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ΣΤΗ ΔΙΟΙΚΗΣΗ ΕΠΙΧΕΙΡΗΣΕΩΝ

Διπλωματική Εργασία

**MOTIVATION, INCENTIVES, JOB SATISFACTION AND JOB
COMMITMENT OF THE FLYING CREW IN THE GREEK AIRLINES
INDUSTRY: AN EMPIRICAL STUDY.**

του

ΔΗΜΗΤΡΗ ΣΤΕΦΑΝΙΔΗ ΤΟΥ ΚΥΡΙΑΚΟΥ

Υποβλήθηκε ως απαιτούμενο για την απόκτηση του μεταπτυχιακού
διπλώματος ειδίκευσης στη Διοίκηση Επιχειρήσεων
με εξειδίκευση στη Διοίκηση Ανθρώπινων Πόρων

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Dedicated to my wife and to my three children

I want to thank my supervisor professor D. Mihail and

Astra Airlines for their undivided help

ABSTRACT

The purpose of this study was to identify what are the incentives that motivate the air crew in the Greek airline industry and how these motivators influence the two main attitudes, job commitment and job satisfaction. Initially the token was to be taken by 3 major airlines companies of Greece. Unfortunately, 2 of 3 refused to cooperate due to a major merge that was to be made between them, so the token was limited to the sample that was taken by the third company only. This sample was formed by 19 filled questionnaires taken from this company which air crew is limited to 40 employees. Due to the small amount of questionnaires, it was mandatory not to continue to a regression analysis with unsafe results. For that reason the analysis of the findings never passed the borderline of simple measurements like mean and average finding of the incentives, job satisfaction and organizational commitment.

Maybe the major aim of this study was never satisfied, but it is sure that this search will be the first step and the motivator that will help human resource management to commit further investigation in order to examine, how the productivity in the airlines industry, can be improved.

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1. INTRODUCTION

In our life every movement depends on motivation. Whatever we do, we need the right motive in order to deal with it. Starting with the basics, like feeding in order to survive, and more complex one like education with the hope of getting rich and famous. These two examples may seem alike but there are not. Every people need to survive but does everyone need to get rich? Of course, as many researches shown, every human being is motivated by different needs in his life and this depends in many factors like age, micro environment etc.

When it comes to work things are more complicated. Many theories have been issued in the past years concerning what people need in order to work harder, where the word “harder” means more productive. Fundamentalists like Maslow and Vroom argued about psychological needs of employees and not just about the “carrot” method. Their studies had to overcome the employer’s reactions who believed that everything comes to money. The aspect that only monetary incentives had an effect to employees was a huge hurdle for their theories. But other studies that followed supported their statement and take it a step forward. Nowadays Human Resource Management not only fosters these fundamentals but also enhanced them, supported from studies made for certain sectors and industries like private or public sector, retail sector etc. These studies have shown that the needs for every sector may be deferred, but all of them extract the same result: Every sector must be examined separately.

Other studies argued that between needs and employee’s performance, are some specific attitudes that seems to be the aim of incentives in order to improve performance that leads to higher productivity and less turnover. These attitudes are: job satisfaction and organizational commitment.

This study is scrutinizing an industry that has not examined before as far as known: the Greek Airlines industry and more precise the aircrew of this industry. The initial main objective of this study was to determine what specific needs employees must have in order to be more satisfied and more committed to their organization. The initial sample was to be taken by three major airlines companies of Greece but two of them refused to participate so the initial objective had to be changed due to the small amount of questionnaires. For that reason the analysis of the findings never passed the borderline of simple measurements like mean and average finding of the incentives, job satisfaction and organizational commitment.

The remainder of the paper is structured as follows. The second section mentions the existing literature. The third analyses the methods adopted for this research, followed by the results, the discussion and the presentation of the conclusion.

2. LITERATURE REVIEW

It is essential to understand that motivation of the employees is the strongest arrow in supervisor's quiver, which they can use in their aiming of higher productivity. Many researchers have argued in the past years about how motivation influences productivity. But, first of all, what is motivation? Was motivation responsible for this huge increase in manufacturing airplanes in the World War II by United Kingdom, where they managed to reach 4 times higher productivity in just 4 years (1939-1943). Or was motivation responsible when the Japanese Air force, also in the second W.W., had forced, in some way, the "kamikazes" to kill themselves in order to fulfill their

missions? Many people may say that both examples took place in war conditions and they are not so reliable. Furthermore in the second one, the culture of Japanese people is the main reason of this result. And they might be right, but as we will see below, the outside environment and culture are things that supervisors must take under consideration in order to complete a motivation plan for their organizations. To make it clear, they used the state of War to persuade their employees to work more efficiently and secondly they used the Japanese culture, of committing suicide for principal purposes, to convince their pilots to die for their country.

Nowadays there are also many examples of companies that motivate their employees in a way, to produce more efficiently. Companies like Google or Toyota are two of them. Even if they belong in a different industry they use the same motivators for their employees. For example in Google people have the right to remain free two hours a day to work in a project of their own, and if the company accept this project to take it on sale the employee who create it will take a percentage of total sales. In Toyota, on the other hand, people are free to speak out their opinion to their supervisors even if it is totally unlike to them, without having any consequences. (Takeuchi; Osono; Shimizu, 2008). These in some way are the “incentives” that the above companies use in order to motivate their employees.

Trying to figure out in this chapter, what is motivation and what authority has in productivity, we must first look at what the fundamentalists of motivation maintaining, starting with Abraham Maslow and continuing with Herzberg, Vroom, Deci and others. Secondly we have to scrutinize why job satisfaction lead us in higher productivity and why organizational commitment is responsible in less turnover something that also helps the company to be more productive .Finally we will examine what are the factors

or the incentives (rewards as we may see them in literature) from which the employees are motivated.

2.1 Fundamentalists of motivation

2.1.1 Abraham Maslow

Referring to motivation Abraham Maslow said *“this is not new management tricks or gimmicks or superficial techniques that can be used to manipulate human beings more efficiently. Rather it is a clear confrontation of one basic set of orthodox values by another newer system of values that claims to be more efficient”*.

As the father of humanistic psychology, Maslow is most remembered for his hierarchy of needs and the concept of self-actualization as the higher motivating force (W. Bennis, 1998). He argued that people have a hierarchy of five increasingly higher-level needs, which he called psychological, security, social, self-esteem, and self-actualization (G. Dessler, 2004). For example, the theory would suggest that someone who is desperately hungry or cold would be relatively uninterested in an offer of a more interesting, enriched job; the person just wants to eat. To be more specific, Maslow mentioned that, when an inferior rank need is satisfied (assuring food, clothing etc) the next level need becomes dominant, and the attention of the person is dedicated to the accomplishment of this higher rank need (V. Lefter; A. Manolescu; C. V. Marinas; S. R. Puia, 2010).

The need of self-actualization can never be satisfied; Maslow mentions in this sense that “man is a perpetually wanting animal” and only an unsatisfied need can motivate the behavior, the dominant need being the primary factor of behavior motivation (V.

Lefter; A. Manolescu; C. V. Marinas; S. R. Puia, 2010). Later in his carrier, he suggested it might be more useful to think of his five needs as comprising a two step not a five step hierarchy. The bottom rung contains needs best satisfied by things like extrinsically supplied job security and food and shelter. The second, upper rung contains needs for achievement and self-actualization, needs best satisfied by intrinsic rewards like the sense of achievement one derives from doing a challenging job and doing it well (G. Dessler, 2004).

2.1.2 Frederick Herzberg

As G. Dessler, (2004, p.440) “F. Herzberg took Maslow’s Hierarchy of five factors and divided it into 2 level needs. The lower level (psychological, safety, social) and the higher level (achievement, self-actualization). . He calls the two levels *hygienes* and *motivators* respectively. If hygiene factors are inadequate, employees become dissatisfied. However adding more of these hygienes (like incentives) to the job (supplying what Herzberg calls extrinsic motivation) is an inferior way to try to motivate someone. Instead of relying on hygienes, says Herzberg, the employer interested in creating a self-motivated workforce should emphasize “job content” or motivator factors. Managers do this by enriching workers’ jobs so that the jobs are more challenging, and by providing feedback and recognition.”

This theory was often criticized, especially because it does not make any evaluation of the relation between satisfaction and performance (V. Lefter; A. Manolescu; C. V. Marinas; S. R. Puia, 2010). This is a relation that will be discussed below.

2.1.3 Victor Vroom

Vroom (1964) was the founder of the *VIE* theory. Where V stands for Valence, I stand for Instrumentality and E stands for Expectancy. Valence is a notion that we will see later when it comes to job satisfaction, and represents the perceived value the person attaches to the reward. Instrumentality is the perceived connection between successful performance and actually obtaining the rewards. Expectancy means that the effort of someone will lead to performance (in terms of probability). (G. Dessler, 2004).

Vroom said that we will reach motivation if we multiply those three. Motivation = $(V * I * E)$. If any of those three is missing we will not have motivation. So whenever the employees feel that even if they perform well they will not take any reward, or if the reward is not something meaningful to them, or if they believe that their effort will not lead to higher performance they will not be motivated.

2.1.4 Edward Deci

Deci et. al (1968) says that “The performance of a person on a job is considered as a function of two different kinds of variables. One of these refers to the ability or skill of the individual to perform the job and the second refers to his motivation to use this ability or skill in the actual performance the job.”

He is also says that there is extrinsic and intrinsic motivation like Herzberg made it clear, but he is maintaining that extrinsic rewards could at times actually detract from the person’s intrinsic motivation (G. Dessler, 2004). So we must not rely too heavily on extrinsic rewards only.

2.2 Job satisfaction

As V. Vroom (1964) says job satisfaction is the conceptual equivalent of the valence of the job or work role to the person performing it. Another definition of job satisfaction, coming from Weiss (p.177, 2002), is: “job satisfaction includes three separate constructs: overall evaluative judgments about jobs, affective experiences at work, and beliefs about jobs”. In other words job satisfaction measures the amount of satisfaction that an individual takes from his or her employer.

Some useful information about satisfied workers comes from Herzberg (2003) who says that the opposite of Job satisfaction is not job dissatisfaction but no satisfaction; similarly the opposite of job dissatisfaction is not job satisfaction but no dissatisfaction.

But why job satisfaction is so important and so many researches have been made about it? The first impression of the researchers was that job satisfaction is connected with best performance of the employees, less turnover where, consequently, both of them lead in higher productivity. Too much research has made in order to prove this connection. Vroom (1964) was the first one who found that job satisfaction has a negative relationship with the probability of resignation something that is correlated with turnover rates. He also found some indications that there is a negative relation between job satisfaction and accidents, something that has to be studied more, in order to have firm conclusions (Vroom, 1964). But he said that there is no simple relationship between job satisfaction and performance (Vroom, 1964).

Another scientist Organ (p. 46, 1977) stated that *“it would appear that the last nail has been driven into the coffin of the human relations’ notion that satisfaction causes performance, insofar as its respectability among theorists and researchers in*

organizational psychology is concerned". Organ emphasized that the frequently cited review of Vroom (1964), concerning the relationship between job satisfaction and job performance, may be more pessimistically represented than is appropriated because only 3 of 23 correlations that he cited were negative (Petty M., Mcgee G., Cavender J., 1984). So Organ concluded that results of previous research, though not impressive, are sufficiently positive to warrant an open mind, new perspectives, and continuing research on the issue (Petty M., Mcgee G., Cavender J., 1984).

After the statement of Organ (1977) new research has come into light like the one of Petty M., Mcgee G., Cavender J. (1984) who concludes that Job satisfaction and job performance are very positively correlated.

Other researchers took a step beyond and measure the relationship between job satisfaction and productivity. One of them Grant (1998) found that the gap between satisfied and dissatisfied employees is 10 per cent higher returns for the company. Similarly, Oliver (1998) in his research found that, when employees are satisfied the result is 19 per cent higher profit and 18 per cent higher productivity for their companies. Finally, research has shown that the independent variables proposed in the above literature are key in the administration and success of non-monetary incentives (Appelbaum S., Kamal R., 2000).

2.3 Organizational commitment

As Blau (1989), Morrow and McElroy (1986) say that organizational commitment is a focus of a bigger idea called "work-related commitment" which has a set of five foci: job, organization, work-group, career, and work values (Somers M; Birnbaum D., 1996). Commitment to the organization is defined as an attitudinal variable

characterized by an enduring psychological attachment (Somers M; Birnbaum D., 1996).

There have been tremendous research efforts about the nature and the consequences of organizational commitment. “In particular, the construct of organizational commitment has been demonstrated to be an important predictor of certain organizational outcomes such as in-role job performance, extra-role behavior, turnover intention, and actual turnover” (Wong Y.; Ngo H.; Wong C., 2002).

But what is this “construct”? Allen and Meyer (1990) proposed, and since then we see it in literature, a three component model: the affective, the continuance and the normative commitment (Malhotra N.; Budhwar P.; Prowse P., 2007)

2.3.1 Affective commitment

Affective commitment is the employee’s emotional attachment to, identification with and involvement in the organization (Malhotra N.; Budhwar P.; Prowse P., 2007). The roots of affective commitment are in the concept of exchange (Allen; Meyer, 1991). Employees want to remain, and are willing to exert effort on behalf of the organization because of the positive work experiences and benefits they derive from their relationship with the organization (Malhotra N.; Budhwar P.; Prowse P., 2007). As Angle and Petty (1983) et al. support that both extrinsic as well as intrinsic rewards influence affective commitment (Malhotra N.; Budhwar P.; Prowse P., 2007).

There are several studies (Angle and Perry, 1981; Arnold and Feldman, 1982; Bluedorn, 1982; et al.) that found the hypothesized negative relation between affective

commitment and turnover (or turnover intention) (Meyer and Allen, 1991). Furthermore in other studies reported the positive relation between affective commitment and performance (Meyer and Allen, 1991).

2.3.2 Continuance commitment

Continuance commitment is defined as commitment based on the costs that employees associate with leaving the organization (Meyer and Allen, 1991). This component of commitment is associated with employee's fear of losing some privileges like pension funds in case of leaving the organization. As we see in the literature that continuance commitment is quite distinct and does not relate significantly with either of the other two components i.e. affective or normative commitment (Dam, 2005; Meyer and Allen, 1991). Further more, in the literature we also see that the extrinsic organizational rewards are seem too be more highly related to this component of commitment (Mathieu and Zajac, 1990; Meyer, 1997; Wang, 2004; Yilmaz, 2002; Malhotra N.; Budhwar P.; Prowse P., 2007).

There are several studies (Abelson, 1987; Farell and Petersen, 1984; Parasuraman and Alutto, 1984 et al.) that found the hypothesized negative relation between continuance commitment and turnover (or turnover intention) (Meyer and Allen, 1991). This component of commitment is perhaps least likely to correlate positive with performance (Meyer and Allen, 1991).

2.3.3 Normative commitment

“Normative commitment denotes employees’ feelings of obligation to stay with organization” (Malhotra N.; Budhwar P.; Prowse P., 2007). In other words the

employee feeling obliged to the organization because of the rewards that they have received. Allen and Meyer (1996) argue that although being conceptually distinguishable, affective and normative commitment may have “inherent psychological overlap” (p.272) (Malhotra N.; Budhwar P.; Prowse P., 2007). Allen and Meyer (1991, 1997) also argue that normative commitment is also affected by both intrinsic and extrinsic rewards.

There are several studies like the one of Wiener and Vardi (1980) that found the hypothesized negative relation between normative commitment and turnover (or turnover intention) (Meyer and Allen, 1991). Furthermore Wiener and Vardi (1980) in their research, they found a significant positive correlation between normative commitment and work effort (Meyer and Allen, 1991).

2.4 Incentives

The question that emerges now, after explaining why job satisfaction and organizational commitment are so important for the continuing of a company, is what we can do as employers to increase these factors in our organization. The answer could be simple: give them what they want. But what employees really want? Do they all want the same or do they have many differences individually?

