

## **Impact of Economic Organizational Sustainability on Employees' Satisfaction in Airlines**

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### **Abstract**

Airlines are working hard to maintain their success, continuity, and profitability, as well as preserve the rights of future generations, and this is done through their employees. This study aims to demonstrate the impact of economic organizational sustainability on employee satisfaction in airlines. This study relied on the analysis of 400 survey forms out of 450 that were distributed to a random sample of airline employees. The study assumes that there is a statistically significant relationship between economic organizational sustainability and employee satisfaction in airlines, which is the main hypothesis from which three sub-hypotheses are derived. The mean, standard deviation, correlation coefficients by Spearman's method, and simple linear regression were used to test the hypotheses. The results indicated that there is a statistically significant relationship between economic organizational sustainability and employee satisfaction in airlines. As it clarified that economic organizational sustainability is applied in a medium and not high way, and also that there is employee satisfaction but in an average way. The study recommends that the airline should strengthen the relationships between employees and each other and with their managers and their sense of being one family to improve their satisfaction, trust, and loyalty to the company.

**Keywords:** economic organizational sustainability, employee satisfaction, airlines.

### **Introduction**

Airlines can gain a competitive advantage, increase market share and increase shareholder value by adopting and implementing sustainable practices (Alemayehu & Brocke, 2010). Currey (2017) described sustainability as something that is maintained at a certain rate or level. Turan and Cetinkaya (2021) said that sustainability is the ability of an organization to make a positive contribution to sustainable development by simultaneously providing environmental, social and economic benefits. Al Sarrah et al. (2020) describe sustainability as the strategic and transparent integration of social, environmental, and economic objectives into the systematic coordination of key organizational business processes aimed at improving long-term economic performance. (Oliveira, 2013; Murray, 2016) economic organizational sustainability (EcOS), is at the

heart of this sustainability because it generates profit and jobs and thus contributes to general social welfare, and also includes topics such as competition, job supply, employment, integration into new markets, and long-term profit.

There is no doubt that the success of any airline is due first to its human resources, so the airline is concerned with the satisfaction of its employees where Colakoglu et al. (2010) described job satisfaction as the behavioral variable that evaluates people's feelings about their job and its aspects, as he said that it is a positive feeling about an individual's work resulting from an evaluation of an individual's characteristics.

Job satisfaction includes three characteristics, and has primary advantages, where having the strongest connection with commitment is through job characteristics, provides an opportunity for growth and development, and makes employees feel effective in their roles where the positive impact of employees is on the results of the organization (UK Essays, 2018).

This study aims to identify the impact of economic organizational sustainability on employee satisfaction in airlines, which will benefit them and benefit from knowing how to increase job satisfaction and their sense of security, safety, and confidence in the company and reduce employee job dissatisfaction. The problem of the study is that if economic organizational sustainability is applied correctly in airlines, then it will return positively, benefit and interest to the company, as employee satisfaction increases, and therefore their performance increases, and the rate of productivity and profitability of the company increases. Study tries to impose the following hypotheses:

There is a statistically significant relationship between economic organizational sustainability (EcOS) and employees' satisfaction in airlines.

**This hypotheses includes sub-hypotheses:**

**H1:** There is a statistically significant relationship between (EcOS) and financial return for the employee in airlines.

**H2:** There is a significant relationship between employee satisfaction and justice in airlines.

**H3:** There is a statistically significant relationship between (EcOS) and employee training.

The importance of the study is to clarify the extent of the impact of economic organizational sustainability on employee satisfaction in airlines so that they have a positive role in work outcomes by improving workers' sense of achieving safety and security and that they are appreciated for their work within the airline, and all of this will be reflected on the quality of service provided to the customer from Through the company's main resource, which is the employees of airlines, he highlighted the concept and importance of economic organizational sustainability within the airline, clarifying the concept of satisfaction for employees and the determinants of job satisfaction and job dissatisfaction for employees within airlines, as well as trying to provide some solutions and suggestions in the field of human resources in the aviation sector special regarding economic regulatory sustainability and its impact on employee satisfaction in airlines.

## **Literature Review**

### **Organizational Sustainability**

Companies can gain a competitive advantage, increase market share and increase shareholder value by adopting , and implementing sustainable practices (Alemayehu &Brocke, 2010). Currey (2017) described sustainability as something that is maintained at a certain rate or level. Turan & Cetinkaya (2021) said that sustainability is the ability of an organization to make a positive contribution to sustainable development by simultaneously providing environmental, social , and economic benefits.

