

**THE RELATIONSHIP BETWEEN PERCEIVED ORGANISATIONAL SUPPORT, JOB
SATISFACTION AND TURNOVER INTENTION IN THE AVIATION INDUSTRY OF
SOUTH AFRICA**

by

PULENG JACKY SIYOKO

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SUPERVISOR: DR N TAKAWIRA

DECLARATION

I, Puleng Jacky Siyoko, student number 33887527, declare that the dissertation entitled: **“The relationship between perceived organisational support, job satisfaction, and turnover intention in the aviation industry of South Africa”** is my work. All the sources I have used or quoted have been indicated and acknowledged using complete references.

I further declare that ethical clearance to conduct the research has been obtained from the Department of Human Resource Management at the University of South Africa (See Appendix B). Permission to conduct the research study was obtained from the participating organisation.

I further declare that I have not previously submitted this work, or part of it, for examination at Unisa for another qualification or at any other higher education institution.

Signature

Date

DEDICATION

This dissertation is dedicated to my late brothers, **Yabantu Zwane** and **Adam Maduna**. I know you would have loved to see the results of this work. I know you are proud of me. I love you!

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SUMMARY

THE RELATIONSHIP BETWEEN PERCEIVED ORGANISATIONAL SUPPORT, JOB SATISFACTION AND TURNOVER INTENTION IN THE AVIATION INDUSTRY OF SOUTH AFRICA

by

PULENG JACKY SIYOKO

SUPERVISOR : Dr Ndayiziveyi Takawira
DEPARTMENT: Human Resource Management
DEGREE : MCom (HRM)

This research focused on the relationship between perceived organisational support, job satisfaction, and turnover intention. The objectives of the study were threefold. The first was to examine the relationship between perceived organisational support (as measured by the Survey of the Perceived Organisational Support), job satisfaction (as measured by the Minnesota Satisfaction Questionnaire) and turnover intention (as measured by the Turnover Intention Scale). The second was to determine whether perceived organisational support and job satisfaction predict turnover intention. Lastly, to determine whether age, gender, employment level, education, and tenure groups differ regarding their perceived organisational support, job satisfaction and turnover intention. An online survey was administered to a non-probability convenience sample (N = 130) of full-time employees at the managerial and support levels of the South African aviation industry. The sample consisted of males (60.8%) and females (39.2%) between the ages of 30 (86%) and 60 years (13.8%). The Survey for perceived organisational support (SPOS), Minnesota Satisfaction Questionnaire (MSQ) and Turnover Intention Scale (TIS) were used to gather data. Correlational analysis showed an association between perceived organisational support, job satisfaction and turnover intention. Multiple regression analyses supported that perceived organisational support and job satisfaction predict turnover intention. Recommendations were suggested for practice by human resource practitioners to develop employee retention strategies in the South African aviation industry.

KEY TERMS: Perceived organisational support; supervisor support; job satisfaction; turnover intention; aviation industry; employee retention; employee turnover

TABLE OF CONTENTS

DECLARATION	i
DEDICATION	ii
ACKNOWLEDGEMENTS	iii
SUMMARY	iv
ABBREVIATIONS AND ACRONYMS	xiii
LIST OF FIGURES	xiv
LIST OF TABLES	xv
CHAPTER 1: SCIENTIFIC OVERVIEW OF THE RESEARCH	1
1.1 BACKGROUND AND MOTIVATION FOR THE RESEARCH	1
1.2 PROBLEM STATEMENT	9
1.2.1 Research questions regarding the literature review	10
1.2.2 Research questions with regard to the empirical study	10
1.3 RESEARCH AIMS	11
1.3.1 The general aim of the research	11
1.3.2 Specific aims of the research.....	11
1.3.2. <i>Literature review</i>	11
1.3.2.2 <i>Empirical study</i>	12
1.3.2.3 <i>Central hypothesis</i>	12
1.4 POTENTIAL VALUE-ADDED	13
1.5 RESEARCH MODEL	14
1.6 PARADIGM PERSPECTIVES OF THE RESEARCH	16
1.6.1 The intellectual climate	16
1.6.1.1 <i>Literature review</i>	16
1.6.1.2 <i>Empirical study</i>	17
1.6.2 Market of intellectual resources	18
1.6.2.1 <i>Meta-theoretical statements</i>	18
1.6.2.2 <i>Human Resource Management</i>	19
1.6.2.3 <i>Organisational Development</i>	19
1.6.2.4 <i>Theoretical models</i>	20
1.6.2.5 <i>Conceptual descriptions</i>	20
1.6.2.6 <i>Central hypothesis</i>	21
1.6.2.7 <i>Theoretical assumptions</i>	22
1.6.2.8 <i>Methodological assumptions</i>	22
1.7 RESEARCH DESIGN	22
1.7.1 Exploratory research.....	22

1.7.2	Descriptive research	23
1.7.3	Explanatory research.....	23
1.7.4	Research variables	23
1.7.5	Research Approach.....	24
1.7.6	Validity and reliability	24
1.7.6.1	<i>The validity in terms of the literature review</i>	24
1.7.6.2	<i>The validity in terms of empirical study</i>	25
1.7.6.3	<i>Reliability</i>	25
1.7.7	Unit of analysis	26
1.7.8	Delimitations	26
1.7.9	Ethical considerations.....	26
1.8	RESEARCH METHOD	27
1.9	CHAPTER LAYOUT.....	31
1.10	CHAPTER SUMMARY	31
	CHAPTER 2: TURNOVER INTENTION IN THE AVIATION INDUSTRY	32
2.1	EMPLOYEE TURNOVER INTENTION IN THE AVIATION INDUSTRY	32
2.1.1	Aviation employees.....	32
2.1.2	Aviation working environment.....	33
2.1.3	Aviation and the knowledge economy.....	34
2.2	TURNOVER INTENTION	35
2.2.1	Conceptualisation	35
2.3	THEORETICAL MODELS OF TURNOVER INTENTION	39
2.3.1	Expectancy theory	39
2.3.2	McGregor theory.....	41
2.4	FACTORS OF TURNOVER INTENTION	42
2.4.1	Supervisory support.....	42
2.4.2	Work environment.....	43
2.4.3	Compensation	44
2.4.4	Work or job satisfaction	45
2.4.5	Theoretical integration of the Turnover models.....	45
2.4.6	Variables influencing turnover intention	47
2.5	IMPLICATIONS FOR EMPLOYEE TURNOVER INTENTION	48
2.6	CHAPTER SUMMARY	50
	CHAPTER 3: PERCEIVED ORGANISATIONAL SUPPORT AND JOB	
	SATISFACTION.....	51
3.1	PERCEIVED ORGANISATIONAL SUPPORT.....	51
3.1.1	Conceptualisation	51

3.1.2 Theoretical models	52
3.1.2.1 The Social Exchange Theory.....	52
3.1.2.2 Organisational Support Theory.....	56
3.1.2.3 Precursors of perceived organisational support	57
3.1.3 Integration of the models of perceived organisational support	66
3.1.4 Variables influencing perceived organisational support	68
3.1.4.1 Age	68
3.1.4.2 Gender	69
3.1.4.3 Employment level.....	69
3.1.4.4 Education level.....	70
3.1.4.5 Tenure	70
3.1.5 Implications for turnover intention.....	70
3.2 JOB SATISFACTION.....	72
3.2.1 Conceptualisation	72
3.2.2 Theoretical models.....	73
3.2.2.1 Maslow's hierarchy of needs.....	74
3.2.2.2 Herzberg's two-factor theory.....	76
3.2.3 Integration models of job satisfaction.....	79
3.2.4 Variables influencing job satisfaction	81
3.2.4.1 Age	81
3.2.4.2 Gender.....	81
3.2.4.3 Employment Level.....	82
3.2.4.4 Education	82
3.2.4.5 Tenure	82
3.2.5 Implications for employee turnover intention.....	83
3.3 THEORETICAL INTEGRATION OF PERCEIVED ORGANISATIONAL SUPPORT, JOB SATISFACTION AND TURNOVER INTENTION	83
3.3.1 Chapter Summary.....	87
CHAPTER 4: RESEARCH METHODOLOGY.....	89
4.1 INTRODUCTION	89
4.2 THE RESEARCH DESIGN.....	89

4.3	DETERMINATION AND DESCRIPTION OF THE SAMPLE	90
4.3.1	Composition of the sample by age.....	91
4.3.2	Composition of the sample by gender.....	92
4.3.3	Composition of the sample by job level.....	93
4.3.4	Composition of the sample education level.....	94
4.3.5	Composition of the sample by tenure	95
4.4	CHOOSING AND MOTIVATING THE MEASURING INSTRUMENTS	96
4.4.1	The demographic questionnaire.....	97
4.4.2	The Survey of the Perceived Organisational Scale (SPOS)	97
4.4.2.1	<i>Rationale and purpose of the SPOS</i>	97
4.4.2.2	<i>Description of the SPOS</i>	97
4.4.2.3	<i>Administration and interpretation of SPOS</i>	97
4.4.2.4	<i>Validity and reliability of the SPOS</i>	98
4.4.2.5	<i>Motivation for using the SPOS</i>	98
4.4.3	Minnesota Satisfaction Questionnaire (MSQ) scale	98
4.4.3.1	<i>Rationale and purpose of the Minnesota Satisfaction Questionnaire</i>	98
4.4.3.2	<i>Description of the Minnesota Satisfaction Questionnaire</i>	99
4.4.3.3	<i>Administration and interpretation of the Minnesota Satisfaction Questionnaire</i>	99
4.4.3.4	<i>Validity and reliability of the Minnesota Satisfaction Questionnaire</i>	99
4.4.3.5	<i>Motivation for using the Minnesota Satisfaction Questionnaire</i>	99
4.4.4	The Turnover Intention Scale (TIS).....	100
4.4.4.1	<i>Rationale and purpose of the Turnover Intention Scale</i>	100
4.4.4.2	<i>Description of the Turnover Intention Scale</i>	100
4.4.4.3	<i>Administration and interpretation of the Turnover Intention Scale</i>	100
4.4.4.4	<i>Validity and reliability of the Turnover Intention Scale</i>	100
4.4.4.5	<i>Motivation for using the Turnover Intention Scale</i>	101
4.5	ADMINISTRATION OF THE MEASURING INSTRUMENTS	101
4.6	ETHICAL CONSIDERATIONS.....	102
4.7	SCORING OF THE DATA COLLECTED FROM THE MEASURING INSTRUMENTS	103
4.8	FORMULATION OF THE RESEARCH HYPOTHESES	103
4.9	STATISTICAL PROCESSING OF DATA.....	104

4.10	CHAPTER SUMMARY	108
	CHAPTER 5: RESEARCH RESULTS	109
5.1	DESCRIPTIVE STATISTICS	109
5.1.1	Reporting of internal consistency reliability.....	109
5.1.1.1	<i>Reporting of scale reliability: Survey of perceived organisational support (SPOS)</i>	110
5.1.1.2	<i>Reporting of scale reliability: Minnesota Satisfaction Questionnaire (MSQ).</i>	110
5.1.1.3	<i>Reporting of scale reliability: Turnover Intention Scale (TIS</i>	111
5.1.2	Reporting of means, standard deviations, skewness, and kurtosis.....	111
5.1.2.1	<i>Survey of Perceived Organisational Support Scale (SPOS).....</i>	111
5.1.2.2	<i>Minnesota Satisfaction Questionnaire Scale (MSQ).....</i>	112
5.1.2.3	<i>Turnover Intention Scale (TIS).....</i>	113
5.2	CORRELATION STATISTICS.....	113
5.2.1	Reporting Pearson product-moment correlation analyses for SPOS and MSQ	113
5.2.2	Reporting Pearson product-moment correlation analyses for (SPOS & TIS).	114
5.2.3	Reporting Pearson product-moment correlation analyses for (MSQ & TIS)...	115
5.2.4	Pearson product-moment correlation analyses (SPOS, MSQ & TIS)	115
5.2.5	Conclusion drawn from the correlation analysis	116
5.3	INFERENCEAL ANALYSIS	116
5.3.1	Inferential statistics: multiple regression.....	117
5.3.1.1	<i>Conclusions drawn from the multiple regression analysis.</i>	118
5.3.2	Inferential statistics: tests for significant mean differences	118
5.3.2.1	<i>Significant mean difference: age.....</i>	118
5.3.2.2	<i>Significant mean difference: gender.....</i>	119
5.3.2.3	<i>Significant mean difference: employment level</i>	119
5.3.2.4	<i>Significant mean difference: education levels.....</i>	119
5.3.2.5	<i>Significant mean difference: tenure.....</i>	120
5.4	CONCLUSION REGARDING THE RESEARCH HYPOTHESES	120
5.5	RESULTS DISCUSSION.....	121
5.5.1	The Demographical profile of the sample.....	121

