

Impact of Social Organizational Sustainability on Employees' commitment in Airlines

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Abstract

Airlines are operating in a rapidly changing and highly competitive business environment in which they must maintain their presence, success, resources, and ability to contribute to sustainable development by making employees more committed to work and their airlines. This study aims to show the impact of social organizational sustainability on employees' commitment to 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 social organizational sustainability and employees' commitment to 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 a statistically significant relationship between social organizational sustainability and employee commitment in airlines. The study recommends providing good training programs for the training and development of airline employees in a way that benefits both the airline and the employees in a good and appropriate manner.

Keywords: social organizational sustainability, employee commitment, airlines.

Literature Review

Introduction

Smart management in organizations takes organizational sustainability as its basic principle, meaning that organizational sustainability consists of three main components that together form the triple bottom line. While the concept of the triple bottom line was developed by John Elkington, at the same time, he studied and achieved a balance between economic, environmental, and social goals., where an organization can not only measure and evaluate its success through the financial aspect (Murray, 2016), but also by using natural resources in a correct manner that preserves them and ensures for future generations' well-being and equitable society; better environmental conditions; and improved quality of life (Munck et al., 2012).

According to Munck et al. (2012) A population (or an organization) can participate in the collective well-being, in a way that everyone has access to information,

food, healthcare, education, housing, employment and income through economic and social integration, where a company is sustainable when it generates profits for shareholders, protects the environment, and improves the lives of the people with whom it interacts. (Oliveira, 2013) Social Organizational Sustainability (SOS), includes the impact that organizations have on social systems through operational activities as they think seriously about the expectations of different social groups related to the management of the organization, which includes issues related to human development (education, training, and occupational health workplace safety and competency development), equality (fair wages and benefits, equal opportunity and absence of discrimination in the workplace) and ethical considerations (human rights and cultural values).

airlines face challenges about increasing the workforce committed to their airlines (Alsaad, 2016). Employees want to work and be part of a successful airlines that provides good income and an opportunity for development and safe work (John & Elyse , ٢٠١٠). Whereas, highly committed employees work more efficiently and with more satisfaction than less committed employees and higher commitment employees are more constructive and proactive in their work (Annakili & Jayam , 2018). Because they feel safe in their jobs, and they are well-trained, and feel that they are part of the airlines and are proud of their work and enjoy(Hurter, 2008). There are five work characteristics related to commitment: work effort, job performance, attendance on time, responsibility for attendance (without absence), and the remaining employees in the organization (AlSaad , 2016).

The problem of the study is that if social organizational sustainability is applied correctly in airlines, then it will return positively, benefit and interest to the company, as employee commitment increases, and therefore their performance increases, and the rate of productivity and profitability of the company increases. The study tries to impose the following hypotheses

There is a statistically significant relationship between social organizational sustainability and employees' commitment in airlines.

This hypotheses includes sub-hypotheses:

H1: There is a statistically significant relationship between social organizational sustainability and and employee turnover in airlines.

H2: There is a statistically significant relationship between employees' commitment and justice in airlines.

H3:There is a statistically significant relationship between social organizational sustainability and employee participation.

Social Organizational Sustainability (SOS)

Smart management in organizations takes organizational sustainability as a basic principle for it, in the sense that organizational sustainability consists of three main components that together constitute the triple bottom line, Whereas, the triple bottom line concept developed by John Elkington, at the same time, it studies and balances the economic, environmental and social objectives, as the organization cannot measure and evaluate its success through the financial aspect only (Murray, 2016), but also by using

natural resources in a correct way that keep them and ensures future generations a well-being and equitable society, better environmental conditions and improved quality of life (Munck et al., 2012).

According to Munck et al. (2012) A population (or an organization) can participate in collective well-being, in a way that everyone has access to information, food, healthcare, education, housing, employment and income through economic and social integration, where a company is sustainable when it generates profits for shareholders, protects the environment, and improves the lives of the people with whom it interacts.

Social Organizational Sustainability (SOS):- Social sustainability is a social organization system that has a role in reducing poverty (Al Sarrah et al., 2020). Works to achieve participation and equality among all groups of society and the sharing of rights with responsibilities in companies and organizations, it works to maintain the growth of social and human capital and provide it as human capital is preserved through achieving human development (education, training and health occupational safety and safety in the workplace and the development of competence), equality (fair salaries and benefits, equal opportunities and the absence of discrimination in the workplace), ethical considerations (human rights, cultural values, interaction between generations and within-generation of justice), avoiding exploitation of individuals, promoting democracy, expanding the range of personal choices and distributing resources and property rights in a fair way (Oliveira, 2013).

