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The Image of Airport Managers: An Assessment of Airport Employees

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Abstract: The purpose of this study is to uncover the effect of manager's image on employees. For this purpose, a semi-structured interview technique was used with 8 different employees of an airport that has a large number of employees. As a result of the study, important themes and codes related to the subject were identified. These themes are characteristics that a manager should have, manager's attitude towards employees, manager's impact on participants' work life, participants' attitude towards their current managers, skills that participants dislike in their managers, participants' satisfaction level with their current managers, manager's competence, perfect manager that participants dream of, difference between managers in aviation industry and other industries, impact of aviation industry on employee-manager relationship. According to the results, characteristics that the manager should have are empathetic, quick decision making, rational decision making, be experienced, and realistic, farsighted, sympathetic, open minded and respectful. As a result of the data obtained, it is aimed to increase awareness about the image of the manager from the perspective of employees.

1. Introduction

The importance of employees in today's workplaces, and in direct proportion to it, the importance of managers in managing employees is increasing day by day. Regardless of the nature of the job, the importance of managers cannot be ignored for businesses to succeed. Managers should act on their employees, guide them and give them the necessary support and ensure that the highest efficiency can be achieved from the work that needs to be done. Managers can only achieve these successes by enhancing their image in the eyes of their employees. The fact that there is so little research today on the image of a manager from the employee's point of view is a testament to how little attention is paid to this topic. Therefore, more research should be done on this topic and awareness should be raised about its importance. This study aims to create this awareness in people. Whoever succeeds in creating this awareness will strengthen the image between the manager and the employee and thus will be one step closer to the maximum potential that can be extracted from the jobs. Because only managers with a good image can gain the trust of their employees and in this way keep the employees under control and ensure that the work to be done is done as efficiently as possible.

In this research, many different questions were asked to employees, such as characteristics that managers should have, manager's attitude towards employees, manager's contribution to work life, participants' satisfaction level with their managers, managers' attitude towards employees, and so on. With the answers to these questions, it was decided to fill a gap in the literature due to the difficulty of finding resources about the manager's image from the employee's perspective, and the fact that it is a topic open to different interpretations that may vary from person to person, and to be a source for different research to be written later.

2. Literature Review

Image is one of the most common words nowadays. What is the meaning of image? Is image just about appearance or is it our behavior or is it a whole? The term image is derived from the Latin root "imago" (image) and, epistemologically, it expresses a cognitive and psychological image that a person develops in his mind of a person, an institution, a product, an event, and so on. Image is a phenomenon that involuntarily or unintentionally creates associations in the mind of a person or company with other people and companies. According to another definition, image is how a product, person or something is known and perceived (Sarıoğlu, 2015). With a simple definition, an image is an impression that a person has on another person. It is the physical representation of who you are, your behavior, appearance, and actions. Every person consciously or unconsciously

produces images. In other words, image; is the way the target audience shapes a phenomenon that is to be given or exists. As can be seen from these definitions, the term image also has the meaning of impression. Based on the word impression, it is wrong to consider the image only as an external appearance. Several elements should be considered while creating the image. These elements; verbal and non-verbal communication (body language), appearance, mindset of the person, listening, presentation and writing style, savings, self-confidence, self-esteem, potential and so on. It is created with different elements such as. The most important element in this is the use and presentation of all these elements together (Baykasoğlu et all, 2004).

The concept of image emerged in political campaigns in the 1950s. Image is a complex process that involves an individual or collective impression of a particular ruler, phenomenon, or personality (Sharlamanov & Jovanoski, 2014). Image is a multidimensional concept that includes external characteristics, cognitive level of the manager, cultural awareness, professional knowledge and skills, social communication skills and moral aspects (Belyakova, Petrova, & Polyakova, 2017).

Undoubtedly, the most affected by image formation in the work environment are managers and their employees. So, what are management and managers? Management is simply a business of management or an act of management. To explain more, we can say that this concept means leading and coordinating a group to achieve its goals effectively and efficiently (Bayraktar, 2017). As for the manager; It is the person who manages the combination of factors of production to produce goods and services. A manager can also be an entrepreneur or someone who has taken on this business for a fee on behalf of an entrepreneur. When the manager does this job for a fee, he is not directly affected by the profit and loss situations of the business, but these situations can be an indicator of success or failure as a career (Karalar, 2001).