5.5.2	Sample profile: Perceived organisational support, Job Satisfaction, and Turnover Intention.....	121
5.5.3	Research Aim 1:	123
5.5.3.1	<i>Interpretation of correlations between SPOS, MSQ and TIS.</i>	123
5.5.4	Research Aim 2:	124
5.5.4.1	<i>Interpretation of the predictions between SPOS, MSQ and TIS</i>	124
5.5.5	Research Aim 3	124
5.6	CHAPTER SUMMARY	125
	CHAPTER 6: CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS.....	126
6.1	CONCLUSIONS	126
6.1.1	Conclusions relating to the literature review.	126
6.1.2	Conclusions relating to empirical study	130
6.1.2.1	<i>Research aim 1: To examine the relationship between perceived organisational support, job satisfaction, and turnover intention as manifested in a sample of respondents in a South African aviation industry setting.....</i>	131
6.1.2.2	<i>Research aim 2: To determine whether job satisfaction and perceived organisational support are significant predictors of the intention to leave.</i>	132
6.1.2.3	<i>Research aim 3: To determine whether age, gender, employment level, education, and tenure groups differ significantly regarding their perceived organisational support, job satisfaction and turnover intention.....</i>	134
6.1.2.4	<i>Research aim 4: To formulate recommendations for the discipline of human resource management practices and future research based on the findings of the study. </i>	135
6.1.3	Conclusions regarding the central hypothesis	136
6.1.4	Conclusions of study to the field of human resource management.....	136
6.2	LIMITATIONS.....	137
6.2.1	Limitation of the literature review.....	137
6.2.2	Limitation of the empirical study	138
6.3	RECOMMENDATIONS	139
6.3.1	Recommendations for future research	141
6.4	INTEGRATION OF THE RESEARCH	141
6.5	CHAPTER SUMMARY	142
	REFERENCE LIST	144

APPENDIX A: UNISA ETHICAL CLEARANCE	162
APPENDIX B: PERMISSION TO CONDUCT THE STUDY	164
APPENDIX C: CONFIDENTIALITY AGREEMENT FROM STATISTICIAN	168
APPENDIX D: TURNITIN REPORT	169
APPENDIX E: LANGUAGE EDITING CERTIFICATE.....	170

ABBREVIATIONS AND ACRONYMS

Acronyms	Description
ATC	Air Traffic Control
ATM	Air Traffic Management
ATNS	Air Traffic and Navigation Services
CEO	Chief executive office
COVID-19	Coronavirus Disease 2019
HRM	Human Resource Management
HRP	Human Resources Practices
IATA	International Air Transport Association
ICAO	International Civil Aviation Organisation
OJ	Organisational justice
OR	Organisational Rewards
PMO	Project management office
PSS	Perceived supervisor support
SA	South Africa
SPOS	Survey of the Perceived Organisational Support
SPSS	Statistical Package for Social Sciences
TIS	Turnover Intention Scale
USA	United State of America

LIST OF FIGURES

Figure 1.1: Flow diagram of the research method	30
Figure 2.1: Undesirable Turnover	36
Figure 2.2: Sequence of withdrawal cognition process	38
Figure 2.3: Vroom's expectancy theory	39
Figure 2.4: Factors of turnover intention	42
Figure 2.5: Turnover intention theoretical framework	46
Figure 3.1: Integration of perceived organisational support models	66
Figure 3.2: Maslow's hierarchy of needs	76
Figure 3.3: Herzberg's (1959) two-factor theory of motivation	78
Figure 3.4: Integration of job satisfaction models	79
Figure 3.5: Integration of perceived organisational support, job satisfaction and turnover intention	83
Figure 4.1: Sample distribution by age	92
Figure 4.2: Sample distribution by gender	93
Figure 4.3: Sample distribution by job level	93
Figure 4.4: Sample distribution by education	94
Figure 4.5: Sample distribution by tenure	96

LIST OF TABLES

Table 4.1: Sample distribution by age	91
Table 4.2: Sample distribution by gender	92
Table 4.3: Sample distribution by job level	93
Table 4.4: Sample distribution by education	94
Table 4.5: Sample distribution by tenure	95
Table 4.6: Research hypotheses	103
Table 4.7: Different levels of statistical significance	108
Table 5.1: Internal Consistency Reliability SPOS	110
Table 5.2: Internal Consistency Reliability MSQ	110
Table 5.3: Internal Consistency Reliability TIS.....	111
Table 5.4 Mean, Standard Deviation, Skewness and Kurtosis: SPOS.....	112
Table 5.5: Mean, Standard Deviation, Skewness and Kurtosis: MSQ.....	112
Table 5.6: Mean, Standard Deviation, Skewness and Kurtosis: TIS	113
Table 5.7: Pearson product-moment correlation analysis (SPOS and MSQ)	114
Table 5.8: Pearson product-moment correlation analysis (SPOS and TIS)	114
Table 5.9: Pearson product-moment correlation analysis (MSQ and TIS)	115
Table 5.10: Pearson product-moment correlation analysis (SPOS, MSQ AND TIS)	115
Table 5.11: Multiple Regression Coefficient Analysis	117
Table 5.12: Significant mean differences: age	119
Table 5.13: Summary of the findings of research hypotheses	120
Table 5.14: Summary of means of measuring instruments	121

CHAPTER 1: SCIENTIFIC OVERVIEW OF THE RESEARCH

The purpose of this study was to determine the relationship between perceived organisational support, job satisfaction, and turnover intention in the context of the South African aviation industry. The setting and motivating factors for the research that led to the problem statement, research aims, and research questions are explained in the chapter. Additionally, the researcher will go over the study design, methodology, and various stages of the research process. After that, the chapter structure is shown.

1.1 BACKGROUND AND MOTIVATION FOR THE RESEARCH

The context of this study was the retention of employees in the South African aviation industry. The study also looked at the dynamics of the relationships between job satisfaction, turnover intention, and perceived organisational support. Various relationship dynamics between perceived organisational support, job satisfaction, and intention to leave have been identified in the literature, but little study has been conducted on the South African aviation industry (Satardien, Jano & Mahembe, 2018; Biason, Afrin Adanse & Hoque, 2020; Pungnirund, Techarattanased & Mutakalin, 2020). Investigating the relationship between perceived organisational support, job satisfaction, and turnover intention may add to the existing knowledge and help the aviation industry retain workers.

The international civil aviation organisation (ICAO) (2021) reported that retaining qualified and competent professionals is imperative for the operational efficiency of the aviation industry. As a result, ICAO (2021) revealed a global shortage of eligible employees in many critical areas of the industry, such as technicians, pilots, engineers, and air traffic controllers. The COVID-19 pandemic perpetuated the shortage challenge of essential skills in aviation. Moreover, a study by Satardien et al. (2018) reports that the South African aviation industry is experiencing challenges regarding a higher staff turnover rate. According to the International Air Transport Association (IATA) (2021), various factors, such as the COVID-19 crisis, contributed to high staff turnover as well as employees' intentions to leave the industry. The turnover intentions determinants, such as a lack of employee recognition, job satisfaction, supervision, new technology and career growth development, will be discussed in detail in this study.

According to the ICAO (2021) report, new technology is becoming available across the aviation industry, improving the way employees work and enhancing aviation

processes. As a result, aviation employees leave organisations that do not move faster when it comes to upgrading technology to join advanced companies. It is necessary to mention that the competition in the aviation industry is mostly digital technologies, supersonic aircraft, and commercial space flights, which create new opportunities for the aviation industry (IATA, 2021). It is worth noting that the technology is designed to support the air traffic management services and operations such as airspace management and enable communication, navigation, and surveillance systems (Arinicheva, Lebedeva & Malishevskii, 2020). Thus, the opportunities call for a fundamental change in how things are done; for example, the industry should consider increasing the training of system engineers and air traffic controllers with current knowledge (IATA, 2021). International aviation organisations have been increasing the use of machine learning, artificial intelligence and blockchain in applications developed for aviation (Satardien et al., 2018). As a result, these advanced technological developments may cause the employees to want to leave the organisation and join progressive organisations. Therefore, to avoid poaching by other organisations, human capital professionals and supervisors (ICAO, 2017) should monitor the turnover intention behaviours.

As stated in the preceding discussion, the COVID-19 pandemic dramatically caused a decline in the economy and adversely affected the aviation industry and its operations (IATA, 2021). In addition, the COVID-19 pandemic forced the industry to implement cost-containment measures to retain critical skills (Dube, Nhamo & Chikodzi, 2021). The cost-containment measures included unpaid leave, voluntary severance packages, early retirement options and salary cuts (Dube et al., 2021). All the mitigations were intended to sustain the industry and to ensure that skilful employees do not leave the industry (Maneenop & Kotcharin, 2020). However, the direct aviation jobs, which consist of airlines, airports, air traffic management and manufacturers, were drastically adversely affected by the pandemic, and the revenue decreased by millions (Calderon-Tellez & Herrera, 2021). It is worth noting that technical aviation employees are critical in driving the industry strategy and service delivery implementation (Dube et al., 2021).

Research studies have shown that perceived organisational support and job satisfaction may significantly influence employee turnover intention (Karakas, 2029; Kurniawaty, Ramly & Ramlawati, 2019). According to Santoni, Muhammad and Harahap (2018), perceived organisational support predicts turnover intention. Furthermore, a study by Ekhsan (2019) found that perceived organisational support and job satisfaction were significant predictors of turnover intentions.

Examining the relationship between perceived organisational support, job satisfaction, and turnover intention is necessary because such knowledge may help the aviation industry to develop effective retention practices. Focusing on perceived organisational support, job satisfaction, and turnover intention is owing to the literature review that reveals employee turnover as a prime challenge to other industries (Belete, 2018). Likewise, the employee turnover challenge adversely affects the South African aviation industry (Satardien et al., 2018).

The literature review has used the terms turnover intention, turnover intent, intention to leave, and intention to quit synonymously to describe the likelihood of an employee quitting their job (Pandey, Singh & Pathak, 2019). For the purposes of this study, the term turnover intention will be used. According to Kurniawaty et al. (2019), turnover intention reflects an employee's attitude towards the organisation. Chiat and Panatik (2019) believe that the management and supervisors should consider several fundamental components to understanding turnover intention. In addition, the literature indicates a difference between employee turnover and turnover intention (Kurniawaty et al., 2019).

Employee departure from an organisation is known as employee turnover (Zaman, Phulpoto, Sahir & Imran, 2018). Employee turnover is divided into three categories by Belete (2018): desirable, unfavourable, and unavoidable. According to Belete (2019), retirement, illness, or family issues may cause an inevitable turnover. Desirable turnover refers to workers quitting their jobs when both the employer and the worker are on board, and it may be for reasons of incompetence (Rozsa, Formánek & Maňák, 2019). Talented, skilled, and competent workers who leave their jobs against the will of their employers experience undesirable turnover (Zaman et al., 2018). Additionally, the researchers distinguished between voluntary and involuntary employee turnover (Belete, 2019). Ngo-Henha (2017) defines involuntary turnover as the permanent termination of a worker's job for various causes. It reflects, for instance, when an employer. Employees may leave work for various reasons, such as poor compensation, lack of organisational support, lack of supervisor support, lack of job satisfaction or lack of career advancement (Chiat & Panatik, 2019). The literature further maintains that although there is much research on employee turnover, organisations still need to determine the causes to reduce the high propensity of turnover in the aviation industry context. Therefore, studying turnover intention may lead to a better understanding of the factors which may lead to employee turnover.

Employee turnover may show unpleasant consequences, such as losing the most talented and skilled employees (Pandey et al., 2019). In addition, employee turnover also leads to the loss of valuable financial and social capital, affecting the remaining employees' morale and the industry's reputation (Chiat & Panatik, 2019).

According to Chiat and Panatik (2019), the turnover intention is the conscious and intentional decision to quit the organisation. Ngo-Henha (2017) defines turnover intention as the first of the following three components of the withdrawal cognition process: the intention to quit one's employment. The intention to look for new employment comes second, followed by the intention to resign. According to Pandey et al. (2019), before opting to quit a company, employees go through the following three stages: First, they think of leaving the organisation; second, they intend to look for another job; and lastly, they follow their intention to quit.

According to Kurniawaty et al. (2019), the consequences of turnover intention are the employees' dissatisfaction with their job. As a result, they often think of quitting their jobs and frequently scan the internet searching for alternative job opportunities (Bothma & Roodt, 2013). Additionally, they always dream about getting another job to suit their needs better (Zaman et al., 2018).

