

Examination of Vision and Organizational Value Statements in Air-Cargo Companies

Işık ÇİÇEK*^{ID}

¹ Necmettin Erbakan Üniversitesi, Havacılık ve Uzay Bilimleri Fakültesi, Havacılık Yönetimi Bölümü, Konya, Türkiye

Article Info

Received: 11.11.2024

Accepted: 15.12.2024

Published: 31.12.2024

Keywords:

Air-cargo,
Vision,
Organizational values,
Directorate General of Civil
Aviation (DGCA) of Turkey

ABSTRACT

Air cargo companies discovered new business dynamics in response to the increased demands during the pandemic. The demand that continued in the post-pandemic period has also enabled them to redefine their goals for the newly developed business processes. The business visions related to these goals could also be decisive for the organizational values of the cargo companies. In the literature of strategic management, organizational values are needed for employees to share the vision, which is defined as the desired future position or dream. Organizational values are the most important component of corporate culture. In this regard, organizational values will play an important role in creating a conducive environment for achieving the vision. In this study, the vision statements and organizational value statements of four businesses licensed in the air cargo operation class by the General Directorate of Civil Aviation, which only engage in cargo transportation, were examined. The vision and organizational value statements obtained from the official websites of the businesses were subjected to content analysis. In the content analysis, the statements were coded and summarized into categories, and then themes representing these categories were created. After the vision and organizational value themes for the sector as a whole were identified, the commonalities for each business were determined, and a chi-square test was conducted. According to the chi-square test result, businesses in the air cargo sector are not statistically significantly different from the overall sector in terms of the content of their vision and organizational value statements. The themes of vision statements are mostly also present in organizational value statements. Vision themes include globalization, customer, partner, sustainability, quality, leader, special flexible solutions, innovation, growth, competition, and professionalism. Some of the organizational value themes are honesty, fairness, customer focus, respect for people, innovation, teamwork, leadership, performance, and globalization. The research is the first study in the literature to examine the relationship between vision statements and organizational values in Turkish air cargo companies, and it revealed that the companies examined were not significantly different at the sector level. Corporate managers must closely monitor the process of dynamically creating organizational values in order to realize the vision

Havayolu Kargo İşletmelerinde Vizyon ve Örgütsel Değer İfadelerinin İncelenmesi

Makale Bilgisi

Geliş Tarihi: 11.11.2024

Kabul Tarihi: 15.12.2024

Yayın Tarihi: 31.12.2024

Anahtar Kelimeler:

Havayolu kargo,
Vizyon,
Örgütsel değerler
SHGM.

ÖZET

Havayolu kargo işletmeleri, pandemi döneminde artan taleplere karşı yeni iş dinamikleri keşfettiler. Pandemi sonrası dönemde de devam eden talep yeni geliştirdikleri iş süreçleri için hedeflerini yeniden oluşturmalarını da sağlamıştır. Söz konusu hedefler ile ilgili işletme vizyonları, kargo şirketlerinin örgütsel değerleri için de belirleyici olabilecektir. Stratejik yönetim literatüründe gelecekte arzu edilen konum ya da hayal olarak tanımlanan vizyonun çalışanlarca da paylaşılması için örgütsel değerlere ihtiyaç vardır. Örgütsel değerler, kurum kültürünün en önemli bileşenidir. Bu açıdan örgütsel değerler, vizyona ulaşma sürecinde önemli bir elverişli ortam rolü üstlenecektir. Bu çalışmada Sivil Havacılık Genel Müdürlüğünde hava kargo işletmesi sınıfında ruhsatı bulunan, sadece kargo taşımacılığı yapan 4 adet işletmenin vizyon ifadeleri ve örgütsel değer ifadeleri incelenmiştir. İşletmelerin resmi web sitelerinden elde edilen vizyon ve örgütsel değer ifadeleri içerik analizine tabi tutulmuştur. İçerik analizinde ifadeler kodlanarak kategoriler olarak özetlenmiş, daha sonra bu kategorileri ifade eden temalar oluşturulmuştur. Sektörün geneli için vizyon ve örgütsel değer temaları ortaya çıkarıldıktan sonra söz konusu her bir işletme için ortak olanlar belirlenerek ki-kare testi gerçekleştirilmiştir. Ki-kare testi sonucuna göre havayolu kargo sektörünün geneline göre işletmeler vizyon ve örgütsel değer ifadelerinin içeriği açısından istatistiksel olarak anlamlı derecede farklı değildir. Vizyon ifadelerinin temaları çoğunlukla örgütsel değer ifadelerinde de geçmektedir. Vizyon temaları; küreselleşme, müşteri, ortak, sürdürülebilirlik, kalite, lider, özel esnek çözümler, inovasyon, büyüme, rekabet ve profesyonelliklerdir. Örgütsel değer temalarından bazıları ise dürüstlük, adalet, müşteri odaklılık, insana saygı, yenilikçilik, takım çalışması, liderlik, performans ve küreselleşmedir. Araştırma, Türk hava kargo işletmelerinde vizyon ifadeleri ile örgütsel değerleri arasındaki ilişkiyi inceleyen alan yazındaki ilk çalışma olup, incelenen işletmelerin sektör düzeyinde anlamlı derecede farklı olmadığını ortaya çıkarmıştır. Kurum yöneticilerinin vizyonu gerçekleştirmek için kurumsal değerlerin dinamik olarak yaratılması sürecini yakından takip etmesi gerekmektedir.