The social aspect works on equitable access to the commodities of nature between generations, races, different cultures and members of society (Lavanderos & Fiol 2010), where social trust and cultural norms that facilitate coordination and cooperation to achieve mutual benefit (Murray, 2016). SOS covers the following characteristics: fair pay, equal opportunity, quality of life, social integration in communities, solidarity, good health and safety conditions, reward system, securing ideas for improving the triple bottom line, job satisfaction, developing competency and training, career plans , ethical organizational behavior , equity and justice in the distribution of goods and services (Oliveira, 2013; Braccini & Margherita, 2018).

Commitment of Employees in Airlines

Individuals can effectively reach their potential to achieve their desired goal through commitment. A committed employee works well and effortfully and exerts great energy to fulfill the expected role and build a positive self-image , There are five work characteristics associated with commitment: work effort, job performance, attendance at the specified time, attendance responsibility (No absence), and the remaining workers in the organization (Alsaad , 2016) .

An employee's commitment is one of the most valuable assets of any organization as they are willing to work on complex projects (Mohsan et al., 2011). Employees are a very important person in all organizations(Annakili & Jayam , 2018). They are the most important resource in organizations, because without an employee, the goals and objectives of the organizations may not achieved (Abomaleh & Zahari, 2014).

Organizations face challenges about increasing the workforce committed to their organization (Alsaad, 2016). Employees want to work and be part of a successful organization that provides good income and an opportunity for development and safe work (John & Elyse, 2010). Whereas, highly committed employees work more efficiently and with more satisfaction than less committed employees and higher commitment employees are more constructive and proactive in their work (Annakili & Jayam , 2018). Because they feel safe in their jobs, and they are well-trained, and feel that they are part of the organization and are proud of their work and enjoy (Hurter, 2008). It can not for any organization to achieve competitive advantages and superior performance unless every employee committed to the goals of the organization and work as an effective member in it and it is not just an employee comes and goes to work every day (Radosavljević et al., 2017).

PourKiani & Tanabandeh (2016) described commitment as a promise and a contract, which is also to have a job, take responsibility, keep a promise, make a contract, and accept to do something in the future. Dai (2002, p.27). Braimah (2016, p. 14) said that it is a psychological and emotional attachment of the employee to his organization, acceptance of the company and organization goals and values, and the provision of high-quality service to satisfy and retain customers. As Alsaad (2016, p. 30) said he is an employee who has a strong presence and remains loyal to the organization through turbulent times (downturns). Diab & Ajlouni (2015, p. 119) ; Hanaysha (2016, p. 299) is the psychological readiness and internal desire to work in the organization, the willingness to make the maximum effort possible for the benefit of the organization and the intense desire to remain in the organization through additional intense effort for the success of the organization and achieve its goals.

The types of commitment

The commitment model has three components, Affective Commitment (AC) which is the emotional orientation towards the organization, Normative Commitment (NC) is the costs associated with leaving the organization and leaving the job, and Continuous Commitment (CC) is an ethical commitment in which a sense of duty is to stay with the organization (Smith, 2017; Davis, 2018 ; Grant, 2019) .

The importance of commitment

Commitment increases the individual's performance and productivity, and thus his opportunity to increase rewards, recognition, and promotions, and also through commitment, the employee can exchange ideologies with the peer group, as commitment encourages the employee / individual to invest his energy and time at work more than anything else, the more commitment and stability the employee is, the more he has a high level of self-efficacy, and this is reflected in his psychological, health and personal life (family and friends) (Alsaad , 2016). According to Hurter (2008) organizations that successfully enhance the commitment of their employees are characterized by being able to implement their business strategies more successfully, more flexibly and are able to adapt to changing market conditions, and through their good reputation in the market they

can attract and retain the best talent which they are able to produce superior value for shareholders through lower operating costs and higher profits , as employees show higher levels of motivation, integrity and loyalty,

There are positive effects of higher employee commitment and negative effects of low employee commitment, the positive effects of a higher employee commitment, such as staying with the company in difficult circumstances and turbulent times, doing more than is required during his absence from work, the employee acquiring new skills and challenging work, and finding an opportunity to develop (Fenech, 2013). Employee commitment results in benefits to the organization such as improved employee tenure, reduced training cost, achievement of organizational goals, optimal product and service quality, and recommendations for other employees to be part of their organization and be more committed (Hanaysha, 2016).

