

Submission Date:

21.10.2024

Acceptance Date:

18.02.2025

Publication Date:

28.03.2025

To cite this article: Faris, O. & Arslan, H. (2025). The impact of foreign employees in aviation on airline objectives and passenger segments. *İstanbul Ticaret Üniversitesi Sosyal Bilimler Dergisi İnovasyon ve Girişimcilik Özel Sayısı*, 24(Özel Sayı), 268-288. doi: 10.46928/iticusbe.1571314

## THE IMPACT OF FOREIGN EMPLOYEES IN AVIATION ON AIRLINE OBJECTIVES AND PASSENGER SEGMENTS

*Research*

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# The Impact of Foreign Employees in Aviation on Airline Objectives and Passenger Segments

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## Abstract

In today's competitive global landscape, industries leverage their unique advantages to adapt and thrive. The aviation sector exemplifies this transformation, evolving beyond basic transportation to create customer-centric brands that build loyalty based on values, preferences, and lifestyles. This study investigates how foreign employees adopt airline goals and their impact on diverse passenger segments with varying cultural and linguistic backgrounds. Using the PRISMA framework, 54 publications were reviewed, and 16 relevant studies were selected for detailed analysis. Findings reveal that foreign employees significantly contribute to innovation, enhanced customer service, and organizational adaptability. However, challenges such as language barriers and cultural misunderstandings persist. By integrating multilingualism, diverse cuisines, and cultural symbols into their services, airlines can improve passenger satisfaction and loyalty. This study uniquely integrates the strategic objectives of airlines with the broader impacts of foreign employees on both company dynamics and passenger experiences, providing a comprehensive perspective not addressed in prior research. It highlights the critical role of embracing workforce diversity to gain a competitive edge in the global market.

**Keywords:** Airline goals, foreign employees, passenger segments.

**JEL Code:** J24, J61, L93

## Havacılık Sektöründe Yabancı Çalışanların Havayolu Hedeflerine ve Yolcu Segmentine Etkisi

### Özet

Günümüzün rekabetçi küresel ortamında, endüstriler benzersiz avantajlarını kullanarak uyum sağlamakta ve büyümektedir. Havacılık sektörü, bu dönüşümün bir örneği olarak, temel taşımacılığın ötesine geçerek, müşteri sadakatini değerler, tercihler ve yaşam tarzları temelinde inşa eden müşteri odaklı markalar yaratmaktadır. Bu çalışma, yabancı çalışanların havayolu hedeflerini nasıl benimsediğini ve bu durumun farklı kültürel ve dilsel geçmişlere sahip yolcu segmentleri üzerindeki etkilerini incelemektedir. PRISMA çerçevesi kullanılarak 54 yaygın gözden geçirilmiş ve detaylı analiz için 16 ilgili çalışma seçilmiştir. Bulgular, yabancı çalışanların inovasyona, geliştirilmiş müşteri hizmetlerine ve organizasyonel uyum yeteneğine önemli ölçüde katkı sağladığını ortaya koymaktadır. Bununla birlikte, dil engelleri ve kültürel yanlış anlamalar gibi zorluklar devam etmektedir. Havayolları, hizmetlerine çok dilliliği, çeşitli mutfakları ve kültürel sembolleri entegre ederek yolcu memnuniyetini ve sadakatini artırabilir. Bu çalışma, havayolu hedefleri ile yabancı çalışanların hem şirket dinamikleri hem de yolcu deneyimleri üzerindeki daha geniş etkilerini birleştirerek, önceki araştırmalarda ele alınmamış kapsamlı bir perspektif sunmaktadır. Çalışma, iş gücü çeşitliliğini benimsemenin küresel pazarda rekabet avantajı elde etmedeki kritik rolünü vurgulamaktadır.

**Anahtar Kelimeler:** Havayolu hedefleri, yabancı çalışanlar, yolcu segmentleri.

**JEL Kodu:** J24, J61, L93

## **Introduction**

### ***Global Competition in Aviation***

In this era of globalization, the rapidly changing world has a sector, the civil aviation industry, keeping up with the flow, accepting, enhancing, and impacting changes through its dynamic nature. As stated by Wittmer and Bieger (2011), the aviation industry is characterized by constant change, noting the major instances of the rapid development of air travel in continued liberation of markets, advancements in technology, and the creation of new business models which has led strengthening of studies indicating the high influence of factors beyond the institutional and structural environment of its operations.