2.1. Image concept

The primary characteristics that make individuals and organizations effective and successful in social and organizational life are whether individuals or organizations get along well with others, whether they are harmonious or compatible, whether they leave a good image or not. Thus, the importance of managing being as individuals and organizations in work and management life is as important as in social life (Özer, 2013: 26). People and organizations are known for their image and are liked or disliked by others. A positive image enables them to be accepted by society, that is, to be affirmed. Thus, they become a brand accepted in society (Ural, 2009: 9).

In a world where mass media and internet can deliver all kinds of information to the whole world, cipher should be one of the main areas of interest (Vigoda-Gadot, 2003: 783). Organizations that want to have a positive image should have healthy corporate communications and solid organizations. The qualities of these managers are of critical importance. Deciding how the image of the organization should be, reaching the stages such as organizing the vision of the organization and the activities of its groups, carrying out its activities and being a role model for the employees, managing the organization according to the image, managers have great duties (Sarıoğlu, 2015).

The concept of personal image, which in the past was considered to be only looks, clothes, hair and accessories, is now evaluated with a holistic approach that encompasses many aspects. When it comes to personal image, topics such as communication skills, speaking correctly and effectively, management skills, life purpose and goals, and the degree of consistency of behaviors are among the components of a personal image as elements that create the personal image.

2.2 Manager

In any organization, managers perform their duties with different levels of authority and responsibility. These levels are also known as management levels. These are called upper management level, middle management level and lower management level (Bolat et al., 2008: 7). Upper managers are managers who are the ultimately responsible persons of the organization and determine the most important policies in accordance with the goals of the organization (Arıkanlı and Ulubaş, 2004: 63). These individuals are the ones who have the most authority and power and they have the management responsibility of the whole organization (Mucuk, 1998: 142). Since senior managers are under the control of the public and employees, they need to take care of their personal lives and display a mature, reasonable and solution-oriented attitude. If necessary, they should use their powers to the fullest, overcome bureaucratic obstacles, respect their superiors and treat their subordinates with love (Bülbül, 2004: 135). The manager at the top of the organization must be a

good strategist and coordinator because he has the task of collecting information, analyzing and making decisions (Üzün, 2000: 11). Senior managers are referred to by names such as president, general manager, deputy general manager, chief executive, and coordinator, while middle level managers are referred to by titles such as branch manager, assistant manager, and department manager (Sarıoğlu, 2015). Middle level managers are managers who are responsible for planning, programming and implementing the necessary activities in accordance with the policies set by the top management of the organization (Arıkanlı and Ulubaş, 2004: 63). First of all, middle management should listen to the opinions of others and be tolerant of different beliefs and perspectives. Secondly, it should create a working environment where the members of the business group can freely express themselves, propose ideas and participate in the unit's planning activities.

2.3 Manager image

Personality can be defined as relatively stable characteristics that determine the behaviour of individuals. There are four main theories that attempt to explain personality. These are trait theory, psychodynamic theory, humanistic theory, and integrative theory (Nelson & Quick, 2003). Costa and McCrae's five-factor model of personality (Big Five), which is part of the personality trait theory, provides a useful distinction for this study. According to this classification, the five main distinctions of personality are as follows (Kreitner and Kinicki, 1996):

• Extroverted: Talkative, sociable, self-confident.

• Negotiable: Reliable, good-natured, soft-hearted, and cooperative.

• Responsible: Discreet, success-oriented and persistent

• Emotional Balance: Calm, confident, carefree

• Openness to Experience: Intelligent, creative, curious, open-minded

The essence and content of managerial culture is characterized by the ability to work competently, professionally and with initiative. Managerial culture consists of the following components (Tucker & Russel, 2004). These are managerial skills, managerial awareness, managerial thinking, managerial style and methods, managerial knowledge.

The structure of managerial image is as follows (Valieva et all, 2016):

• Overall image - the combination of external characteristics that form the main impression of a person. Its formation should take into account the specifics of the person's appearance, physique, face, body, clothing, hairstyle, etc;

• Professional image, which depends on professional education, experience (including management) and professional achievements;

• Style of verbal and nonverbal behavior, which expresses the ratio of extraversion to introversion in the personality and temperament of the manager;

• Style of management and decision making;

• Social traits and personal values.