Negative effects of low employee commitment, that reduced employee commitment leads to negative results, weakening the normal performance of the organization, greatly reducing the effectiveness of employees' work, negatively affecting the work of the employee and the whole organization, reducing / decreasing the level of employee interest in their work, which leads to bad performance of employees, i.e. that is low commitment reduces the effectiveness and productivity of the work of employees who do not really care about their work and its results, and therefore are not concerned with the positive performance of the organization in which they work (Fenech, 2013).

Factors Affecting commitment

Employees should be supported (financial / or non-financial) to encourage them to perform at their best, increase their loyalty and commitment to the organization and achieve its goals, as if the employees feel that they are working in an organization whose contributions are not valued and do not care about their well-being, they will not feel safe enough and this will affect their performance and commitment to the organization (Njenga et al., 2015). According to (Pace, 2015) there are two issues for achieving commitment: (a) The culture of commitment must be rooted and fundamental in the employees; (b) Establishing commitment requires resources in the form of leadership participation, motivational sessions, and training, as it was found that employees who showed commitment to the organization were more likely to stay in the company than those workers who were not committed to their work.

Igella (2014) mentioned that there are *organizational factors that affect employee commitment* (organizational dependability - effectiveness of the organization's social processes - organizational climate) and *individual factors that affect employee commitment* (age - job security - marital status). Pace (2015) added (fairness, trust and concern for employees) that affect the employee's commitment.

Brum (2007) mentioned that there are four specific elements of commitment which are investments, reciprocity, social identity (definition), and the absence of alternatives .

Ways to enhance employee commitment

According to (UK Essays, 2018) organizations can increase employee commitment by using the following strategies : Relationships with Colleagues, Relationships with Managers, Group Membership, Work-Life Balance, Pay and Reward, Job Satisfaction, Promotion, Organizational Justice and Trust, Induction and Training.

Methodology

The researcher followed the descriptive analytical approach based on the opinion poll, which relied on the study of the phenomenon (Impact of Social Organizational Sustainability on Employee Commitment 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, percentages, and statistical tests were used as tools of analysis. The researcher resorted to collecting the primary data necessary to address the analytical aspects of the study by designing a survey form as a main 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, and 400 of them were found valid for analysis.

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

This form included a set of phrases related to the subject 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 employees in the airlines companies to determine their opinions on the statements contained in the form, and the form included 24 phrases 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' commitment and contains eight phrases designed to understand employee commitment. The researcher was guided by the study of (Alameeri et al. 2017), (AlSarrah et al. 2020).

The third part aims to measure social organizational sustainability, contains 10 phrases. The researcher was guided by the study of (Arinanye, 2015), (Cojocar, 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

social organizational sustainability in airlines

The objective of this part is to identify the extent of the impact of social organizational sustainability on the commitment of employees in Egyptian airlines , and table (1) shows social organizational sustainability in airlines .

Table (1) social organizational sustainability in airlines

	Mean	Std. Deviation	Level
The company provides many and equal job opportunities and chooses its employees with full transparency and without mediation.	3.85	0.662	medium
The company encourages social loyalty by rewarding extra effort and stimulating innovation in the workplace more effectively	3.61	0.855	medium
The company encourages flexibility by allowing and encouraging the employee to handle customer problems and solve them themselves	3.58	0.781	medium
The company encourages social awareness (educational campaigns, CSR, quality of life and social benefits).	3.60	0.725	medium
The company contributes to achieving social justice by improving living standards, equity and labor rights for employees, ensuring human rights and achieving equal opportunities.	3.62	0.833	medium
The company maintains the safety of passengers and seeks passenger satisfaction.	4.35	0.619	high
The company provides its employees with a lot of social benefits (such as health insurance, security, safety, etc.).	4.26	0.620	high
The company conducts educational and awareness campaigns (such as smoking and its harms).	4.05	0.674	medium

The company has an anti-corruption policy and institutional standards.	3.96	0.567	medium
Marketing tools are used in an ethical manner that respects the consumer and society.	3.98	0.586	medium
overall average	3.8845	0.48559	medium