However, if the supervisors are trained to monitor and identify the behaviours of intention to leave, they can mitigate and respond to unsatisfied employees on time (Rozsa et al., 2019). According to Kurian et al. (2021), employees usually quit their jobs after assessing their situation, weighing different options, looking for opportunities, and lastly, pondering their feelings. Additionally, Ngo-Henha (2017) asserts that the decision to quit a job is not usually taken lightly but results from a thorough and elaborate process.

According to several researchers, job satisfaction and perceived organisational support are key factors in employees' intentions to leave their jobs (Khelekethe, 2016; Satardien et al., 2018). In the hospitality industry, a study by Kuo, Su, and Chang (2015) discovered a link between perceived organisational support, intention to leave, and job satisfaction. Mohamed and Ali (2016) also found a relationship between perceived organisational support, supervisor support, and job satisfaction in the banking industry. Despite citing a negative link with turnover intention Ngo-Henha's (2017), research demonstrated a favourable and noticeable relationship between perceived organisational support and job satisfaction. Perceived organisational support,

according to Rhoades and Emsberger (2002), has a favourable impact on employee job satisfaction and productivity. Therefore, examining the relationship between these variables may aid in developing human resources strategies that could guide the South African aviation industry's worker retention policies.

According to Eisenberger, Huntington, Hutchison and Sowa (1986), employees' sense of perceived organisational support is that the company values and cares about their welfare. Additionally, Saeed (2015) defined perceived organisational support as employees' perceptions of how their contributions are valued and acknowledged by the organisation. Perceived organisational support, according to Meyers, Adams, and Sekaja (2019), is an employee's perception of how much an organisation cares about their well-being. On the other hand, according to Wojtkowska, Andersz, and Czarnota-Bojarska (2017), the evaluation of employee-employer interactions is based on the organisation's policies and employee characteristics.

The concept of perceived organisational support may be advantageous to the process of social exchange or the relationship between employers and employees, which eventually results in a great working relationship (Nazir, Qun, Hui & Shafi, 2018). Additionally, a robust employer-employee relationship encourages individuals to contribute to achieving the organisation's strategic goals (Kurtessis, Eisenberger, Ford, Buffardi, Stewart, & Adis, 2017). Similarly, Su and Yanbin (2020) made the case that employees' perceived organisational support satisfies their socioemotional needs, leading to a stronger relationship with the organisation and a greater desire to support the organisation's success. Therefore, the employee-employer relationship is linked to supportive human resource practises in the strategies for maximising perceived organisational support (Winarto, 2020).

Previous studies have shown a significant relationship between perceived organisational support and turnover intention (Yahya, Rashid & Ali 2017). For example, employees decide to be part of the organisation for a long time when the organisation appreciates their efforts and cares about their comfort and welfare (Eisenberger et al., 1986). In addition, the findings suggest that a favourable work environment leads to increased perceived organisational support, which increases the job satisfaction level of an employee and, in turn, decreases employee turnover intention (Khalid & Nawab, 2018). Furthermore, the literature reveals that organisational rewards and job conditions relate to perceived organisational support (Covella, McCarthy, & Kaifi 2017). Business leaders who are not supportive of their employees nor value their talented

employees could end up with dissatisfied employees (Barkhuizen, Welby-Cooke, Schutte, & Stanz, 2014). Therefore, the South African aviation industry must support employees to keep them satisfied with their jobs and retain them (Barkhuizen et al., 2014).

According to Satardien et al. (2018), perceived organisational support offers employees rationale or perceptions concerning their organisation's evaluation. It is noteworthy to note that employees firmly believe in the social exchange theory, which postulates that their effort in doing their work should be recognised by their supervisors (Stoermer, Haslberger, Froese, & Kraeh, 2018). According to Rhoades and Eisenberger (2002), an organisation's valuing of employees' contributions and well-being will influence how much more commitment, loyalty, and performance will be given in return. Organisational support may come from managers or organisation representatives who have authority over financial and symbolic resources, claim Erdogan and Enders (2007). Therefore, it is crucial that aviation workers feel valued to preserve their limited skill sets (Barkhuizen et al., 2014).

The notion of perceived organisational support emanates from the judgement made by employees based on the value offered by the organisation (Eisenberger et al., 1986). Organisational support theory is recognised as an application of social exchange theory which postulates the need to identify an employee's desires and then fulfil them to feel supported by the employer (Eisenberger et al., 1986; Wojtkowska, Andersz & Czarnota-Bojarska, 2017). Furthermore, Stoermer, Haslberger, Froese, and Kraeh (2018) postulate that the rule of reciprocity asserts that employees interchange their effort and dedication to their organisation for concrete incentives and socio-emotional benefits such as respect, approval, and care, which in return decrease turnover intention. Employees will reciprocate positively towards the organisation as they continue to experience highly perceived organisational support and are satisfied with their jobs (Matos & Dixon, 2016). Rhoades and Eisenberger (2002) believe that when employees perceive that the organisation appreciates them, they are likely to be firmly committed. Similarly, supervisors who feel the organisation's support are willing to help and motivate their subordinates by providing guidance, encouragement, hope, and identifying developmental needs (Singh & Loncar, 2020). Hence, as a form of reciprocation, the current study aims to demonstrate how perceived organisational support can decrease employee turnover intention in the aviation industry (Nazir et al., 2018).

The literature reveals that higher perceived organisational support encompasses increased job satisfaction and reduced turnover (Satardien et al., 2018). On the contrary, employees who experience low perceived organisational support get dissatisfied and eventually leave the organisation (Satardien et al., 2018). More importantly, research studies reveal that turnover intention increases when organisational management portrays no efforts toward employees' career development and empowerment (Converse, Pathak, DePaul-Haddock, Gotlib & Merdebone, 2012; Satardien et al., 2018). Likewise, Mihaela (2013) demonstrates that in response to feeling underappreciated, employees would counter the reduction in equity by withholding their productivity through increased absenteeism, late coming, and long breaks which come at a high cost for any organisation (Mihaela, 2013). Furthermore, dissatisfied employees generally feel stagnant and experience a lack of purpose or progression and start to show turnover intention behaviours such as looking for opportunities outside the company (Siahaan & Gatari, 2020).

Job satisfaction is defined as an employee's emotions attributed to job experiences and their attitude toward different aspects of their work (Singh & Loncar, 2020). Kuo et al. (2015) view job satisfaction as an integral approach to determining employee turnover. Rhoades and Eisenberger (2002) argued that job satisfaction is one of the consequences of perceived organisational support. In addition, Mihaela (2013) viewed job satisfaction as a perceived level of contentment a person feels regarding their job. For instance, job satisfaction can impact a person's ability to comprehensively perform their tasks (Newman, Nielsen, Smyth & Hook, 2014). Researchers have viewed job satisfaction as an employee's affective response to assessing the work situation (Singh & Loncar, 2020; Coetzee & Stoltz, 2015). The financial factors that impact job satisfaction may include wages, performance bonuses, allowances, and company care, whereas non-financial aspects may include recognition, appreciation, internal communication, work climate, and career development (Rozsa et al., 2019). Therefore, financial and non-financial benefits could enhance employees' job satisfaction and retain valued talent (Almaaitah, Harada, Sakdan & Almaaitah 2017).

Kuo et al. (2015) assert that employees satisfied with their jobs develop trust and respect for management and co-workers and remain longer with the organisation. Rafikul, Ullah and Kazi (2017) concur that being trusted and appreciated for a job well done may enhance job satisfaction. Moreover, supervision and training of employees can improve job satisfaction (Malik, Baig, & Manzoor, 2020). It can be assumed that a lack of these satisfaction-inducing factors can result in negative job behaviour and

increase the employee turnover rate in the aviation industry (Nahar, Islam, & Ullah, 2017).

According to Covella et al. (2017), rewards and recognition, work-life balance programmes, and compensation contribute to employee job satisfaction and a lower employee turnover rate. Additionally, Singh and Loncar (2020) suggest that intrinsically driven employees value their profession and get fulfilment from working hard. As a result, such employees' job satisfaction is derived from task significance, moral values and job security (Allan, 2017). Newman et al. (2014) suggest that intrinsically driven employees possess a positive attitude, go the extra mile to assist other employees and strive to achieve organisational objectives. As a result, such employees have higher levels of job satisfaction than extrinsically driven employees (Hersch & Xiao, 2016). A study by Tanasescu and Leon (2013) showed that employees experiencing higher levels of job satisfaction were rewarded and appreciated for their performance and enthusiasm than those with lower levels of satisfaction.

The researchers suggested what causes low levels of job satisfaction, such as lack of organisational and supervisory support and lack of growth and development (Satardien et al., 2018; Kuria, Rajini & Reddy, 2021). In this study, the motivation-hygiene theory developed by Herzberg (1959) is utilised to conceptualise job satisfaction and explore the factors influencing employees' job satisfaction. According to Herzberg (2015), employees experience positive or negative feelings about their jobs and factors related to the working environment, leading to job satisfaction or dissatisfaction. Likewise, Maslow's (1943) hierarchy of needs theory will be utilised to explain how job satisfaction and motivation may increase employee retention. Therefore, organisations should consider employees' socio-emotional needs and show care to minimise employee turnover (Barkhuizen et al., 2014).

Studies have found disparities in age, gender, employment level, education, tenure, and the association between perceived organisational support, job satisfaction, and intention to leave (Kaur, 2013). According to Crossman and Zaki's research from 2003, older employees feel higher levels of organisational support than younger workers. According to Carleton and Clain (2012), young workers believe that organisations must help them advance their careers. However, Aronsson, Theorell, Grape, and Hammarström (2017) show that when organisations offer possibilities for skill upgrades to their older employees, employees view those organisations as supportive.

Based on these findings, this study examined how various demographic groups (age, gender, employment level, education, and tenure) differ regarding perceived organisational support, job satisfaction, and employee turnover intention. South Africa's diverse culture would necessitate an appreciation to understand the differences between these demographical groups.

1.2 PROBLEM STATEMENT

Based on the preceding background, the South African aviation industry should consider the influence of perceived organisational support and job satisfaction on employee turnover intention to inform retention practices. The aviation industry depends on its talented employees, abilities, and knowledge to effectively deliver services (ICAO,2017). Thus, it has become crucial for the aviation industry to retain talented employees. Therefore, when establishing their retention strategy, the industry must consider the relationship dynamics between perceived organisational support, job satisfaction, and turnover intention (Satardien et al., 2018). However, it is not clear from the literature how these three factors are associated in the South African aviation setting, despite the potential value that may be contributed by knowing the variables relevant to this study.

In the case of the aviation business, there is also a notion that there is a dearth of studies addressing perceived organisational support, job satisfaction, and turnover intention (Satardien et al., 2018). Additionally, there is a paucity of data on how employees in South African aviation vary regarding how they perceive organisational support, job satisfaction, and intention to leave their jobs across various demographics, including age, gender, employment level, education, and tenure. Therefore, the industry could potentially design more efficient retention procedures for retaining talented individuals based on the valuable information generated by studying these retention factors to retain employees from different. age, gender, employment level, education, and tenure groups.

By examining the relationship between perceived organisational support, job satisfaction, and employee turnover intention in the aviation industry, the research problem might be considered even by future researchers. This study intends to learn more about this relationship in order to offer suggestions for employee retention strategies in the aviation industry. Additionally, the results will enable further exploration of the information obtained by this study in future studies for a greater comprehension

of how these factors affect the retention of employees from various ages, gender, employment level, education, and tenure groups.

The following general research question that requires further research emerges from the afore-mentioned problem statement:

What is the relationship between perceived organisational support, job satisfaction, and turnover intention in the South African aviation industry context, and do people from different ages, gender, employment level, education, and tenure groups differ in respect of these variables?

1.2.1 Research questions regarding the literature review

In relation to the literature study, the following research questions will be addressed:

Research question 1: How are perceived organisational support, job satisfaction, and turnover intention conceptualised in the literature?

Research question 2: Does a theoretical relationship exist between perceived organisational support, job satisfaction, and turnover intention?

Research question 3: What are the implications of the theoretical relationship between perceived organisational support, job satisfaction, and turnover intention for retention practices in the aviation industry context?

1.2.2 Research questions with regard to the empirical study

In terms of the empirical study, the research addresses the following specific research questions:

Research question 1: Does a statistically significant relationship exist between perceived organisational support, job satisfaction and turnover intention as manifested in a sample of respondents in the aviation industry?