To cite this article:

Çiçek, I. (2024) Examination of vision and organizational value statements in air-cargo companies. *Aerospace Research Letters (ASREL)*, 3(2), 127-141. <https://doi.org/10.56753/ASREL.2024.2.4>

*Corresponding Author: Işık ÇİÇEK, cicekis@yahoo.com



This article is licensed under a Creative Commons Attribution-NonCommercial 4.0 International License (CC BY-NC 4.0)

INTRODUCTION

In today's increasingly competitive conditions, a vision statement is an important statement that businesses will use to shape their future. In air transportation, where international legislation prevails, the rules are clearly determined by ICAO and it is explained how the internal processes of the enterprises will be carried out. At the country level, businesses in the market economy continue their passenger or cargo transportation activities according to the local authority DGCA and the level of liberalization allowed within the framework of the country's macroeconomic policies. In this context, although the standards set and the limited economic role in the market economy are the same for many businesses, long-term goals, in other words, the vision, may have different content for each organization.

In the literature, the airline industry is described as a sector that is open to change, dynamic, and where uncertainty and competition are intense (Garakuş, 2023; Sercan et al, 2023). The increasing demand for better quality transportation services in the aviation industry has pushed many airline companies to adopt a management approach that exceeds the expected standard, is of high quality and meets the expectations of all stakeholders. According to Oschman (2019:1), the aviation industry is a technology-oriented sector characterized by automation and digitization elements that integrate complex service production systems and processes in order to adapt to the ever-increasing global air transportation demand (Çubukçu, 2023). For these organizations, the most important external environment component is technology. In this context, rapidly changing technologies may cause a change in the definition of vision, which is the top heading of the goals of the companies in the sector, in a shorter time than expected. These vision statements will shape the goals to be determined for the future in a more dynamic context.

Vision, organizational values, and employee behaviors are closely related to each other values are a set of guiding rules that force members to behave consistently in order for an organization to survive and develop safely within certain limits. Values describe how the organization plans its business. Values are characteristics specific to the organization that determine the way of thinking, behavior and reactions to events. For this reason, changing vision content as a top heading of the goals will also change the values that employees will adopt in order to achieve the goals (Kılıç, 2010).

Air transportation is the most modern form of logistics offered by developing technology. Air transportation is free from many limitations that affect other transportation modes (air, land, sea, railway, and pipeline transportation) (Akoğlu and Fidan, 2020). Air transportation, a fast and safe means of transportation, has always been the focus of attention of receivers and senders. As predicted by international authorities, air cargo transportation is constantly evolving. The advancement of air transportation will allow exports and therefore the economy to become stronger (Balık, 2015). Recently, businesses' efforts to reduce storage costs, their desire to shorten the duration of their goods' movement in the market, and the short product life span in many industries (computers, medical products) have revealed the importance of the concept of speed. The spread of e-commerce and the provision of logistics solutions have increased the competitiveness of organizations that operate on a global scale, therefore the demand for international goods has increased and air cargo transportation has become inevitable for an effective commercial order (Zhang A. and Zhang Y, 2002:281, Balık, 2015). It is expected that the importance of air cargo and its share in general transportation will increase in the coming period. Domestic air cargo companies such as THY Cargo, MNG Cargo, ACT Cargo, ULS Cargo are constantly increasing their capacity in Türkiye. In this context, examining the relationship between the visions that companies in the air cargo transportation sector, which play an important role in the export and import of countries, will determine by taking on this strategic role and the organizational values that will be developed based on these visions will reveal sector-specific

benefits.

In the study, the vision and value statements of Turkish Cargo, MNG Airlines and Transportation, ULS Airlines Cargo Transportation, and ACT Airlines, which have an air cargo operating license at Directorate General of Civil Aviation (DGCA) of Türkiye and only carry cargo transportation, were examined. The aim of the research is to reveal a relationship between vision statements and values in Turk Air Cargo companies.