It is clear from table (1), according to the results of this dimension, that the overall average (3.8845) and a standard deviation (0.48559) is at an average level. The six paragraph, “The company maintains the safety of passengers and seeks passenger satisfaction” ranked first with a mean of (4.35) and a standard deviation of (0.619), which is higher than the average level "high", while the threed paragraph "the company encourages flexibility by allowing and encouraging the employee to deal with customers' problems and solving them themselves" came in the last rank with mean (3.58) and a standard deviation (0.781) which is an average level.

commitment of employees in airlines

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

Table (2) commitment of employees in airlines

	Mean	Std. Deviation	Level
Complete my work in the allotted time.	4.09	0.517	medium
The senior management of the airline is concerned with reviewing the outputs of the quantity of work performed on an ongoing basis.	3.96	0.618	medium
The airline shall determine specific timetables and timings for the completion of the tasks of the employees.	3.96	0.516	medium
The airline provides an internal environmental atmosphere that enables workers to reach the required quantitative outputs from the performance of their work.	3.93	0.621	medium
It will be difficult to leave this company.	3.42	0.985	medium
The airline has flexibility in the face of unexpected changes in the quality of work performed in a competitive environment.	3.86	0.671	medium
The airline is keen to achieve fairness when distributing tasks among employees.	3.65	0.714	medium
Employees are given the opportunity to participate in decision-making and express opinions and constructive criticism.	3.56	0.789	medium
overall average	3.8022	0.43962	medium

Table (2) shows that the overall average of the paragraphs of the employees' commitment axis was (3.8022), with a standard deviation of (0.43962), which is an average level. The first paragraph, "I complete my work in the allotted time," came in first with a mean (4.09) and a standard deviation (0.517), while the fifth "It will be difficult to leave this company" came in last with mean (3.42). and standard deviation (0.985) .

Hypotheses test

Table (3): The relationship between social organizational sustainability and employees' commitment in airlines

			social organizational sustainability	employees' commitment
Spearman' s rho	social organizational sustainability	Correlation Coefficient	1.000	0. 528**
		significant	0	0.000
		N	400	400
	employees' commitment	Correlation Coefficient	0. 528**	1.000
		significant	0.000	0
		N	400	400

Table (3) indicates a significant relationship between social organizational sustainability and airline employees' commitment. 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 strong correlation between social organizational sustainability and employees' commitment in airlines, where the Spearman correlation coefficient is 0. 528, and it shows a positive relationship between social organizational sustainability and employees' commitment in airlines. This means that the greater the application of social organizational sustainability in the airline, the greater the commitment of employees in the company and vice versa.

Table (4): The Regression of social organizational sustainability on employees' commitment in airlines

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0. 568	0. 323	0. 321	0. 400

As for the interpretation of the relationship, it is shown in table (4), where we find that the coefficient of determination is 0. 323, while the corrected coefficient of determination is 0. 321, which indicates a decrease in the difference between them at a

standard error of 0.400, which confirms the accuracy of the results, based on, Therefore, it can be said that the independent variables, which are (social organizational sustainability) in this model has an effect of 32.1% on the dependent variable (the commitment of employees in airlines). This means that the obligation to apply social organizational sustainability within the airlines explains what an amount of (32.1%) of the commitment of employees of these companies.

Table (5): Analysis of the variance of the significant regression model (ANOVA)

model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.392	1	30.392	189.913	0.000
	Residual	63.692	398	0.160		
	Total	94.084	399			

The previous table (5) shows the strength of the regression model as a whole, where the value of calculated towards F (189.913) 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 (6): The values of the regression coefficients and their significance for employees' commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
social organizational sustainability	0.628	0.046	0.568	13.781	.000
Constant	1.498	0.174		8.589	.000

The previous table (6) shows the parameters of the regression model, as it appears that the social 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 social organizational sustainability by one unit was offset by an increase of 0.628 in the direction of the level of employees commitment in airlines. This means that the dominance and control of the concept of economic organizational sustainability among employees would develop their enthusiasm, intense interest 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 social organizational sustainability and employees' commitment in airlines. **“Supported”**

Table (7): The relationship between social organizational sustainability and employee turnover in airlines

			social organizational sustainability	employees' turnover
Spearman's rho	social organization al sustainabil ity	Correlation Coefficient	1.000	0.298**
		significant	0	0.00
		N	400	400
	employees' turnover	Correlation Coefficient	0.298**	1.000
		significant	0.00	0
		N	400	400

Table (7) indicates a significant relationship between social organizational sustainability and airline employees' turnover. 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 strong correlation between social organizational sustainability and employees' turnover in airlines, where the Spearman correlation coefficient is .298, and it shows a positive relationship between social organizational sustainability and employees' turnover in airlines. This means that the greater the application of social organizational sustainability in the airline, the greater the turnover of employees in the company and vice versa.