AlSarrah et al. (2020) describe sustainability as the strategic and transparent integration of social, environmental, and economic objectives into the systematic coordination of key organizational business processes aimed at improving long-term economic performance.

Economic regulatory sustainability (EcOS), is at the heart of this sustainability because it generates profit and jobs and thus contributes to general social welfare, and also includes topics such as competition, job supply, employment, integration into new markets, and long-term profit (Oliveira, 2013; Murray, 2016).

**Economic Organizational Sustainability (EcOS):-** The economic dimension refers to the attitude of the organization to creating value and achieving a balance between costs and income in the production and distribution of goods and services(Braccini & Margherita, 2018). Economic sustainability is linked to a production system that ensures meeting current consumption needs without compromising / touching on future consumption and preserving it for future generations(Al Sarrah et al., 2020).

Where (Oliveira, 2013) confirmed that economic sustainability works to achieve profit, and thus increase employment opportunities, which leads to improving living conditions, providing social welfare and helping to maintain the existence of organizations (survival of the "organized" company) without generating and increasing profits, the "organized" company will disappear and close its work.

The economic aspect is the one that deals with the flow of money and financial profit, which usually includes income or expenditures, taxes, business climate factors, employment , and business diversification factors (Murray, 2016).

Through (EcOS) the organization can carry out its activities in a responsible and recognized manner with achieving a social and economic return for all, achieving a competitive advantage, being able to compete with other companies, integrating into new markets, developing its reputation and its work, and growing itself in the middle of the market and other organizations (Oliveira,2013).

### **Satisfaction of Employees in Airlines**

satisfaction may be emotional, which is a one-dimensional structure formed based on a general emotional feeling for individuals about their job as a whole, and it may be cognitive and is more balanced and logical for the different aspects of the job where happiness and satisfaction do not arise from the side of a specific job, but rather measures to what extent these jobs are satisfactory compared to The goals that they set for other

jobs by the employer (Dugguh & Dennis, 2014). As satisfaction is related to the way employees think, feel and monitor their jobs (Javed et al., 2014)

Job satisfaction is the positive emotional state resulting from job evaluation or job experience (Colakoglu et al., 2010; Javed et al., 2014; Dugguh & Dennis, 2014). Job satisfaction means the overall emotional or evaluative responses of employees to the job itself (Gnanapragasam, 2014).

Colakoglu et al. (2010) described job satisfaction as the behavioral variable that evaluates how people feel about their job and its aspects, as they said that it is a positive feeling about one's job resulting from an evaluation of one's characteristics. Grant (2019) defines job satisfaction as a construct that influences an employee's emotional reactions to a specific task by comparing results with desired outcomes.

Employee satisfaction is the measure that tells about the general feelings of employees about their workplace and job. It measures his approach to the job and the extent to which the job satisfies the needs of the employee, as the individual needs start from the basic need (food, cloth, and housing) and end at the level of self-awareness (Javed et al., 2014). Job satisfaction is how satisfied an individual is with his job (Dugguh & Dennis, 2014). Gnanapragasam (2014) defined job satisfaction as the difference in the level of job satisfaction between expected and actual situations, also he said is the whole set of feelings about the work environment, which includes work itself, supervisors, work groups, organizations, and even family life.

The family is a very important aspect in the life of the employees, as those who feel satisfied and happy in their family life perform their work better, so if the employees get more support for their family issues from their organization, they return that to their organization in the form of satisfaction and commitment (Al wahaibi, 2016). Job satisfaction includes three characteristics, it has essential advantages, where to get the strongest connection with commitment is through the characteristics of the job, provides an opportunity for growth and development, and makes employees feel effective in their roles where the positive impact of employees on the results of the organization (UK Essays, 2018).

### **Determinants of job satisfaction and dissatisfaction**

Lee and Chen (2013) said that job satisfaction is the emotional state capable of joy resulting from the evaluation of one's job as fulfilling or facilitating values, and job dissatisfaction is the unpleasant emotional state resulting from the evaluation of one's job as frustrating or preventing the achievement of one's values. (Dugguh & Dennis, 2014) also mentioned that the negative and unfavorable attitudes toward the job are job dissatisfaction.