It is worth remembering that the image of the manager carries two kinds of information - direct and indirect. Direct information is the appearance of the manager - clothes, hairstyle, physique, and mental qualities that manifest themselves in communication (temperament, character, intelligence, attitudes and worldview). Indirect information includes legends, rumors and myths about the manager. In connection with the great importance of the manager's image at all stages of development of the organization, this importance becomes even greater in modern conditions, as the manager's reaction to the dynamically changing market environment and his comments on this issue largely shape the attitude of most subordinates to the situation. The manager's reaction is extremely important and may even determine the potential or impossibility of effective response to the changes in the market situation in a transitional economy characterized by a profound economic transformation aimed at transition from the administrative-command system to the market system.

At the beginning of the qualities that make individuals and organizations effective and successful in social and organizational life is the question of whether people or organizations get along well with others, whether they are compatible and agreeable, and whether they leave a good image. For this reason, the importance of image management in relation to individuals and organizations in work life, management life, and social life is very high (Özer, 2013). Understandably, it is the personnel of that institution that creates the image of an organization. There are some leadership symbols that create an effective impression (image) in organizations. These symbols are the external appearances of the management and the leader. All organizations and individuals are judged as successful or unsuccessful, good or bad based on their outward appearance. A well-dressed and politely spoken employee will immediately receive a bonus for his or her organization from a first-time visitor. Otherwise, the ratings drop to negative (Baykasoğlu et all, 2004).

Since managers are under the scrutiny of the public and employees, they need to take care of their personal lives and show mature, reasonable and solution-oriented behavior. If necessary, they should make full use of their authority, overcome bureaucratic obstacles, treat their superiors with respect and their subordinates with love (Bülbül, 2004: 135). In today's conditions, one cannot expect things to run smoothly by just giving orders. In order for work to run optimally, managers should take care of their image and show themselves as high quality, respectable people in the eyes of employees and customers. This is something that can only happen if they pay attention to their image (Sarıoğlu, 2015).

Images of successful managers held by management teams and employees are commitment, self-confidence, industriousness, punctuality, adventurousness, honesty, mildness, responsibility, modesty, trust, kindness, generosity, friendliness, substance, openness, prudence, joy and discipline (Chirikova and Krichevskaia, 2002).

3. Research Methodology

Semi-structured interview technique, one of the qualitative data collection techniques, was used as a method in the study. In this technique, the researcher prepares in advance the interview sheet which contains the questions to be asked and can also direct the flow of the interview with various side questions depending on the flow of the conversation. The purpose of using this method in research is to allow the participants to express themselves freely. Qualitative research belongs to the processes of knowledge generation to understand people's lifestyles, stories, behaviors, organizational structures, and social change. Unlike quantitative research, which is based on statistical data analysis, qualitative research seeks to answer the question of what kind of meanings people attribute to events, in other words, how they qualify events (Özdemir, 2014). The main questions asked to the participants in this study are as follows:

1. How long have you worked in the airport service industry?

2. How many different managers have you had the opportunity to work with?

3. What qualities do you think a manager should have?

4. What do you think the attitude of a manager should be towards their employees?

5. Do you think your manager has an impact on your work life? (If yes, what impact?)

6. What do you think about your current manager?

7. Does your manager have any characteristics that bother you? (If yes, how does this trait affect your work)?

8. Are you satisfied with your current manager? (If satisfied, why? If dissatisfied, why?)

9. How would you describe your manager? (Can you explain more about the characteristics you describe? What is the reason for describing your manager as...?)

10. Are there any bad incidents between you and your manager? (What is the reason for this? Is it personal, business related, managerial? Or is it related to passenger satisfaction?)

11. Do you think your manager is adequate for this job? (Why?)

12. If you were in your manager's place, what changes would you make in your work area?

13. Can you describe the perfect manager in your dreams?

14. Is being a manager or employee in the aviation industry different from other industries? If so, why?

15. How do factors such as safety rules and punctuality in the aviation industry affect the relationship between manager and employee?

3.1 Study group

In determining the study group for the research, the criterion sampling method was used which is a purposive sampling method. Criterion sampling is constituting the sample from people, events, objects or situations that have the qualifications determined with the problem (Büyüköztürk et all, 2015). In this research, the basic criterion that was set in selecting the institutions is that the participants work in the aviation and service industry. Other criteria considered in selecting the participants are that the participants are in constant contact with their managers and other colleagues, the participants participate in the research with their consent, the participants have worked in the aviation industry for at least 6 months and the participants can answer the questions asked in an appropriate manner. Therefore, 8 participants were identified for the study who work in a ground handling service facility at an airport. The demographic characteristics of the participants are shown in Table 1.