In order to answer this question we must first look in what the incentives are. There are the motivation force that an individual anticipates, when he or she offers his or her abilities to a company. Incentives are separated as Herzberg (1968) and others said in extrinsic and intrinsic. Extrinsic are the ones that are related to the content of the work there are originated from the first three categories of Maslow’s hierarchy:

psychological, security, social. Some of them are job security, working conditions and supervision. On the other hand intrinsic are the ones that are related with the personality of the individuals. There are originated from the next two categories of Maslow's hierarchy self-esteem and self-actualization. Some of them are recognition, autonomy and participation in decision making. In other words as Osterich et. All (p.64, 2002) states that extrinsic motivation occurs when employees are able to satisfy their needs indirectly, most importantly through monetary compensation. In contrast, Ryan and Deci (2000) argued that intrinsic motivation is apparent when individuals' behavior is oriented towards the satisfaction of innate psychological needs rather than to obtain material rewards (Manolopoulos, 2007)

There is also another segregation of the incentives in monetary and non-monetary. In monetary incentives money plays the first and more significant role. Those are salaries, benefits, bonus for more productive work and others. Non-monetary incentives are the ones with no direct role of money in them. Incentives like promotion opportunities, participation in decision making and others.

There have been too many researches concerning what people need in order to be more satisfied and more committed to their work. Moreover, by what incentives are motivated, in order to be more productive. Work motivation is one of the most intensively studied topics in the social science (Manolopoulos, 2007). Researchers Appelbaum and Kamal (2001) found that factors like job enrichment, employee recognition, clarity and pay equity are connected positively with satisfaction. Also Malhotra, Budhwar and Prowse (2007) managed to link positively job commitment with working conditions, pay satisfaction, promotional opportunities, supervision and other incentives. Another study of Davy, Kinicki and Scheck (1997) has shown that job

security, one of the extrinsic incentives, is positively effects job satisfaction and organizational commitment. Furthermore, Pfeffer (1997) argued that greater use of 16 management practices (incentives) such as participation and empowerment, incentive pay, employment security, promotion, and training and skill development, results in higher productivity and profit across organizations (Delery J.; Doty H., 1996).

To conclude, there is too many evidence that the relation between intrinsic and extrinsic motivation, other that financial, with employees' satisfaction, is a strong and positive one (Manolopoulos, 2007). Also as Wang (2004); Young et al. (1998) stated "rewards (incentives) play an important role in building and maintaining the commitment among employees that ensures a high standard of performance and workforce stability (Malhotra; Budhwar; Prowse, 2007). Finally, as Appelbaum (1975) says, there has to be a motivational mix, where corporations must provide employees with as much security as needed and as much challenge as they feel they want.

3. METHODOLOGY

3.1 Purpose

The initial purpose of this study as mentioned above was to determine the relationship between incentives (both intrinsic & extrinsic) and job satisfaction and also job commitment in the Greek airlines industry. These inputs collected with the help of anonymous questionnaires. This method selected because it is the fast way to gather all these information needed in a small amount of time. Other ways may be useful in collecting data, like interviews, but more time was needed for that.

Nevertheless, the relationship never established due to the lack of findings. The small amount of questionnaires could not support the regression analysis that was needed, for this purpose. For that reason the research was diverted in more simple analysis, like finding of mean and average for every motivator and attitude individually.

3.2 Sample

The sample initially was to be gathered from three major airlines in Greece. But due to reasons that mentioned above, was limited to the third airlines company only. The questionnaires were answered by all the categories of the aircrew meaning the employees that flying, like captain, first officer, senior cabin crew member and crew member, and not the ground crew. The questions were only paper presented. There was 25 questionnaires distributed, the number of all the aircrew of the company in winter season, and received 19 usable. This means that the response was 76 per cent.

3.3 Measures

The questionnaire (appendix) is supported by 5 demographical questions like gender, age, position in the company, marital situation and educational level. It is also supported by 65 items linked with the Likert-type scale ranging from 1 meaning “not at all” response, up to 5 meaning “very much” response were 3 is the “little” response to their job. Of the people that answered 57.9 per cent were men and 42.1 per cent were women, the average age was 33 years old, 21.1 per cent were captain, 26.3 per cent were first officers, 31.6 were Senior cabin crew and 21.1 per cent were cabin crew. 42.1 per cent of them were married, 5.3 per cent divorced and 52.6 per cent single. 63.2 per cent of them were high school graduated and 36.8 per cent bachelor graduated. Finally, the average age of them is 33 years old (Figures 3.1, 3.2, 3.3, 3.4, 3.5).

Figure 3.1

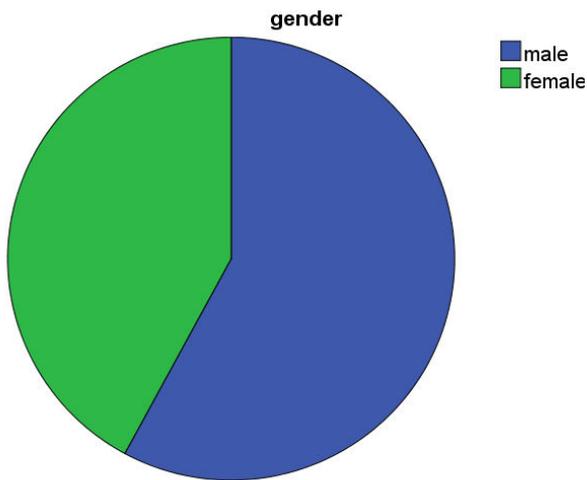


Figure 3.2

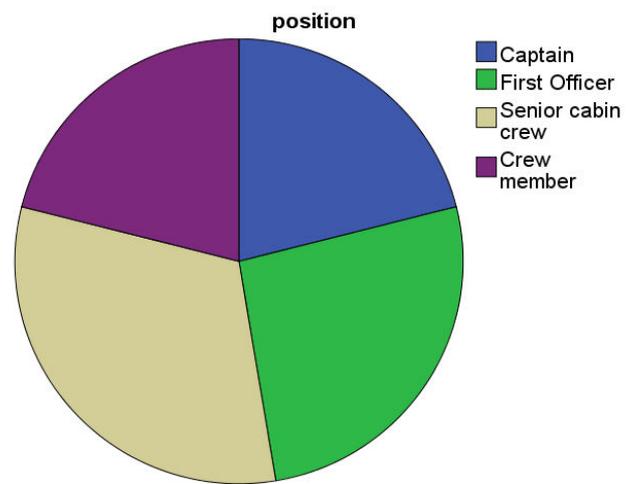


Figure 3.2

Figure 3.3

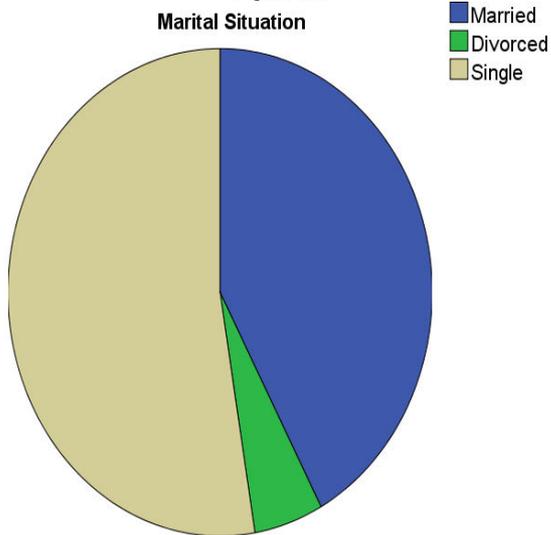


Figure 3.4

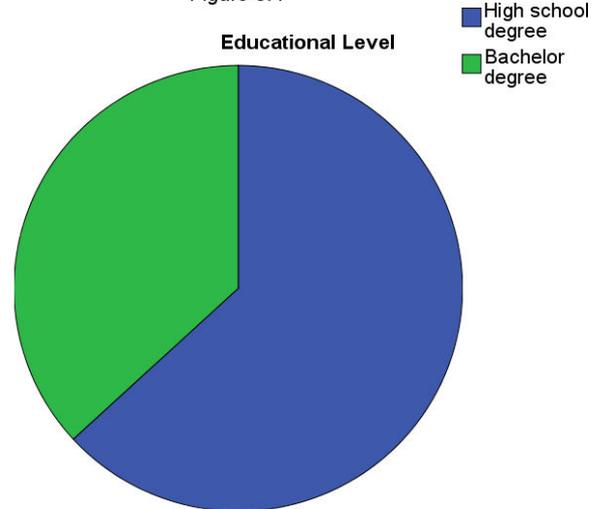
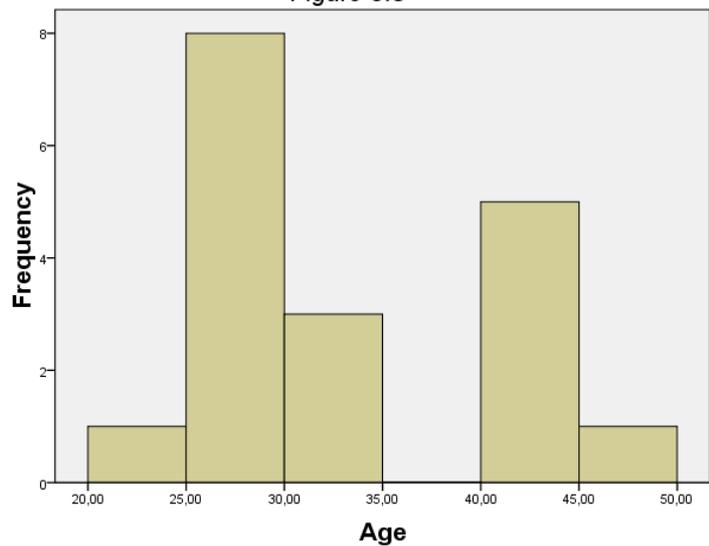


Figure 3.5



3.3.1 Incentives

Questions that developed and used first by Davy, Kinicki and Scheck (1997) are used in this search in measuring job security (3 items) and

advancement opportunities (1 item). Moreover, questions that developed by Delery and Doty (1996) are used in measuring job security (1 item), participation in decision making (1 item) and advancement opportunities (1 item). Continuing with Malhotra, Budhwar and Prowse (2007) who helped this research providing 4 items in measuring team support, 1 item in measuring feedback, 2 in measuring job enrichment, 3 in measuring participation in decision making, 2 in measuring advancement opportunities, 4 in measuring role clarity, 2 in measuring work conditions and 3 in measuring supervisor skills. Also Appelbaum and Kamal (2001) developed and use first the following items that used in this study: 3 items in measuring feedback, 1 in measuring job enrichment, 1 in measuring role clarity and 1 in measuring supervisor skills. Finally 1 item for measuring advancement opportunities and 2 items in measuring work conditions were borrowed from Manolopoulos study (2008).

3.3.2 Job satisfaction

A 4 item scale used in measuring job satisfaction borrowed from the study of Appelbaum and Kamal (2001). This measurement was supposed to be one of the dependent variable of this study.

3.3.3 Organizational commitment

17-item scale is used to measure organizational commitment. All of them initially was used by Malhotra, Budhwar and Prowse (2007) and proved to be the more accurate scale in all the three components of organizational commitment that firstly mentioned by Meyer, Allen and Smith (1993). This measurement was supposed to be the other dependent variable of this study.

4. FINDINGS

As mentioned above, due to the small amount of filled questionnaires, it is not plausible to create a regression analysis. For that reason the search of results stacked in analyzing every question of every unit separated, in order to find the mean and the tension of every incentive and not performing factor analysis.

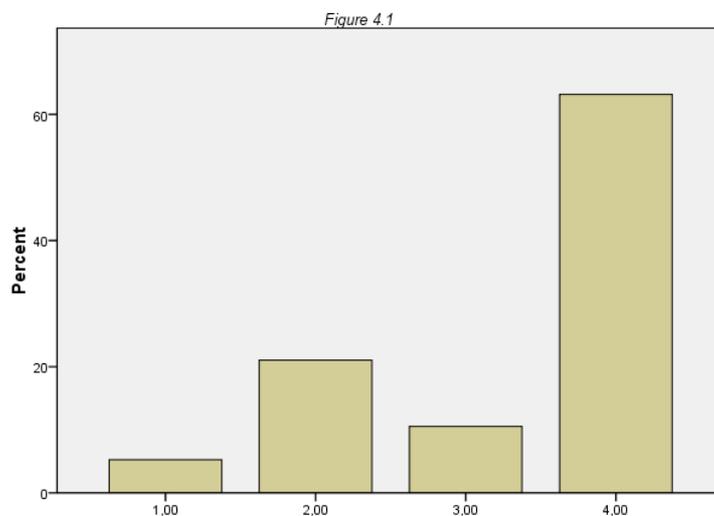
Furthermore, the analysis performed to the data from the attitudes, job satisfaction and organizational commitment, is also limited for the same reason.

4.1 Incentives

4.1.1 Job security

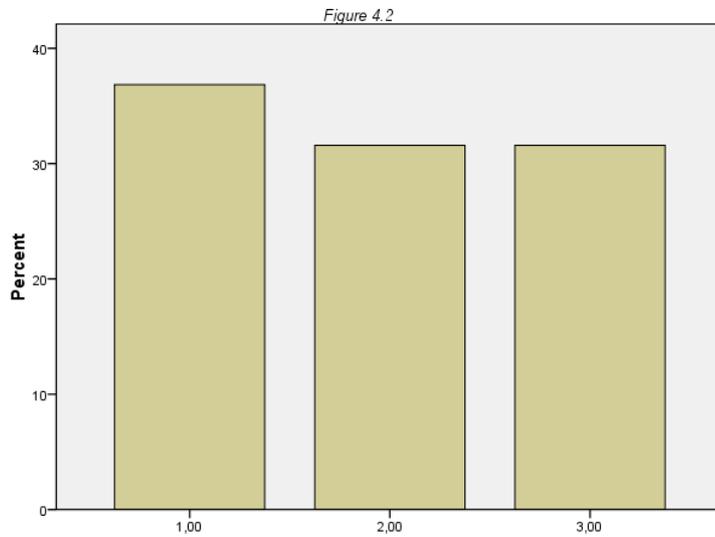
The unit *job security* composed of the four following questions:

a) *How certain are you about what your future career picture looks like in this company?* The mean of the answers in this question was 3.31 and the distribution is shown in figure 4.1



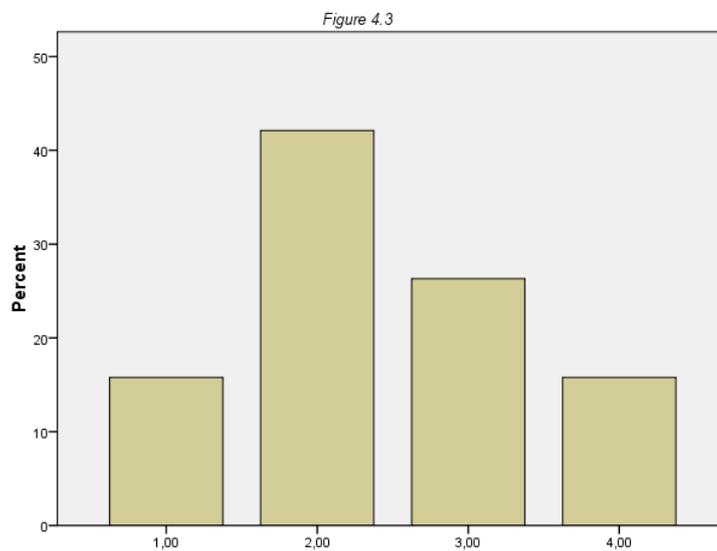
Question 1 in unit job security: How certain are you about what your future career picture looks like in this company

b) *It is very difficult to dismiss employees in this job.* The mean of the answers in this question was 1.94 and the distribution is shown in figure 4.2



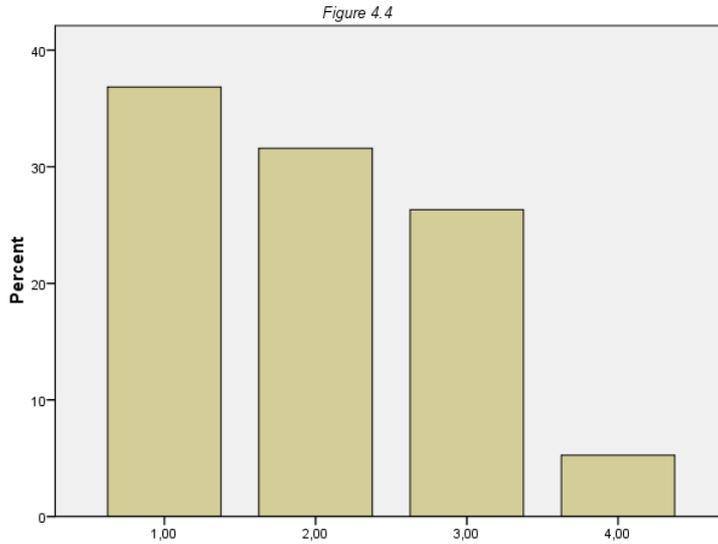
Question 2 in unit job security: It is very difficult to dismiss employees in this job

c) *How certain are you about your job security in this company.* The mean of the answers in this question was 2.42 and the distribution is shown in figure 4.3