There are determinants of job satisfaction and dissatisfaction, as mentioned (Khan et al., 2012; Alsaad, 2016; Al wahaibi, 2016) Job satisfaction is the result of various factors such as pay, promotion, work itself, supervision, relationships with co-workers, opportunities for promotions, achievement, recognition, responsibility, progress and growth. Job satisfaction is also negatively affected by factors such as lack of promotion, working conditions, low job security and low level of independence.

Job satisfaction or dissatisfaction depends on the fruitful and productive relationship between employees and management, where the success of any organization depends on employees who enjoy their jobs and feel rewarded for their efforts (Javed et al., 2014), feel involved and believe they have a certain level of responsibility and employees who do not feel the identity, importance and usefulness of their jobs leads to dissatisfaction that increases the likelihood of other jobs (Smith, 2017).

*There are determinants of job satisfaction and dissatisfaction* (Dugguh & Dennis, 2014) mention the determinants of job satisfaction, which are

**Achievement:** setting clear goals and standards that must be achieved and setting and employing each employee in the appropriate place for him, each according to his capabilities and talents.

**Recognition/Recognition:** Recognizing employees for their effort and effective performance, and the work of the “perfect employee of the month or year” will be a motivator and incentive for their work more actively.

**Work itself:** Persuading employees and documenting the idea that the work and the task they perform are important and meaningful and lead to positive results, greater efficiency, and achievement of the desired goal.

**Responsibility:** where employees are given freedom and power so that they feel that they have sufficient authority to achieve and accomplish their work, and with the progress and growth of employees, they can be given difficult and purposeful work in order to feel that they are responsible and reliable.

**Opportunity for advancement or promotion:** by giving them certificates of thanks and appreciation for their great efforts and promoting them to a higher position to be more satisfying.

Dugguh& Dennis (2014) also mentioned the determinants related to *job dissatisfaction* (dissatisfaction or hygiene determinants), which are:

**Pay (salary):** The salary is a contractual agreement between the employer and the employee, so if the employee is not given a salary fair and due compensation, then he feels dissatisfied and thus affects his satisfaction and performance in his work, so there must be clear policies about salaries, allowances, and bonuses to avoid dissatisfaction.

**Supervision:** Certain policies and rules must be established when choosing a person to be appointed to the position and the role of supervision/supervisor this role is difficult and requires good leadership skills and the ability to treat all employees fairly and evaluate employees.

**Working conditions:** A suitable working environment must be provided for the employees to prevent job dissatisfaction in the organization.

**Company policies, administration and procedures:** they should be a guide to the policies, distributing them to the employees, and reviewing these policies from time to time and taking employees' opinion on these policies with their work helps prevent dissatisfaction.

**Interpersonal relationships:** where the general atmosphere of work and good communication links between employees and each other and with their managers, leads to developing a sense of teamwork, which leads to employees feeling positive.

**Status:** It is the social rank of a person in a group, often determined by the characteristics of the person and his official position.

**Security:** It refers to the security and job security that the individual seeks to exist, senses and finds in the organization in which he works, where the individual feels free from threats of layoffs, harassment, discrimination, bullying, etc.

High satisfaction leads to increased commitment, but low satisfaction increases employee turnover and thus affects performance (Al wahaibi, 2016 ; Alsaad , 2016 ; Colakoglu et al., 2010).

## **Methodology**

The researcher followed the descriptive analytical approach based on the opinion poll, which relied on the study of the phenomenon (impact of economic organizational sustainability on employees' satisfaction in airlines) - as it exists in reality, and described it accurately, and the quantitative approach was used to study and analyze the data where Averages, rated ratios, and statistical tests were used as one of the analysis tools. The researcher resorted to collecting the primary data necessary to address the analytical aspects of the study by designing a survey form as a confidential tool for research, where the study was conducted within the borders of the Arab Republic of Egypt, taking into account the inclusion of the sample and the representation of the largest possible number of workers and employees in different airlines, all questionnaires were distributed in (Egypt Air - Air Arabia - Air Cairo - Nile Air - Saudi Airlines - Fly Egypt - flynas - Badr Airlines - Etihad Airways) airlines. The questionnaires were distributed through airlines inside Egypt, e-mail and social media, 450 questionnaires were distributed, 400 of them were found valid for analysis.

The researcher designed the survey form as a tool for the current study in order to obtain the necessary preliminary data, due to the importance of the survey in saving time and effort for the researcher, The survey form was designed and developed in light of the comprehensive review of previous theoretical and practical studies that dealt with the subject of economic organizational sustainability, and after surveying the opinion of a number of specialists in this field.