Table 1. Demographic Characteristics of the Participants

Participant code	Interview Date	Sector	Position	Age
K1	04.05.2021	Airport management	Ground service	28
K2	04.05.2021	Airport management	Ground service	25
K3	04.05.2021	Airport management	Ground service	27
K4	04.05.2021	Airport management	Ground service	36
K5	05.05.2021	Airport management	Ground service	28
K6	05.05.2021	Airport management	Ground service	25
K7	05.05.2021	Airport management	Ground service	31
K8	05.05.2021	Airport management	Ground service	25

Looking at Table 1, it can be seen that all the participants are from the service sector and their age range is between 25and 36 years.

3.2. Collection of Data

Data for the study were collected online during the periods when participants were attending their appointments because of the epidemic. The semi-structured interview technique was used with the participants. Each interview lasted approximately 20 minutes. Later, the recordings were analyzed. From the analysis of the interviews, 16 pages of data were obtained. The data was organized according to the themes identified and the comments of the findings were analyzed with direct quotes.

All information collected varies from person to person, and the information obtained from the participants relates entirely to the participants' own free will and opinions. It is possible that participants may change their thoughts in the future. This study contains only the information and opinions of the participants who participated in this study.

3.3 Data Analysis

Content analysis was used to analyze the data obtained from the interviews. Content analysis is a research technique in which valid interpretations are extracted from the text through a series of processes. These comments relate to the sender of the message, the message itself and the receiver of the message (Weber: 1989). The main themes within the image of the manager from the employee's perspective that emerged as a result of the analysis of the data are listed in Table 2. Subsequently, the codes and themes were ordered and the findings were interpreted. In qualitative research, "validity" refers to the accuracy of scientific findings and "reliability" refers to the repeatability of scientific findings. The internal validity (credibility) of the research refers to the appropriateness of the process followed to achieve the research findings (Yıldırım & Şimşek, 2003). In developing an interview form for internal validity, a conceptual framework was created as a result of the relevant literature review. In the content analysis, the themes and the relationship between the subthemes that make up the themes, as well as the relationship of each theme to the others, were examined and integrity was achieved. The concept of reliability implies that the research findings can be obtained in a similar manner in similar settings. In developing an interview form for internal validity, a conceptual framework was established as a result of the relevant literature review. In the content analysis, the themes and the relationship between the subthemes that make up the themes, as well as the relationship of each theme to the others were reviewed and integrity was achieved. The concept of reliability implies that research findings can be obtained in a similar manner in similar settings.

4. Results

Participants' opinions were transmitted by coding without mentioning names, while maintaining confidentiality. Accordingly, participants who agreed to be interviewed on the topic "Manager Image from the employee's perspective" were coded with the letter "K" and a number was added to the participants next to the code. The questions in the interview sheet are grouped by topic and listed in Table 2.

Table 2. Main Themes (Image of the Manager from the Perspective of the Employee)

Features that a manager should have.
Manager's attitude towards employees
The effect of the manager on the work-life of the participants
Participants' attitudes towards their current managers
Abilities that participants do not like to managers have
Participants satisfaction level with their current managers
Competency level of managers
The perfect manager of the participants' dreams
Difference of manager in the aviation sector from other industries
Effects of the aviation industry for relationship between employee and manager

4.1 Features that should be in the manager

As a result of the analysis of the data, the following codes emerged about what skills the participants believe a leader should have.

- Empathize (K1,K2,K3,K8)

- Quick decision making (K1, K5)

- Rational decision making (K2, K4)

- Being experienced (K4, K8)

- Being realistic (K4, K7)

- Being farsighted(K6, K7)

- Being sympathetic (K6)

- Being open-minded (K6, K4, K5)

- Being respectful (K3, K8)

Some of the comments about "features that should be in the manager" given by the participants are listed below.