Question 3 in unit job security: How certain are you about your job security in this company

d) *Job security is almost guaranteed to employees in this job.* The mean of the answers in this question was 2.00 and the distribution is shown in figure 4.4

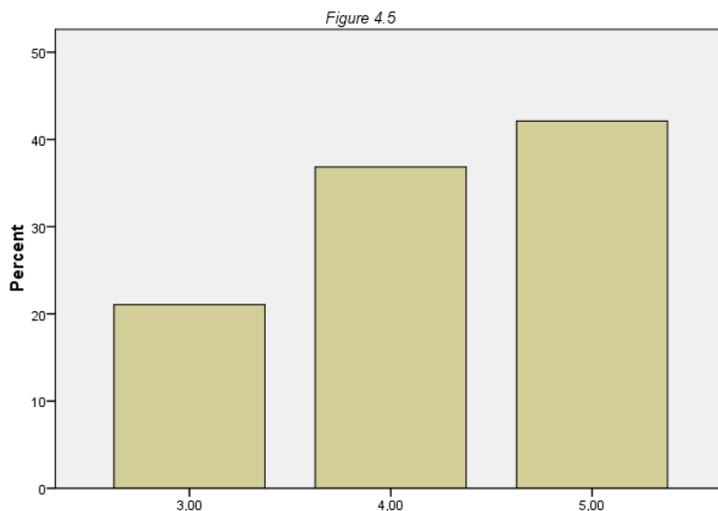


Question 4 in job security: *Job security is almost guaranteed to employees in this job*

4.1.2 Social interaction-friendly co-workers-teamwork

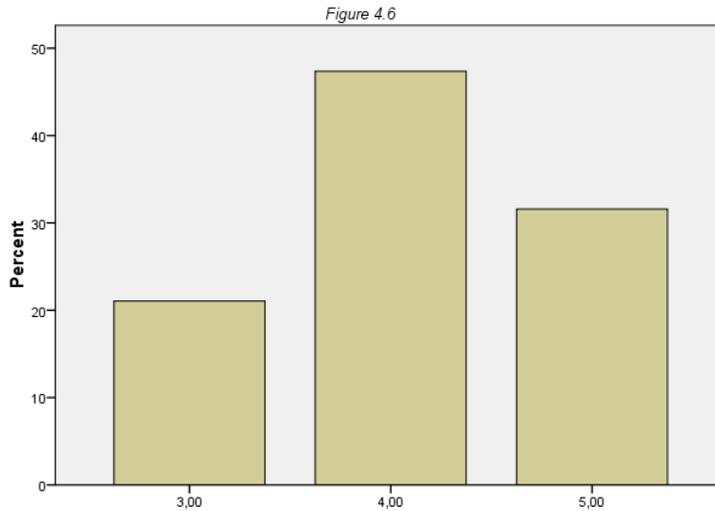
The unit *social interaction-friendly co-workers-teamwork* composed of the four following questions:

a) *My co-workers and I co-operate more often than we compete.* The mean of the answers in this question was 4.21 and the distribution is shown in figure 4.5



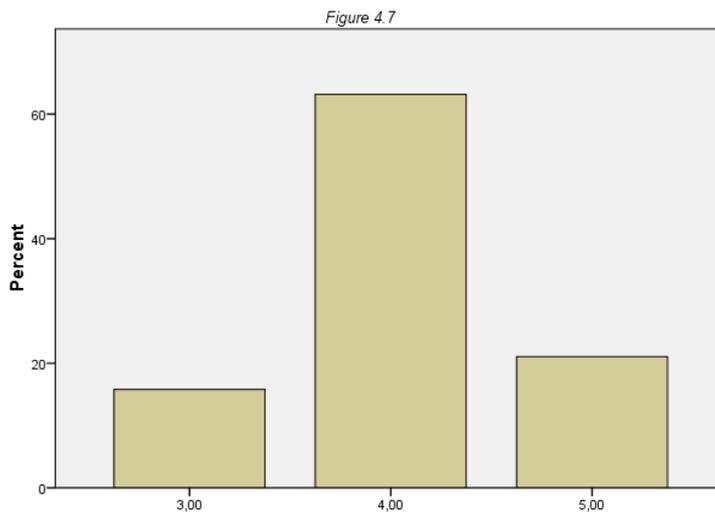
Question 1 in unit *Social interaction-friendly co-workers-teamwork*: *My co-workers and I co-operate more often than we compete*

b) *Everyone contributes to a team effort.* The mean of the answers in this question was 4.10 and the distribution is shown in figure 4.6



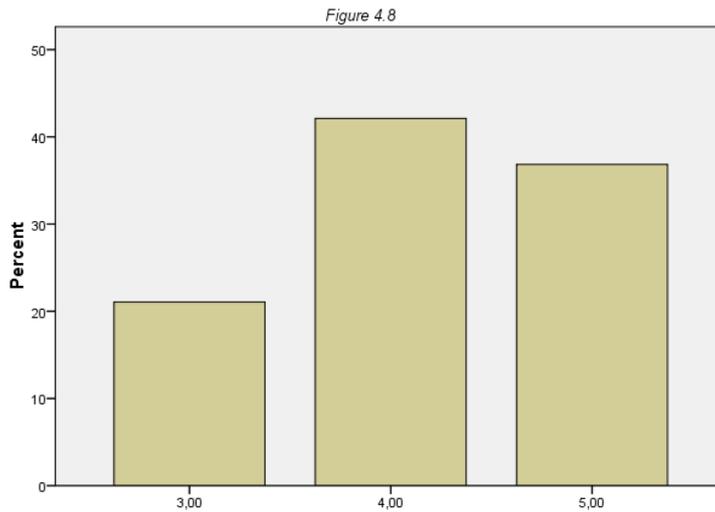
Question 2 in unit Social interaction-friendly co-workers-teamwork: *Everyone contributes to a team effort*

c) *I am satisfied with the supportive attitude of my co-workers at work.* The mean of the answers in this question was 4.05 and the distribution is shown in figure 4.7



Question 3 in unit Social interaction-friendly co-workers-teamwork: *I am satisfied with the supportive attitude of my co-workers at work*

d) *My co-workers are helpful to me in getting my job done.* The mean of the answers in this question was 4.15 and the distribution is shown in figure 4.8

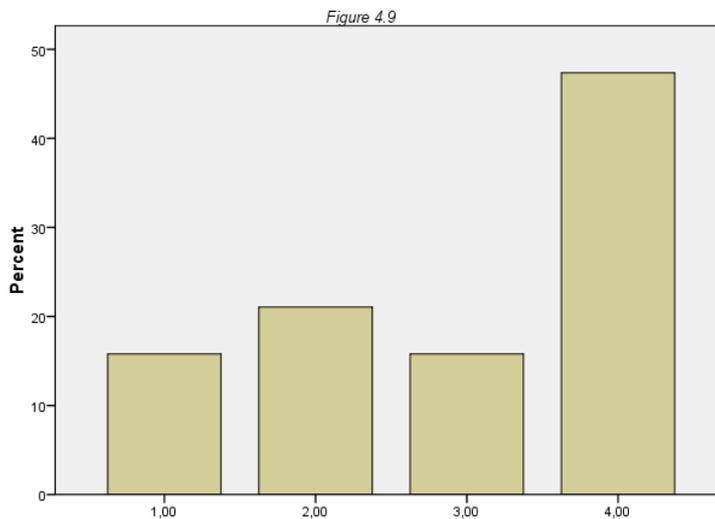


Question 4 in unit social interaction-friendly co-workers-teamwork: My co-workers are helpful to me in getting my job done

4.1.3 Feedback- recognition- respect

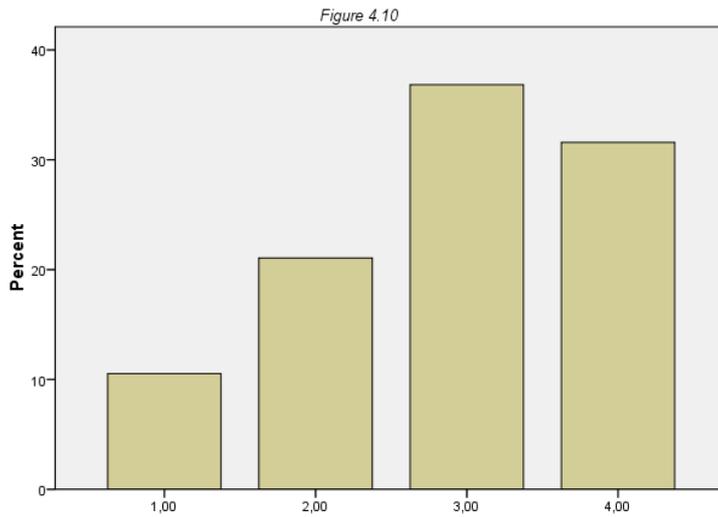
The unit *feedback- recognition- respect* composed of the four following questions:

a) *I always get compliments from those above me for a job well done.* The mean of the answers in this question was 2.94 and the distribution is shown in figure 4.9



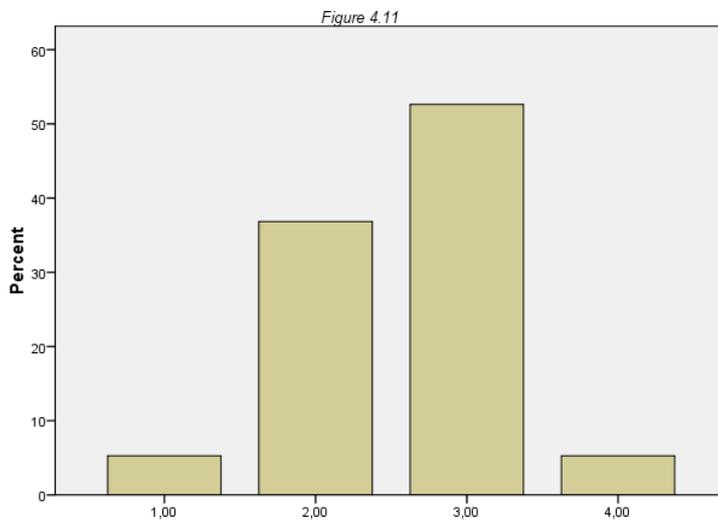
Question 1 in unit feedback- recognition- respect: I always get compliments from those above me for a job well done

b) *My manager/supervisor often acknowledges when I have done good work.* The mean of the answers in this question was 2.89 and the distribution is shown in figure 4.10



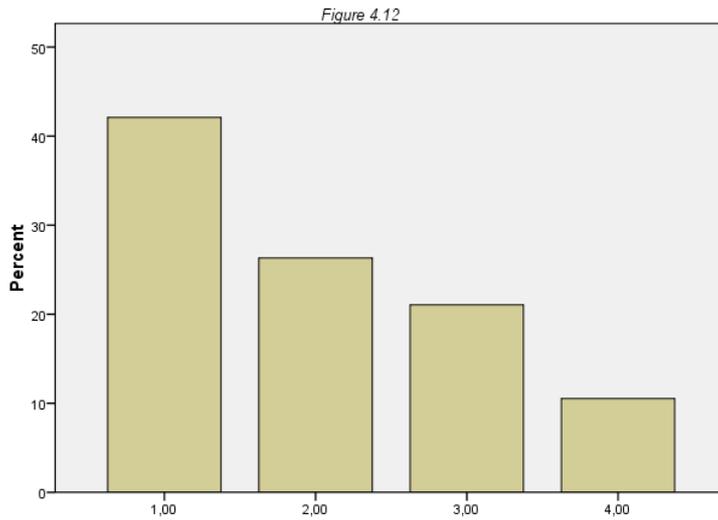
Question 2 in unit feedback- recognition- respect: My manager/supervisor often acknowledges when I have done good work

c) Superior gives me feedback on how well I am performing on my job. The mean of the answers in this question was 2.57 and the distribution is shown in figure 4.11



Question 3 in unit feedback- recognition- respect: Superior gives me feedback on how well I am performing on my job

d) My manager/supervisor only notices my accomplishments, not my mistakes. The mean of the answers in this question was 2.00 and the distribution is shown in figure 4.12

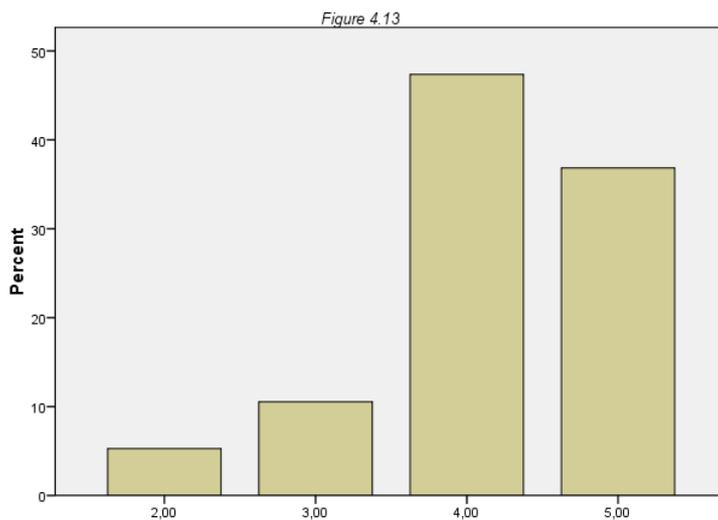


Question 4 in feedback- recognition-respect: My manager/supervisor only notices my accomplishments, not my mistakes

4.1.4 Job enrichment – challenge – work variety

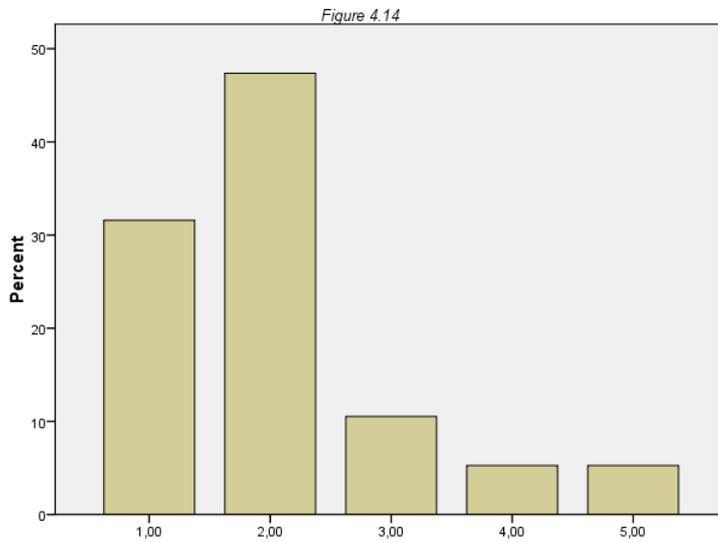
The unit *job enrichment – challenge – work variety* composed of the four following questions:

a) *There are many things about my work that make it challenging.* The mean of the answers in this question was 4.15 and the distribution is shown in figure 4.13



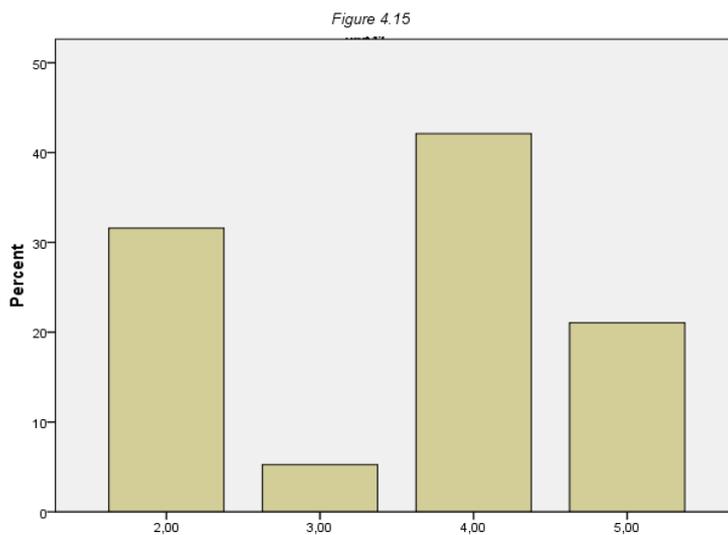
Question 1 in unit job enrichment – challenge – work variety: There are many things about my work that make it challenging

b) *The job is simple.* The mean of the answers in this question was 2.05 and the distribution is shown in figure 4.14



