



EXPLAINING EMPLOYEES JOB PERFORMANCE: THE ROLE OF ERCAN AIRPORT SERVICE WORKERS

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Abstract

This study aims to analyze the determinants for employee performance in Ercan International Airport (Northern Cyprus). The study investigated existing literature and theory in order to initially construct a conceptual framework of factors affecting job performance among the group of service workers through conducting focus group panel interviews. The results of the study revealed that improving governance, the use of new concepts and technology management (New Public Management) have largely associates with the use of indicators of efficiency and effectiveness and public service motivation (PSM) have direct effects toward job performance.

Introduction

Rapidly changing social and economic conditions of the modern world pose new public service goals and objectives, incomparable in scale and more complex in nature. In order to response adequately to these challenges, management, public authorities and civil workers have to reconsider the traditional management techniques and continuously improve the effectiveness of its activities, goals and objectives.

A key aspect of increasing the effectiveness of government employees is creating objective and comprehensive system of indicators that may reflect the performance of completed duties and the degree of achievement of objectives, allowing civil workers to focus on the main priorities of the company. For these purposes, it is widely used all types of Performance Indicators (Performance Measures). Performance measure is a set of descriptive or quantitative indicators describing the result of the success of the movement or to achieve the specific goal.

In this work, the research is mainly focused on understanding perspective of civil workers/employees of the Ercan International Airport in Northern Cyprus through examining the phenomena of job performance and ways to increase its effectiveness in the company. Borman and Motowidlo (1993) identified two types of employee behavior that are necessary for organizational effectiveness: task performance and contextual performance.

Task performance refers to behaviors that are directly involved in producing goods or service, or activities that provide indirect support for the organization's core technical processes.

By distinguishing job performance, we seek to understand what ties civil workers in affecting job performance but not considering physiological or behavioral factors that related to job performance. Therefore, in this study we attempt to research secondary data in order to build a conceptual framework for implementation of structural equation model that affects to employees' performance.

Literature review

Employee performance

Organizational performance is a sign of the capacity of a company to efficiently achieve independent goals (Venkatraman & Ramanujam, 1986). One of the elements that is assessable is the employees' performance through the level of their productivity. Several researches have been introducing various methods to evaluate organizational performance (Wong & Wong, 2007; Prajogo, 2007). This includes the quality, quantity, knowledge or creativity of individual towards the accomplished works that are in accordance with the responsibility during a specified period- in other words, the assessment systems must have some standard parameters that can be relied upon. This performance relates to the firm or individual level which sees the human resource becoming the most determining factor to achieve the organizations' objectives. In fact, an abundance of resources such as infrastructures or physical facilities are made meaningless without the support of qualified human resources that directly disrupt the continuity of the business operations. Within the framework of the professionals, good employee performance mirrors the ability to contribute through their works leading to the behavioral achievement that is in accordance with the goals of the company.

Performance indicators



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Performance indicators can serve for the evaluation of civil servants in general. The main direction of improving the systems of performance indicators in the last decade has been associated with finding an optimal balance between the definition of indicators for the management and civil servants and establishing a close relationship between them.

It was specified in the stakeholder theory (Freeman, 1984) and a list of indicators was selected to represent the concept of company performance.

Another source of confusion is the use of antecedents of performance as performance indicators (Cameron, 1986b). Combs et al. (2005) argue that the operational performance as described by Venkatraman and Ramanujan (1986) is best viewed as an antecedent of financial performance, mediating the effect of resources. The argument has merit and is quite clear in some cases, like production efficiency.

Measuring performance efficiency

It can be found a great number of works devoted to measuring performance through indicators of efficiency. The best known principles of the "Balanced Scorecard» (Balanced Scorecard - BSC) and the definition of "key performance indicators» (Key Performance Indicators - KPI).

If the BSC system focuses more on the relationship of individual performance indicators together to maximize the assessment of their cumulative impact on the final effect, the KPI system is based on the selection of the most important performance indicators to the maximum extent characterizing the final effect. The Balanced Score Card (BSC) is a strategic planning and management system used to align business activities to the vision and strategy of the organization, improve internal and external communication and monitor organizational performance against strategic goals.