LITERATURE FRAMEWORK

Air-Cargo Organizations

Air cargo is defined as the transportation of any goods from one place to another by aircraft (Allaz, 1998:8). Air cargo, beyond just the meaning of transportation by air, has a technical aspect that is highly standardized and regulated, and it includes many components. All loads, except passenger luggage carried in the cargo compartment, constitute the subject of air cargo (O'Connor, 2000:271). Air cargo transportation; in accordance with ICAO (International Civil Aviation Organization) and IATA (International Air Transport Association) rules, packaging and labeling of goods, excluding postage and baggage, preparation of documents appropriately and taking into account country and carrier restrictions. Air-cargo is defined as being shipped by an aircraft (Öztürk, 1993:23, Balık, 2015)

The air cargo sector plays an important role in the ever-increasing world trade. Its other advantages and speed increase the interest in air cargo. The increase in the circulation of goods, especially those that are risky to be transported by land and sea, in world markets is one of the most important factors affecting the development of air cargo (Balık, 2015).

Air cargo transportation itself is considered a large industry in itself. In Türkiye, the number of terminals operated by private sector general aviation-cargo businesses is 7. According to the latest 2023 data, the total cargo transported on domestic and international flights is 4,211,507 tons. There are 34 aircraft dedicated solely to cargo transportation, and the total cargo capacity of these aircraft is 2,513,875 kg. The cargo capacity has increased by 730% in the last 21 years. (DGCA report, 2023). At the same time, it has a structure that provides input to the production processes of other sectors (Hensher, 2001:1). The growth of cargo volume worldwide has increased the importance of effective management of cargo capacity (Hertwig and Rau, 2010:6, Balık, 2015).

In Directorate General of Civil Aviation (DGCA) of Türkiye legislation,

Cargo aircraft: It refers to an aircraft designed entirely to carry cargo,

ARTICLE 28 – (1) It refers to enterprises that will transport passengers and cargo with aircraft with a capacity of twenty or more seats, and enterprises that will transport only cargo.

According to Air Cargo and Mail Security Instructions; There are two groups of air cargo authorized agencies: A and B.

a) Group A authorized agency: Logistics providers, airline companies, transportation organizers and ground handling companies that carry out security checks and scanning of cargo and mail and/or are responsible for integrated storage and transportation services in the secure supply chain,

b) Group B authorized agency: Transportation organizers who deliver cargo and mail to Group A authorized agencies, but do not carry out security practices and screening related to cargo and mail.

Vision

According to Burnside (1994), vision can be described as a desired situation, a living picture of

the future. Şimşek (1998) defined vision as "a process that determines the values of a business, its current situation, the goals it wants to achieve, and guides the organization towards the targeted future by integrating employees around a common goal." Vision is a management tool with future reference (Savaş and Arıcıoğlu, 2024). It functions as the paradigm that determines the corporate culture of organizations, world view, future perspective, and managers' perception of the universe. Thus, goals and what needs to be done to achieve these goals are determined (Barca and Balcı, 2006). The vision must be known and shared by employees. Because setting a common goal and reaching there can only be achieved with a shared vision (Çetin, 2009, Haque et al, 2016).

Features of Vision

According to Yalçın (2002), a strong vision must have the following features:

“Must show what the future looks like (be imaginable).

- It must be attractive to employees, customers and shareholders in the long term.
- Must have realistic goals (be achievable).
- Must show sufficiently clear direction in decision making (being focused).
- It should give people the opportunity to take initiative according to changing conditions (being flexible).
- It should be easily explainable to other people (communicable).”

According to Eren, the features of vision are as follows:

“It is original for every manager and leader.

- Requires perception of all activities.
- It gains value as it is shared.
- It directs strategies.
- It provides information about the creativity, innovation, risk-taking and participation qualities of strategists.” (Eren, 2002:12).

A well-conceived vision consists of two basic components; “core ideology and the envisioned future”. Core ideology consists of values that determine the character of an organization, such as the life course of the product and market, technological status, management principles, personal principles and managers (Şimşek, 1998). Core ideology defines what the organization stands for and why it exists. Effective vision must include the core ideology of the organization (Çetin, 2009). Core ideology also consists of two parts: core values and objectives, which are the most basic reason for the existence of the organization. Designed future; It includes becoming, achieving, creating, and requires significant change and progress to achieve these (Collins and Porras, 1999, Çetin, 2009, Haque et al., 2016).

Organizational Values

According to Mirze and Ülgen, the vision is the combination of the organization's mission, goals, objectives and values. Mission is the reason for the existence of the organization and is determined to give direction and meaning to it. The purpose must create direction in the growth process for the future and reveal common values. Values show what is important for managers and employees in achieving the goal (Mirze and Ülgen, 2004, Çetin, 2009, Bourne and Jenkins, 2013). Organizational values are a fundamental part of organizational culture (Kılıç, 2010; Bourne and

Jenkins, 2013).