In the same pattern, Mizrak (2023) further points out how the dynamic nature and complex operating needs of the civil aviation industry play a key role in contemporary global connectedness, as the aviation sector makes it easier for people, products, and ideas to travel throughout the globe, owing to the skilled and efficient group of employees. This workforce plays an immense role in the development of safe and time-efficient air transportation possible on a global scale.

### ***Labor Mobility and Workforce Diversity***

Connecting the skilled workforce to the age of global competition, we observe that industries compete by evaluating their differences in a cycle with the advantages they gain from those differences while struggling to survive. Further highlighting the statement, the advent of globalization, organizational competition now has a worldwide focus, is more intense, and has resulted in a greater degree of similarity across firms' competitive resources. Consequently, minor variations enable businesses to gain a competitive edge. Their human resources are the key component that gives them this competitive edge (Karaca and Aksoy, 2022).

The small change alongside diversity meets in the competitive market of civil aviation. The meeting points through air travel are not only different locations but also different cultures, languages, environments, lifestyles, and visions. Humans stay in the center of this, forming, reshaping, and developing according to their needs and demands. Globalization has significantly expanded opportunities for individuals to travel not only for leisure but also for work-related purposes.

This phenomenon is often characterized by the term "labor mobility," which refers to the migration of individuals seeking employment or better working conditions. As noted by Long and Ferrie (2006), labor mobility encompasses the movement of people within a specific geographic area (geographical mobility), across different occupations (occupational mobility), or between various workplaces. Broadly, labor mobility can be classified into two categories: permanent and temporary. When this movement occurs across national borders, it is referred to as "international labor mobility" (Işıklı, 1963).

The global movement of labor reflects the increasing interconnectedness of economies, with labor mobility becoming a fundamental aspect of the modern globalized landscape. As national boundaries blur into sectors such as transportation and communication, it has become easier for people to connect and migrate across regions in pursuit of better work opportunities.

One sector particularly impacted by this globalization and labor mobility is aviation, where the rise in global competition is most evident. Airlines, positioned at the center of this competition, strive to differentiate themselves not only through their services but also through their operational strategies and brand identities. These efforts are crucial as airlines are no longer viewed merely as transport providers but as representatives of national identity and values.

Moreover, airlines serve as key symbols of national pride, representing both their countries and distinct consumer preferences. By expanding their networks and catering to diverse lifestyles, they foster customer loyalty and play a vital role in maintaining competitiveness. The ability to attract and manage a globally mobile workforce is essential for the continued growth and success of airlines in this highly competitive industry (Zeren & Kara, 2021).

### ***Research Objective***

This study aims to provide recommendations to airlines by addressing the situation of foreign employees, opportunities, and risks based on the increase in the number of studies on the issue in Turkish and English and on available research. The first part of our research focuses on the scales of adoption of airline goals by foreign employees. Then, the effect of foreign employees on passengers in an international passenger pool

consisting of different languages, origins, and cultures is examined. Through the Preferred Reporting Items for Systematic Reviews and Meta-Analysis (PRISMA) framework, the major themes are extracted, which are perceptions and findings of factors, influences, and challenges of foreign employees in airlines applied in the selected studies.

Our research aims to contribute to the literature by comprehensively analyzing the impact of foreign employees in aviation on airline objectives and passenger segments. This study sheds light on the positive effects of foreign employees, such as cultural interaction, contribution to diversity and innovation, as well as the formation of negative situations that may arise from language and culture changes. In this research, the following question will be addressed: What are the effects of the foreign workforce on airlines on passenger segments and airline objectives?

