoint of job satisfaction, it was discovered that while job satisfaction among airline employees positively impacted both normative and affective commitment, it had no influence on organizational commitment for continuity commitment. In the civil aviation industry, prior research has also shown that work satisfaction has an impact on organizational commitment. The organizational commitment of workers in the civil aviation sector was found to be positively impacted by job satisfaction in this study. Notably, the assessments were carried out directly in terms of total organizational commitment rather than using the organizational commitment scale's sub-dimensions. The desire of airline workers to quit their jobs is also influenced by their level of job satisfaction. Additionally, the link between intention to leave the work and other relevant factors is mediated by job satisfaction.

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