Values guide the organization's decisions, choices and strategies. Core values should have the characteristics of the common and shared beliefs in the organization, a set of moral principles, and the basis of legitimacy on which the purpose and vision will be processed (Narinoğlu, 2006; Çetin, 2009; Bourne and Jenkins, 2013).

Core values, formed as a result of long time and effort, also form the basis for the culture of the organization. The values of an organization may include integrity, openness, honesty, freedom, equality of opportunity, merit or commitment. These, together with the vision, change the organization's perspective on life (Senge, 2002; Akdemir and Yılmaz, 2005; Çetin, 2009; Bourne and Jenkins, 2013).

The relationship between vision and organizational values

Vision simplifies the potentially hundreds of detailed decisions by providing clarity in the overall direction for change. This is important because people often disagree or are confused about the direction to take. An effective vision eliminates this obstacle (Çetin, 2009). Therefore, there is a significant relationship between values and vision.

Perceiving values as a part of the vision is useful in overcoming some obstacles. Vision means finding direction with values, communicating and sharing (Akdemir and Yılmaz, 2005). Values mean "how do we want to behave on the path we set out to achieve our vision?" They answer the question (Çetin, 2009). Without a clear understanding and belief in organizational values, the vision cannot be shared by employees (Padaki, 2000).

Organizational values are elements of vision. Kılıç (2010) stated that:

Organizational ideal + Values = Vision

A vision statement must be obvious and significant to all stakeholders; good vision statements are succinct and utilize aspirational yet measurable language, enabling personnel to recognize when the vision has been accomplished or requires modification to better align with the organization's objectives. This process of meaning-making occurs through organizational values (Pekarsky 2007, Gurley et al., 2014).

Stakeholders in a vision-driven company, through a well-defined and endorsed vision statement, are clear about their direction, purpose, and criteria for success. Organizational values lead this identification process with the vision for employees. Kose (2011) asserts that organizational values can be leveraged through a well-articulated and endorsed vision statement to instigate significant change inside organizations at various levels (Gurley et al., 2014).

Organizational values statements delineate the collective convictions of an organization. DuFour and Eaker (1998) asserted that core values declarations address the inquiry, "How must we conduct ourselves to actualize our collective vision?" (Gurley et al., 2014). Blanchard and O'Connor (1997) posited that when individuals are aligned with shared corporate values and unified by a common purpose, they may achieve remarkable outcomes and provide their organization with a competitive advantage (Gurley et al., 2014). Blanchard and O'Connor (1997) asserted that firms grounded in strong, shared values demonstrate superior client service, increased profitability, and enhanced quality of work environments for their employees in relation to organizational vision. The writers asserted that these shared principles serve as the principal authority within an organization, to which all members are accountable. Calder (2011) enhanced the comprehension of the significance of values declarations by asserting that they constitute a crucial basic pillar for corporate operations.

Calder stated that organizational values significantly define work processes and hence affect an institution's beneficial progression in alignment with its vision (Gurley et al., 2014).

To sum up, organizational values define a route for how employees will behave in the process of realizing the vision. Therefore, vision and organizational values are closely related to each other.

METHOD

Mixed method was used in the research. In the qualitative part of the research, the vision and organizational value statements of the companies were obtained from their websites and subjected to content analysis. The categories determined for both variables were transformed into themes. In the quantitative part of the research, the significant relationship between the obtained themes was examined with the chi-square test.

Sampling

Turkish Cargo, MNG Airlines and Transportation, ULS Airlines Cargo Transportation, and ACT Airlines, which have only air cargo transportation licenses at Directorate General of Civil Aviation (DGCA) of Türkiye, were included in the sample

Data Analysis

Vision statements

Turkish Cargo: “As Turkey's global air cargo brand, Turkish Cargo, we continue to provide the best service to our reliable and business partners. We act with a sense of responsibility to make the world a more livable place and create our sustainable future vision”.

ULS: “Our vision is to be the leading airline in the air cargo transport sector both within our region and globally, with our quality and special flexible solutions”.

MNG: “To renew our fleet by ensuring sustainable growth based on knowledge and innovation, and to become a company that will direct air cargo transportation with high value-added, competitive, customer-specific flexible solutions in different markets by taking advantage of the advantages of e-commerce”.

ACT: “A professional airline doing business with an amateur spirit, we aim to be a leading air freighter company who shall be the customers' first choice with respect to the quality and range of its services, and to keep growing with sustainable profitability”.

Organizational values

Turkish Cargo: “Honesty and Fair Dealing, Customer Satisfaction, Respect to Individuals, Innovation, Teamwork, Leadership, Productivity, Confidentiality, Open Door” Policy”.