## **Method**

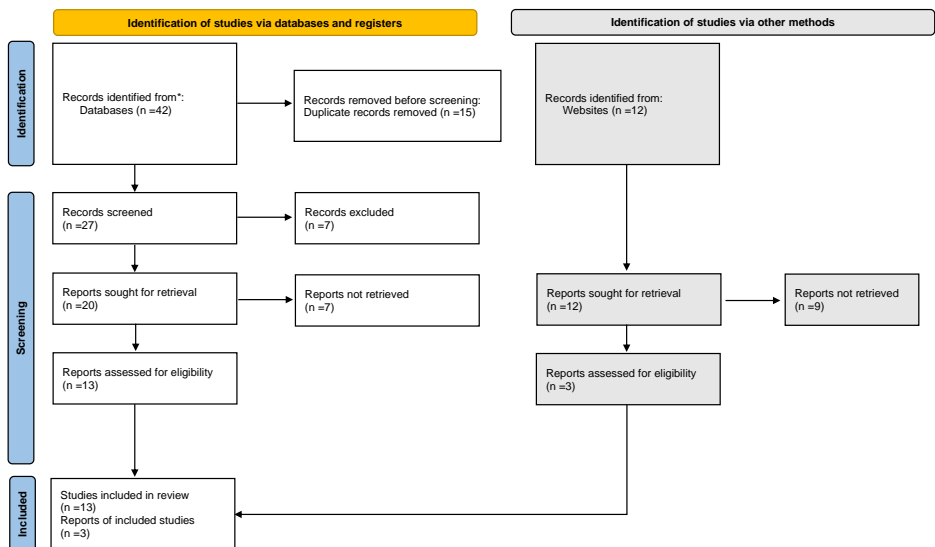
The Preferred Reporting Items for Systematic Reviews and Meta-Analysis (PRISMA) method 2020 will be adhered to when conducting the systematic review in this study. According to Page et al. (2021), the PRISMA 2020 statement offers revised reporting guidelines for systematic reviews, considering improvements in finding, evaluating, synthesizing, and selecting research. It includes an enlarged checklist with reporting guidelines for every item, a 27-item checklist, the PRISMA 2020 abstract checklist, and updated flow diagrams for both the original and updated reviews. This framework can also be applied to systematic reviews without synthesis (e.g., when only one suitable study is found) or those involving statistical synthesis techniques such as paired meta-analysis (Page et al., 2021). Moreover, it is suitable for initial, revised, or regularly updated (“living”) systematic reviews.

Only the research articles published in English and Turkish concerning the adoption of airline goals and effects of foreign employees on different passenger segments were taken into consideration for the review purpose. The research conducted solely focused on the foreign employees and their effects on passengers' perceptions and experiences in the same context were excluded, however, foreign employees along with airline and colleagues' combined perceptions and experiences containing a few articles were considered. While searching for the relevant articles, we used keywords like foreign

employees in aviation, passenger comfort, globalization in aviation, and factors on Google Scholar and went through journals and articles published in Dergipark and Researchgate.

## Findings

In this section of the article, the answer to the research question that is stated in the introduction section is thoroughly explained. The studies reviewed reveal that employing foreign workers in the airline industry brings both advantages and challenges. One recurring theme across the literature is that cultural diversity can stimulate creativity, enhance customer service, and improve organizational adaptability. However, the effective management of this diversity requires effort, as it can also give rise to communication difficulties, misunderstandings, and conflicts.



**Figure 1.** PRISMA Flow Chart

In the beginning, 54 articles were downloaded, of which 24 articles were from Google Scholar and 18 from Dergipark & Researchgate. On checking later, 15 articles were removed as they were duplicate articles, and similarly, in the next step, screening of the title and abstract, 7 more articles were taken out as they were way back in time for this study. After that, 32 articles were taken into consideration for full-text screening. During this, 16 articles were excluded, 7 articles from the database were downloaded, and 9 from the website were downloaded, as they were irrelevant and majorly focused

only on the passengers' perception of foreign employees in aviation. Finally, as Figure 1 presented above shows clearly, by the end of the inclusion and exclusion process, 16 articles were taken for the thematic synthesis.

**Table 1.** Adoption of airline goals by foreign employees in the aviation industry and its impact on different passenger segments across contexts