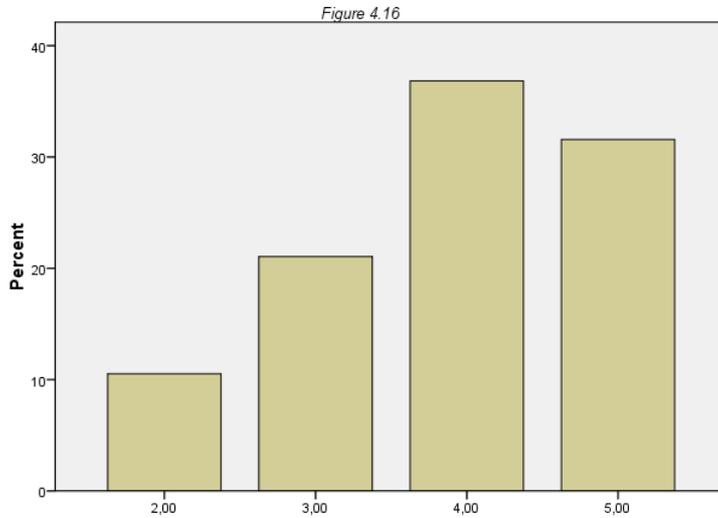
Question 2 in unit job enrichment - challenge - work variety: *The job is simple*

c) *I am involved in a diverse number of tasks at work.* The mean of the answers in this question was 3.52 and the distribution is shown in figure 4.15



Question 3 in unit job enrichment - challenge - work variety: *I am involved in a diverse number of tasks at work*

d) *The job requires me to use a number of complex skills.* The mean of the answers in this question was 3.89 and the distribution is shown in figure 4.16

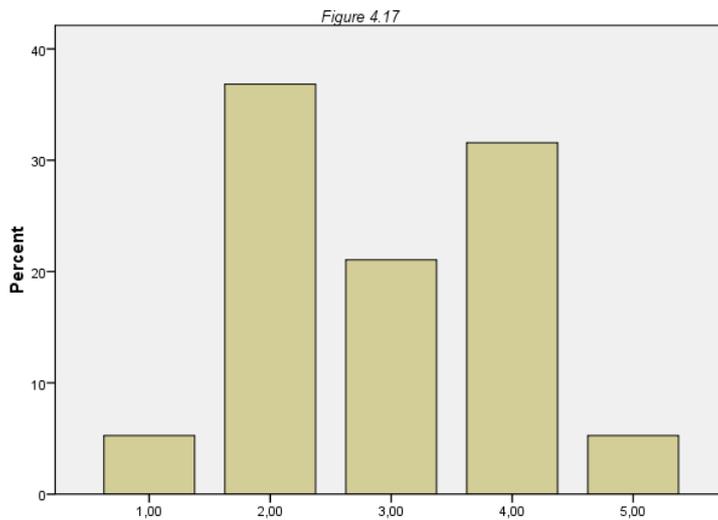


Question 4 in unit the job requires me to use a number of complex skills: The job requires me to use a number of complex skills

4.1.5 Participation in decision making

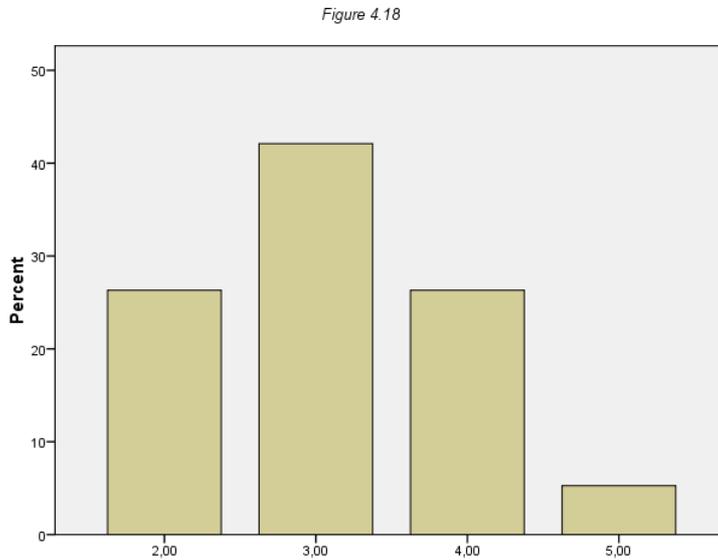
The unit *participation in decision making* composed of the four following questions:

a) *I can influence decisions of my superior regarding things in my job.* The mean of the answers in this question was 2.94 and the distribution is shown in figure 4.17



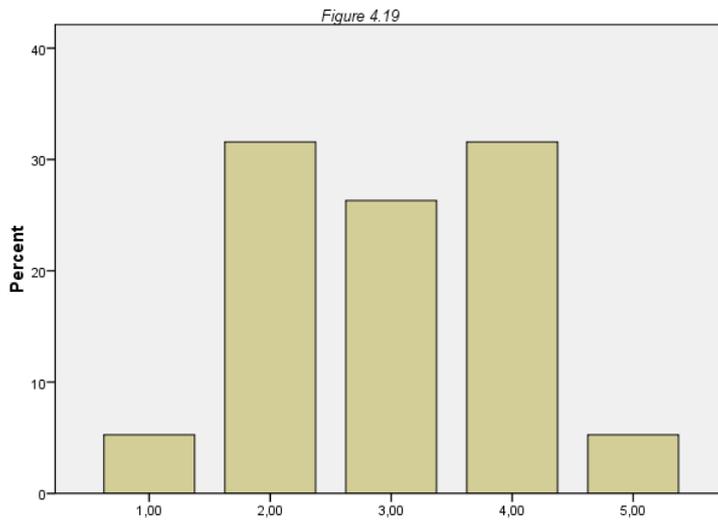
Question 1 in unit participation in decision making: I can influence decisions of my superior regarding things in my job

b) *My superior asks my opinion when problem comes.* The mean of the answers in this question was 3.10 and the distribution is shown in figure 4.18



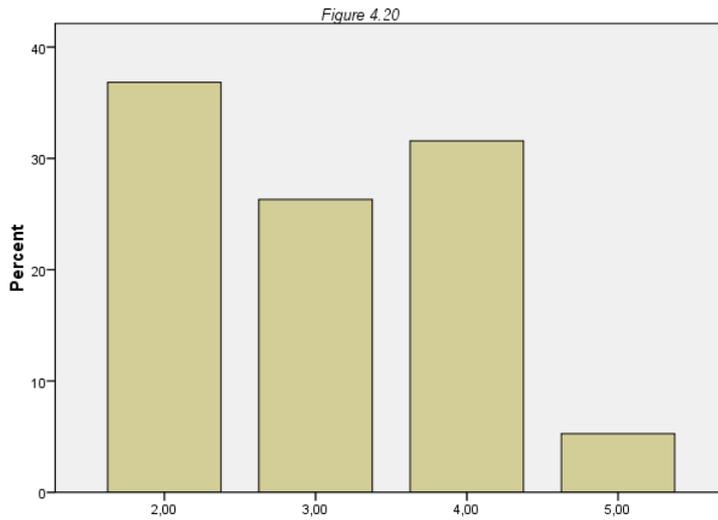
Question 2 in unit participation in decision making: *My superior asks my opinion when problem comes*

c) *Employees in this job are allowed to make many decisions.* The mean of the answers in this question was 3.00 and the distribution is shown in figure 4.19



Question 3 in unit participation in decision making: *Employees in this job are allowed to make many decisions*

d) *I feel it is easy to get job improvement ideas across to my superior.* The mean of the answers in this question was 3.05 and the distribution is shown in figure 4.20

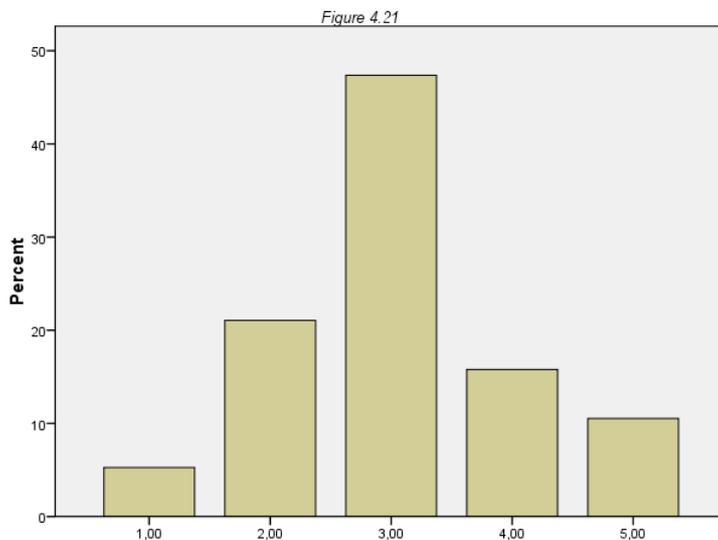


Question 4 in unit participation in decision making: I feel it is easy to get job improvement ideas across to my superior

4.1.6 Advancement – Promotional opportunities

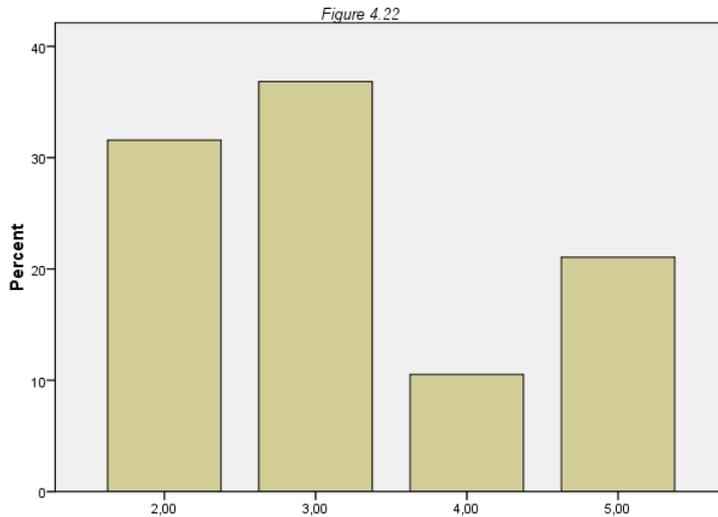
The unit *advancement – promotional opportunities* composed of the five following questions:

a) *I feel that the promotion policy is good.* The mean of the answers in this question was 3.05 and the distribution is shown in figure 4.21



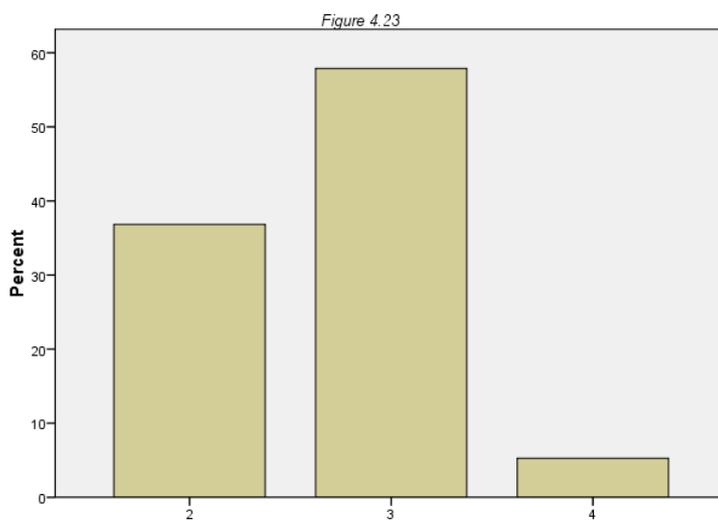
Question 1 in unit advancement – promotional opportunities: I feel that the promotion policy is good

b) *There is enough opportunity for advancement on my job.* The mean of the answers in this question was 3.21 and the distribution is shown in figure 4.22



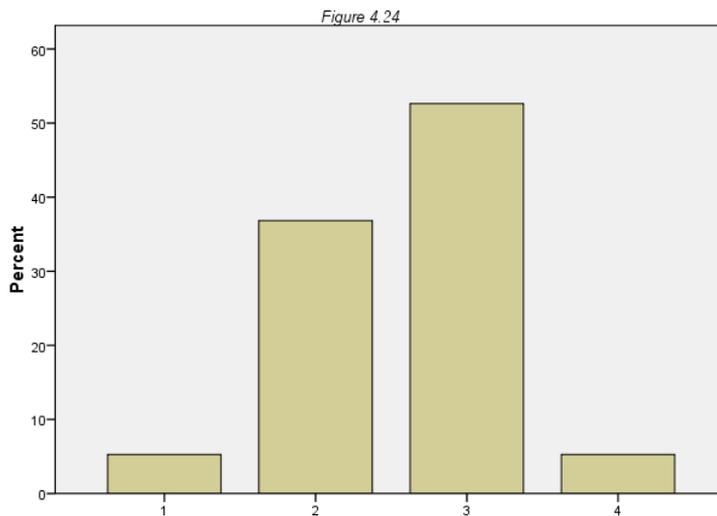
Question 2 in unit advancement -promotional opportunities:There is enough opportunity for advancement on my job

c) *The criteria for promotion are based on meritocracy and transparent procedures.* The mean of the answers in this question was 2.68 and the distribution is shown in figure 4.23



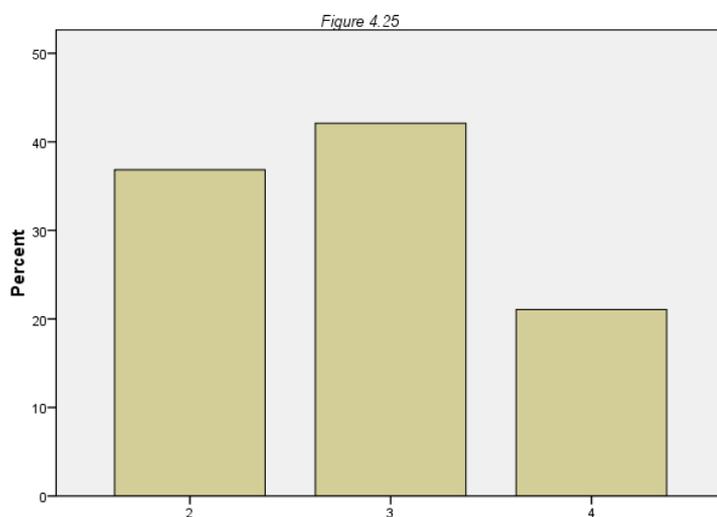
Question 3 in unit advancement - promotional opportunities:The criteria for promotion are based on meritocracy and transparent procedures

d) *How certain are you of the opportunities for promotion and advancement which will exist in the next few years?* The mean of the answers in this question was 2.58 and the distribution is shown in figure 4.24



Question 4 in unit advancement – promotional opportunities: How certain are you of the opportunities for promotion and advancement which will exist in the next few years?

e) *Employees’ career aspirations within this organization are known by their immediate supervisors.* The mean of the answers in this question was 2.84 and the distribution is shown in figure 4.25