ULS: Not directly available. The statements are reported from other sections in the web site for ULS company

Table 1

Indirect Information about Organizational Values for ULS Company

Some statements about organizational values:	Produced from mission statement:
“The company has the authority and competence to operate without restrictions all over the world and has security and safety certificates”.	“Trained and experienced personnel, our customers' expectations, safety rules, improving the quality of air cargo transportation, improving our service day by day”.

MNG: “Flight Safety and Security, Reliability, Solution Orientation, Cost Orientation, Flexibility, Environmental Awareness, Teamwork and Compromise, Positive Corporate Climate, Data Security and Privacy, Hygiene and Employee Health, Animal Rights”.

ACT: Not directly available. The statements are reported from another sections in the web site for ULS company

Table 2

Indirect Information about Organizational Values for ACT Company

Quality and Safety policy:

“with partnership and active involvement of its managers and employees, health and safety of its employees, customers, the general public, its contractors, agents, subsidiary, and associated companies, meeting its obligations under all applicable regulations and standards: at global level, environmental scanning, change management.

“Safety risks to operations, safety awareness, safety culture and continually improve operational quality, safety and security performance”

“includes sufficient trained and educated manpower, Realize appropriate training and education programs for all managers and employees, Run inspection and audit programs that provides feedback and results in timely preventive, corrective and improvement actions -such inspection and audit programs shall cover externally supplied systems and services to support our operations, Encourage effective reporting and communication of internal quality, safety and security related issues, and operate hazard identification, reporting and risk management processes, Measure and monitor safety performance against realistic safety performance indicators and safety performance targets”

Code of Conducts & Ethics:

“ethical fashion that complies with all applicable laws and regulations, equal employment opportunities and prohibit discriminatory practices, satisfy our customers', suppliers' and our shareholders' expectations in a honest and fair manner. privacy of every employee in the conduct of his/her personal affairs, we ask our employees to ensure that their personal and financial interests do not conflict with, or appear to conflict with, their duties on behalf of ACT Airlines. Paying extreme care to confidentiality, open communication and run a structured reporting system to support organizational learning and continuous improvement of our processes”.

FINDINGS

Table 3

Categories of Vision Statements and Organizational Values

	Vision	Organizational values
Turkish Cargo	global, customer, business partner, quality, environment, responsibility, sustainable future	honesty and fair dealing customer satisfaction respect to individuals innovation teamwork leadership productivity confidentiality “open door” policy
ULS	leader, global, quality, special flexible solutions	globalization, competency, reliability, safety, institutional authority, customer-oriented, developing sectorial quality, kai-zen
MNG	information, innovation, sustainable growth, e-commerce, new market, competition, customer, specific flexible solution, leader	flight safety and security, reliability, solution orientation, cost orientation, flexibility, environmental awareness, teamwork and compromise, positive corporate climate, data security and privacy, hygiene and employee health, animal rights
ACT	professionalism, leader, customer, quality, services, sustainable profitability	quality, health and safety, security, active involvement, stakeholders, obeying regulations and standards, globalization, importance for environmental scanning, change management, kai-zen, manpower as a resource, feedback, timeliness, effective reporting and communication, equal employment opportunities, prohibit discriminatory practices, honesty, fairness, privacy, confidentiality, open communication, organizational learning

Table 4
Themes of Vision Statements and Organizational Values

	Vision	Organizational values
Turkish Cargo	global, customer, partner sustainability, quality	honesty, justice, customer-oriented, respect for people, innovation, teamwork, leadership, performance
ULS	leader, global, quality, special flexible solutions	globalization, competency, reliability, safety, customer-oriented, sectorial quality, continuous improvement
MNG	innovation, sustainability, new market, competition, customer, specific flexible solution, leader	health, safety and security, reliability, solution-orientation, cost, flexibility, environmental awareness, teamwork, positive corporate climate, privacy,
ACT	professionalism, leader, customer, quality, sustainability	quality, health and safety, security, active involvement, stakeholders, obeying regulations and standards, globalization, environmental awareness, change management, organizational resources, feedback, timeliness, honesty, fairness, privacy, open communication

By combining the vision and organizational value themes of cargo enterprises with an inductive approach and collecting the individual meanings of the terms in a holistically different term content, vision themes and organizational value themes for the sector in general have been obtained (Table 5)

Table 5
Themes of Vision Statements and Organizational Values for Sector (inductive)

	Vision	Organizational values
Turkish Cargo		Honesty, Justice, Customer-oriented, Respect for People, Innovation, Teamwork,
ULS		Leadership, Performance
MNG	Global, Customer, Partner Sustainability, Quality, Leader, Special flexible solutions, Innovation, Growth, Competition,	Globalization, Competency, Reliability, Health, Safety, Security, Quality, Continuous Improvement, Solution Orientation, Cost, Flexibility, Environmental Awareness, Positive Corporate Climate, Privacy,
ACT	Professionalism, (13)	Active Involvement, Stakeholders, Regulations and Standards, Change Management, Organizational Resources, Feedback, Timeliness, Open communication (30)

Table 6 shows how many of the vision themes and value themes determined for the sector are present in each company.