SN	Author(s) & Year	Thematic Concentration	Context
1	Hale Nur GÜLER (2022)	Focuses on the strategic role of human resources management in fostering employee satisfaction, productivity, and alignment with organizational goals to enhance overall success and competitiveness in the industry	Türkiye
2	David A. Byers (2016)	Analysis of the need for collaboration across industry, government, and academia to build a well-trained and experienced aviation workforce for the future	United States of America
3	Myoungjin Yu and Sunghyup Sean Hyun (2019)	Exploration of the impact of foreign flight attendants' service quality on passengers' behavioral intentions toward the attendants' home country	Korea
4	Nuri Karaca and Ali Aksoy (2022)	Assessment of the effects of perceived organizational exclusion on employee voice and workflow experience	Türkiye
5	Furkan Arasli, Emmanuella Owens, Yejia Guo, and Baker Ayoun (2023)	Insight into how cultural diversity among Emirates Airlines employees enhances service quality and drives global innovation	United Arab Emirates
6	Sena Kiliç Özge Peksatici Yanikoğlu (2023)	Study of the role of diversity, equity, and inclusion strategies in promoting organizational effectiveness and sustainability within the global aviation industry	Southern and Eastern Europe
7	Güler Tozkoparan and Çiğdem Vatansever (2011)	Overview of the perceptions of Human Resources managers regarding diversity management and its implications for organizational effectiveness	Türkiye



8	Shannon McLoughlin Morrison (2021)	Evaluation of the reliance on imagery in diversity and inclusion efforts within the aviation industry and its implications for the representation of marginalized individuals	United States of America
9	Elif Ateş and Halil Aytekin (2020)	Understanding of the impact of multilingualism on behavior, communication sensitivity, and economic interactions in a globalized world	Türkiye
10	Merve Akan and Öz İlkay Kanik (2018)	Investigation of the impact of diversity management on organizational culture within the service sector in Istanbul	Türkiye
11	Refik Canimoglu and Umut Yildirim (2023)	Discussion of the impact of cultural diversity on crew dynamics and management in maritime transportation	Türkiye
12	Cavit Çolakoğlu and Cihan Selek Öz (2024)	Survey of the working conditions of foreign labor within the framework of decent work dimensions, focusing on Georgian labor in Artvin-Hopa	Türkiye
13	Hediye Aydoğan (2017)	Review of Turkish Airlines' international advertising strategies, focusing on celebrity endorsements and cultural elements in the context of globalization	Türkiye
14	Senem Nart, Burak Yaprak, Yavuz Tansoy Yıldırım, and Ahmet Yusuf Sarihan (2018)	Analysis of the relationship between diversity management and servant leadership with organizational identification and creativity in multinational enterprises in a global market	Türkiye
15	International Air Transport Association (2023)	Examination of how foreign employees contribute to innovation, better decision-making, and enhanced customer orientation in the aviation industry while also identifying the challenges in inclusive leadership and cultural sensitivity	Global

16	PricewaterhouseCoopers and Travel Trade Gazette Media (2019)	Interpretation of how diversity and inclusion, including foreign employees, can shift from being "nice-to-have" to business-critical by enhancing customer engagement, fostering innovation, and expanding the talent pool	Global
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Similarly, in Table 1 above, it can be seen that 16 articles have been considered for this systematic review. These 16 articles are from different contexts as you can see Korea (n = 1), United Arab Emirates (n = 1), United States of America (n = 2), Southern and Eastern Europe (n = 1), Türkiye (n = 2), and Global (n = 2). This systematic review includes research articles from 2016 to 2024, concentrating on the perception and experience of passengers on foreign employees in aviation.

**Discussion**

For the analysis process, a table containing thematic concentration, categories and influencing factors, findings, and remarks was extracted after the thorough reading of the articles that have been compared, contrasted, and synthesized to conclude the findings of the question.

The findings from the 16 reviewed articles are synthesized thematically, integrating similar ideas where applicable.

***The International Workforce's Influence on Airlines and Customer Demographics***

The integration of a global workforce in the airline sector offers significant opportunities as well as noteworthy challenges. A variety of scholarly studies highlight how cultural diversity enhances innovation, improves service quality, and bolsters collaboration among employees. However, the management of this diversity can be complex, as it may lead to misunderstandings, conflicts, or instances of discrimination if not handled with appropriate care.

Research in Türkiye indicates that companies that have turned into multinational corporations enjoy better cultural and economic interaction that provides the flexibility required in fulfilling demands within the global marketplace. Organizations that implement diversity in the workplace often experience enhanced communications, better efficiency in cooperation, as well as higher innovation levels (Nart et al., 2018).

Diversity, if not well managed, creates conflict since intolerance upsets the flow of work operations. The ability of international workforces to effectively collaborate in diverse teams directly influences organizational success and customer experiences. Canimoğlu and Yıldırım (2018) highlight that teamwork and mutual respect among culturally diverse employees are pivotal in maintaining operational efficiency and enhancing service quality, particularly in industries where multicultural teams are the norm, such as aviation.