Table (8): The Regression of social organizational sustainability on employees' turnover in airlines

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.311	.097	.094	.462

As for the interpretation of the relationship, it is shown in table (8), where we find that the coefficient of determination is 0.097, while the corrected coefficient of determination is 0.094, which indicates a decrease in the difference between them at a standard error of 0.462, which confirms the accuracy of the results, based on, Therefore, it can be said that the independent variables, which are (social organizational sustainability) in this model has an effect of 09.4% on the dependent variable (the turnover of employees in airlines). This means that the obligation to apply social

organizational sustainability within the airlines explains what an amount of (09.4%) of the turnover of employees of these companies.

Table (9): Analysis of the variance of the significant regression model (ANOVA)

model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.081	1	9.081	42.520	0.000
	Residual	85.003	398	0.214		
	Total	94.084	399			

The previous table (9) shows the strength of the regression model as a whole, where the value of calculated towards F (42.520) 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 (10): The values of the regression coefficients and their significance for employee turnover

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
social organizational sustainability	.232	.036	.311	6.521	0.000
(Constant)	3.031	.133		22.804	0.000

The previous table (10) 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 social organizational sustainability by one unit was offset by an increase of 0.232 in the direction of the level of employee turnover in airlines. This means that the dominance of the concept of social 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 social organizational sustainability and employee turnover in airlines. **“Supported”**

Table (11): The relationship between employees’ commitment and justice in airlines

		employees’ commitment	justice
Spearman's rho	employees’ commitment	Correlation Coefficient	1.000
		significant	0.574**
			0.000

		N	400	400
	justice	Correlation Coefficient	0.574**	1.000
		significant	0.000	0
		N	400	400

Table (11) indicates a significant relationship between employees' commitment 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 strong correlation between employees' commitment and justice in airlines, where the Spearman correlation coefficient is 0.574, and it shows a positive relationship between employees' commitment and justice in airlines. This means that the greater the application of employees' commitment in the airline, the greater the justice in the company and vice versa.

Table (12): The Regression of employees' commitment on justice in airlines

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.608	0.369	0.368	0.350

As for the interpretation of the relationship, it is shown in Table (12), where we find that the coefficient of determination is 0.369, while the corrected coefficient of determination is 0.368, which indicates a decrease in the difference between them at a standard error of 0.350, which confirms the accuracy of the results, based on, Therefore, it can be said that the independent variables, which are (employees' commitment) in this model has an effect of 36.8% on the dependent variable (the justice in airlines). This means that the obligation to apply economic organizational sustainability within the airlines explains what an amount of (36.8%) of the satisfaction of employees of these companies.

Table (13): Analysis of the variance of the significant regression model (ANOVA)

model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.493	1	28.493	233.244	0.000
	Residual	48.620	398	0.122		
	Total	77.114	399			

The previous table (13) shows the strength of the regression model as a whole, where the value of calculated towards F (233.244) 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 (14): The values of the regression coefficients and their significance for justice in airlines

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
employees' commitment	0.482	0.032	0.608	15.272	0.000
(Constant)	2.018	0.118		17.089	0.000

The previous table (14) shows the parameters of the regression model, as it appears that the employees' commitment 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' commitment by one unit was offset by an increase of 0.482 in the direction of the level of justice in airlines. This means that the dominance of the concept of employees' commitment 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' commitment and justice in airlines. **“Supported”**

Table (15): The relationship between employees' commitment and justice in airlines

			social organizational sustainability	employees' participation
Spearman's rho	social organizational sustainability	Correlation Coefficient	1.000	0.677**
		significant	0	0.000
		N	400	400
	employees' participation	Correlation Coefficient	0.677**	1.000
		significant	0.000	0
		N	400	400

Table (15) indicates a significant relationship between social organizational sustainability and airline employees' participation. 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 strong correlation between social organizational sustainability and employees' participation in airlines, where the Spearman correlation coefficient is 0.677, and it shows a positive relationship between social organizational sustainability and employees' participation in airlines. This means that the greater the application of social organizational sustainability in the airline, the greater the participation of employees in the company and vice versa.