This form included a set of items related to the topic of the study, and the form consisted of the cover page that included a brief about the study, its title and aim, and a request for cooperation from the workers in the airlines to determine their answers to the phrases contained in the form, and the form included there are 23 sentences divided into 3 main parts as follows :-

The first part aims to measure demographic data , which consists of (6) questions on the demographic characteristics of research participants (organization name - type - age - educational level - experience - job / function).

The second part aims to measure employees' satisfaction, contains<sup>^</sup> phrases designed to understand employee satisfaction, job quality, justice, turnover, and airline engagement. The researcher was guided by the study of (Alameeri et al. 2017), (AlSarrahet al. 2020).

The third part aims to measure economic organizational sustainability, contains 9 phrases. The researcher was guided by the study of (Arinanye, 2015), (Cojocaru, 2011), (Al-Saadoun, 2017), (Abu Jleida, 2018) to design the phrases of this scale.

A 5 - Likert scale was used to measure the respondents' answers. The Statistical Package for Social Sciences (SPSS) for Windows v.21.0 was used to analyze the data collected, which statistical processing included the following methods:

- a. Mean and standard deviations to describe the characteristics of the study sample, and to determine the response towards the axes and the study dimensions that include the study tool.
- b. Correlation coefficients in a way Spearman to show relationships between the variables of the study and validate hypotheses and is used in the case of non-parametric tests, and in the case of ordinal data.
- c. Simple linear regression is a statistical tool used to show the relationship between two quantitative variables so that the value of the uncontrolled dependent variable can be expected from the controlled independent variable.

## **Results**

### **Demographic Data**

As shown in table (1), (65%) of survey respondents were males. The majority of employees were mostly 25-29 years old (35.5%), followed by those who are 39-30 years old (29.3%). As for their educational degree, a great number of airline employees hold a bachelor degree with a percentage of (82.8%). Regarding job experience, about (34%) of the employees have work experience in their current positions between 3- 5 years. Regarding function, about (23.8%) of the airline reservation and ticketing officers.

**Table (1) Sample characteristics**

<b>Demographic characteristics</b>		<b>Frequencies</b>	<b>Percentage (%)</b>
<b>Gender</b>	<b>Male</b>	260	65.0
	<b>Female</b>	140	35.0
<b>Age</b>	<b>Less than 25 years old</b>	59	14.8
	<b>25-29 years</b>	142	35.5
	<b>39-30 years</b>	117	29.3
	<b>49-40 years</b>	43	10.8
	<b>Over 49 years old</b>	39	9.8
<b>Educational level</b>	<b>Middle Certification</b>	55	13.8
	<b>Bachelor's degree</b>	331	82.8
	<b>diploma</b>	5	1.3
	<b>Master's</b>	5	1.3
	<b>PhD</b>	4	1.0

<b>Experience</b>	<b>Less than 3 years old</b>	70	17.5
	<b>3 - 5 years</b>	145	36.3
	<b>6 - 10 years</b>	79	19.8
	<b>11 - 15 years</b>	50	12.5
	<b>16-20 years</b>	18	4.5
	<b>More than 20 years</b>	38	9.5
<b>Job / Function</b>	<b>Manager</b>	16	4.0
	<b>Deputy Director</b>	19	4.8
	<b>supervisor</b>	29	7.3
	<b>Airline reservation and ticketing officer</b>	95	23.8
	<b>aircraft maintenance officer</b>	40	10.0
	<b>air hostess employee</b>	41	10.3
	<b>pilot</b>	15	3.8
	<b>Passenger and Customer Services Officer</b>	45	11.3
	<b>Security officer</b>	16	4.0
	<b>air traffic controller</b>	24	6.0
	<b>reception service employee</b>	42	10.5
	<b>baggage handler</b>	18	4.5

### **Economic organizational sustainability in airlines**

The objective of this part is to identify the extent of the impact of economic organizational sustainability on the Satisfaction of employees in Egyptian airlines , and table (2) shows economic organizational sustainability in airlines .