 "I think one of the most important features that a manager should have is respect. I think everything will fall into place somehow when there is respect. Apart from that, when he gives us tasks, he should be able to put himself in our place and not give people jobs that they cannot do. (K3)"

 "He has to be experienced at least as much as I do. Because: I don't think it makes sense for someone less experienced than me to lead me. In addition, managers should be smart, they should know that employees are not machines, we are people, we can be tired, distracted, and should be understanding about such matters. (K4)"

"First of all, he must be realistic when he gives us a task or makes a request from us, he should know how long this task will take and how many people it will take, he must be foresighted in such matters and must be able to understand things that even us employees can easily understand, and must be able to tell what to do before events come to an end. (K7)"

4.2 Manager's attitude towards employees

After analyzing the data, the following codes emerged in response to the question: what should a manager's attitude toward employees be?

- Understanding (K4,K5,K8)

- Compatible (K1,K7)

- Affectionate(K1,K2,K5)

- Treat everyone equally(K3,K6,K8)

- Polite (K2,K6,K7)

The following are some excerpts from participants about hiring their managers.

 "I think first and foremost a manager must be kind and friendly to his employees. If the manager is not friendly and polite, I feel that the employees are much more nervous. I feel like my manager can scold me at any moment, which inevitably makes me nervous. (K2)"

"A manager's attitude towards the employee should be understanding, they should know that we are human, we can make mistakes and I think there is no point in coming at us with the smallest mistake we have made. That being said, everyone should be treated equally. My supervisor before my current supervisor favored some employees, this situation caused some of us to work hard while others worked much less. In the end, the incidents became so big that our complaints against the manager reached the higher managers and our manager was fired. (K8)"

4.3 The effect of the manager on the work-life of the participants

The following codes were identified based on information received from participants around the theme of the manager's influence on participants' working lives.

Questions such as "Do you think your manager has an influence on your working life?" were asked to the participants and K2, K4, K6, K7 said that their manager has little influence on their working life but K1, K3, K5, K8 said that their manager has a great influence on their working life, K1 who is one of the participants said "Of course my manager has an influence on my business life, especially we have a responsibility to him at work. As the person who controls us and the work we do, we should consult him on every different work we do, it influences us both in terms of time and workload."

K4 said, "He influences us by assigning us tasks, listening to our complaints about the work, helping us with a matter we cannot resolve, but apart from these incidents, the training we receive when we start work is usually sufficient, and I do not think my manager has much influence in this department because I work in the lost and found. We only have to call our manager if we come across a passenger causing a lot of trouble."

K6 said, "Our manager has a very strict structure, this situation inevitably affects us, because aviation events are developing quickly, sometimes we can bypass the rules, and our managers constantly complain about this situation, which increases the stress and workload for us. Apart from that, I think all my colleagues know what to do, so it does not have a big impact."

4.4 Participants' attitudes towards their current managers

As a result of the analysis of the data, the following codes were obtained about participants' attitudes towards their current managers.

- Holding sides (K1, K2, K3, K6, K7)

- Quick-tempered (K5, K6, K8)

- Inexperienced (K4, K7)

- A good listener (K7)

- Good communication skills (K1, K3, K4)

Some of the expressions used by participants on the topic of participants' attitudes towards their current managers are as follows;

"I know our current manager is still in his second year in the management business, I think he is a bit inexperienced. The main reason I feel this way is because he cannot help new employees with most issues and seeks help from former employees. Although he is inexperienced, he can very easily resolve things with passengers that cause problems, which makes me think he is very good at communicating. I believe he will correct his deficiencies in time. (K4)"

"I think our boss is very quick to get angry about anything. Even in a very ordinary event, such as losing luggage, he cannot stand it and gets angry. (K5)"

4.5 Abilities that participants do not like to managers have

As a result of the analysis of the data, the following codes were obtained about abilities that participants do not like to managers have

- Not treat everyone equally (K1, K2, K3, K6, K7)

- Having insufficient experience (K1, K4, K7)

- Getting angry fast (K5, K6, K8)

- Being stingy(K2, K3, K5)

Some of the comments from participants on the topic of skills participants dislike from managers are as follows;

"One of the reasons a manager gets angry is one of the reasons that makes me angry, and I do not think that trait should be in a manager. I find it hard to imagine how one can protect the interests of the company while another manager cannot keep calm. Also, I think a manager should treat everyone equally. After all, in this place where we work, no one is a family member or relative of anyone, but we are colleagues, so no one should be held higher than anyone else. (K6)"

"I believe that if a leader is not lacking in experience, all other bad qualities can fade away when the person experiences them. When I look at myself, I realize that I have not made any of the mistakes that I made years ago, and I think that the same situation is true for managers, I even think that this situation is much more important for managers. (K4)"

"I think one of the most important qualities a manager should not have is a lack of equality. Our current manager is giving some employees much less work because of their age, this situation is very difficult for the rest as we are all applying for the same job and being accepted for the same job, I think there is no point in trying to help anyone. Apart from that I think the manager's stinginess is another important problem, sometimes I find it very absurd and funny that they get angry about the number of plastic cups we use in the office. (K2)"

4.6 Participants satisfaction level with their current managers

According to the analysis of the data, the following codes were obtained as an answer to the question of "Are you satisfied with your current manager?"