Research question 2: Do perceived organisational support and job satisfaction significantly predict employee turnover intention?

Research question 3: Do age, gender, employment level, education, and tenure groups differ significantly regarding their perceived organisational support, job satisfaction and turnover intention?

Research question 4: What recommendations can be formulated for human resource management practices and future research based on this study?

1.3 RESEARCH AIMS

From the preceding questions, the following aims are formulated:

1.3.1 The general aim of the research

This study sought to explore the relationship dynamics between perceived organisational support, job satisfaction, and turnover intention in the aviation industry and to ascertain whether respondents' responses to these three variables varied significantly across age, gender, employment level, education, and tenure groups.

1.3.2 Specific aims of the research

The literature review and empirical investigation have the following precise objectives, which are listed below:

1.3.2.1 Literature review

In terms of the literature, the specific aims are as follows:

Research aim 1: To conceptualise perceived organisational support, job satisfaction and turnover intention from a theoretical perspective.

Research aim 2: To conceptualise the nature of the theoretical relationship dynamics between perceived organisational support, job satisfaction, and turnover intention.

Research aim 3: To provide a framework for the implications of the theoretical relationship between perceived organisational support, job satisfaction and turnover intention variables for retention practices in the aviation industry.

1.3.2.2 Empirical study

In terms of the empirical study, the specific aims are as follows:

Research aim 1: To examine the relationship between perceived organisational support, job satisfaction and turnover intention as manifested in a sample of South African aviation industry respondents.

Research aim 2: To determine whether perceived organisational support and job satisfaction significantly predict turnover intention.

Research aim 3: To determine whether age, gender, employment level, education, and tenure groups differ significantly regarding their perceived organisational support, job satisfaction and turnover intention.

Research aim 4: To formulate recommendations for the discipline of human resource management practices and future research based on the findings of the study.

1.3.2.3 Central hypothesis

The central hypothesis for this study is formulated as follows:

A statistically significant relationship exists between perceived organisational support, job satisfaction and turnover intention. In addition, individuals from different ages, gender, employment level, education, and tenure groups differ statistically and significantly in their perceived organisational support, job satisfaction and turnover intention.

As shown by the literature examined in the background, the study empirically tested the following research hypotheses:

H1₀: There is no significant relationship between perceived organisational support, job satisfaction, and turnover intention.

H1_a: There is a significant relationship between perceived organisational support, job satisfaction, and turnover intention.

H2₀: Perceived organisational support and job satisfaction do not significantly and negatively predict turnover intention.

H2_a: Perceived organisational support and job satisfaction significantly and negatively predict turnover intention.

H3₀: Individuals from different ages, gender, employment level, education, and tenure groups do not differ significantly regarding their perceived organisational support, job satisfaction and turnover intention.

H3_a: Individuals from different ages, gender, employment level, education, and tenure groups differ significantly regarding their perceived organisational support, job satisfaction, and turnover intention.

1.4 POTENTIAL VALUE-ADDED

The goal of this study was to concentrate on the relationship between perceived organisational support, job satisfaction, and intention to leave the company. The study looked at how significantly different employees' perceptions of organisational support, job satisfaction, and intention to leave were statistically (Kossivi, Xu & Kalgora, 2016). The findings of this study will be valuable in light of prior research, which indicated that a rise in employees' perceptions of their organisations' support and their level of job satisfaction might result in a decrease in the desire to leave the aviation industry (Collings, Mellahi & Cascio, 2019; Nahar et al., 2017).

As mentioned in the background section, this study's contribution to the aviation industry is crucial given the country's current economic and financial crises as well as the pandemic's detrimental effects on the industry. However, the aviation industry should consider ways to lower personnel turnover, expenses, the time it takes to hire new staff, and the loss of institutional knowledge (Devonish, 2018). All necessary parties will be informed of the study's recommendation (Dai & Song, 2016). In addition, the survey's intended results will be communicated to human resource management so that they can adjust or develop employee turnover and retention strategies in light of the study's findings (Collings et al., 2019). Additionally, the study will inform industry leaders on how to avoid the significant worker turnover rate in the aviation industry.

Theoretically, this study may establish a relationship between perceived organisational support, job satisfaction and turnover intention. The findings could be valuable for identifying the purposes of intentions to quit and retain employees in the aviation industry. Should a significant relationship be found, the study's outcome could benefit both employees and the aviation industry. Furthermore, the results could help the current study on perceived organisational support and job satisfaction as constructs that the aviation industry could use to retain employees in the diverse aviation industry in South Africa.

The study will produce an empirically tested model that can be used to predict employee turnover intentions in the South African aviation industry. The value of this study would be limited to removing perceived organisational support and job satisfaction to reduce employee turnover in the South African aviation context if no relationship between the variables were detected. Researchers could use the findings of this study to guide future investigations that could produce meaningful data that could assist in shedding light on the qualities required for employee retention in the aviation industry.

At a practical level, the research findings will allow human resource specialists and policy developers to incorporate the employee turnover intention model and other vital policies to mitigate the aviation industry's staff turnover. Furthermore, it is projected that the results will enable the aviation industry and human resource practitioners to understand the two variables better, which may negatively influence employee turnover intention. Human resource professionals may become more cognizant of employee turnover intention behaviours and create rules that motivate workers to stay in the field as a reasonable consequence. This study aims to make recommendations for future research in the South African aviation industry as well as methods for staff retention.

1.5 RESEARCH MODEL

The research model by Marais (2006) set out a framework for this research. The model aimed to incorporate social science research's sociological, ontological, epistemological, teleological, and methodological aspects (Vinet & Zhedanov, 2011).

Ontological assumption refers to the nature of reality (Saunders et al., 2016). The researcher believes in an objective truth, which could be explained, controlled and predicted (Pirson, 2020). Therefore, this study incorporated the researcher's

assumptions regarding the aviation industry management, and the employees' working lives concerning knowledge and reality.

The term "*epistemological assumption*" refers to beliefs about correct and legitimate knowledge (Saunders et al., 2016). The researcher was impartial and had no input into the study. As a result, since the research will be quantitative and adopt a positivist premise, it will produce objective facts that provide the best available scientific evidence (Remy, 2020). As a result, it is likely that the research findings on the dynamics of the relationships between perceived organisational support, job satisfaction, and turnover intention in the setting of the aviation industry will be regarded as objective.

Sociological assumptions are presumptions that are consistent with moral, sociological research practises that draw their theory development from the research community (Saunders et al., 2016). By protecting participants from harm and upholding the ethical standards of confidentiality, anonymity, informed permission, and honesty, the researcher conforms to research ethics (Saunders et al., 2016).

Teleological assumption says that evaluating whether an act of activity is appropriate should be judged by its repercussions, not preconceived rules (Saunders et al., 2016). This presumption is grounded in the idea of pursuing moral decision-making (Foek-Rambelje, van der Heijden, Berix, & Egger, 2020). The research study was carried out by the University of South Africa's ethical standards and a declaration of ethical principles outlined in ethical research (Unisa). Additionally, the practical goal of this research study was to advance knowledge in the area of human resources management by making suggestions for the field of human resource management in relation to employee turnover practices and future research (Foek-Rambelje, 2020).

Methodological suppositions provide guidance on how the researcher will make important choices regarding study approach, strategy, and design (Saunders et al., 2016). In terms of approach, the quantitative paradigm is similar to the physical sciences in that questions or hypotheses are posed and used in real-world situations to determine their validity (Alharahsheh & Pius, 2020). As a result, this study employs the quantitative research approach, which makes assumable facts measured and rationally described (Saunders et al., 2016). As a result, the quantitative approach better fulfils the goals of this study.

1.6 PARADIGM PERSPECTIVES OF THE RESEARCH

A paradigm is a set of presumptions that support a group's frame of reference, manner, or operational procedures (Saunders et al., 2016). According to Rhoades and Eisenberger (2002), a paradigm emphasises the shared viewpoints (assumptions, beliefs, and values) that connect the research of a group of academics. In addition, Marais (2006) asserts that a paradigm in social science entails recognised theories, models, the body of research, and the methodology associated with a particular perspective. As a result, the study was carried out in the field of human resources management, and the following is a brief discussion of the intellectual environment and the market for intellectual resources:

1.6.1 The intellectual climate

The variety of meta-theoretical viewpoints held by participants in a subject at any particular time is called the intellectual climate (Cloete, Mouton, & Sheppard, 2015). It also refers to firmly held opinions, ideals, and aspirations rooted in non-scientific circumstances (Cloete et al., 2015). The intellectual climate of a substantial part varies, and the beliefs will mirror the attributes of the expectations.

1.6.1.1 *Literature review*

The humanistic perspective is provided in the research on perceived organisational support, job satisfaction, and intention to leave to understand better why individuals act as they do (Pirson, 2020). For instance, researchers contend that employees' perceptions of organisational support reflect their attitudes toward the company (Shi & Gordon, 2019; Coetzee & Stoltz, 2015). Because employee job satisfaction and organisational support influence employee turnover intention, this study examines the interplay between these variables.

The humanistic paradigm strongly emphasises conscious experiences, personal decisions, and the opportunity for self-actualisation. The personal choice impression results from human beings' decisions in life (Milivojevi, 2018). The humanistic worldview places a strong focus on people having free will (Kaur, 2013). Employees in this study typically possess the willpower to select occupations and organisations and determine when to leave the organisation (Matos & Dixon, 2016). In order to preserve valuable

talent sustainability, it is necessary for organisations to continuously evaluate employees' job satisfaction.

Self-determination assumes that employees are good and possess an innate need to improve themselves and the environment. Hence, they strive for autonomy, competence, and relatedness to be the best employees in their working environments. Consequently, if the primary elements are lacking, they develop turnover intention.

Gu and Su (2016) view conscious experiences as individuals' awareness of unique thoughts, memories, feelings, sensations, and environment. Employees assess their contribution to the organisation and then develop a perception (feelings) about the support they get from the organisation concerning organisational support and job satisfaction. Therefore, their perception from this assessment will determine their satisfaction or dissatisfaction and, ultimately, their intentions to stay or leave (Gu & Su, 2016).

Maslow's (1943) theory of motivation states that self-actualisation refers to a person's psychological development along with life fulfilment and satisfaction. Additionally, the idea of self-actualisation is closely related to self-realisation, which permits free thought (Olson, 2013). The literature research has demonstrated that career development, empowerment, and management encourage employee self-actualisation, increase employee retention, and reduce turnover intention, as was said in the background section (Tanasescu & Leon, 2013; Takawira, 2018). According to the literature review, organisational support and job satisfaction are all factors that support the well-being of employees (Tanasescu & Leon, 2013; Devonish, 2018). Leaders in the aviation industry and human resource professionals should encourage employees to advance in their careers to increase their sense of pride in their accomplishments and the value others place on their job. In summary,

1.6.1.2 Empirical study

The study was based on empirical research and applied a post-positivistic perspective. Empirical research refers to collecting data using information resulting from observation or using scientific apparatus (Saunders et al., 2016). In addition, the post-positivistic view denotes the truth that exists in each person's mind, which can be scientifically studied; but could only be known through an empirical study. Post positivism approach gives validity and objectivity to research, and it is based on precise methods that can support

the research with statistical and objective data. The post-positivistic system views the truth of the research findings as viewed through the eyes of those surveyed. Moreover, this approach further refers to how findings can be transferred to other settings or similar contexts. It also entails the extent to which the research would produce comparable or consistent results if carried out as described (Alharahsheh & Pius, 2020).

Therefore, the researcher will provide evidence that corroborates the findings (Abdulai & Owusu-Ansah, 2014). The empirical research of this study was directed by scientific evidence. According to Saunders et al. (2016), the benefit of using empirical research is that it disproves the results of earlier studies. Additionally, the study used a survey method to collect statistical data from the participants as part of its quantitative research methodology. The study's goal is to establish its objective, which is to find the statistically significant association between perceived organisational support, job satisfaction, and intention to leave through empirical research. Similarly, groups will be the subject of empirical research to evaluate the many statistics and critical terms of their perceived organisational support, job satisfaction, and turnover intention (Saunders et al., 2016).

1.6.2 Market of intellectual resources

The idea of a "market of intellectual resources" refers to the gathering of meta-theoretical views (hypotheses, models, or theories) held by people working in a particular area (Marais, 2006). This study's conceptual descriptions of perceived organisational support, job satisfaction, and turnover intention are offered together with a meta-theoretical framework. Similar considerations go into this study's fundamental hypothesis as well as its theoretical and methodological presumptions. This study is related to numerous meta-theoretical values, assumptions, and convictions held by the participants or to any stage of research that adheres to a particular paradigm (Marais, 2006). The humanistic paradigm is used to convey the literature review on organisational support, job satisfaction, and intention to leave. The post-positivist research paradigm is also used to introduce the empirical examination of the three variables.