**Table (2) economic organizational sustainability in airlines**

	<b>Mean</b>	<b>Std. Deviation</b>	<b>Level</b>
The company is able to manage big data and a large amount of information.	3.92	0.616	<b>medium</b>
The company is able to share information and knowledge transformation.	3.88	0.625	<b>medium</b>
The company follows the policies of cost reduction, revenue and expense management, cost-benefit analysis and cost-saving	3.88	0.643	<b>medium</b>
The company works to recycle waste and waste.	3.83	0.675	<b>medium</b>
The company is always looking for renewable energy sources.	3.93	0.557	<b>medium</b>
The company follows a transparency reporting system.	3.62	0.695	<b>medium</b>



Punctuality in the payment of salaries, benefits and contracts with others.	3.76	0.658	<b>medium</b>
The ability to adapt to new market requirements, such as new legislation and regulations.	3.88	0.624	<b>medium</b>
The company has plans to monitor the market, with the aim of identifying opportunities and threats.	3.90	0.564	<b>medium</b>
<b>overall mean</b>	<b>3.8422</b>	<b>0.43592</b>	<b>medium</b>

It is clear from table (2), according to the results of this dimension, that the overall mean (3.8422) and a standard deviation (0.43592) is at an average level. The fifth paragraph “The company is always looking for renewable energy sources” ranked first with mean (3.93) and a standard deviation (0.557), while the six paragraph “The company follows a transparency reporting system” came in the last rank with mean (3.62) and a standard deviation (0.695).

**Satisfaction of employees in airlines**

This axis aims to identify the impact of Satisfaction to employees of airlines

Table (3) shows that the overall mean of the paragraphs of the employee satisfaction axis was (3.9369), with a standard deviation of (0.36873), which is an average level. The second paragraph, “I love and cherish the quality of work I do and feel important to the airline,” came in the first place with a mean (4.17) and a standard deviation (0.529), while the fifth paragraph “The salary you receive compared to the size of your duties and responsibilities within the work is considered satisfactory to you” in the last place with a mean (3.51) and a standard deviation (0.819).

**Table (3) Satisfaction of employees in airlines**

	<b>Mean</b>	<b>Std. Deviation</b>	<b>Level</b>
The degree to which I do my business meets the requirements of our clients.	4.08	0.559	<b>medium</b>
I love and cherish the quality of work I do and feel important to the airline.	4.17	0.529	<b>medium</b>
The spirit of cooperation prevails at work	3.89	0.668	<b>medium</b>
Your level of satisfaction with your work is good and fairly high.	4.11	0.452	<b>medium</b>
The salary you receive compared to the size of your duties and responsibilities within the work is considered satisfactory to you.	3.51	0.819	<b>medium</b>
Get rewards for effectively dealing with customer problems.	3.56	0.734	<b>medium</b>

My job is in line with my interests, skills, and behaviors.	4.12	0.554	<b>medium</b>
I receive training on how to better serve customers and handle complaints	4.07	0.679	<b>medium</b>
<b>overall mean</b>	<b>3.9369</b>	<b>0.36873</b>	<b>medium</b>

**Hypotheses test**

**Table (4): The relationship between economic organizational sustainability and employees’ satisfaction in airlines**

			<b>economic organizational sustainability</b>	<b>employees’ satisfaction</b>
<b>Spearman's rho</b>	<b>economic organizational sustainability</b>	Correlation Coefficient	1.000	0.484**
		significant	0	0.000
		N	400	400
	<b>employees’ satisfaction</b>	Correlation Coefficient	0.484**	1.000
		significant	0.000	0
		N	400	400

Table (4) indicates a significant relationship between economic organizational sustainability and airline employees’ satisfaction. The significance level is 0.000, which is less than 0.05 as the confidence score is 99% and the error rate is 0.01, which indicates the strength of their relationship.

From the previous table, there is a medium correlation between economic organizational sustainability and employees’ satisfaction in airlines, where the Spearman correlation coefficient is 0.484, and it shows a positive relationship between economic organizational sustainability and employees’ satisfaction in airlines. This means that the greater the application of economic organizational sustainability in the airline, the greater the satisfaction of employees in the company and vice versa.

**Table (5): The Regression of economic organizational sustainability on employees’ satisfaction in airlines**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
<b>1</b>	0.563	0.317	0.315	0.361

As for the interpretation of the relationship, it is shown in Table (5), where we find that the coefficient of determination is 0.317, while the corrected coefficient of determination is 0.315, which indicates a decrease in the difference between them at a standard error of 0.361, which confirms the accuracy of the results, based on, Therefore,

it can be said that the independent variables, which are (economic organizational sustainability) in this model has an effect of 31.5% on the dependent variable (satisfaction of employees in airlines). This means that the obligation to apply economic organizational sustainability within the airlines explains what an amount of (31.5%) of the satisfaction of employees of these companies.