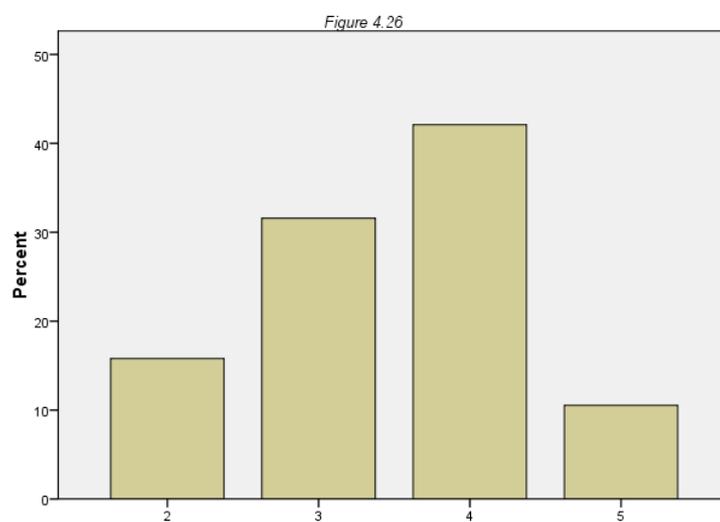


Question 5 in unit advancement – promotional opportunities: Employees’ career aspirations within this organization are known by their immediate supervisors

4.1.7 Clarity of expectancies – role clarity

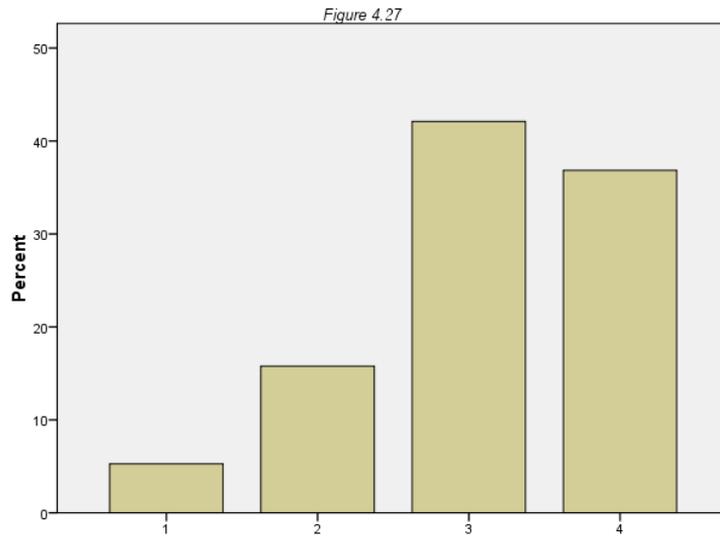
The unit *clarity of expectancies – role clarity* composed of the four following questions:

a) *Often I am not told what I am supposed to do, I just have to try and figure it out myself.* The mean of the answers in this question was 3.47 and the distribution is shown in figure 4.26



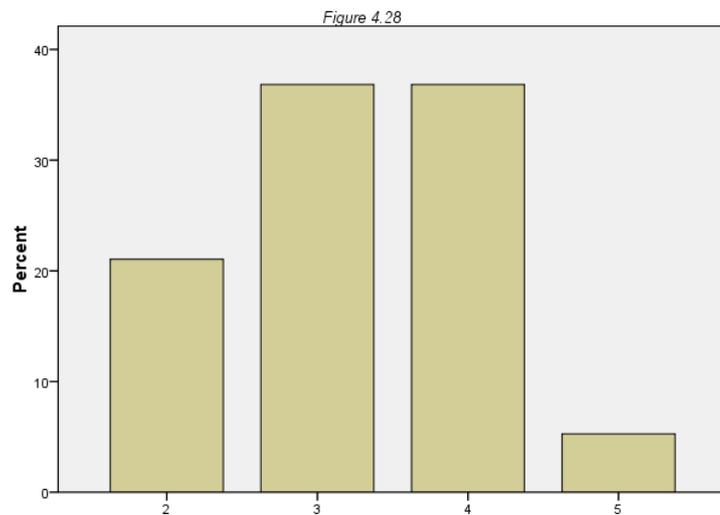
Question 1 in unit *clarity of expectancies – role clarity*: *Often I am not told what I am supposed to do, I just have to try and figure it out myself*

b) *Clear planned goals/objectives exist for my job.* The mean of the answers in this question was 3.11 and the distribution is shown in figure 4.27



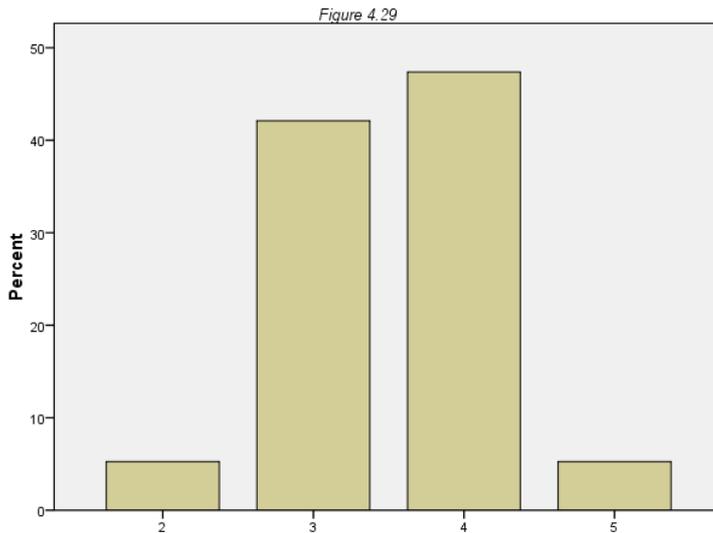
Question 2 in unit clarity of expectancies - role clarity: Clear planned goals/objectives exist for my job

c) *I know how my performance is going to be evaluated.* The mean of the answers in this question was 3.26 and the distribution is shown in figure 4.28



Question 3 in unit clarity of expectancies - role clarity: I know how my performance is going to be evaluated

d) *I feel certain about the level of authority I have.* The mean of the answers in this question was 3.53 and the distribution is shown in figure 4.29

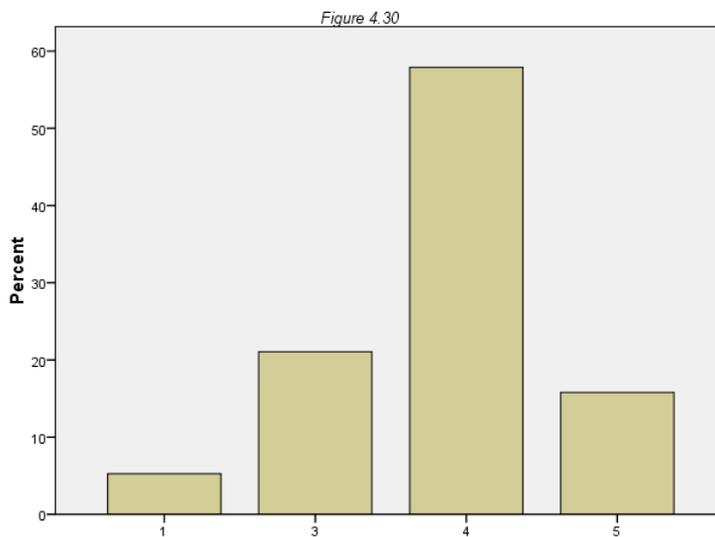


Question 4 in unit clarity of expectancies - role clarity: I feel certain about the level of authority I have

4.1.8 Work conditions

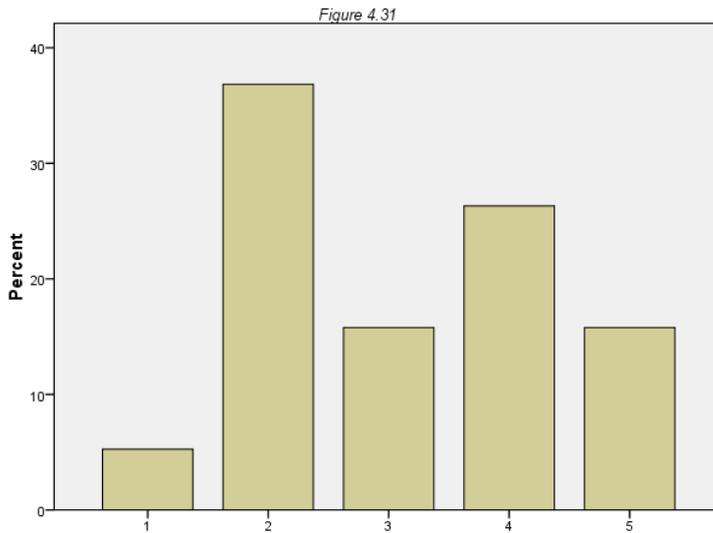
The unit *work conditions* composed of the four following questions:

a) *I am satisfied with the working atmosphere.* The mean of the answers in this question was 3.79 and the distribution is shown in figure 4.30



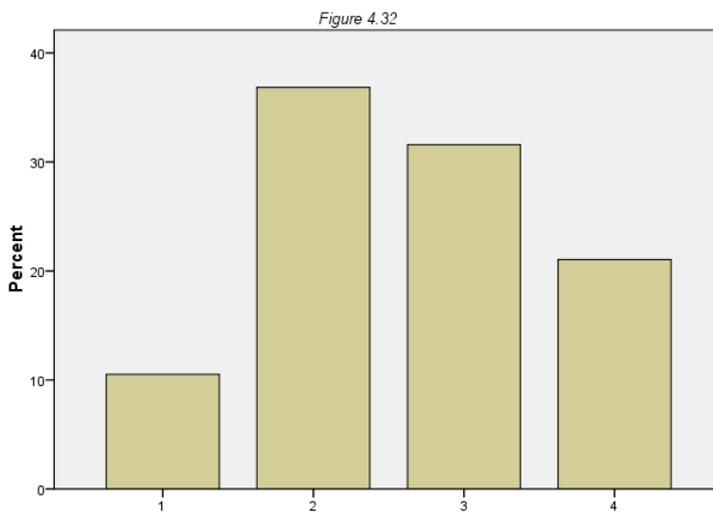
Question 1 in unit work conditions: I am satisfied with the working atmosphere

b) *The management cares about the health and safety of employees.* The mean of the answers in this question was 3.11 and the distribution is shown in figure 4.31



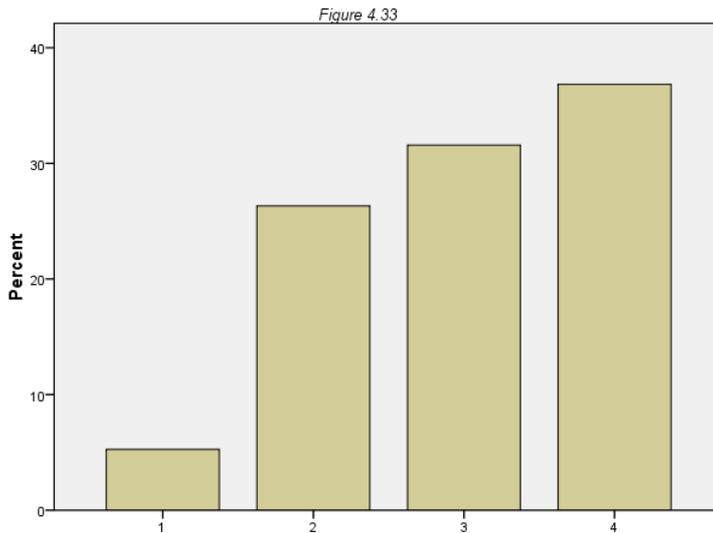
Question 2 in unit work conditions: The management cares about the health and safety of employees

c) *The management respects the individual characteristics of employees' personality and encourages their development.* The mean of the answers in this question was 2.63 and the distribution is shown in figure 4.32



Question 3 in unit work conditions: The management respects the individual characteristics of employees' personality and encourages their development

d) *The working conditions are adequate to perform a good job.* The mean of the answers in this question was 3.00 and the distribution is shown in figure 4.33

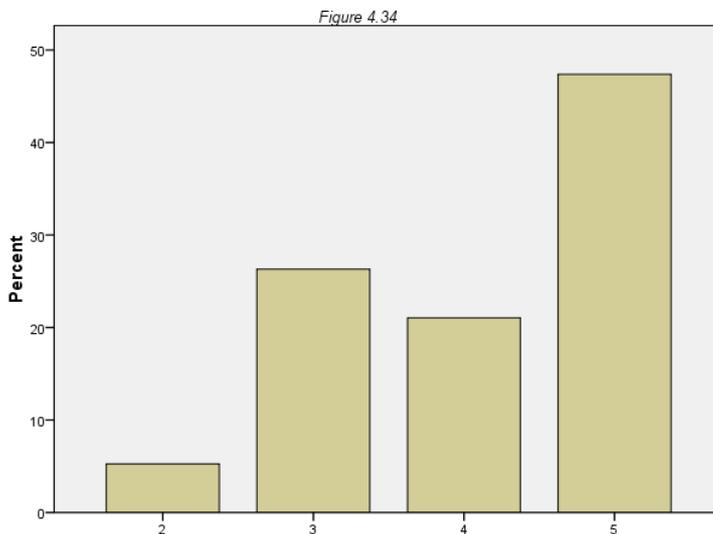


Question 4 in unit work conditions: The working conditions are adequate to perform a good job

4.1.9 Supervisor/managerial skill

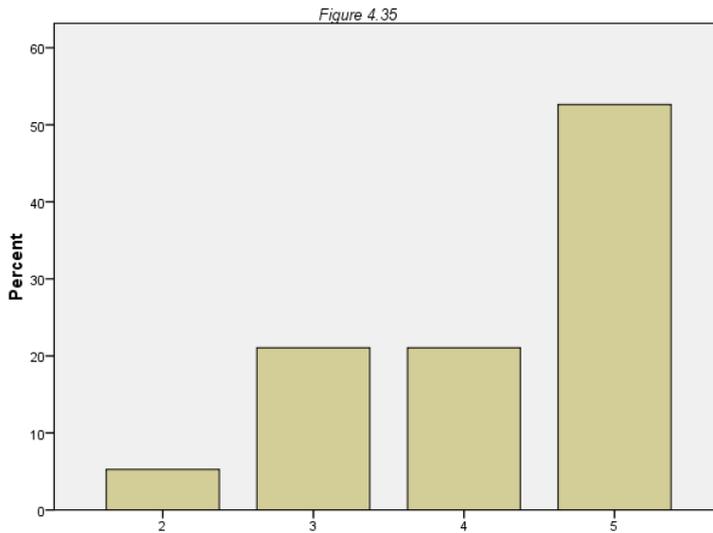
The unit *supervisor/managerial skill* composed of the four following questions:

a) *I respect the abilities of my manager/supervisor*. The mean of the answers in this question was 4.11 and the distribution is shown in figure 4.34



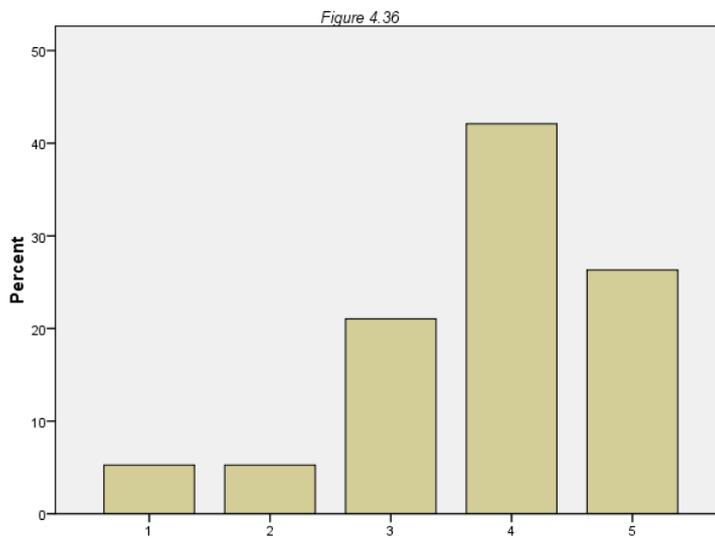
Question 1 in unit supervisor/managerial skill: I respect the abilities of my manager/supervisor

b) *My supervisor is approachable*. The mean of the answers in this question was 4.21 and the distribution is shown in figure 4.35