•	Satisfied ones (K8,K4)

•	Dissatisfied ones (K1,K2,K3,K5,K6,K7)

What the participants said about their satisfaction level with their current manager is given in below.

"I cannot say I'm fully satisfied, of course, I cannot say he is completely impossible to work with too, but I think he can be much better than right now if he thinks about the good of the subordinates because he thinks the orders of the superiors more than the goods of his subordinates, because of this he is overloaded on the employees. (K3)"

"I have been here for about 7 years, and if we do not count my manager from the first time I took office, I am aware of some points where my current manager tries to protect his duties much better than others, but I think he listens to us and tries to correct the situations we often complain about. (K4)"

4.7 Competency level of managers

The following codes emerged from participants' responses to the theme "How competent do participants find their leaders?"

As a result of the research, it was found that while K4, K7 and K8 find their managers sufficient, participants K1, K2, K3, K5 and K6 do not find their managers sufficient. Participant K4 said, "Although our current manager has some shortcomings, I believe he will be much better in the future and will be sufficient for the task because he can listen to us and learn from his mistakes."

K3 said, "I do not think our manager is suitable for his current position as I do not think he treats everyone the same."

4.8 The perfect manager of the participants' dreams

As a result of the analysis of the data, the following codes were obtained about "The perfect manager of the participants' dreams"

•	Serious (K1, K3, K4)

- Equal(K1,K2,K3,K6,K7)

- Respectful (K5, K8)

- Experienced (K4, K7)

Some comments of the participants about "the perfect manager of the participants' dreams" are given below.

"The perfect manager in my dreams is someone who treats everyone equally and knows his job well. I don't think a manager with these two qualities can do his job badly. (K7)"

"I am a person who thinks that everything starts with respect. I don't expect much from the managers, but respect is enough for me. I think if a manager is respectful then everything else can be settled over time. The fact that we are employees does not change the fact that we are human. (K5)"

4.9. Difference of manager in the aviation sector from other industries

After analyzing the data, the following codes emerged in response to the question of whether working or being a manager in the aviation industry is different from other industries.

Participants K1, K5, and K8 stated that they do not think working in the aviation industry is different from working in other industries, while participants K2, K3, K4, K6, and K7 think working in the aviation industry is different from working in other industries. For example, K5 said, "I do not think it makes any difference whether you work in aviation or any other industry, wherever we go, there are certain rules we have to abide by, there are certain tasks we have to abide by, no matter how much the shape, stress or difficulty of the work changes, we will get used to it after a certain period of work, and no matter what work we do, it does not make any difference."

But the other participant K3 said, "The rules we have to follow in aviation are very strict, and if we cannot complete our task in time, the results we meet can be much more brutal because of the nature of aviation. Mistakes that we make out of distraction or that we consider minor mistakes can lead to a large number of deaths. In my opinion, aviation is in a very different position than other industries in that regard."

4.10. Effects of the aviation industry for the relationship between employee and manager

According to the analysis of the data, the following codes were obtained as an answer to the question of "How the aviation industry affects the relationship between employee and manager?"

- Increases tension in the relationship (K1, K4, K6, K7)

- Makes the relationship more insensitive (K2,K5,K8)

- Helps to build a supportive relationship(K3)

Some of the answers given by the participants to the question ''How does the aviation industry affect the relationship between employee and manager? '' Are given below.

 "As we have to keep up with something in aviation, the tension between the manager and the employee is constantly high, but I and all my colleagues know that this situation is like aviation, so we try to cope with this tension in some way (K6)."

"Since we have to adhere to a set of strict rules, this situation inevitably makes the bond between the manager and the employee much more strict and prescriptive compared to other sectors (K2)."

"Our profession should also obey the rules, get along with your teammates and adapt to the different conditions that may occur at any time. When this is the case, the manager and the employee must inevitably trust each other and a mutually supportive relationship is formed between the two persons (K3)."