It is a performance measurement tool that considers not only financial measures but also customer satisfaction, business process and learning measures (Johnson et al, 2006).

Ercan international airport

Ercan Airport (ECN - Ercan International Airport) is the largest airport in Northern Cyprus handling approximately more than 70 flights per a day.

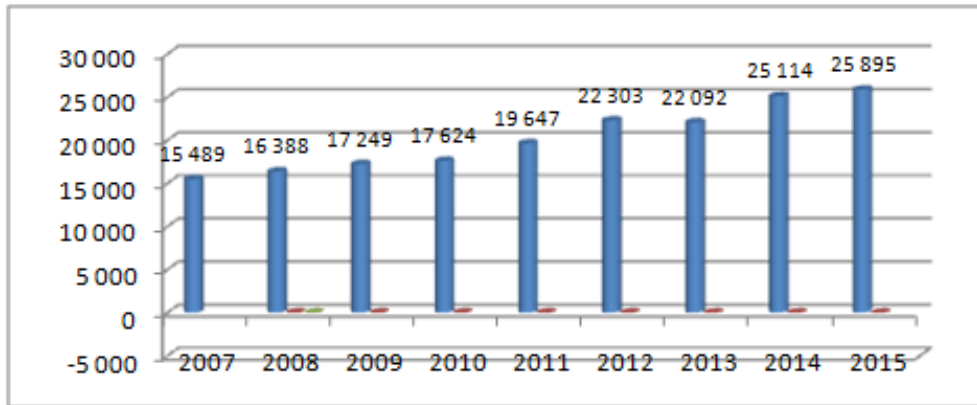
Ercan Airport are presently served by Turkish Airlines, Pegasus Airlines, Atlas Global, Freebird , Onur Air, Corendon, Tailwind, Sunexpress and Borajet with scheduled and chartered flights. Ercan Advisory Air Space and Airport departures & arrivals are increasing day by day. These two tables below explain clearly the reason of this.