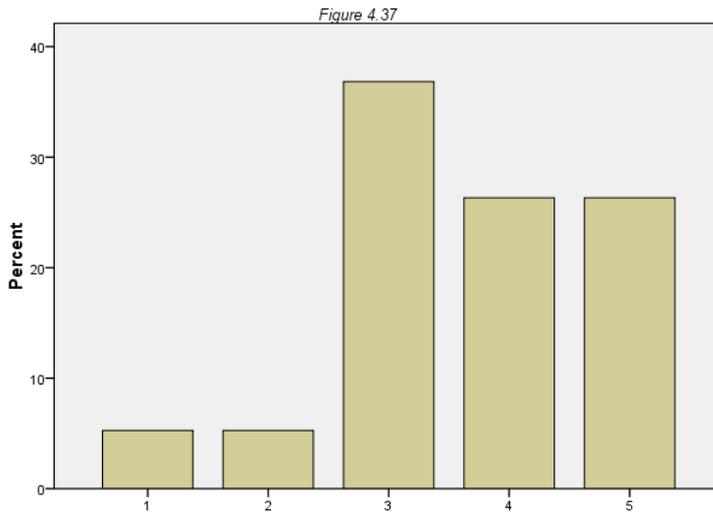
Question 2 in unit supervisor/managerial skill: My supervisor is approachable

c) *My supervisor treats all the workers as their equal.* The mean of the answers in this question was 3.79 and the distribution is shown in figure 4.36



Question 3 in unit supervisor/managerial skill: My supervisor treats all the workers as their equal

d) *I am satisfied with the way my supervisor helps me achieve my goals.* The mean of the answers in this question was 3.63 and the distribution is shown in figure 4.37

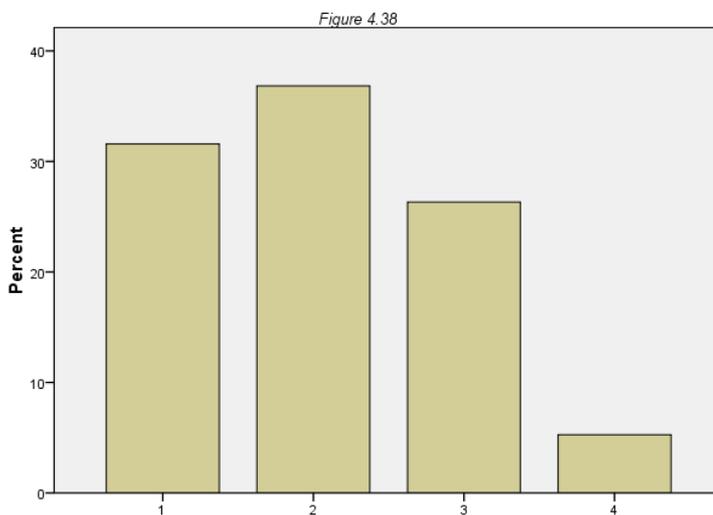


Question 4 in unit supervisor/managerial skill: I am satisfied with the way my supervisor helps me achieve my goals

4.1.10 Pay satisfaction

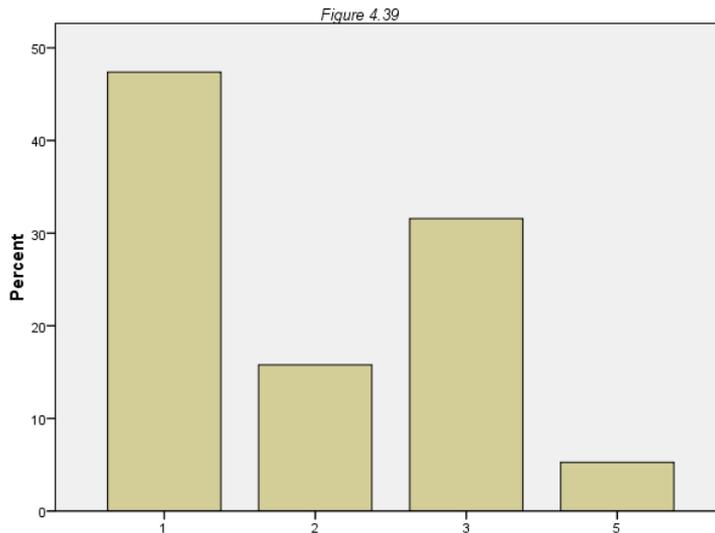
The unit *pay satisfaction* composed of the two following questions:

a) *I am satisfied with my payment comparing with other companies that I know.* The mean of the answers in this question was 2.05 and the distribution is shown in figure 4.38



Question 1 in unit pay satisfaction: I am satisfied with my payment comparing with other companies that I know

b) *I believe that I am paid fair enough for the job that I have.* The mean of the answers in this question was 2.00 and the distribution is shown in figure 4.39

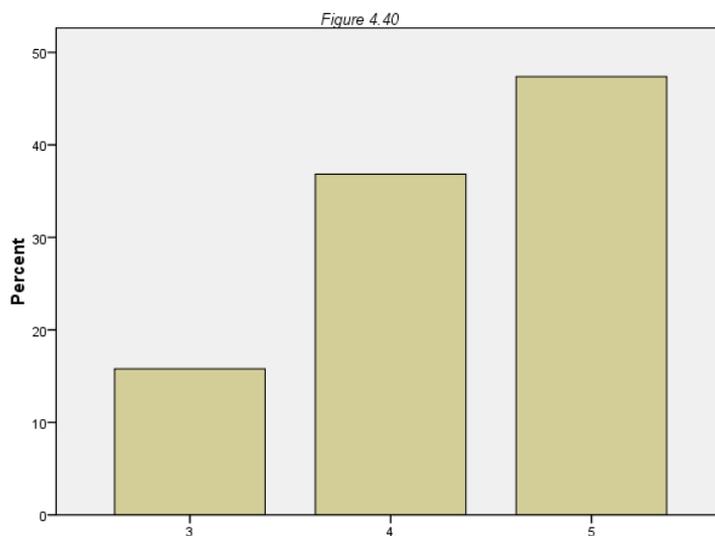


Question 2 in unit pay satisfaction: *I believe that I am paid fair enough for the job that I have*

4.2 Job satisfaction

In order to search the relationship between incentives and job satisfaction it was necessary to examine the tension of the employees to be satisfied. Even though, this relationship could not be established and the reasons why, are supported in the previous chapters, there were four questions to help for this cause:

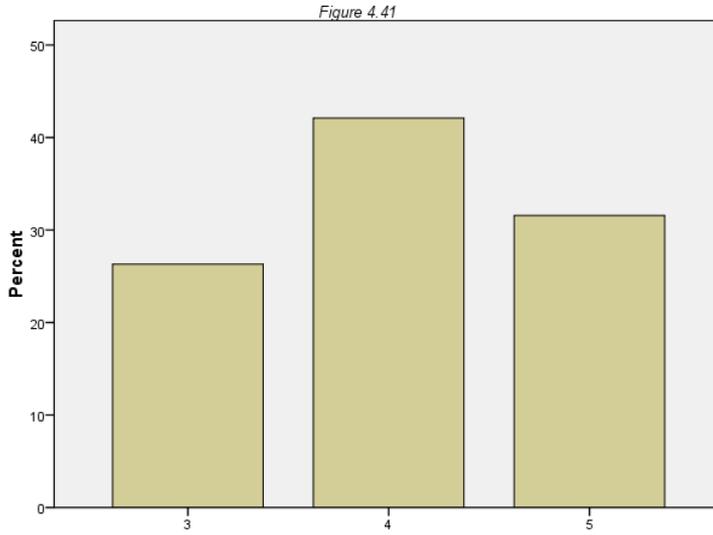
a) *I enjoy my work*. The mean of the answers in this question was 4.32 and the distribution is shown in figure 4.40



Question 1 in unit job satisfaction: *I enjoy my work*

b) *I look forward to going to work.* The mean of the answers in this question was 4.05

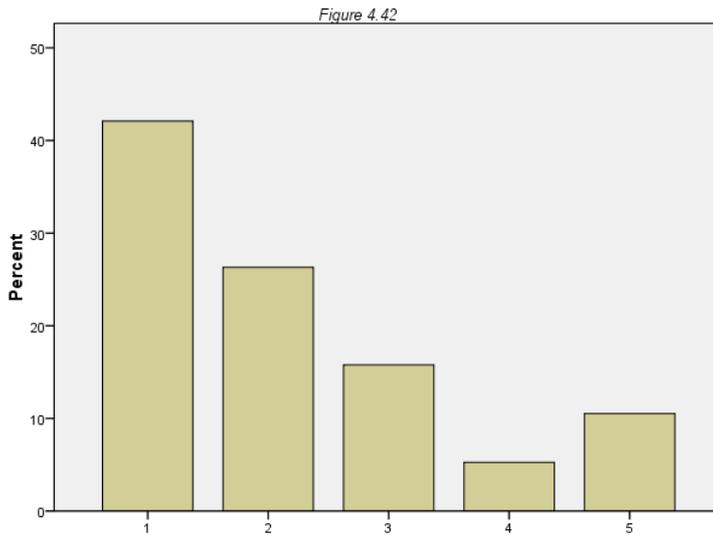
and the distribution is shown in figure 4.41



Question 2 in unit job satisfaction: *I look forward to going to work*

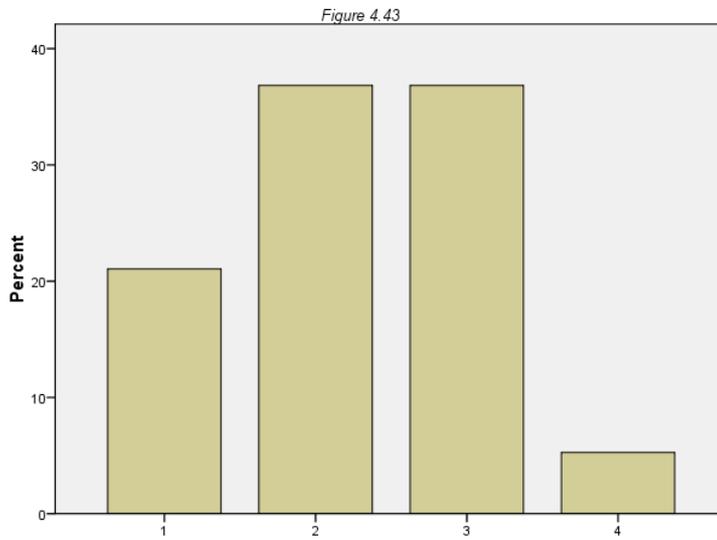
c) *I dread going to work every day.* The mean of the answers in this question was

2.16 and the distribution is shown in figure 4.42



Question 3 in unit job satisfaction: *I dread going to work every day*

d) *I work to get paid, nothing else*. The mean of the answers in this question was 2.26 and the distribution is shown in figure 4.43



Question 4 in unit job satisfaction: *I work to get paid, nothing else*

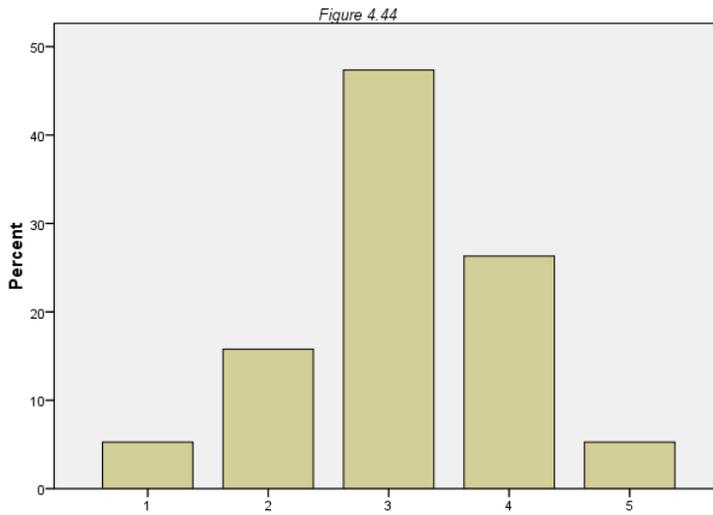
4.3 Organizational commitment

In order to examine more precisely this attitude that affects productivity and turnover the questions separated into three parts as Malhotra, Budhwar, and Prowse (2007) did in their research.

4.3.1 Affective commitment

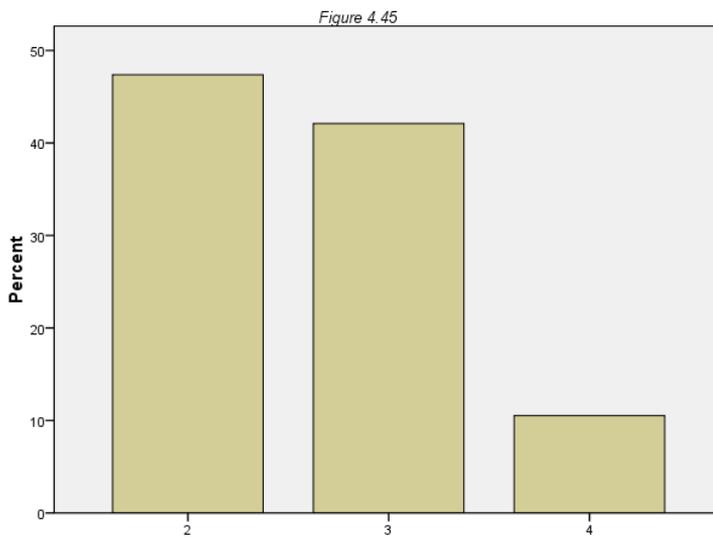
The unit *affective commitment* composed of the five following questions:

a) *I would be happy to spend the rest of my career with this organization*. The mean of the answers in this question was 3.11 and the distribution is shown in figure 4.44



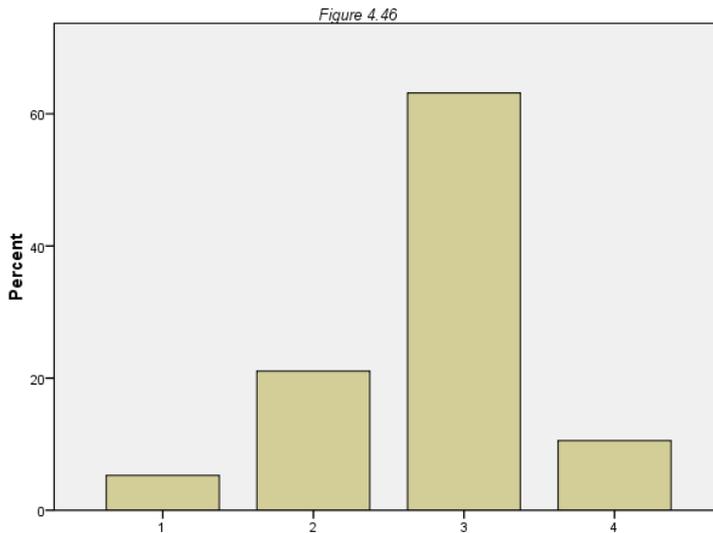
Question 1 in unit affective commitment: I would be happy to spend the rest of my career with this organization

b) *I do not feel a strong sense of belonging to my organization.* The mean of the answers in this question was 2.63 and the distribution is shown in figure 4.45



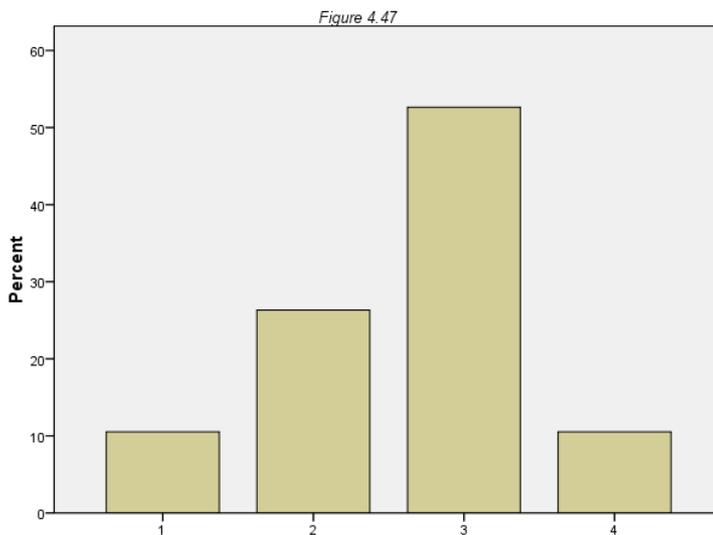
Question 2 in unit affective commitment: I do not feel a strong sense of belonging to my organization

c) *I do not feel emotionally attached to this organization.* The mean of the answers in this question was 2.79 and the distribution is shown in figure 4.46