1.6.2.1 *Meta-theoretical statements*

Marais (2006) defines meta-theoretical statements as assumptions underlying the theories, models and research paradigms. The researchers expound that each research study is grounded in underlying theories, models and paradigms, ultimately establishing a specific study area (Taller et al., 2007). This research study was conducted in the

context of human resource management as a facet of business management. The meta-theoretical statements regarding human resources management, organisational development, methodological assumptions, theoretical models, and conceptual descriptions are discussed next (Leedy, 2010).

1.6.2.2 Human Resource Management

Human resource management is a management method to manage employees efficiently and effectively (Grobler, Bothma, Brewster, Carey, Holland & Warnich, 2012). Covella, McCarthy, Kaifi, and Cocoran (2017) assert that when employees put their concerns to management, human resource management becomes involved in managing the relationship between employees and management. Human resources professionals are considered strategic partners who align human resource strategies and practices with organisational strategies, policies and procedures (Sareen, 2018). Additionally, human resource management experts are responsible for ensuring that the human resource management processes and procedures are designed and delivered efficiently, starting from recruitment, selection, training and development and compensation (Mwita, Mwakasangula & Tefurukwa, 2018). The efficiency element entails that letting an employee leave the organisation is costly. Therefore, employee turnover strategies, which should entail compensation, training and development, and a working environment, should be part of the human resource plan (Al Kurdi, Alshurideh & Al Afaishat, 2020).

1.6.2.3 Organisational Development

Organisational development is viewed as a sub-discipline of human resource management, which includes interventions that are put in place to address change within an organisation (Asimah, 2018). Sareen (2018) asserts that if the organisational strategies, structures and processes are effective, employees will experience job satisfaction and lower turnover rates. Malik, Baig and Manzoor (2020) similarly agree that successful organisations will be those that can effectively and efficiently manage their strategies and processes intending to minimise employee turnover intention.

1.6.2.4 *Theoretical models*

Theories about perceived organisational support, job satisfaction, and turnover intention will all be covered in the literature study. According to the perception of organisational support theory, employees generally perceive how much an organisation values their contributions and cares about their well-being (Kurtessis et al., 2017). Also discussed will be the literature review on job satisfaction in terms of Herzberg's (2009) theory. In order to ascertain how the South African aviation industry views organisational support, job satisfaction, and turnover intention, the researcher uses the theories.

1.6.2.5 *Conceptual descriptions*

The conceptual descriptions that are relevant to this study are defined in the following subsections:

(a) *Perceived Organisational Support*

Perceived organisational support in this study refers to the belief held by the employee that the company values their efforts and is concerned about their wellbeing (Eisenberger et al. 1986). Perceived organisational support is one of many variables that may affect employee behaviour and attitude, according to Yahya et al. (2017). Hence, organisational support theory admits that, per the principle of reciprocity, individuals who obtain organisational support are likely to compensate their organisation with a high performance (Ding et al., 2020).

The Survey of the Perceived Organisational Support (SPOS) instrument created by Eisenberger et al. was used to measure perceived organisational support (1986). Perceived organisational support, according to Erdogan and Enders (2007), is the extent to which employees feel that their employer values their contribution, cares about them, and offers assistance and support. In this study, perceived organisational support is defined as the feeling among employees that their work is valued and that the organisation cares about their welfare (Eisenberger et al., 1986).

(b) *Job satisfaction*

Job satisfaction in this study refers to how employees feel about various aspects of their jobs (Singh & Loncar, 2020). Weiss, Dawis, England, and Lofquist's (1967) theory of work adjustment model, which holds that satisfied workers are eager to go above and beyond what is required of them at work, is the source of job satisfaction. According to Mitonga-Monga et al. (2016), job satisfaction is seen from various angles; the main goal is to retain workers who possess competitive skills. The literature review highlights how employees feel or emotionally react to their jobs (Rogers, 2018). Some people draw attention to the idea that one's profession meets their physical and emotional demands (Nwagwu, 2020). Therefore, the Minnesota Satisfaction Questionnaire (MSQ), a measurement scale created by Weiss et al., was used in the study to gauge job satisfaction.

(c) *Turnover intention*

This study defines turnover intention as the conscious and deliberate willingness to leave the organisation (Chiekezie, Emejulu, & Nwanneka, 2017). Reasons such as an unhealthy environment, inadequate compensation, lack of training or development, and lack of supervisory support have been identified as why employees leave their organisations (Rozsa et al., 2019; Kin, 2021). This study focused on how perceived organisational support and job satisfaction predict turnover intention and further explored the factors that might influence the high turnover rate (Asimah, 2018). Things like pay, career possibilities, supervisor support, and training and development influence the likelihood of turnover. The attitudes and opinions of the participants on employee turnover were measured using a Turnover Intention Scale developed by (Mitchell, Holtom, Lee, Sablinski, & Erez, 2001).

1.6.2.6 *Central hypothesis*

The central hypothesis for this study is formulated as follows:

A statistically significant relationship exists between perceived organisational support, job satisfaction and turnover intention. Perceived organisational support and job satisfaction negatively predict employee turnover. A person's perception of organisational support, job satisfaction, and intention to leave will statistically and

dramatically vary depending on age, gender, employment status, education, and tenure group.

1.6.2.7 Theoretical assumptions

This research will add new ideas to human resource management and the aviation industry regarding employees' perceptions of organisational support, job satisfaction and turnover intention. Furthermore, this research will impact employees and executive management in improving the employee and employer relationship. How the employees from different biographical groups perceive the organisational support will be critical to the policymakers.

1.6.2.8 Methodological assumptions

The methodological presumptions are ideas about how social science and scientific research are conducted (Ahmed, 2008). The definition of methodological theory is "methods and philosophical presuppositions that can motivate any research methodology" (Alharahsheh & Pius, 2020). Furthermore, practical non-probability sampling was used to test the theoretical premise (Saunders et al., 2016). In order to better understand perceived organisational support, job satisfaction, turnover intention, and quantitative analysis in the empirical research part, this study conducted exploratory research in the literature review.

1.7 RESEARCH DESIGN

The research design provides a logical frame and overall strategy that guides the researcher to align the various factors of the study consecutively and rationally (Tobi & Kampen, 2018). This study adopted the quantitative research approach. Descriptive, correlational, and inferential statistical analysis was employed to achieve the research aims and hypotheses. Furthermore, the research was cross-sectional as testing co-occurred (Saunders et al., 2016).

1.7.1 Exploratory research

Sanders et al. (2016) state that exploratory research aims to learn more about a subject of interest within the study setting. Struwig and Stead (2011) view exploratory research as a study of an area that has yet to be studied. A researcher intends to develop initial

ideas and construct a more focused research question. Retaining specialised human capital is essential for the South African aviation industry (ICAO, 2014). Therefore, the study investigated if there is a statistically significant association between perceived organisational support, job satisfaction, and turnover intention in the aviation industry using a sample of respondents.

1.7.2 Descriptive research

According to Sanders et al. (2016), descriptive research seeks to profile events, people, or circumstances accurately. In descriptive research, a case study and a statistical approach are used (Struwig & Stead, 2011). The variables were examined using a statistical methodology in this study. The relationship between perceived organisational support, job satisfaction, and intention to leave is conceptualised by descriptive research in the literature review. The participants' biographical backgrounds were also empirically used in the descriptive analysis (age, gender, employment level, education, and tenure). Since the study investigated relationship dynamics between perceived organisational support, job satisfaction, and turnover intention in the setting of the aviation industry, the research was descriptive.

1.7.3 Explanatory research

Coherence between variables or occurrences is the main goal of the explanatory study (Hamed et al., 2018). The dynamics of cause-and-effect relationships between variables are examined in explanatory research (Sanders et al., 2016). In order to draw conclusions for the aviation industry, this study investigated the dynamics of the relationships between perceived organisational support, job satisfaction, and turnover intention.

1.7.4 Research variables

The dependent variable in the study is turnover intention, and the independent variables are perceived organisational support and job satisfaction (Shah, Asad & Lahore, 2018). Additionally, the study concentrated on an empirical association between these three factors, which was statistically significant (Yahya et al., 2017).

1.7.5 Research Approach

The research approach is defined as a strategy and process that consists of broad assumptions that inform the methods of data collection, analysis and interpretations (van Zyl, 2014). This study utilised online self-administered questionnaires to allow the respondents to complete the questionnaires in their preferred space (Bhatt, Majumdar & Verma, 2017).

A survey research technique was used to collect data from the respondents, and each participant received an email with a link to an online survey that was created. Additionally, the statistical software programme SPSS (version 28) from International Business Machines (IBM) was used to analyse the empirical relationship between perceived organisational support, job satisfaction, and desire to leave (Ibrahimov, Aleksic, & Dukic, 2019).

1.7.6 Validity and reliability

In order to maximise internal and external validity, which are crucial for the reliability of the research findings, Heale and Twycross (2015) contend that reliable measurement of the constructs is required. The study used construct validity to measure perceived organisational support, job satisfaction, and intention to leave the job (Van Zyl, 2014). The degree to which the construct is measured is of interest to the construct validation. Examining whether test results represent an underlying construct set of related variables would also be a goal of employing the construct validity measure (Saunders et al., 2016). The other measurements will be the face and content validity. According to Struwig and Stead (2001), face validity relies on participants' subjective evaluations of a test to confirm that the instrument is measuring what it intends to measure. In addition, the questions' ability to accurately elicit the desired information is concerned the content validity (Struwig & Stead, 2001).

1.7.6.1 The validity in terms of the literature review

The research study strived to ensure the validity of the literature review by employing the most recent literature sources, which are essential to the study (Saunders et al., 2016). In addition, the literature will endeavour to respond to the problems and aims of the study by using high-quality literature review sources and contemporary theory and

collecting accurate, complete and unprejudiced information (Maggio, Sewell & Artino, 2016).

1.7.6.2 The validity in terms of empirical study

The research warrants the empirical study's internal validity using appropriate standardised measuring instruments (Heale & Twycross, 2015). Face and content validity was used to determine that the instrument measures what it intends to measure and ensure that the sample represents the population (Connell, Carlton, Grundy, & Taylor Buck, 2018). The researcher applied a subjective judgement to conduct a face-validity measure (Connell et al., 2018). The content validity was established by ensuring that real questions that address the research problem are asked per a verified and validated instrument (Hamed, Jabbar, Saadah & 2018). Construct validity will ensure that researchers' current literature, methods, theories, and models agree on the same results (Joubert & Sun, 2019). The internal validity of empirical research was also confirmed by minimising bias in selecting participants by targeting all employees in the participating organisation (Els, Mostert, & Van Woerkom, 2018).

1.7.6.3 Reliability

Reliability is defined as the repeatability of a test and the extent to which it yields consistent results, indicated by what is measured (Bawa, 2019). According to Heale and Twycross (2015), the assurance of instrument reliability can be classified into three categories: test-retest, parallel forms, and internal consistency. Van Zyl (2014) describes test-retest reliability as the degree to which a stable individual characteristic remains unchanged despite numerous tests. Heale and Twycross (2015) represent parallel forms reliability as equivalence, achieved when the same test in two different forms is administered to the same participants. Lastly, internal consistency reliability examines how each item consistently measures the same underlying construct (Van Zyl, 2014). This research study used internal consistency reliability to test the instrument's reliability. The objective was to ensure that the researcher included enough items to adequately capture the concepts of perceived organisational support, job satisfaction and turnover intention.

According to the literature, an instrument's Cronbach Alpha score of 0.80 or higher qualifies as satisfactory. Hence this served as the current study's baseline. The study measured perceived organisational support, job satisfaction, and desire to leave using

Cronbach's alpha reliability coefficient (Mohamed & Ali, 2016). The analytic process determined the validity of the research study's questionnaire (IBM SPSS 28). In this study, a Minnesota Satisfaction Questionnaire (MSQ) instrument was used to assess employee job satisfaction, and a 16-item survey of perceived organisational support (SPOS), designed by Rhoades and Eisenberger (2002), was utilised to assess the validity of perceived organisational support. Additionally, Mitchell et al. (2001) Turnover Intention Scale (TIS) measured turnover intention.

1.7.7 Unit of analysis

According to Kuma (2018), the categories for analysis units are people, organisations, nations, technology, and objects to look into. The person or thing the researcher observes and gathers data from is referred to as the unit of analysis. Employees in the aviation industry, including their ages, genders, employment levels, educational backgrounds, and organisational tenure, served as the study's analytical unit.