Table 6*Number of Common Themes Between Companies and the Sector in General*

Company	Vision	Organizational values
Turkish Cargo	5	8
ULS	4	7
MNG	7	11
ACT	5	16

According to chi-square test results, the four companies in the airline cargo sector do not differ statistically significantly in terms of the content of their vision statements. The four companies do not differ statistically significantly in terms of the content of their organizational value statements (Table 7)

Table 7*Chi-square test results for themes of vision and organizational values*

Chi-square test	Vision differentiations	Organizational values differentiations
Chi-square	2.571	5.652
df	2	3
P:	0,276	0,130

DISCUSSION

According to the analysis results, the vision and organizational value expressions of the companies are similar to each other. According to the research findings, 6 of the vision themes were expressed verbatim as organizational values. Sustainability, as a vision theme, is expressed with two separate values in the definition of organizational value: "environmental awareness" and "organizational resources". "Partner", one of the vision themes, is shown as a more comprehensive term, "stakeholder" in organizational values. Considering common terms, it can be said that vision themes are largely expressed in organizational values.

Some of the research conducted in the national literature on quality standards, mission and vision statements applied in airline companies in Turkey; Önen (2017) content analysis of vision and mission statements of airline companies, Şengür and Kuyucak (2017) airline business models, Annaç (2018) AS9100 quality standard in the aviation industry, Göksel and İyidemirci (2018) total quality management and strategic management school in the Turkish civil aviation sector. approaches, Güreş et al. (2013) has studies on the evaluation of the websites of Turkish airline companies, and Bezirgan (2020) on the analysis of vision and mission statements on websites (Çubukçu, 2023)

No study has been found in the Turkish literature that directly examines the relationship between organizational values and vision in air cargo companies. In a study found in the international literature, Kimyagaran and Karimi (2024) reported that the organizational culture, whose most important component is values, significantly influences the design of a strategic vision for low-cost airlines. In his research, Çubukçu (2023) subjected the vision statements of Turkish Airlines, Pegasus, MNG Airlines, Sun Express, Tailwind Airlines to content analysis. The general vision codes are innovative, economical, low cost, added value, sustainability, leader, growth, zero accident, quality service, loyal customer, educated personnel, aggressive, rational, principled, responsible, guest, information, competitive, flexible solution, customer. reported as private, preferred and governance. The most emphasized vision terms are innovation, economic-low cost, added value, sustainability, and

leadership. Among the reported themes, innovation, sustainability and leadership are the same as the vision themes put forward for airline cargo businesses in this study. Çubukçu (2023) subjected organizational values for THY, Pegasus and MNG to content analysis and determined the value codes as efficiency, innovation, teamwork, confidentiality, security, honesty, fair, customer satisfaction, respect for the individual, leadership, open door, people-oriented, goal-oriented, reported as competitiveness, solution-oriented, cost-oriented, flexibility, environmentally friendly, communication and compromise. Among these value expressions, the ones with the highest frequency are efficiency, innovation, teamwork, confidentiality and security. Four of the stated value expressions were also put forward in this study. Efficiency is closely represented by the term performance.

RESULT

There are universal terms in the vision and organizational value themes of airline cargo companies. Similar to the findings of Çubukçu (2023), it has a universal isomorphism structure in terms of content. The four companies examined do not differ in terms of vision and organizational value themes representing the sector. Considering the results of previous field research, it can be stated that airline cargo businesses are different from passenger businesses in terms of vision themes, but their organizational values are similar.

Vision statements are generally short, but it can be stated that they are lacking in terms of some necessary features (idealist, originality, distinctiveness, attractiveness, communication, future defining, inspiring features) (Önen, 2017).

MANAGERIAL IMPLICATIONS AND FURTHER STUDY

Vision statements can be created by the top management of the business by reconsidering them in terms of the necessary features. Thus, its guidance on values can be more accurate. Vision and organizational value statements are a strategic force. The organizational culture that will provide the basis for the sharing of vision statements by employees for air cargo companies to achieve their goals should be developed correctly. Organization executives must meticulously oversee the dynamic formulation of organizational values to actualize the vision with the awareness of effect on organizational environment. The vision and value content that prevails in the sector is homogeneous. For this reason, it is important for business managers to monitor the sectoral environment very closely and make the necessary changes in vision and values in a timely manner.