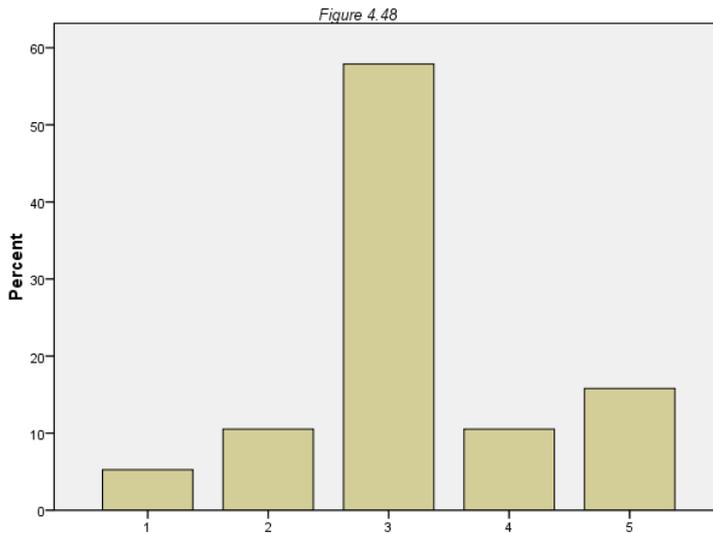
Question 3 in unit affective commitment: *I do not feel emotionally attached to this organization*

d) *I do not feel like part of the family at my organization.* The mean of the answers in this question was 2.63 and the distribution is shown in figure 4.47



Question 4 in affective commitment: *I do not feel like part of the family at my organization*

e) *This organization has a great deal of personal meaning for me.* The mean of the answers in this question was 3.21 and the distribution is shown in figure 4.48



Question 5 in affective commitment: *This organization has a great deal of personal meaning for me*

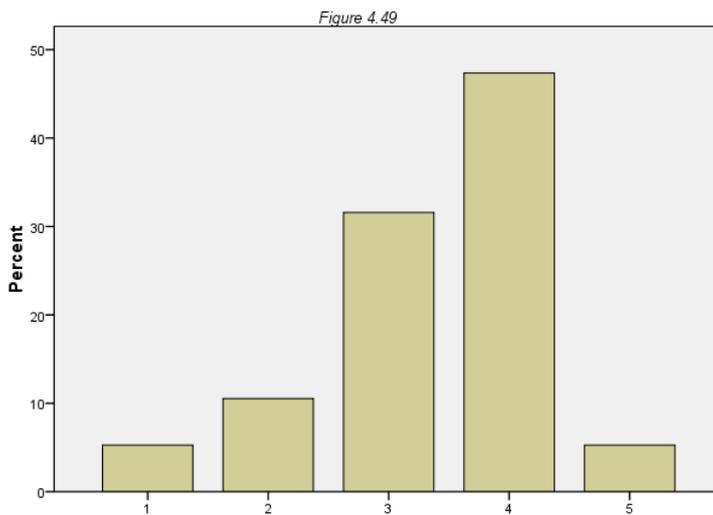
4.3.2 Continuance commitment

The unit *continuance commitment* composed of the six following questions:

- a) *Right now, staying with my organization is a matter of necessity as much as desire.*

The mean of the answers in this question was 3.37 and the distribution is shown in figure

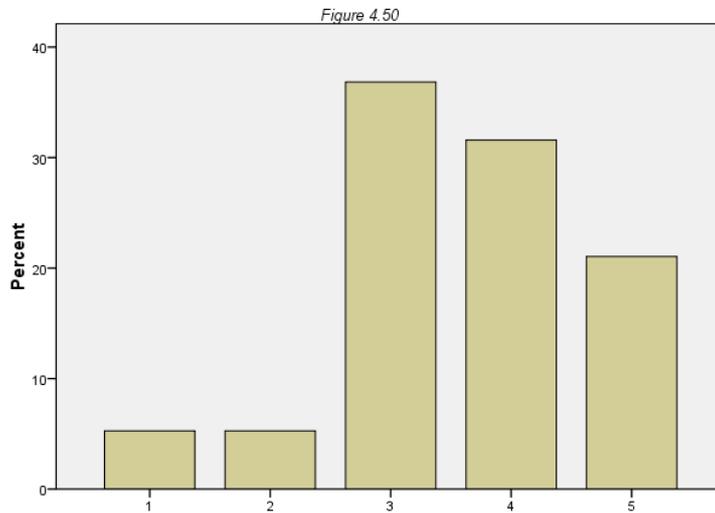
4.49



Question 1 in unit continuance commitment: *Right now, staying with my organization is a matter of necessity as much as desire*

b) *It would be very hard for me to leave my organization right now even if I want to.*

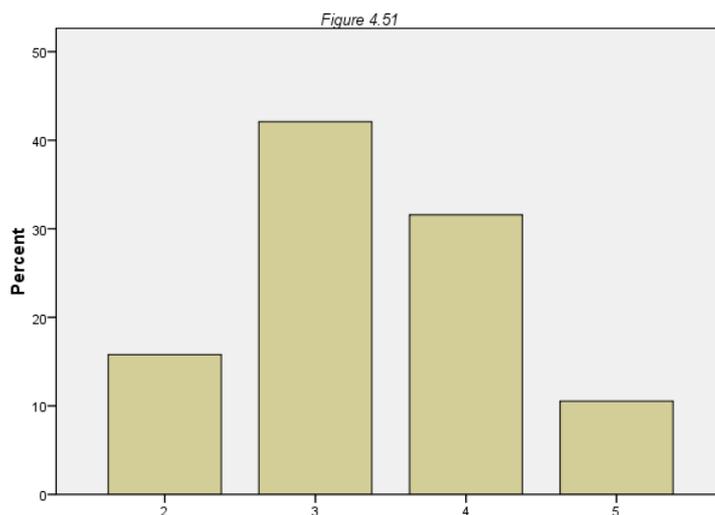
The mean of the answers in this question was 3.58 and the distribution is shown in figure 4.50



Question 2 in unit continuance commitment: *It would be very hard for me to leave my organization right now even if I want to*

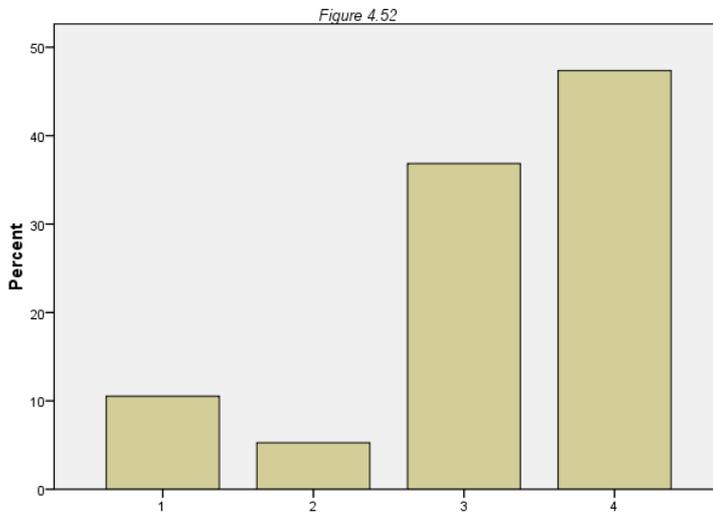
c) *Too much in my life would be disrupted if I decided to leave my organization now.*

The mean of the answers in this question was 3.37 and the distribution is shown in figure 4.51



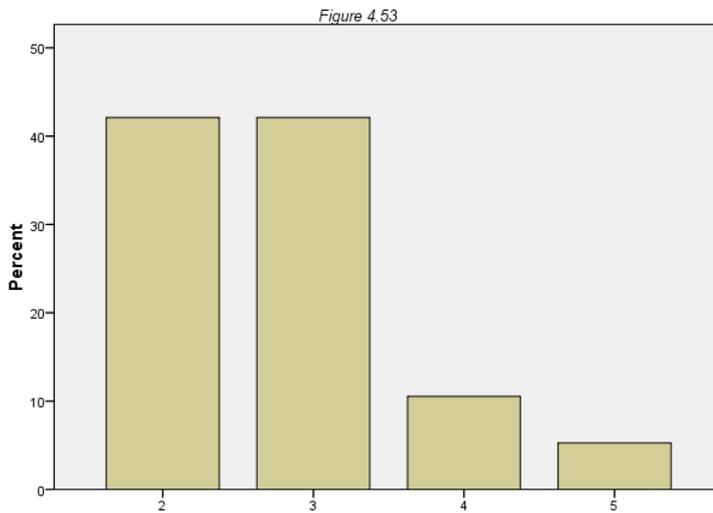
Question 3 in unit continuance commitment: *Too much in my life would be disrupted if I decided to leave my organization now*

d) *I feel that I have too few options to consider leaving this organization.* The mean of the answers in this question was 3.21 and the distribution is shown in figure 4.52



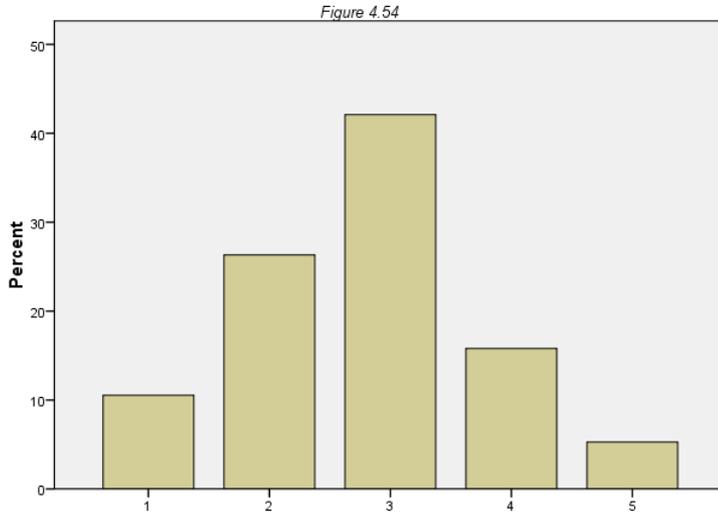
Question 4 in unit continuance commitment: *I feel that I have too few options to consider leaving this organization*

e) *If I had not already put so much of myself into this organization I might consider working elsewhere.* The mean of the answers in this question was 2.79 and the distribution is shown in figure 4.53



Question 5 in unit continuance commitment: *If I had not already put so much of myself into this organization I might consider working elsewhere*

f) *One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.* The mean of the answers in this question was 2.79 and the distribution is shown in figure 4.54

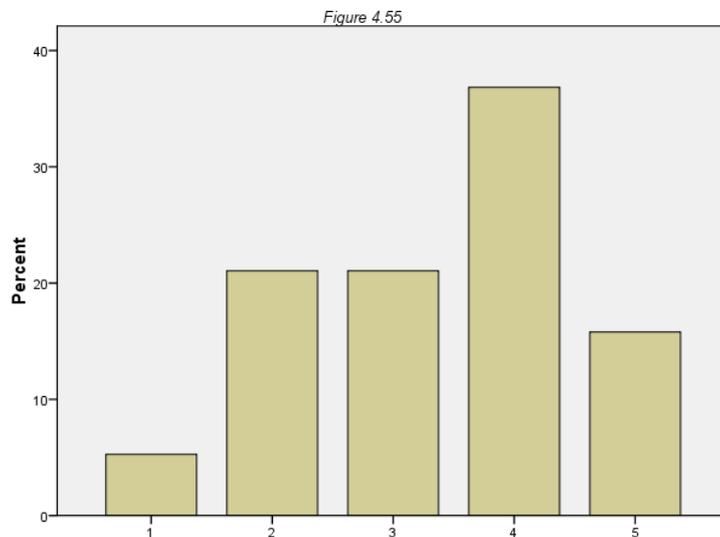


Question 6 in unit continuance commitment: *One of the few negative consequences of leaving this organization would be the scarcity of available alternatives*

4.3.3 Normative commitment

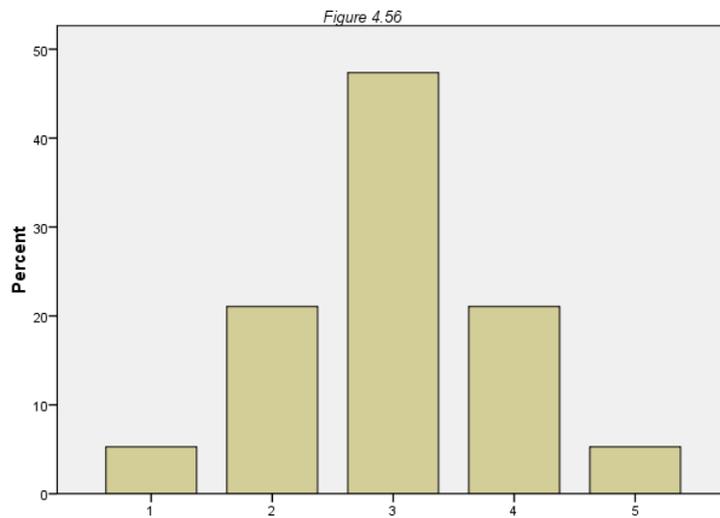
The unit *normative commitment* composed of the six following questions:

a) *I do not feel any obligation to remain with my current employer.* The mean of the answers in this question was 3.37 and the distribution is shown in figure 4.55



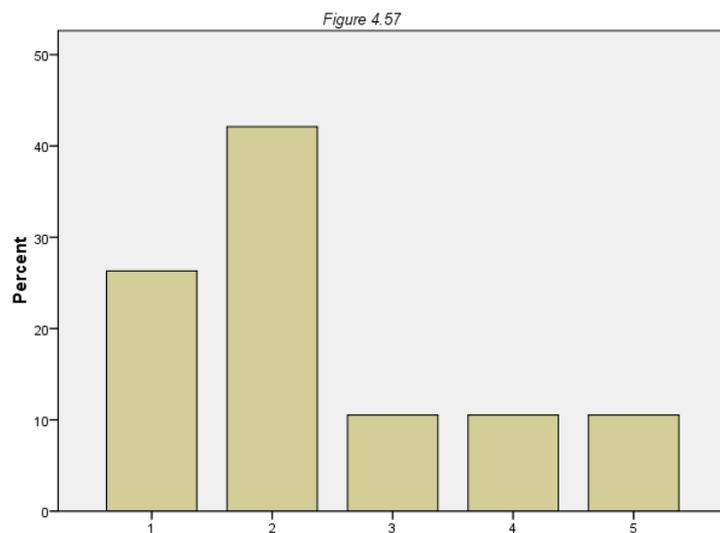
Question 1 in normative commitment: *I do not feel any obligation to remain with my current employer*

b) *Even if it were to my advantage I do not feel it would be right to leave my organization now.* The mean of the answers in this question was 3.00 and the distribution is shown in figure 4.56



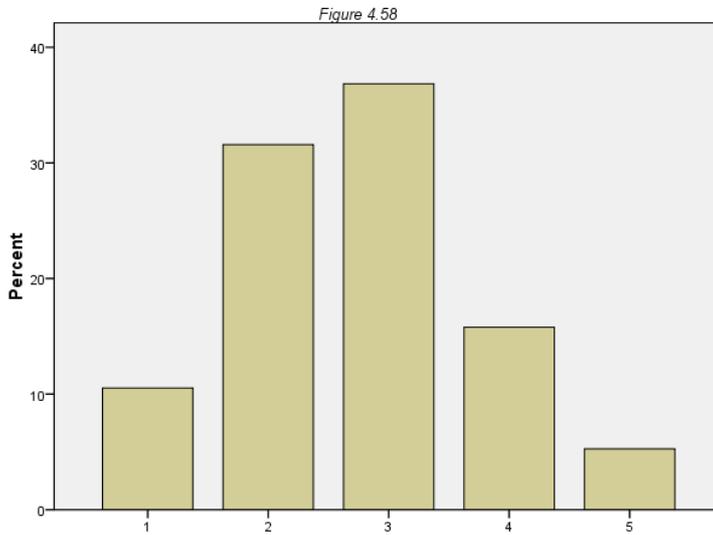
Question 2 in unit normative commitment: *Even if it were to my advantage I do not feel it would be right to leave my organization now*

c) *I would feel guilty if I left my organization now.* The mean of the answers in this question was 2.37 and the distribution is shown in figure 4.57