1.7.8 Delimitations

The present study is limited to the South African aviation industry. The research study explored the relationship dynamics between perceived organisational support, job satisfaction, and turnover intention in the aviation industry. The demographic variables used in the study are restricted to age, gender, employment level, education, and organisational tenure. A sample of the population will include only permanent employees at all levels.

1.7.9 Ethical considerations

Ethics are standardised rules and moral principles emphasising honesty, fairness and equality for conducting research (Unisa, 2016). In this research study, the researcher ensured integrity, justice and ethical behaviour throughout the research process by being transparent, honest and respectful. As a result, the researcher requested ethical approval from Unisa's Human Resource Management Department and got permission from the participating organisation's CEO and executive human capital as a gatekeeper to perform the study.

The researcher will have adhered to ethical principles stated in the Unisa Research Ethics Policy, as follows (Abrar & Sidik, 2019).

- Autonomy (the researcher will have sought to respect the participants' autonomy, rights, and dignity by allowing them to choose to be part of the study or not. The researcher will ensure that the anonymity principle is applied and that the information and names of participants are unmentioned).
- Beneficence: (The researcher will let the participants know that the data will only be utilised for the study, and the Chief Executive Officer will be given a presentation of the report's findings.) The participants were made aware of the research's voluntary nature and were given the opportunity to give their agreement.
- Maleficence (the researcher did not cause bodily or mental harm to the volunteers) (the researcher did not cause physical or emotional harm to the participants). The questionnaires will be saved in the Lime Survey web application software. Participants in the study are not at risk for any physical, psychological, emotional, or social harm. A participant has the option to leave the study if they experience any pain.
- Justice (The researcher ensured that the benefits and risks of completing the questionnaire were communicated to the participating organisation). Moreover, the outcomes of the research will add value to existing organisations.

The researcher is employed by the aviation organisation. She has ensured that integrity and objectivity are maintained during the research process and that there would be no undue influence. Moreover, the researcher was aware of the ethics, rules, principles, and responsibilities of conducting research. The researcher works in the strategic management department under the project management office (PMO) unit as a project coordinator and has been with the industry for six years. The researcher is not occupying a managerial position; therefore, avoided undue influence on the respondents by using a gatekeeper to communicate and disseminate the lime survey via email.

1.8 RESEARCH METHOD

The research methodology consists of two stages. The conceptual justification of research variables was incorporated in the literature review, which was part of the first step. The empirical study that was used to operationalise the variables in the current research was discussed in the second phase.

Phase one: Literature review

The literature review articulates the constructs, perceived organisational support, job satisfaction, and turnover intention. The aim was to establish a theoretical association between these variables and recognise variances between biographical groups. The purpose of exploring these relationships is to determine the implications of the theoretical relationship for employee turnover intention behaviours and practices.

The literature review will include the following steps:

Step 1: This step will aim to conceptualise perceived organisational support, job satisfaction, and turnover intention and the implications for retention in the aviation industry.

Step 2: This step aims to conceptualise the theoretical relationship between perceived organisational support, job satisfaction, and turnover intention.

Step 3: This step aims to conceptualise the implications of the theoretical relationship between perceived organisational support, job satisfaction, and turnover intention variables for developing retention practices of employees in the aviation industry.

Phase two: Empirical study

The empirical study will include the following steps:

Step 1: Selection and description of the sample: The empirical study will be undertaken on a population of the aviation industry's employees in South Africa. The population and sample are discussed in Chapter 4.

Step 2: Choosing and motivating the measuring instruments: The following measuring instruments are used in this study. They serve the purpose of measuring the relationship between the three variables: The Survey of Perceived Organisational Support (SPOS), the Minnesota Satisfaction Questionnaire (MSQ), and the Turnover Intention Scale (TIS). These instruments are deliberated in Chapter 4.

Step 3: Administration of the measuring instruments: The questionnaires were captured in an online survey application software called Lime Survey. The Lime Survey is a

software solution used for the rapid development and deployment of electronic data capturing. The ethical consideration was considered and is presented in Chapter 4.

Step 4: Scoring of the data collected from the measuring instruments: The participant's scores on each questionnaire were collated to get the overall score. A total numerical value was calculated for all the respondents in a Microsoft Excel Spreadsheet format (Saunders et al., 2016). The IBM SPSS (version 28) will analyse the data. This information is illustrated in Chapter 4.

Step 5: Statistical analysis of the data: The statistical procedure was conducted in the following stages and discussed in Chapter 4:

- Stage 1: Descriptive statistics
- Stage 2: Correlational statistics
- Stage 3: Inferential and multivariate statistics

Step 6: Formulation of research hypotheses: The research hypotheses were formulated to achieve the study's objectives and are discussed in Chapter 4.

Step 7: Results reporting and interpretation: To guarantee that the results interpretations were clear, data analysis and conclusions were presented in a systematic framework. Tables and graphs were used to highlight the results. The reporting and interpretation of the results are discussed in Chapter 5.

Step 8: Research findings integration: In Chapter 5, the discussion findings are incorporated with the theoretical and empirical literature.

Step 9: Create research suggestions, limitations, and conclusions on the bases of integrating the results and the theory, he the conclusions presented. The study's limits are explored, and recommendations are made regarding the links between perceived organisational support, job satisfaction, and intention to leave the company. Chapter 6 expands on this action.

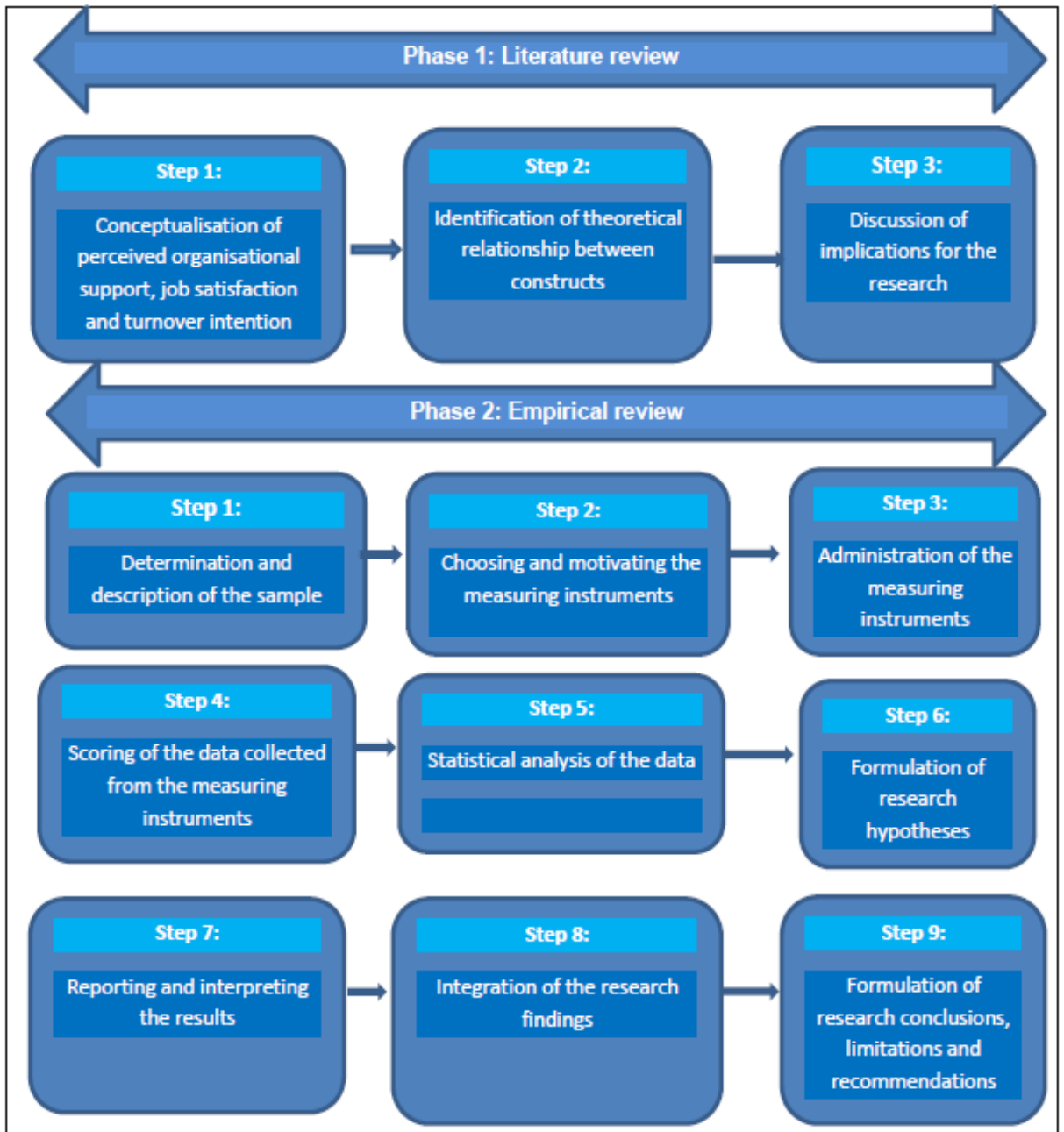


Figure 1.1: Diagram of the research process (Own creation of the author.)

1.9 CHAPTER LAYOUT

The chapters of the dissertation will be as follows:

Chapter 1: The issue statement, the research aims, and goals, the paradigm perspective that underpins the investigation, and the research methodologies are all covered in Chapter 1 to give the research a scientific focus.

Chapter 2: Employee turnover intention is the meta-theoretical context for the study, which is presented in Chapter 2. This chapter will discuss employee turnover, along with definitions, models, and theories.

Chapter 3: The categories of perceived organisational support and job satisfaction are conceptualised in Chapter 3. The practical ramifications of the relationship between these constructs will be covered in this chapter.

Chapter 4 Research methodology. The researcher will conduct a t-test and analysis of variance (ANOVA) to determine whether the stated hypotheses can be accepted or rejected.

Chapter 5: This chapter will cover the findings and outcomes of the research.

Chapter 6: Conclusions, limitations, recommendations for human resource management, and future research are all included in Chapter 6.

1.10 CHAPTER SUMMARY

In addition to outlining the issue statement, research questions, objectives, and hypotheses, this chapter details the study's background and motivation. This chapter included the paradigm perspective, the research design, and the study's research methods.

The meta-theoretical backdrop of the study, namely the turnover intention of employees in the aviation business, is covered in Chapter 2.

CHAPTER 2: TURNOVER INTENTION IN THE AVIATION INDUSTRY

This chapter aims to lay out the context on a meta-theoretical basis to understand employee turnover intention in the aviation industry. In this chapter, the employee turnover intention conceptualisation and its meaning will be discussed, the concept of aviation employees will be undertaken, the aviation working environment will be explained, and the aviation knowledge economy will be explored. The theory and elements of employee turnover intention, namely, work environment, compensation, and supervisor support, will also be deliberated. Ultimately, the demographics and implications of employee turnover intention will be addressed.

2.1 EMPLOYEE TURNOVER INTENTION IN THE AVIATION INDUSTRY

This section discusses aviation employees and their working environment.

2.1.1 Aviation employees

According to Kamal and Lukman (2017), an employee is an individual employed to deliver services to an organisation in exchange for compensation. In the business platform, these terms are used interchangeably: employees, staff, personnel, workforce, human resources, and human capital (Botha, Chinyamurindi, Plessis et al., 2017). In this study, we refer to aviation employees as human capital. According to the aviation employment requirements, an employee should have specific characteristics, such as a passion for the job, goal orientation, good communication skills, and adaptability to the aviation environment (Rozsa et al., 2019). The requirements are necessary as the employees use these essential qualities to engage and communicate with the pilots and other aviation employees (Plachynda, Herasymenko, Pukhalska, & Kryzhevskaya, 2019).

The aviation industry consists of various activities, such as air traffic service, which assists pilots with flight plans and procedures (Arinicheva et al., 2020). In addition, the aeronautical telecommunication system controllers monitor regional and international air space as well as radar networks to forecast rain, snow and other biological targets in the sky, such as birds and insects that might be dangerous to the aircraft (Plachynda et al., 2019). Yahya et al. (2017) suggest that factors such as skills development, growth opportunities, supervisor support and a conducive work environment affect the motivation of aviation employees. Therefore, human resources practitioners and

supervisors must ensure that the employees undergo training to stay knowledgeable of new industry instruments and enhance their skillset (DeMotta, Gonzales, 2019).