Photo1: Ercan International Airport

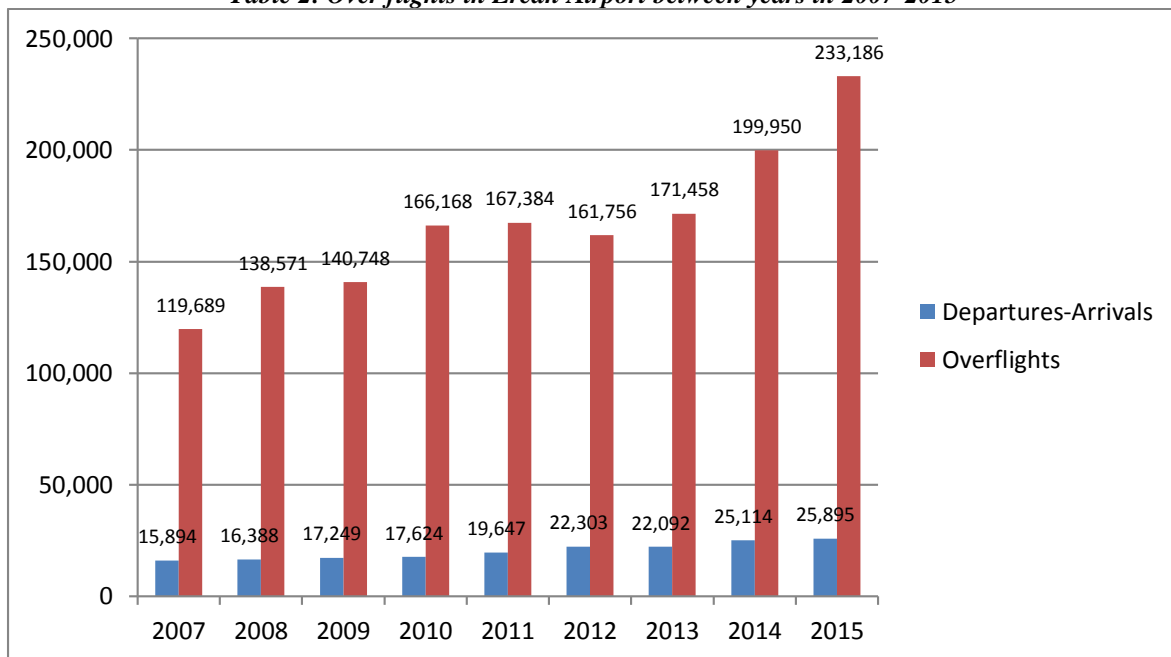


Table 1: Arrivals-Departures in Ercan Airport between years in 2007-2015



Arrivals and departures are improving in Ercan Airport. As seen from table above, traffic of Ercan Airport has been increasing %3 in a year. In 2015, traffic of Ercan Airport was 25.895 and this means that daily traffics are between 70-100 traffic in a day. In Adana Sakir Pasa Airport in Turkey traffics are 100 in a day and there are 21 parking position. In Larnaca Airport there are 110-130 traffic in a day and parking positions are 50 for mediums and heaviest. 50 for light performance planes.

Table 2: Over flights in Ercan Airport between years in 2007-2015



Over flights of Ercan Airport are improving and as seen, traffics which are crossing Ercan Advisory Air Space have been increasing in a year. In 2015, traffics which passed in Ercan Advisory Air Space were 233.186 planes. This means that daily traffics are between 650-800 in a day.

Research design and methodology

A case study design was adopted with the population of the study being the Ercan Airport civil workers. The sample group has been selected randomly but with great consideration to work experience in the company. Personal interviews with the sample



group of ten participants were hold using an interview guide and conceptual content analysis used to make inferences. These focus group results played a significant role within the research.

Data analysis and findings

Out of the 15 sampled civil employees, 10 were available for the face to face interview showing a response rate of 85%. The interviews were primarily recorded in Turkish language with a further translation into English. The performance appraisal is top down, obligatory and linked to the corporate strategic goals. 75.5% of the respondents had over 5 year's service at Ercan Airport with the rest having served for less than five years.

All participants were asked to provide their answers to 12 specific questions. The questions included basic info on the following main criteria:

1. Improving knowledge
2. What makes you special for the company
3. Learned mistakes
4. Job performance measure
5. -Top 3 skills or abilities
6. Team player attitude
7. Work related philosophy
8. Airport service satisfaction
9. Investment to airport infrastructure

Table3: Interview Indicators

Participant No:	Years worked	Improving knowledge	Being important for company	Mistakes learned
# 1	18	Work at Cabin Crew Flight Training center	Constantly improving	Small mistake in our sector may cause greater mistake
# 2	7	Participation in the courses	Professionally accomplish jobs	Learning on other's mistakes
# 3	7	Participation in the courses	Accomplished all legitimate courses and training successfully	Minimizing risks is important
# 4	23	Courses and reading materials on developing aviation	Completed course	Minimizing risks is important
# 5	2	Customer service and organizing seminars	Aviation department studied	Assumption is not welcomed
# 6	7	Courses and seminars in aviation	Following rules and regulations	Finding right solution
# 7	23	Courses and seminars related in aviation	Investments, attention to Safety Management System (SMS)	Learning on past mistakes
# 8	7	Seminars and courses visited	Successfully completed courses	Avoiding mistakes
# 9	3	Seminars and courses visited	Following new regulations in aviation	Find the right solution
# 10	3	Seminars and courses visited	Following the latest developments in aviation	Sharing innovations with my colleagues



Participant No:	Job performance measure	Your 3 skills	Team player attitude	Your philosophy
# 1	Responsibility	Knowledge, experience and knowing rules	Positive	Joint work – joint success
# 2	Observance and avoidance	Reaction, organized, resolving	Positive	To be professional
# 3	Responsibility	Decision making, working under stress	Positive	To be successful
# 4	Following instructions	Decision making, working under stress	Positive	To be able to success
# 5	Trying be a team player	Decision making, working under stress	Positive	Making customer feeling more happy
# 6	To be reactive	Working under stress and fast decision making	Not decided	To be updated by new aviation rules and regulations
# 7	Felling stressful	Knowledge and experience	Positive	To be an école in aviation and to reach the top of position in the government with my superior effort
# 8	Working hard	Decision making and working under stress	Positive	To be successful
# 9	Reaction	Following rules	Positive	To be updated by new aviation rules and regulations
# 10	Stress management	Stressful	Positive	To be updated by new aviation rules and regulations