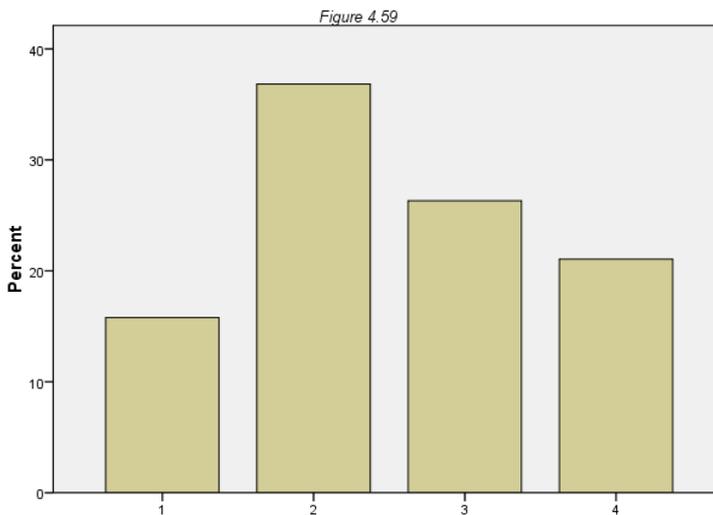
Question 3 in unit normative commitment: *I would feel guilty if I left my organization now*

d) *This organization deserves my loyalty.* The mean of the answers in this question was 2.74 and the distribution is shown in figure 4.58



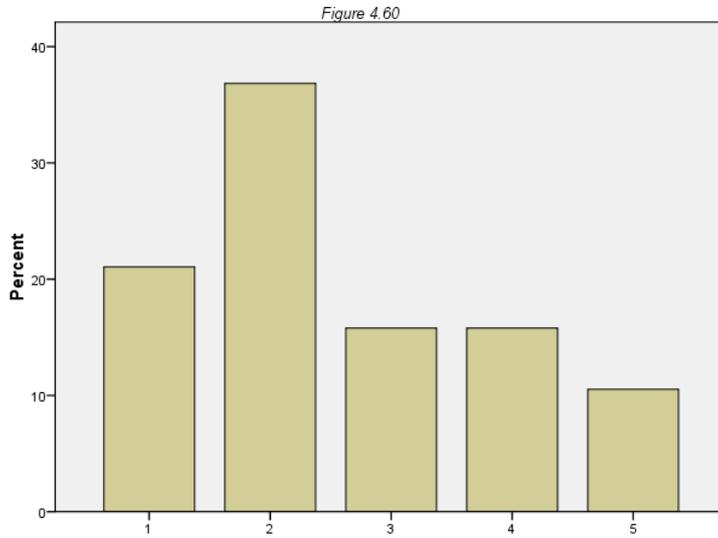
Question 4 in normative commitment: *This organization deserves my loyalty*

e) *I would not leave my organization right now because I have a sense of obligation to that people.* The mean of the answers in this question was 2.53 and the distribution is shown in figure 4.59



Question 5 in unit normative commitment: *I would not leave my organization right now because I have a sense of obligation to that people*

f) *I owe a great deal to my organization.* The mean of the answers in this question was 2.58 and the distribution is shown in figure 4.60



Question 6 in unit normative commitment: *I owe a great deal to my organization*

5. DISCUSSION

Despite the small amount of responses, this search can provide some evidence about employment in the Greek airlines industry. It is not possible to proceed in a regression analysis but there are some numbers extracted that enhance the distorted view of what people, working in this kind of companies, believe. What, in fact, are their beliefs about the incentives (intrinsic and extrinsic) and about the two major attitudes that seem to be the “regulators” of turnover and performance in every company, as mentioned above. Of course there is an admission to be made before continuing into results. Even if the sample is coming from one company it is, in a way, permissible to generalize the aspects and speak on behalf of every employee working in the Greek airlines, due to the small amount of aircrew employees working in them (approximately 500 employees).

In order to draw safe results, the discussion will be separated into two contents, incentives and attitudes. When comes to incentives and as other researches sawn, every incentive is unique and has different impact in both attitudes. Starting with *job security*, all four questions gave a pessimistic approach of what people think about the future in job. With a small exception of the first question which resulted above average, the remaining three scored well below. This may be happened due to the nature of this job. It is not an overstatement to say that flying is a job where very easy you could be driven to mistakes and of course loosing your job.

The next incentive is the unit *social interaction-friendly co-workers-teamwork*. Here the answers were well above average in all four questions. Again the state of excellent cooperation and friendly working place is a characteristic of jobs where the major skill is flying. Be in a position inside an airplane with commercial use, is mandatory to foster certain kind of behaviors like teamwork.

Another group of incentives is *feedback- recognition- respect*. In this unit of questions, average was the main answer just like other units as representing *participation in decision making, advancement – promotional opportunities* and *clarity of expectancies – role clarity*.

Of course there were units like *supervisor/managerial skill, work conditions* and *job enrichment – challenge – work variety* were employees answered almost total fulfillment.

On the other hand there was the only monetary incentive (*pay satisfaction*), were employees hit the bottom believing that they are very bad paid.

To sum up the given answers were from not at all satisfied till very much satisfied. People working in the Greek airlines industry believe that they are provided with good teamwork, work conditions, work variety and friendly co-workers, they respect their supervisors, they do not feel secure and they think that they are bad paid. For all the other incentives they have a neutral aspect.

When it comes to the first attitude, job satisfaction, employees answered well above average, meaning that they are quite satisfied from their work. They like their job and they look forward to work every day. If there was the opportunity to establish a relationship between incentives and job satisfaction, we could say that been motivated with the amount of those incentives discussed above, they becoming more satisfied.

Furthermore, there is enough evidence to extract the same result for organizational commitment and its three components. For the first component, affective commitment, employees believe that they are moderate committed to their organization. For the second component, continuance commitment, the answers were above average, meaning that people think that there is not a good time to leave due to the bad moment that we living today. Finally, the third component, normative commitment also was rated in average. Taking under consideration the first and the third component, there is an obvious statement that employees do not feel much obliged to their organization and they do not have a strong relationship with the organization concerning work experiences and benefits that they derive from it.

6. CONCLUSION

6.1 Implications of the study

The main purpose of this study initially, was to discover what kinds of relation have the incentives (both extrinsic and intrinsic) with the two major attitudes in the Greek airline industry, job satisfaction and organizational commitment. The fact that two companies deny to supply this search with a sample, left this study with only 19 questionnaires, which means that a deviation of the main purpose must be executed. That is why the objective of this study just that reached the individual analysis of every incentive, job satisfaction and organizational commitment, separately.

As mentioned above, these two attitudes play a very important role in job performance and turnover. For that reason companies must take under consideration how they can enhanced them. Furthermore, other studies have shown that incentives are the regulators of job satisfaction and organizational commitment. Unfortunately, this study could not reach that kind of evidence to support them but there are some results that need further investigation.

The employees seems to be very pleased by some incentives like *supervisor/managerial skill*, *work conditions*, *job enrichment – challenge – work variety* and *teamwork-friendly coworkers*. On the other hand, they do not fulfill at all their needs when it comes to *payment* and *job security*, the first two needs in Maslow Hierarchy. All the other incentives seem to remain in an average position and could not help us in any way for further investigation.

When it comes to job satisfaction the employees answered quite above average. This is something that Human resource management must consider in order to examine, may

be with further research, ways to improve this situation. As other studies has shown, when our people is satisfied they work more efficiently and we have less turnover as employers.

The answers concerning organizational commitment also moved in the average position. With an exception of continuance commitment were the answers ranged above average. This is something that also needs to be scrutinized because it has to do with the situation that people in Greece facing these days. The economical crisis pushes all the employees to reconsider their leaving from an organization.

This research has to be a motivator for future studies which will gather a bigger token in order to find the exact relationship between incentives and attitudes in the Greek airline industry not only for the flying crew, but for all the employees of these companies. Furthermore, not staying inside the borders of Greece, should the future researchers, approach companies from all over Europe because this industry has to do with the future transportation, a need that every people have in order to make their life easier.

6.2 Limitations of the study

Even though there was not performed a regression analysis in this study, results must be approached with caution due to the small sample. The Greek phenomenon of two companies holds over 80 per cent of total productivity in the airlines industry, limited this study. Even if the total number of employees working as flying crew in the Greek airlines is only about 500, the token remains small. Furthermore, the sample comes from a small company located in Thessalonica, which also may limit the results.

However, and despite these limitations, this research could help management and especially HR in developing new techniques to advance productivity and lower the turnover, using these findings in order to motivate their employees more efficiently.

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APPENDIX

QUESTIONNAIRE

Δημογραφικά στοιχεία/ Demographic data

1) Φύλο/ Gender

- a) Άνδρας/ Male
- b) Γυναίκα/ Female

2) Ηλικία/ Age

3) Θέση/ Position

- a) Captain
- b) First officer
- c) Senior cabin crew member
- d) Crew member

4) Οικογενειακή κατάσταση/ Marital status

- a) Παντρεμένος-η/ Married
- b) Διαζευγμένος-η/ Divorced
- c) Ελεύθερος-η/ Single

5) Επίπεδο μόρφωσης/ Educational level

- a) Δευτεροβάθμια εκπαίδευση/ High school
- b) Τριτοβάθμια εκπαίδευση/ Bachelor
- c) Μεταπτυχιακές σπουδές/ Master

Incentives

1^η ΕΝΟΤΗΤΑ: Εξασφάλιση εργασίας/ Job security

1) Evaluate how the following statements respond to your job
(mark with an X where 1 = not at all , 5= very much)

statements	Καθόλου/ not at all 1	Ελάχιστα/ Very little 2	Μέτρια/ little 3	Πολύ/ A lot 4	Πάρα πολύ/ Very much 5
How certain are you about what your future career picture looks like in this company					
It is very difficult to dismiss employees in this job					
How certain are you about your job security in this company					
Job security is almost guaranteed to employees in this job					

2^η ΕΝΟΤΗΤΑ: Social interaction-friendly co-workers-team support

2) Evaluate how the following statements respond to your job
(mark with an X where 1 = not at all , 5= very much)

statements	Καθόλου/ not at all 1	Ελάχιστα/ Very little 2	Μέτρια/ little 3	Πολύ/ A lot 4	Πάρα πολύ/ Very much 5
My co- workers and I co-operate more often than we compete					
Everyone contributes to a team effort					
I am satisfied with the supportive attitude of my co-workers at work					
My co-workers are helpful to me in getting my job done					

3^η ΕΝΟΤΗΤΑ: Feedback- recognition- respect

3) Evaluate how the following statements respond to your job
(mark with an X where 1 = not at all , 5= very much)

statements	Καθόλου/ not at all 1	Ελάχιστα/ Very little 2	Μέτρια/ little 3	Πολύ/ A lot 4	Πάρα πολύ/ Very much 5
I always get compliments from those above me for a job well done					
My manager/supervisor often acknowledges when I have done good work					
Superior gives me feedback on how well I am performing on my job					
My manager/supervisor only notices my accomplishments, not my mistakes					

4^η ΕΝΟΤΗΤΑ: Job enrichment – challenge – work variety

Evaluate how the following statements respond to your job
(mark with an X where 1 = not at all , 5= very much)

statements	Καθόλου/ not at all 1	Ελάχιστα/ Very little 2	Μέτρια/ little 3	Πολύ/ A lot 4	Πάρα πολύ/ Very much 5
There are many things about my work that make it challenging					
The job is simple					
I am involved in a diverse number of tasks at work					
The job requires me to use a number of complex skills					

5^η ΕΝΟΤΗΤΑ: Participation in decision making

**4) Evaluate how the following statements respond to your job
(mark with an X where 1 = not at all , 5= very much)**

statements	Καθόλου/ not at all 1	Ελάχιστα/ Very little 2	Μέτρια/ little 3	Πολύ/ A lot 4	Πάρα πολύ/ Very much 5
I can influence decisions of my superior regarding things in my job					
My superior asks my opinion when problem comes					
Employees in this job are allowed to make many decisions					
I feel it is easy to get job improvement ideas across to my superior					

6^η ΕΝΟΤΗΤΑ: Advancement – Promotional opportunities

**5) Evaluate how the following statements respond to your job
(mark with an X where 1 = not at all , 5= very much)**

statements	Καθόλου/ not at all 1	Ελάχιστα/ Very little 2	Μέτρια/ little 3	Πολύ/ A lot 4	Πάρα πολύ/ Very much 5
I feel that the promotion policy is good					
There is enough opportunity for advancement on my job					
The criteria for promotion are based on meritocracy and transparent procedures					
How certain are you of the opportunities for promotion and advancement which will exist in the next few years?					
Employees' career aspirations within this organization are known by their immediate supervisors					

7^η ΕΝΟΤΗΤΑ: Clarity of expectancies – role clarity

Evaluate how the following statements respond to your job

(mark with an X where 1 = not at all , 5= very much)

statements	Καθόλου/ not at all 1	Ελάχιστα/ Very little 2	Μέτρια/ little 3	Πολύ/ A lot 4	Πάρα πολύ/ Very much 5
Often I am not told what I am supposed to do, I just have to try and figure it out myself					
Clear planned goals/objectives exist for my job					
I know how my performance is going to be evaluated					
I feel certain about the level of authority I have					

8^η ΕΝΟΤΗΤΑ: Work conditions

6) Evaluate how the following statements respond to your job

(mark with an X where 1 = not at all , 5= very much)

statements	Καθόλου/ not at all 1	Ελάχιστα/ Very little 2	Μέτρια/ little 3	Πολύ/ A lot 4	Πάρα πολύ/ Very much 5
I am satisfied with the working atmosphere					
The management cares about the health and safety of employees					
The management respect the individual characteristics of employees' personality and encourages their development					
The working conditions are adequate to perform a good job					

9^η ΕΝΟΤΗΤΑ: Supervisor/managerial skill

7) Evaluate how the following statements respond to your job
(mark with an X where 1 = not at all , 5= very much)

statements	Καθόλου/ not at all 1	Ελάχιστα/ Very little 2	Μέτρια/ little 3	Πολύ/ A lot 4	Πάρα πολύ/ Very much 5
I respect the abilities of my manager/supervisor					
My supervisor is approachable					
My supervisor treats all the workers as their equal					
I am satisfied with the way my supervisor helps me achieve my goals					

10^η ΕΝΟΤΗΤΑ: Pay satisfaction

8) Evaluate how the following statements respond to your job
(mark with an X where 1 = not at all , 5= very much)

statements	Καθόλου/ not at all 1	Ελάχιστα/ Very little 2	Μέτρια/ little 3	Πολύ/ A lot 4	Πάρα πολύ/ Very much 5
I am satisfied with my payment comparing with other companies that I know					
I believe that I am paid fair enough for the job that I have					

11^η ΕΝΟΤΗΤΑ: Job satisfaction

Leaders of higher productivity and lower turnover

9) Evaluate how the following statements respond to your job
(mark with an X where 1 = not at all , 5= very much)

statements	Καθόλου/ not at all 1	Ελάχιστα/ Very little 2	Μέτρια/ little 3	Πολύ/ A lot 4	Πάρα πολύ/ Very much 5
I enjoy my work					
I look forward to going to work					
I dread going to work every day					
I work to get paid, nothing else					

12^η ΕΝΟΤΗΤΑ: Commitment

10) Evaluate how the following statements respond to your
job (mark with an X where 1 = not at all , 5= very much)

statements	Καθόλου/ not at all 1	Ελάχιστα/ Very little 2	Μέτρια/ little 3	Πολύ/ A lot 4	Πάρα πολύ/ Very much 5
I would be happy to spend the rest of my career with this organization					
I do not feel a strong sense of belonging to my organization					
I do not feel emotionally attached to this organization					
I do not feel like part of the family at my organization					

This organization has a great deal of personal meaning for me					
Right now, staying with my organization is a matter of necessity as much as desire					
It would be very hard for me to leave my organization right now even if I want to					
Too much in my life would be disrupted if I decided to leave my organization now					
I feel that I have too few options to consider leaving this organization					
If I had not already put so much of myself into this organization I might consider working elsewhere					
One of the few negative consequences of leaving this organization would be the scarcity of available alternatives					
I do not feel any obligation to remain with my current employer					
Even if it were to my advantage I do not feel it would be right to leave my organization now					
I would feel guilty if I left my organization now					
This organization deserves my loyalty					
I would not leave my organization right now because I have a sense of obligation to that people					
I owe a great deal to my organization					