2.1.2 Aviation working environment

The aviation working environment refers to physical conditions, equipment, the interrelationship between employees and employers, organisational culture, values, leadership, and strategy (Mantey & Naidoo, 2017). Zhang, Chen and Schlegel (2019) found that aviation employees who consider their workplace good may portray a diversity of positive outcomes, such as increased performance, high levels of job satisfaction, commitment to the organisation, and lower intentions of leaving the organisation. In addition, constant intercommunication between employees and aviation supervisors is critical as it allows the supervisors to identify dissatisfied employees timeously (Mantey & Naidoo, 2017).

Additionally, health and safety are necessary for the aviation working environment. It is important to note that implementing adequate health and safety programmes protects the well-being of employees, passengers and flight crew (ICAO, 2017). In addition, aviation employees' health conditions could be related to physical, behavioural, cognitive, or emotional dispositions (Aronsson et al., 2017). Hence, complying with occupational health and security regulations and standards is necessary (Aronsson, Theorell, Grape, et al., 2017). Likewise, Arinicheva et al. (2020) emphasise the importance of monitoring human error in the aviation industry and point out that there is no room for human fault in this industry. As a result, to ensure a safe flight, it is essential to identify human factors proactively before human error can result in an accident. The supervisor's responsibility is to ensure that employees comply with safety and health regulations (Vitali, de Pires, Forte, Farias & Soratto, 2020). The researchers believe that the lack of health regulations may cause talented employees to leave and join organisations that care for them (Arinicheva et al., 2020).

According to Vitali et al. (2020), technological evolution also affects employee turnover intention because as technology advances, the expectations are that safety equipment should also transform. Otherwise, the employees develop high intentions to leave to join the advanced aviation organisations because of the advanced equipment (Rahayu, Rasid, & Tannady, 2019). It is worth noting that digital technologies and modern navigation systems such as blockchain improve aviation security; therefore, the industry should move with time (Arinicheva et al., 2020).

2.1.3 Aviation and the knowledge economy

Rozsa et al. (2019) define the knowledge economy as one in which highly specialised knowledge and skills are strategically combined from different parts of the value chain to create innovations. According to Li and Savkin (2021), the knowledge economy theme has become significant and is perceived as a source of economic growth and competitiveness in all industries, including aviation. Rozsa et al. (2019) believe that organisations worldwide focus on the concept of the knowledge economy with the intent to attain economic profit and survive in an increasingly global and competitive marketplace. In addition, Plachynda, Herasymenko, Pukhalska, and Kryzhevskaya (2019) support that the knowledge economy's significant characteristic is open innovation, education, knowledge management and creativity. According to Stephens (2020), aviation is perceived as open to innovation and the early adopter of new technologies. For instance, Haggerty, Defer, and De Laat (2019) posit that technological advancement has been the driving force for airlines' operational efficiency, such as advanced aircraft engine technology, information technology solutions, and mobile technology.

Additionally, airports have adopted the latest technologies globally, first in Europe and then in the United States of America (USA) (IATA, 2021). These technologies have created better connectivity and enhanced passengers' travel experience (ICAO, 2017). Stephens (2020) argues that moving towards an intelligent airport ecosystem, leveraging data sharing among multiple stakeholders, and wisely choosing the internet of things could also potentially transform the South African aviation industry. Li and Savkin (2021) attest that Globalisation and technological revolutions transform the contemporary economy into a knowledge economy. Therefore, the knowledge economy form requires a renewed organisational environment that demands the speedy development of skills with advanced technological expertise (Rozsa et al., 2019). Haggerty et al. (2019) state that aviation organisations must increase employee training and empower employees to innovate and use the newly introduced technologies. Plachynda et al. (2019) concur with the upskilling of aviation employees and further maintain that aviation technologies are constantly improving; therefore, employees should continually update their skills.

2.2 TURNOVER INTENTION

This section intends to conceptualise turnover intention and outline the model turnover intention by Griffeth and Horn (2001). This section ends with a discussion of the variables affecting turnover intention and the implications for talent retention.

2.2.1 Conceptualisation

According to Santoni and Harahap (2018), turnover intention is an employee's level of attitude whereby an employee desires to leave or resign from the organisation voluntarily. The possibility of resignation could be owing to various causes, such as a lack of supervisor support, an unpleasing working environment, compensation, or dissatisfaction with the work itself (Adams & Mastracci, 2019).

Walansari, Meilita and Ganesan (2018) confirm that turnover occurs when an employee withdraws from the organisational employment. Conversely, turnover could benefit the remaining aviation employees as there would be opportunities for promotion when other employees decide to leave (Walansari et al., 2018). In addition, new ideas and innovations from replacements outside the organisation could also benefit the industry (Rawashdeh, Elayan, Shamout & Hamouche, 2021). Turnover as voluntary occurs when the employee willingly leaves the organisation, whereas involuntary turnover, the employer decides to terminate the employment relationship (Pandey, Singh & Pathak, 2019). Although employee turnover is unavoidable, it can enlist adverse outcomes such as loss of knowledge capital and lost time to train and certify aviation employees for replacements, which becomes costly for the aviation industry (Collings et al., 2019).

In contrast, the turnover intention is not definitive but the employee's behavioural thinking regarding whether to leave or stay in the current job or organisation (Rothausen, Henderson, Arnold, & Malshe, 2017). Belete (2018) believes that voluntary turnover can be differentiated into functional and dysfunctional, as illustrated in Figure 2.2. Functional turnover represents the employees that the organisation sees as not adding value or benefit to the organisation's objectives. Conversely, dysfunctional turnover represents the exit of high-standard performers or highly skilled and talented employees. These employees are not easily replaced, and it is costly to replace them (Potipiroon & Ford, 2019). As indicated in Figure 2.2, the literature distinguishes between avoidable and unavoidable dysfunctional turnover. Unavoidable turnover signifies those employee separations that employers cannot control, such as death, migration and childbirth. In

contrast, avoidable dysfunctional turnover may be caused by lower compensation, job dissatisfaction, poor working environment and supervisory (Belete, 2018).

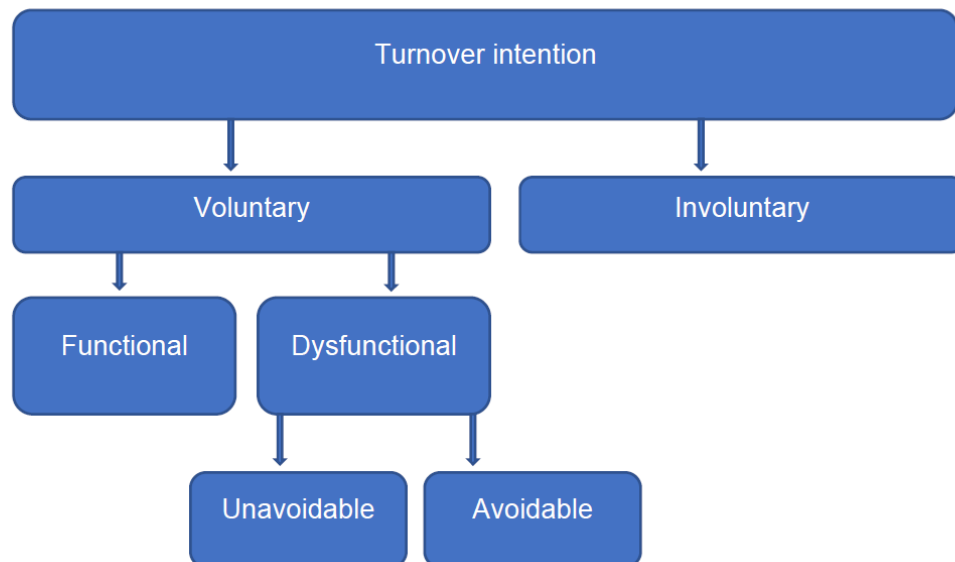


Figure 2 1: Definition of undesirable turnover (adapted from Griffeth and Horn, 2001)

Various organisations endeavour to exercise control over turnover by providing multiple benefits such as flexitime, lifestyle programmes and job sharing (Ndungu, 2017). However, turnover is an individual choice, and withdrawing from an organisation involves possible thought behaviours between dissatisfaction and actual quitting (Pandey, Singh & Pathak 2019). Dissatisfaction has several effects, one of which can lead to thoughts of leaving a company (Kurian, Rajini, & Reddy, 2021). These ideas encourage job searching and consider the expenses of leaving a job (Rothausen, 2017). The intent to search would be the next step, and the search itself would come after that (Ngo-Henha, 2017). An alternative job will inspire a behavioural intention to quit, followed by actual withdrawal if it is thought to be more suitable than the existing one (Pandey, Singh & Pathak 2019).

It is noteworthy to indicate that job dissatisfaction is one of the antecedents of turnover intention, which can then lead to voluntary turnover (Ngo-Henha, 2017). Figure 2.2 outlines this thought process. Multiple models have contributed to the study of turnover. However, they may differ; the literature suggests the importance of job dissatisfaction, thoughts of quitting, intentions to search for a new job and the intention to leave or stay (Mobley, 1977; Takawira, 2014). Theories on voluntary turnover originate from the

propositions by March and Simon (1958). They sought to suggest that job satisfaction may be the driver for voluntary turnover by demonstrating that job satisfaction decreases the attractiveness of leaving the organisation, which in essence, reduces employee turnover.

Numerous studies have been done on employee turnover and job satisfaction (Ngo-Henha, 2017; Kurniawaty, Ramly, & Ramlawati, 2019). A substantial inverse relationship between turnover intention and job satisfaction was discovered in the studies conducted in various contexts. According to Kurniawaty et al. (2019), there is a link between general job satisfaction characteristics and employees' intentions to leave their jobs at all levels of an organisation. Additionally, Ateş and Ünal (2021) discovered a weak correlation between job satisfaction and intentions to leave. Employee retention and resignation intentions are more influenced by how satisfied they are at work. Effectively predicting the likelihood of turnover is job satisfaction (Ngo-Henha, 2017). In their 2017 study, Asgari, Rad, and Chinaveh evaluated the relationship between job satisfaction and intention to leave, and they discovered numerous indicators that job satisfaction affects the desire to leave. Employee turnover is a problem that most organisations nowadays encounter worldwide scale (Asgari et al., 2017). Due to its negative influence on an organisation's limited financial and moral resources, it has evolved into a serious management issue. Therefore, management needs to pay more attention to employee turnover in order to keep current staff members, which will lead to greater job satisfaction and a reduced turnover rate (Jahangiri, Hashempour, Heshmati, and Saberi, 2020). The steps involved in the process of withdrawal cognition are shown in Figure 2.2 below.

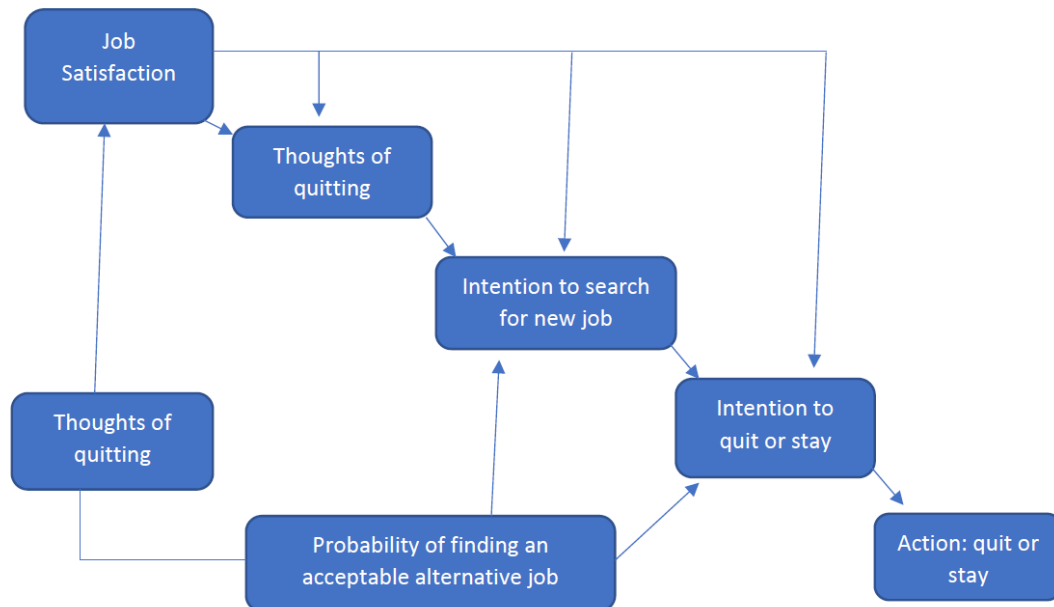


Figure 2 2: Sequence of withdrawal cognition process (adapted from Mobley, 1977)

This study focuses on turnover intention; hence investigating the factors influencing turnover intention is necessary to prevent or mitigate turnover and retain scarce skills in the aviation industry (Edwin, 2020). In the literature on employee turnover behaviour, the words "retention" and "turnover intention" are frequently used interchangeably (Chan et al., 2021; Rawashdeh et al., 2022). The phrase "intend to depart" refers to a conscious, intentional desire to leave a company (Kurniawaty et al., 2019). The withdrawal cognitive process of departing is the culmination of a series (Pandey et al., 2019). The withdrawal cognition process has three components: thoughts of leaving the company, plans to look for another employment elsewhere, and actual plans to depart or resign (Reyes, 2019). The strength of an employee's belief that they do not want to remain with their employer can be gauged by their intention to resign, which is analogous to the desire to leave or quit (Asimah, 2018). Most studies on turnover overwhelmingly support the supportive power of turnover intention, even if Parry (2008) found that actual turnover and intent were driven by a different set of circumstances, with intent to leave being a poor predictor of turnover behaviour. According to Rawashdeh et al. (2022), the turnover intention is the most accurate predictor of turnover.