International flight attendants play a critical role not only in delivering outstanding service but also in shaping the perceptions of travelers regarding their home countries. A study conducted in Korea demonstrated that the interest of travelers in the cultural backgrounds of flight attendants affects their behavior, with empathy identified as a crucial element in the delivery of superior service (Yu & Hyun, 2019). Supporting this perspective, Emirates Airlines serves as a case study illustrating that the recruitment of individuals from diverse national backgrounds fosters innovation and provides a comprehensive understanding of local clientele (Arasli et al., 2023).

The central role of language in global interactions cannot be overstated. Ateş and Aytekin (2024) highlight that understanding the language of customers is critical for business success in international markets. For example, a study by the German Chamber of Commerce in 2003 found that Spanish companies that conducted business in Germany using German were more successful than those using only English. This underscores the importance of language in facilitating trade and enhancing customer relations in culturally diverse settings. Similarly, in the airline industry, being able to communicate effectively with passengers from diverse backgrounds plays a crucial role in providing superior customer service and ensuring positive experiences for international travelers.

However, these advantages are accompanied by challenges. The interaction between employees from various cultural backgrounds can lead to communication obstacles, necessitating airlines to allocate resources towards intercultural training aimed at minimizing conflicts and sustaining high-quality service. Integrating culturally diverse employees into a company requires careful management to reduce any operational risks, in addition to promoting innovative approaches. According to Canimoğlu and Yıldırım (2018), it is critical to hire individuals who are suited for multicultural work

environments, particularly in industries like aviation and marine where collaboration and understanding are critical for performance and safety. According to their findings, human qualities like justice, tolerance for cultural differences, and a propensity for cooperation are essential for encouraging fruitful cooperation in various companies, ensuring smooth operations, and maintaining organizational harmony.

### ***Diversity, Equity, and Inclusion (DEI) in Airlines***

Implementing DEI practices has a positive effect on employees' performances and customers' satisfaction. Such airlines try very hard to build inclusive environments and often outperform rivals in their ability to attract and retain diverse talent. DEI strategies of the top 10 airlines demonstrate that generating innovation and service quality improvement for long-term business sustainability can be achieved by fostering variety in perspective. According to Kiliç, Peksatici, and Yanikoğlu (2023), for such efforts to be truly effective, airlines must do more than superficial measures. Ahmed (2012) indicates that most organizations rely on symbolic actions, like visual representation, as evidence of their commitment to diversity and rarely challenge the deep structural causes of inequality. This potential over-reliance on visual representation has the potential to result in unintended outcomes, rendering marginalized communities invisible or hyper-visible without addressing the real issues at play (Morrison, 2021). For any real effectiveness regarding DEI, leadership must be actively involved. According to PwC, while many companies say they value diversity, few inculcate this principle into core operations (PwC, 2019).

Effective DEI strategies rely on understanding and adapting to the diverse cultural backgrounds of both employees and customers. According to Aydoğan (2018), advertising strategies that embrace cultural adaptation rather than standardization are more likely to succeed in reaching and engaging diverse global audiences. This approach can be applied to the workforce as well, where inclusivity is best achieved by recognizing the different cultural, economic, and social characteristics that each employee brings to the table. In industries like aviation, where multicultural teams are the norm, creating inclusive workplace cultures becomes even more critical. Canimoğlu and Yıldırım (2018) underscore the importance of personal attributes such as respect for cultural diversity and fairness in fostering teamwork, which aligns with the core tenets of DEI practices. Their study suggests that promoting these traits during

recruitment and training enhances collaboration and builds equitable, inclusive work environments where employees thrive.

For progress, airlines should connect DEI initiatives with business objectives and make leaders accountable by setting measurable objectives and performance metrics. The incorporation of genuine employee experiences into branding strategies has the potential to augment a company's attractiveness to global talent. Additionally, engaging in partnerships with a diverse array of suppliers allows airlines to reflect their internal diversity within external collaborations, consequently reinforcing their dedication to diversity, equity, and inclusion (IATA, 2023).