Participant No:	Airport service satisfaction (Comments)	Investment to Airport infrastructure (Comments)
# 1	Same problems at check-in, passport control and security check also. Disabled passengers are still have no rights	Runway isn't enough and apron is too small
# 2	Security and immigration offices need improvement	Rapid taxiways, gates, modern terminal and qualified personnel
# 3	To handle growing passenger traffic, it needs more work	Technical background and personnel
# 4	To handle growing passenger traffic, it needs more work	Rapid taxiways, gates, modern terminal and qualified personnel
# 5	Customers focus, delays minimization	Rapid taxiways, more than 20 gates be created ter. Terminal should be expanded due to rising passenger in the airport, new technology should be adopted. Large-bodied aircraft parking position
# 6	Knowledge management is required	Rapid taxiways, more than 15 gates, a modern terminal and adequate qualified personnel
# 7	Luck of innovation, improving knowledge of international rules in aviation	Significant points which are required to reach standard levels of airport performance
# 8	Improvement management is still required	Rapid taxiways, more than 20 gates, a modern terminal, large-bodied aircraft parking position
# 9	Check-in and reservation have to improve with international rules of IATA (International Air Transport Association)	Service provider companies staff should attend courses to update their knowledge also they should have A1 level English
# 10	Due to increasing traffic of Ercan International Airport gates have to improve more than 20 gates	Due to increasing traffic of Ercan International Airport gates have to improve more than 20 gates. Large-bodied aircraft parking position

Discussion

The research intends to generalize the results obtained from the sample surveyed to the total population. This generalized conclusion would possibly make the research work more valuable. Furthermore, the larger the number of observations, the more trustworthy the generalized the conclusion might be. In our study, we limited to ten representatives considering that this sample is not large enough to be applying the results to the total population or generalize the result. However, it may reflect the expected results. As it is seen from the results tables, the participants proved the existing issues related to job performance and vision towards company's development.

Thus, the performance indicators for the civil workers have met the following criteria:

1. be clearly linked to the goals and objectives of management/authorities;
2. reflects the degree of contribution of each civil worker to the achievement of goals and objectives;



3. Fully reflect the performance of the main duties of the civil worker;
4. be formulated in such a way as to maximize play a direct impact on the dynamics of the civil worker performance indicators. Performance indicators of activity of civil workers may be a set of indicators of various kinds. They can be expressed both in qualitative and quantitative form. The most common is the practice in which the company sets certain requirements for the performance indicators. In most practical guidelines for the development of indicators points out that they must meet the basic criteria of "4C":

1. Sharpness (Clearness),
2. Completeness (Completeness),
3. Complexity (Complexity),
4. Consistency (Consistency).

Also, the performance indicators should correspond to the concept of «SMART» and have the following five characteristics. Indicators should be:

1. Specific (Specific);
2. Measurable (Measurable);
3. Achievable (Achievable);
4. Relevant (Relevant);
5. Tied to a specific period of time (Time-certain).

Also, another important aspect is the separation performance of the civil workers in the immediate (outputs) and end (outcomes). The immediate results of the civil workers are expressed, as a rule, in the quantitative characteristics of the volume of work done, and end - the achievement of socially important goals and objectives of company. At the same time the achievement of outcomes (outcomes) shows the performance of public workers in terms of society, and to achieve immediate results (outputs) describes how effectively and efficiently public workers carried out its activities in terms of authority and management.

Conclusion

The primary objective of this work was to assess the role of airport workers through understanding what motivates them and affects on their performance. To be able to answer the research question, focus group questions were developed considering the specific work of airport employees. Using the adapted factors, it was purposed to determine a collective ranking of answers and secondly, determine if there are any similarities or significant differences from the results of the survey. Group interviews among ten participants were prepared, recorded and administered. Professionalism, knowledge base and experience are the main criteria for the group. Lack of innovation, technological and technical mismatches remain one of the problems and major concerns facing Ercan International Airport today. Furthermore, organizations and those who work in them have over the years changed in what motivates them as employees.

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