**Table (6): Analysis of the variance of the significant regression model (ANOVA)**

model		Sum of Squares	df	Mean Square	F	Sig.
\	Regression	24.022	1	24.022	184.573	0.000
	Residual	51.799	398	0.130		
	Total	75.820	399			

The previous table (6) shows the strength of the regression model as a whole, where the value of calculated towards F (184.573) and at the level of significance (.000), which is a function at a significant level of less than 1%, which is thus high in significance, and this confirms the explanatory power of the linear regression model from a statistical point of view, meaning that the model as a whole is significant.

**Table (7): The values of the regression coefficients and their significance for employees' satisfaction**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
economic organizational sustainability	0.665	0.049	0.563	13.586	0.000
(Constant)	1.223	0.194		6.312	0.000

The previous table (7) shows the parameters of the regression model, as it appears that the economic organizational sustainability dimension is acceptable and has high significance in this model ( $0.000 < 0.01$ ). The previous result indicates that each increase in the level of economic organizational sustainability by one unit was offset by an increase of 0.665 in the direction of the level of employees satisfaction in airlines. This means that the dominance of the concept of economic organizational sustainability among employees would develop their enthusiasm and motivation to more diligent work and achievement, as well as develop their positive attitudes towards initiative and creativity.

There is a significant relationship between economic organizational sustainability and employees' satisfaction in airlines. **“Supported”**

**Table (8): The relationship between economic organizational sustainability and financial return for the employee in airlines**

			<b>economic organizational sustainability</b>	<b>financial return for the employee</b>
<b>Spearman's rho</b>	<b>economic organizational sustainability</b>	Correlation Coefficient	1.000	0.360**
		significant	0	0.000
		N	400	400
	<b>financial return for the employee</b>	Correlation Coefficient	0.360**	1.000
		significant	0.000	0
		N	400	400

Table (8) indicates a significant relationship between economic organizational sustainability and airline financial return for the employee. The significance level is 0.000, which is less than 0.05 as the confidence score is 99% and the error rate is 0.01, which indicates the strength of their relationship.

From the previous table, there is a medium correlation between economic organizational sustainability and financial return for the employee in airlines, where the Spearman correlation coefficient is 0.360, and it shows a positive relationship between economic organizational sustainability and financial return for the employee in airlines. This means that the greater the application of economic organizational sustainability in the airline, the greater the financial return of employees in the company and vice versa.

**Table (9): The Regression of economic organizational sustainability on financial return for the employee in airlines**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
<b>1</b>	0.320	0.102	0.100	0.414

As for the interpretation of the relationship, it is shown in Table (9), where we find that the coefficient of determination is 0.102, while the corrected coefficient of determination is 0.100, which indicates a decrease in the difference between them at a standard error of 0.414, which confirms the accuracy of the results, based on, Therefore, it can be said that the independent variables, which are (economic organizational sustainability) in this model has an effect of 10.0% on the dependent variable (financial return of employees in airlines). This means that the obligation to apply economic organizational sustainability within the airlines explains what an amount of (10.0%) of the financial return for the employee of these companies.

**Table (10 ):Analysis of the variance of the significant regression model (ANOVA)**

model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.747	1	7.747	45.294	0.000
	Residual	68.073	398	0.171		
	Total	75.820	399			

The previous table (10) shows the strength of the regression model as a whole, where the value of calculated towards F (45.294) and at the level of significance(.000) , which is a function at a significant level of less than 1%, which is thus high in significance, and this confirms the explanatory power of the linear regression model from a statistical point of view, meaning that the model as a whole is significant.

**Table (11 ):The values of the regression coefficients and their significance for financial return for the employee**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
economic organizational sustainability	0.222	0.033	0.320	6.730	0.000
(Constant)	3.059	0.118		25.889	0.000

The previous table (11) shows the parameters of the regression model, as it appears that the economic organizational sustainability dimension is acceptable and has high significance in this model (0.000 < 0.01). The previous result indicates that each increase in the level of economic organizational sustainability by one unit was offset by an increase of 0.222 in the direction of the level of financial return for the employee in airlines. This means that the dominance of the concept of economic organizational sustainability among employees would develop their enthusiasm and motivation to more diligent work and achievement, as well as develop their positive attitudes towards initiative and creativity.