### ***Barriers to Global Workforce Mobility***

Labor mobility is a two-edged sword for airlines and the economy in general. On the one hand, labor gaps and economic growth are filled by foreign workforce employment, thus productivity increases. According to the EC, 2019, the negative side of the issues is that the foreign workforce is seen mainly as a source for cheap labor, which threatens to lower wage levels and contribute to higher unemployment among locals.

This creates tension between foreign and native workers, particularly where locals perceive foreign employees as threats to their jobs or income security. Integration issues further complicate the situation. Language barriers, cultural differences, and difficulties adapting to new social environments often leave foreign workers isolated, which can foster resentment or even xenophobia among local populations (Kül, 2007; Şahin & Şen, 2020). Although diversity has many benefits, it may often be challenging, particularly when there are cultural or organizational misalignments. Akan and Kanık (2018) assert that inefficiencies, a breakdown in communication, and a decline in employee engagement might arise from a misalignment between personal cultural views and corporate culture. To overcome these challenges and lower the likelihood of employee conflict or alienation, airlines need to establish inclusive workplaces that prioritize understanding and integrating individuals from diverse backgrounds.

Some airlines, like Emirates, try to address such challenges by developing what they call "global dexterity" the ability to adapt to different cultural environments—through focused intercultural training and sensitivity training programs (Emirates, 2020b). Such programs aim at increasing effective teamwork among people with diverse

backgrounds, reducing misunderstandings, and making a work environment more inclusive. One of the challenges of global workforce mobility is ensuring that employees are prepared to function in culturally diverse environments. According to Canimoğlu and Yıldırım (2018), mismatches between individual traits and the needs of multicultural teams may lead to increased risks and operational inefficiencies. Their research highlights how crucial it is for businesses to consider cultural sensitivity and cooperation orientation during hiring and crew management practices to reduce vulnerabilities that might jeopardize operational integrity.

As global labor mobility plays a critical role in maintaining operational efficiency, the challenge of recruiting skilled aviation professionals is growing more acute. Byers (2024) points out that the demand for highly trained individuals in aviation, coupled with a diminishing labor pool, poses significant barriers to workforce mobility. To address this, airlines must innovate by creating compelling compensation packages and career advancement opportunities to attract talent from diverse international backgrounds, thus ensuring a steady influx of skilled workers. According to Çolakoğlu and Selek Öz (2024), while foreign workers are often seen as a solution to labor shortages, their presence can lead to economic challenges, such as lower wages and higher unemployment among local workers. Furthermore, the cultural differences that foreign workers bring can result in social exclusion and discrimination, particularly when integration into the local community is not well-managed. This dynamic is especially problematic when labor mobility occurs without proper planning, leading to xenophobia and additional economic strain. Thus, while international labor mobility can fill gaps in the labor market, it also brings significant barriers that must be addressed for smooth integration.

### ***Foreign Workforce and Organizational Impact***

It has been proven that a diverse workforce can help an organization gain a competitive advantage, particularly in aviation. Employees coming from diverse backgrounds bring innovation and safety features, which enhance risk assessment and thus ensure safer operations with higher service quality (IATA, 2023). A diverse workforce improves company culture by fostering a range of perspectives and increasing operational adaptability to meet the constantly shifting needs of global markets. Akan and Kanık (2018) assert that diversity in the workplace encourages innovation and provides a

unique advantage in addressing issues from different angles, leading to more creative and effective problem-solving. This perspective aligns with the aviation industry's demands for operational flexibility, safety, and service quality, emphasizing the strategic importance of diversity when managed well.

Conversely, poor management of diversity can result in conflicts between individuals, increased levels of stress, and a slowdown in decision-making processes. Organizations exhibiting resistance to change risk missing out on valuable creative solutions and innovative ideas that emerge from diverse perspectives (Tozkoparan & Vatansever, 2011). The effective integration of international employees within organizational frameworks necessitates proficient human resource management. Key strategies include assigning individuals to positions that match their skills, aligning organizational objectives with employee expectations, and providing opportunities for career development.