Conducting vision and organizational value analysis for only 4 cargo companies is a limitation of the research. In transforming vision and organizational value categories into themes, the researcher's management knowledge, experience and subjective interpretation may be involved.

We may expand our work with airline passenger companies operating in Türkiye. Conducting a comparative study by including foreign airline companies that organize flight schedules to Turkey from outside the companies registered with DGCA is a subject of further research. Another research topic is to what extent a detailed examination of the form in which vision statements should be would change the study results.

Ethical Committee Approval

There is no need to obtain ethical permission for the current study as per the legislation. The "Declaration Form Regarding No Ethics Permission Required" was sent to the journal by the author on this subject..

Author Contributions

Research Design (CRediT 1) Author 1 (100%)

Data Collection (CRediT 2) Author 1 (100%)

Research - Data Analysis - Validation (CRediT 3-4-6-11) Author 1 (100%)

Writing of the Article (CRediT 12-13) Author 1 (100%)

Text Revision and Improvement (CRediT 14) Author 1 (100%)

Funding

There is no financial support for the study.

Conflict of Interest

There is no conflict of interest.

Sustainable Development Goals (SDG)

Sustainable Development Goals: Does not support

REFERENCES

- Akdemir, S. & Yılmaz, A. (2005). *Örgütlerde Vizyon ve Yönetimi*. Ankara: Detay Yayıncılık.
- Akoğlu, B. & Fidan, Y. (2020). Dünyada Hava Kargo Taşımacılığı Pazarı ve Türkiye'nin Yeri, *Ekonomi, İşletme ve Yönetim Dergisi*, 4(1), 30-51
- Allaz, C. (1998). *The History of Air Cargo and Air Mail from the 18th Century*. London: Christopher Foyle Publishing.
- Annaç Göv, S. (2018). Havacılık Sektöründe Kalite Sistemi. *Kahramanmaraş Sütçü İmam Üniversitesi Sosyal Bilimler Dergisi*, 15(2), 391-406.
- Balık, F. M. (2015). *Havakargo taşımacılığı ve Türkiye'deki gelişimini etkileyen faktörler*, [Yüksek lisans tezi] Afyon Kocatepe Üniversitesi.
- Barca, M & Balcı, A. (2006). Kamu Politikalarına Nasıl Stratejik Yaklaşılabılır? *Amme İdaresi Dergisi*. 39 (2), 29-51.
- Bezirgan, M. (2020). *Analysis of the Vision and Mission Statements in the Websites: A Research on Five-Star Hotels in Istanbul, Ankara, and Izmir, Digital Marketing Strategies for Tourism, Hospitality, and Airline Industries*, IGI Global Publisher: Hershey - Pennsylvania (US), ss.179-196.
- Bourne, H. & Jenkins, M. (2013). Organizational values: A dynamic perspective. *Organization Studies*, 34(4), 495-514.
- Burnside, R. M. (1994). Visioning: Building Pictures of the Future. In Jane Henry ve David Walker (Eds) *Managing Innovation*, London: Sage
- Calder, W. B. (2011). Institutional VVM statements on web sites. *Community College Enterprise*, 17(2), 19-27.
- Collins, C.J. & Porras, J.I. (1999). *Şirketinizin Vizyonunu Oluşturmak. Değişim*, Harvard Business Review (Çeviren: Meral Tüzel). İstanbul: Mess Yayınları
- Çetin, S. (2009). Vizyon Yönetimi, *Selçuk Üniversitesi, Sosyal Bilimler Enstitüsü Dergisi*, 22, 95-103
- Çubukçu, M. (2023). Havayolları İşletmelerinde Misyon, Vizyon Beyanları ve Değer İfadelerinin İçerik Analizi, *Uluslararası Yönetim Akademisi Dergisi*, 5.6(3), ss.910-925, Doi: <https://doi.org/10.33712/mana.1244331>
- DuFour, R., DuFour, R., & Eaker, R. (2008). *Revisiting professional learning communities at work: New insights for improving schools*. Bloomington, IN: Solution Tree.
- Eren, E. (2002). *Stratejik Yönetim ve İşletme Politikası (Altıncı Basım)*. İstanbul: Beta Yayınları
- Göksel, A. & İyidemirci, H. (2018). Avrupa Birliği'ne üyelik sürecinde Türk Sivil Havacılık Sektöründe Toplam Kalite Yönetimi ve Stratejik Yönetim Okulu yaklaşımları bağlamında kurumsallaşma, *Gazi Üniversitesi, Sosyal Bilimler Dergisi*, 5(14), 513-536.
- Gurley, K., Peters, G. B., Collins, L., & Fifolt, M. (2014). Mission, vision, values, and goals: An exploration of key organizational statements and daily practice in schools, *Journal of Educational Change*, 16(2), 217-242.
- Güreş, N., Arslan, S., & Yalçın, R. (2013). Türk Havayolu İşletmelerinin Web Sitelerinin Değerlendirilmesine Yönelik Bir Araştırma. *Niğde Üniversitesi İktisadi Ve İdari Bilimler Fakültesi Dergisi*, 6(1), 173-185.