5. Conclusion

The image of the leader is a motivating force, because the leader is a significant figure for the subordinates, with inferred succession and the aspiration to be like the role model. In this regard, the positive image of a leader guides cooperation. This highlights the priority of a positive image of the manager as a role model that motivates the team in general and each subordinate in particular. The image of the manager in the eyes of surrounding people has a symbolic meaning, the elements of which can determine the level of development of relations between the manager and his organization and representatives of other companies or surrounding people (Johnson & Xie, 2014).

Personal image refers to us in the eyes of others. We form some ideas about the person we meet in an environment. The person's clothing, speaking style, and attitude trigger information that we subconsciously retain and that activates our automatic response mechanism. With these first impressions, a personal image begins to form. The image in the mind, which continues and becomes clearer and clearer, matches our ideas and behaviours with the behaviour to be displayed. According to earlier thinking, the image would consist only of clothing, body language and social labels.

Today, however, these are joined by skills such as effective speaking, one-to-one communication and public speaking. Each type of vehicle we use for any message we want to convey to those around us forms a part of our image. For example, the manager who gives a very professional impression with his appearance and attitude is late to every meeting. Thus, he fails to meet one of the first requirements of management. You cannot say that this manager has a good professional image.

As a result of the knowledge gained in this article, it has been shown that a bad image of the manager in the eyes of the employee is directly related to the decrease of the employee's performance and, consequently, to the bad effect of the work. The fact that the manager has problems such as getting angry quickly, taking sides among employees and having a lack of experience reduces the motivation of employees and leads to a loss in their productivity. On the contrary, it has been shown that the manager's image that evokes positive ideas in the employee, such as being understanding, harmonious, loving and polite, increases the employee's efficiency and allows him to enjoy his work more.

The biggest problem encountered in conducting this study was the desire of the subjects to hide their identity and the fear of revealing who gave the answers. When selecting appropriate participants for this study, you must ensure that the individuals trust you and that no information about their identity is revealed to anyone other than the author. This includes ensuring that responses are shared with the research in a way that does not reveal the identity of the participants.

Society today is made up of multi-personal structures. In order to establish order and strong relationships in these structures, people must have image conceptions of each other. Exemplary of these multi-personality structures is the large number of employees in large companies, such as the airport ground service business. Working with these characteristics increases the accuracy of the work in such a company and makes it much more effective.

When building a manager image in the eyes of the employee, it is important to examine the relationship between the employee and the manager. The behavior of the manager towards the employee will determine the attitude of the employee towards the manager and this situation will directly affect the working life of the employees. Paying attention to the attitude of the manager towards the employee will increase the efficiency of work and contribute to a more harmonious order in the workplace.

Although this kind of research has been conducted in different countries, such a study on aviation sector in Turkey has not been found in the literature. Since it is known how important the concept of image is for the company, such studies and awareness should be increased in our country. The results of the study are consistent with the literature and support the literature.

Similar to the characteristics of Özer, Bülbül, Sarıoğlu and Baykasoğlu authors in their studies, it has been concluded that the images of managers directly affect their employees and shape business life. It has been concluded that when the employees are satisfied with the image their managers offer them, their productivity increases and it is concluded that the image of the manager should be paid attention to in order for the most productive work to emerge.

In this study, the following main themes were identified: Qualities a manager should have, manager's attitude towards employees, manager's influence on participants' work life, participants' attitude towards their current managers, skills participants dislike in their managers, participants' satisfaction level with their current managers, how competent participants find their managers, perfect manager of participants' dreams, difference between managers in aviation industry and other industries, impact of aviation industry on employee-manager relationship.

According to the interview results, the qualities that a manager should have are being empathetic, quick decision making, rational decision making, experienced, realistic, farsighted, sympathetic, open minded and respectful. The literature (Tucker & Russel, 2004; Valieva et all, 2016) support our findings.

For a concept that has not been studied much in Turkey, it is aimed to provide in-depth information on the discovery of the topic using the qualitative research method. This study is expected to shed light on future research. The findings of the study are limited to interviewing 8 employees of a ground service company at an airport. This study is qualitative and will contribute to the literature as part of the quantitative studies yet to be conducted. Obtained themes and codes can be improved for quantitative research studies. So these themes and codes can be evaluated basic concepts for airport management.

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