Global organizations, particularly in industries such as aviation, must adapt their strategies to meet the diverse needs of different markets. Aydođan (2018) argues that a standardization strategy, which offers certain advantages, often fails when applied across culturally diverse markets. This is particularly true in advertising, where a message that works for one group may not resonate with another due to cultural, economic, and social differences. This insight underscores the importance of understanding local markets and tailoring strategies to maximize effectiveness. The implementation of such methodologies is essential for fostering employee satisfaction and augmenting productivity (Güler, 2022). Airlines that actively engage their employees and emphasize the growth of leadership capabilities typically observe higher retention rates alongside enhanced performance outcomes. Conversely, practices that marginalize particular groups may adversely affect employee motivation, diminishing their eagerness to participate in creative processes or propose innovative solutions (Karaca & Aksoy, 2022).

In contrast to previous research, this study offers a comprehensive perspective by combining the strategic objectives of airlines with the wider effects of foreign workers on business dynamics and passenger experiences. While past research tends to concentrate primarily on workforce diversity or passenger views, this study combines the two, emphasizing how foreign employees connect with airline aims while serving

the unique demands of culturally and linguistically varied customer segments. Furthermore, the systematic review process offers a global comparative lens, revealing universal trends with regional differences. This study provides new insights into the interaction of cultural diversity, strategic management, and service innovation in the aviation industry, ultimately highlighting the significance of structural inclusivity over symbolic diversity efforts.

## **Conclusion and Recommendations**

The civil aviation industry, with ever-evolving development and changes, has grown globally, parallelly exploring diverse segments of passengers. This has considerably raised the standard for the vital role employees play in airlines regarding service delivery and company visions to be met for the diversified pool of passengers. The paper concludes that foreign workers are contributing to increasing the competitiveness of airlines through innovation, improving customer service, and cultural diversity within the competitive market environment in aviation. On the other hand, airlines' mixed foreign workforce also poses certain challenges, such as communication barriers, cultural misunderstandings, and conflicts that might arise, which may impact the airlines' employee relations, passenger experiences, and themselves. This becomes evident through the results of the systematic review of the implications of effective diversity management within the aviation sector. While diversity may allow creativity and improve the quality of service, it surely takes well-planned and well-executed initiatives that address the complexities of communication, culture, and expectations. Airlines that can manage the integration of their foreign workforce benefit not only in gaining improved organizational adaptability but also in strengthening their global brand identity. Therefore, the airlines active in global skies must prioritize inclusive strategies that reflect both the diversity of their employees and the varied preferences of their passengers.

### ***Recommendations***

**Extensive Diversity Training.** Airlines should provide extensive intercultural training to all employees for the purpose of bringing down barriers associated with cultural differences. A very focused approach toward bringing about cultural sensitivity, improvement in communication, and fostering mutual respect will go a long way in



helping employees sail through the nuances of culture and perform better in teamwork, hence giving value-for-money service to passengers coming from diverse walks of life.

***Accountability of Leadership to Diversity Initiatives:*** Most strategies of diversity, equity, and inclusion depend on the leadership factor. Given this fact, airlines should be in a position to embed DEI principles within core business strategies and set relevant, clear, measurable objectives for the leaders. The accountability of leadership ensures that the diversity initiative does not end up as a symbolic gesture but leads to a real and meaningful change within the organization.

***Professional Development of International Employees:*** Airlines should contribute to the professional growth of their international employees through professional and career growth opportunities that respond to their unique needs. Such programs may include training to develop skills, leadership training, and expansion into higher career levels. In this case, foreign employees can get more job satisfaction, a decrease in the turnover will be noticed, and it will influence an airline's success in general.

***Enhancing Multilingual Communication Skills:*** With there being different languages spoken by the passengers around various other places on this planet, airlines should enhance immediately the induction of multilingual employees. Due to strengthening the language capability of the employees, an airline is more likely to pay personal and quality service to passengers from other regions that will contribute to the overall increased satisfaction and loyalty of the passengers.

***Encourage Inter-Cultural Working Collaboration:*** Carriers through team-building activities and joint projects should encourage employees working in cross-culture teams to realize the full potential of having a diverse workforce. Encouraging a different, culturally diversified workforce with such people working together would boost creativity and problem-solving skills, leading to a more cohesive organizational culture. It not only enhances operational efficiency for an airline but also enables the airline to respond in a timely manner to the needs of a diversified customer base.

By implementing the above recommendations, airlines operating mainly in international skies will be able to grasp the opportunities and meet the challenges posed by their foreign workforce. A diverse and strategically managed workforce is one that

innovates, assures quality service, and connects with passengers at large, resulting in greater competitiveness in global aviation.

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