Table (16): The Regression of social organizational sustainability on employees' participation in airlines

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.712	0.507	0.505	0.341

As for the interpretation of the relationship, it is shown in Table (16), where we find that the coefficient of determination is 0.507, while the corrected coefficient of determination is 0.505, which indicates a decrease in the difference between them at a standard error of 0.341, which confirms the accuracy of the results, based on, Therefore, it can be said that the independent variables, which are (social organizational sustainability) in this model has an effect of 50.5% on the dependent variable (the participation of employees in airlines). This means that the obligation to apply economic organizational sustainability within the airlines explains what an amount of (50.5%) of the satisfaction of employees of these companies.

Table (17): Analysis of the variance of the significant regression model (ANOVA)

model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.675	1	47.675	408.856	0.000
	Residual	46.409	398	0.117		
	Total	94.084	399			

The previous table (17) shows the strength of the regression model as a whole, where the value of calculated towards F (408.856) 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 (18): The values of the regression coefficients and their significance for employee participation

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
social organizational sustainability	0.502	0.025	0.712	20.220	0.000
(Constant)	2.094	0.090		23.210	0.000

The previous table (18) shows the parameters of the regression model, as it appears that the social 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 social organizational sustainability by one unit was offset by an increase of 0.502 in the direction of the level of employee participation in airlines. This means that the dominance of the concept of social 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 social organizational sustainability and employee participation in airlines. **“Supported”**

Table (19): summary of testing hypotheses

Hypotheses	Testing Result
There is a statistically significant relationship between social organizational sustainability and employees’ commitment in airlines.	Supported
There is a statistically significant relationship between social organizational sustainability and employees’ turnover in airlines.	Supported
There is a statistically significant relationship between employees’ commitment and justice in airlines.	Supported
There is a statistically significant relationship between social organizational sustainability and employee participation.	Supported

Conclusion

We find that the main goal has been achieved, which is the existence of a great relationship between social organizational sustainability and employee commitment, as the company maintains the safety of passengers and strives for passenger satisfaction, which positively affects social sustainability. The company also contributes to achieving social justice by improving living standards. Employees' sense of equality and fairness to one another within the airline makes them feel like one family. Commitment encourages

the employee to invest his energy and time in work more, and increase 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 employees' commitment to the airline. As it clarified that the social organizational sustainability is applied in a medium and not high way, and also that there is employee commitment, 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. 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.
2. The airline must ensure that justice is done when distributing tasks among employees. And encouraging employees through promotion and rewards to improve and increase the quality of their performance and their sense of confidence and stability.
3. The company should encourage social loyalty by giving rewards for extra effort and motivation in the workplace more effectively.
4. Providing employees with a job security factor that increases their commitment to the airline and thus reduces employee turnover.

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أثر الاستدامة التنظيمية الاجتماعية علي التزام الموظفين في شركات الطيران

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الملخص

تعمل شركات الطيران في بيئة عمل سريعة التغير وتنافسية للغاية ولكي تحافظ على وجودها ونجاحها ومواردها وقدرتها على المساهمة في التنمية المستدامة وذلك من خلال جعل الموظفين أكثر التزاماً تجاه العمل وشركات الطيران الخاصة بهم . تهدف هذه الدراسة إلى إظهار تأثير الاستدامة التنظيمية الاجتماعية على التزام 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 الاجتماعية والتزام الموظفين في شركات الطيران ، وهي فرضية رئيسية تُشتق منها ثلاث فرضيات فرعية. تم استخدام المتوسط والانحراف المعياري ومعاملات الارتباط بطريقة سبيرمان والانحدار الخطي البسيط لاختبار الفرضيات. حيث أشارت النتائج إلى وجود علاقة ذات دلالة إحصائية بين الاستدامة التنظيمية الاجتماعية والتزام الموظف في شركات الطيران. وتوصي الدراسة بتوفير برامج تدريبية جيدة لتدريب وتطوير العاملين في الخطوط الجوية بما يعود بالفائدة عليهم وعلى العاملين بشكل جيد ومناسب.

الكلمات الدالة: الاستدامة التنظيمية الاجتماعية ، التزام العاملين ، شركات الطيران.