- Haque, M., TitiAmayah, A. & Liu, L. (2016). The role of vision in organizational readiness for change and growth, *Leadership & Organization Development Journal*, Vol. 37 No. 7, pp. 983-999. <https://doi.org/10.1108/LODJ-01-2015-0003>
- Hensher, D.A. (2001). *Handbook of Logistics and Supply Chain Management*, Oxford: Pergamon Publishing
- Hertwig, P.H. & Rau, P. (2010) *Risk Management in the Air Cargo Industry, Revenue Management Capacity Options and Financial Intermediation*, Hamburg: Dip-lomica Verlag.
- Karakuş, G. (2023). Türk Hava Yolları sürdürülebilirlik raporları üzerine bir araştırma. *Aerospace Research Letters (ASREL) Dergisi*, 2(2), 86-113. <http://dx.doi.org/10.56753/ASREL.2023.2.4>
- Kılıç, M. (2010). Stratejik Yönetim Sürecinde Değerler, Vizyon ve Misyon Kavramları arasındaki ilişki, *Sosyoekonomi*, 2, 81-97
- Kimyagaran, A. & Karimi, I. (2024). Strategic Vision Design in Low-Cost Airlines Amid Technological Challenges and Organizational Dynamics. Available at SSRN: <https://ssrn.com/abstract=4936340> or <http://dx.doi.org/10.2139/ssrn.4936340>
- Kose, B. W., (2011). Developing a transformative school vision: Lessons from peer-nominated principals. *Education and Urban Society*, 43(2), 119-136.
- Mirze, K. & Ülgen, H. (2004). *İşletmelerde Stratejik Yönetim*. İstanbul: Literatür Yayınları.
- Narinoğlu, A. (2006). *Yerel Yönetimlerde Stratejik Planlama ve Uygulama*. İstanbul: Mart Matbaacılık.
- O'Connor A.W. (2000). *Introduction to Airline Economics*, Santa Barbara: Praeger Publishers.
- Oschman, J. J. (2019), “A Conceptual Framework Implementing an AS9100 Quality Management System for the Aerospace Industry”, *South African Journal of Industrial Engineering*, S.30(2), ss.1-16.
- Önen, V. (2017), “Vizyon ve Misyon İfadelerinin İçerik Analizi: Türk ve Avrupa Havayolu İşletmeleri”, *Uluslararası Sosyal Bilimler Dergisi*, 1(6), ss.1-15
- Öztürk, A. (1993). Türkiye'de Hava Kargo Trafığı, *Anadolu Üniversitesi Sivil Havacılık Bülteni*. 4(15), Eskişehir
- Padaki, V. (2000). Coming to grips with organisational values, *Development in Practice, Taylor & Francis Journals*, 10(3-4), pages 420-435, August.
- Pekarsky, D. (2007). Vision and education: Arguments, counterarguments, rejoinders. *American Journal of Education*, 113(3), 423-450.
- Savaş, Y. & Arıcıoğlu M. A. (2024). Strategic Human Resources Management in Türkiye: Strategic Human Resources Management in the Context of Thesis Studies, *Necmettin Erbakan Üniversitesi Siyasal Bilgiler Fakültesi Dergisi*, 6(1), 202-211.
- Senge, P. (2002). *Beşinci Disiplin (Çev. Ayşegül İldeniz-Ahmet Doğukan)*. İstanbul: Yapı Kredi Yayınları
- SHGM mevzuat:
<https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=19025&MevzuatTur=7&MevzuatTertip=5>
<https://web.shgm.gov.tr/documents/sivilhavacilik/files/mevzuat/sektorel/talimatlar/2018/SHT-17.6.pdf>
- Sercan, M., Özelge K., Ordukıran, B. & Altıntaş, E. (2023) Havacılık Çalışanlarının Örgütsel Destek

Algularının Demografik Özelliklerine Göre İncelenmesi. *Aerospace Research Letters (ASREL) Dergisi*, 2(1), 48-55.

Şimşek, M. Ş. (1998). *Yönetim ve Organizasyon*. Ankara: Nobel Yayınları.

Yalçın, A. (2002). *Değişim Yönetimi*. İstanbul: Nobel Yayınları

Zhang, A. ve Zhang, Y. (2002). Issues on Liberalization of Air Cargo Services in International Aviation, *Journal of Air TransportManagement*, 8(5), 275-287.