There is a significant relationship between economic organizational sustainability and financial return for the employee in airlines. **“Supported”**

**Table (12): The relationship between employees’ satisfaction and justice in airlines**

			employees’ satisfaction	justice in airline
Spearman's rho	employees’ satisfaction	Correlation Coefficient	1.000	0.575**
		significant	0	0.000
		N	400	400
	justice in airline	Correlation	0.575**	1.000

		Coefficient		
		significant	0.000	0
		N	400	400

Table (12) indicates a significant relationship between employees' satisfaction and airline justice. The significance level is 0.000, which is less than 0.05 as the confidence score is 99% and the error rate is 0.01, which indicates the strength of their relationship.

From the previous table, there is a medium correlation between employees' satisfaction and justice in airlines, where the Spearman correlation coefficient is 0.575, and it shows a positive relationship between employees' satisfaction and justice in airlines. This means that the greater the application of employees' satisfaction in the airline, the greater the justice in the company and vice versa.

**Table (13): The Regression of employees' satisfaction on justice in airlines**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.688	0.473	0.472	0.268

As for the interpretation of the relationship, it is shown in Table (13), where we find that the coefficient of determination is 0.473, while the corrected coefficient of determination is 0.472, which indicates a decrease in the difference between them at a standard error of 0.268, which confirms the accuracy of the results, based on, Therefore, it can be said that the independent variables, which are (employees' satisfaction) in this model has an effect of 47.2% on the dependent variable (justice in airlines). This means that the obligation to apply employees' satisfaction within the airlines explains what an amount of (47.2%) of the justice of these companies.

**Table (14): Analysis of the variance of the significant regression model (ANOVA)**

model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.687	1	25.687	357.915	0.000
	Residual	28.563	398	0.072		
	Total	54.250	399			

The previous table (14) shows the strength of the regression model as a whole, where the value of calculated towards F (357.915) and at the level of significance (.000), which is a function at a significant level of less than 1%, which is thus high in significance, and this confirms the explanatory power of the linear regression model from a statistical point of view, meaning that the model as a whole is significant.

**Table ( 15):The values of the regression coefficients and their significance for justice in airlines**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
employees' satisfaction	0.403	0.021	0.688	18.919	0.000
(Constant)	2.511	0.077		32.807	0.000

The previous table (15) shows the parameters of the regression model, as it appears that the employees' satisfaction dimension is acceptable and has high significance in this model ( $0.000 < 0.01$ ). The previous result indicates that each increase in the level of employees' satisfaction by one unit was offset by an increase of 0.403 in the direction of the level of justice in airlines. This means that the dominance of the concept of employees' satisfaction among employees would develop their enthusiasm and motivation to more diligent work and achievement, as well as develop their positive attitudes towards initiative and creativity.

There is a significant relationship between employees' satisfaction and justice in airlines. **“Supported”**

**Table (16): The relationship between economic organizational sustainability and employee training**

			economic organizational sustainability	employee training in airline
Spearman's rho	economic organizational sustainability	Correlation Coefficient	1.000	0.317**
		significant	0	0.000
		N	400	400
	employee training in airline	Correlation Coefficient	0.317**	1.000
		significant	0.000	0
		N	400	400

Table (16) indicates a significant relationship between economic organizational sustainability and airline employee training. The significance level is 0.000, which is less than 0.05 as the confidence score is 99% and the error rate is 0.01, which indicates the strength of their relationship.

From the previous table, there is a medium correlation between economic organizational sustainability and employee training in airlines, where the Spearman correlation coefficient is 0.317, and it shows a positive relationship between economic organizational sustainability and employee training in airlines. This means that the greater the application of economic organizational sustainability in the airline, the greater the employee training in the company and vice versa.

**Table (17): The Regression of economic organizational sustainability on employee training**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.378	0.143	0.141	0.404

As for the interpretation of the relationship, it is shown in Table (17), where we find that the coefficient of determination is 0.143, while the corrected coefficient of determination is 0.141, which indicates a decrease in the difference between them at a standard error of 0.404, which confirms the accuracy of the results, based on, Therefore, it can be said that the independent variables, which are (economic organizational sustainability) in this model has an effect of 14.1% on the dependent variable (the employee training in airlines). This means that the obligation to apply economic organizational sustainability within the airlines explains what an amount of (14.1%) of the employee training of these companies.

**Table (18): Analysis of the variance of the significant regression model (ANOVA )**

model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.828	1	10.828	66.306	0.000
	Residual	64.993	398	0.163		
	Total	75.820	399			

The previous table (18 ) shows the strength of the regression model as a whole, where the value of calculated towards F (66.306) and at the level of significance(0.000), which is a function at a significant level of less than 1%, which is thus high in significance, and this confirms the explanatory power of the linear regression model from a statistical point of view, meaning that the model as a whole is significant.

**Table (19): The values of the regression coefficients and their significance for employee training**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
economic organizational sustainability	0.243	0.030	0.378	8.143	0.000
(Constant)	2.855	0.123		23.229	0.000

The previous table (19) shows the parameters of the regression model, as it appears that the economic organizational sustainability dimension is acceptable and has high significance in this model (0.000  $\leq$  0.01). The previous result indicates that each increase in the level of economic organizational sustainability by one unit was offset by an increase of 0.243 in the direction of the level of employee training in airlines. This



means that the dominance of the concept of economic organizational sustainability among employees would develop their enthusiasm and motivation to more diligent work and achievement, as well as develop their positive attitudes towards initiative and creativity.

There is a significant relationship between economic organizational sustainability and employee training. **“Supported”**

**Table (20): summary of testing hypotheses**

<b>Hypotheses</b>	<b>Testing Result</b>
There is a statistically significant relationship between economic organizational sustainability and employees’ satisfaction in airlines.	Supported
There is a statistically significant relationship between economic organizational sustainability and and financial return for the employee in airlines.	Supported
There is a statistically significant relationship between employees’ satisfaction and justice in airlines.	Supported
There is a statistically significant relationship between economic organizational sustainability and employee training.	Supported

### **Conclusion**

There is a significant relationship between economic organizational sustainability and employee satisfaction. Employee satisfaction encourages the investment of his energy and time in work more, and increases his level of self-efficacy, which leads to the promotion of product quality and optimum service, and thus the organization succeeds and achieves its goals. The participation of employees in decision-making improves the human relations between employees and company management, which encourages, motivates and increases employee satisfaction towards the airline. As it clarified that the (ECOS) is applied in a medium and not high way, and also that there is employee satisfaction, but in an average way.

### **Recommendations**

In light of the findings of the study, some of the following recommendations can be suggested that will improve the status of airlines and their access to the optimal position in the work environment:

1. Ensure to achieve a balance between costs and income in production and outputs to achieve organizational economic sustainability in airlines.
2. The airline must strengthen the relationships between employees and each other and with their managers and their feeling that they are one family to improve their satisfaction, trust and loyalty to the company.
3. The company should encourage employees by giving them certificates of thanks and appreciation for their great efforts and promoting them to a higher level to be more

satisfactory.

4. Providing employees with a job security factor that increases their satisfaction with the airline and thus reduces employee turnover.

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## أثر الاستدامة التنظيمية الاقتصادية علي رضا الموظفين في شركات الطيران

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### الملخص

تعمل شركات الطيران جاهدة للحفاظ على نجاحها واستمراريتها وربحيتها ، وكذلك الحفاظ على حقوق الأجيال القادمة ، ويتم ذلك من خلال موظفيها. تهدف هذه الدراسة إلى توضيح تأثير الاستدامة التنظيمية الاقتصادية على رضا الموظفين في شركات الطيران. اعتمدت هذه الدراسة على تحليل ٤٠٠ استمارة مسح من أصل ٤٥٠ تم توزيعها على عينة عشوائية من موظفي الخطوط الجوية. تفترض الدراسة أن هناك علاقة ذات دلالة إحصائية بين الاستدامة التنظيمية الاقتصادية ورضا الموظفين في شركات الطيران ، وهي فرضية رئيسية تُشتق منها ثلاث فرضيات فرعية. تم استخدام المتوسطات الحسابية والانحراف المعياري ومعاملات الارتباط بطريقة سبيرمان والانحدار الخطي البسيط لاختبار الفرضيات ، حيث أشارت النتائج إلى وجود علاقة ذات دلالة إحصائية بين الاستدامة التنظيمية الاقتصادية ورضا الموظفين في شركات الطيران. كما أوضحت أن الاستدامة التنظيمية الاقتصادية يتم تطبيقها بطريقة متوسطة وليست عالية ، وأيضاً أن هناك رضا الموظفين ولكن بشكل متوسط. وتوصي الدراسة بضرورة قيام شركة الطيران بتقوية العلاقات بين الموظفين وبعضهم البعض ومع مديريهم وشعورهم بأنهم أسرة واحدة لتحسين رضاهم وثقتهم وولائهم للشركة.

**الكلمات الدالة:** الاستدامة التنظيمية الاقتصادية ، رضا الموظفين ، شركات الطيران.