Furthermore, Mahadi et al. (2020) claimed that because people frequently change their minds about staying or departing over a long period, intentions are less helpful in predicting turnover that occurs in the distant future. Despite this finding, research on turnover has also demonstrated that workers who publicly state their intention to quit eventually do so (Rothausen et al., 2017). Additionally, Pandey et al. (2019) emphasise

that the influence of numerous external factors on turnover behaviour made turnover far more difficult to anticipate than intention. The choice of an employee to quit is the best predictor of turnover, according to accumulating evidence (Mahadi et al., 2020).

2.3 THEORETICAL MODELS OF TURNOVER INTENTION

This current section provides an overview of the theories which support employee turnover intention. Vroom's expectancy theory (1964) and McGregor's XY theory (1960) are relevant to this study and will be discussed in the following subsection. Figure 2.3 below indicates the simplification of expectancy theory and expresses the linkages of variables (Singh, 2013):

2.3.1 Expectancy theory

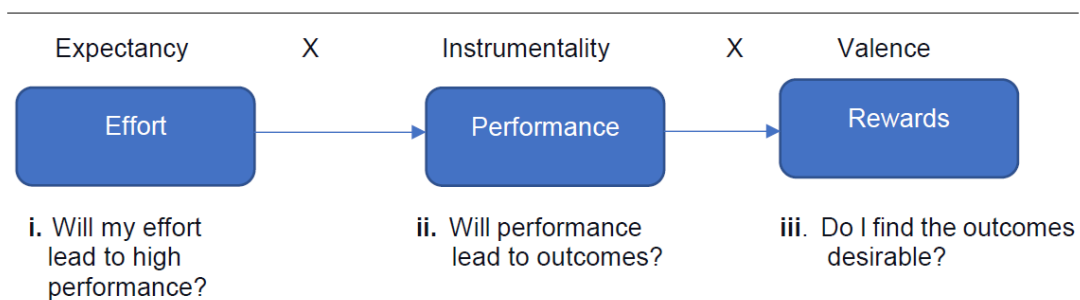


Figure 2 3: *Vroom's expectancy theory* (adapted from Ngo-Henha, 2017)

The effort-performance linkage: the employee assumes that applying energy and effort leads to performance.

The performance-reward linkage: employee believes that performing with dedication and commitment leads to accomplishing the expected reward. According to Vroom (1964), the expectancy theory postulates that an employee's motivation results from how much an employee gets as a reward. The reward, which is an outcome, will lead to the expected performance. In addition, Vroom's theory asserts that an employee's motivation depends on expectancy, instrumentality and valence. In addition, Pablo, Barrón, Ángel, and Callejo (2019) argue that expectancy relates to the relationship between an employee's effort and performance. The preceding definition portrays the employee's perception that the actions will result in the desired outcome. Valence refers to the value of the work as experienced by the employee based on their needs and personal goals. Instrumentality is the perception that good performance will lead to

desired results (Muthee & Masinde, 2019). Therefore, supervisors should employ systems that draw rewards closely to performance (Vroom, 1964). Supervisors must also ensure that the reward system encourages employees to think less about turnover intention (Mohamed & Ali, 2016).

Expectancy theory explains how employees have different goals and could be motivated by different expectations (Parijat & Bagga, 2014). Muthee and Masinde (2019) further articulate that there might be various turnover strategies, but motivation strategies boost the employee's daily performance. For instance, Ndungu (2017) highlights four critical variables for employee motivation: individual action, performance, organisational rewards, and personal goals. In that case, when the financial rewards are sufficiently attractive and worth the effort needed to achieve them, employees become encouraged to high performance. They are willing to stay in the organisation (Mohamed & Ali, 2016).

According to Gomez Barron et al. (2019), expectancy theory is an employee's habit of performing an expected behaviour depending on the power of an expectation. In addition, Ndungu (2017) believes that expectancy theory recognises the importance of various employee needs and motivations. The aviation industry should focus on harmonising or integrating personal goals with organisational objectives. Consolidating personal and organisational objectives assists the management in understanding the psychological processes that cause motivation, such as aviation employees' thinking, perceptions, beliefs, and other factors that strongly influence employee motivation (Muthee & Masinde, 2019).

The literature review reveals that expectancy theory generally shows some benefits for employees. For example, the self-interests of employees to maximise satisfaction and minimise discontent are the foundation of expectation theory. Secondly, it emphasises expectations and perception; what is true and real is irrelevant. Thirdly, it places a focus on benefits or payoffs. Last but not least, it focuses on psychological extravagance, where the employee's ultimate goal is to achieve the most outstanding amount of pleasure and the least significant (Pablo, Barrón, Angel & Callejo 2019).

On the contrary, Hassan, Jambulingam, Alam, and Islam (2019) argued that expectancy theory shows some disadvantages. An example would be that employee motivation, attitudes and behaviour, are more subjective and can never be wholly objectified or theorised. Similarly, Herzberg (1959) concurs that all theories of motivation suffer from subjectivity and objectivity limitations. In addition, managers may need more strategies

to decide what motivates a particular employee. Similarly, the theory also seems lacking when it fails to learn that various employees could be interested in inwards rather than extrinsic rewards. An additional potential limitation of the expectancy theory is that it assumes all essentials are in place, which might not be the case. Therefore, employees should have the resources, ability, opportunity, ability and resources to execute their job appropriately (Hussein, Taher, & Hameed, 2021).

2.3.2 McGregor theory

McGregor's (1960) theories X and Y refer to the two leadership styles: authoritarian and participative. First, McGregor (1960) posits that the manager's beliefs and behaviours about motivating the employees influence the manager's management style and ultimately affect the employee's decision to leave or stay. Second, managers perceive that employees get satisfaction from their work and strive to give their best. Lastly, on the contrary, some managers also believe that employees come to work for extrinsic gratification and see work as a burden (Khalid & Nawab, 2018).

Chan et al. (2021) opine that supervisors use the authoritarian management style as a dictatorship of policies and procedures. Similarly, Ndungu (2017) suggests that if supervisors believe their team members dislike their work and have little motivation, they will apply an authoritarian management style as a control measure. These control measures are the same that escalate employees to establish thoughts of leaving the organisations. In addition, the supervisors choose what goals are to be achieved without the subordinates' participation or consultation. This management style involves micromanaging the people's work to ensure it gets done correctly (Ndungu, 2017).

Conversely, Chan et al. (2021) suggest that the participative management style requires the cooperation of employees, commitment and development initiatives together with employees. Likewise, managers delegate parts of their power, and the employees must decide what solutions to adopt. This style indicates that the supervisor trusts their team members to be accountable for their work and do it effectively (Odoardi, Battistelli, Montani, Peiró, 2019).

According to Ndungu (2017), supervisors who choose the authoritarian style are generally pessimistic. In addition, Steinbauer, Renn, Chen and Rhew (2018) further explain that these supervisors often assume that their team members are unmotivated, dislike work, avoid responsibility and need constant direction. On the contrary, the

participative management style is employed by optimistic supervisors, and their management style is decentralised and cooperative (Odoardi et al., 2019). Khalid and Nawab (2018) assert that this management approach promotes a cooperative and trust-based relationship between the team leaders and the team members. Chan et al. (2021) argue that participative supervisors believe employees have high job satisfaction levels, are involved in decision-making, are self-motivated to complete tasks, and have high perceived organisational support. A study conducted by Chan et al. (2021) in the hospitality industry found that authoritarian and participative leadership are positively related to turnover intention. Furthermore, authoritarian leadership style, counterproductive work behaviour, and the aim to have employees leave the company were all significantly positively correlated, according to Puni, Agyemany, and Asamoah (2016).

2.4 FACTORS OF TURNOVER INTENTION

As illustrated in Figure 2.4, Santoni and Harahap (2018) suggest four factors which constitute the theoretical framework of employee turnover intention.

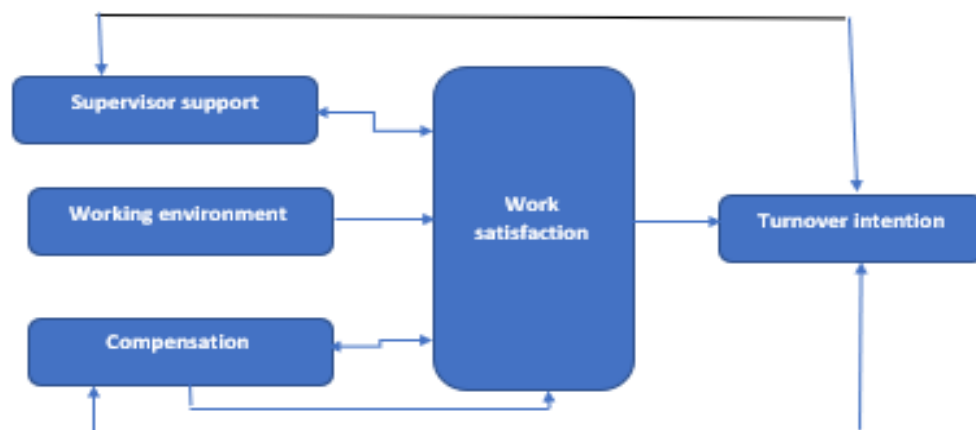


Figure 2 4: Factors of turnover intention that constitute turnover intention framework (adapted from Santoni & Harahap, 2018)

2.4.1 Supervisory support

Leaders show their appreciation for the achievements of their staff and concern for their welfare by providing supportive supervision (Santoni & Harahap, 2018). Support from supervisors is essential because it precedes perceptions of organisational support

(Adams & Mastracci, 2019). Additionally, research has demonstrated that supervisor support results in positive organisational outcomes such as increased employee commitment, role clarity, job satisfaction, job performance, and decreased intention to leave the company (Adams & Mastracci, 2019). According to Kuehnl, Seubert, Rehfuess, von Elm, Nowak and Glaser (2019), the goal of supervisor support is to improve the subordinates' well-being, aid them with work-related challenges, and enable the development of their skills. Previous research has revealed that supervisory support negatively affects intention to leave (Gordon et al., 2019). Furthermore, according to Anjum, Muazzam, and Malik, Baig, and Manzoor (2018) and Malik, Baig, and Manzoor (2018), a lack of supervisory assistance causes a high staff turnover rate, subpar work, a tarnished firm reputation, decreased productivity, and major accidents and mishaps.

Moreover, dissatisfaction with their job creates low perceptions of organisational support, leading to poor performance and eventually leaving their employment (Kuehnl et al., 2019). According to Adams and Mastracci (2019), the difficulties of not having competent supervisors may impair the functioning of the aviation industry. For example, supervisors who lack empathy skills, critical thinking and problem-solving skills have the potential to cause an increase in employee turnover intention (Kort, 2017). In addition, the collaboration of a supervisor and the team will ensure the industry is in the right state, with harmony and unity (Afif, 2018). Well-trained supervisors significantly influence subordinates' performance, promotion, salary, and rewards (Heng et al., 2020). In addition, Kundu and Lata (2017) revealed that supervisory support could reduce employees' anxiety, increase job satisfaction, increase ethical peer relationships, and become more engaged with the industry. A study by Shi and Gordon (2019) observed that employees who receive more support from their line managers are likely to trust their supervisors and be more committed and loyal to the organisation. Therefore, this study aimed to assess whether perceived organisational support and job satisfaction significantly predict employee turnover intention.

2.4.2 Work environment

Santoni and Harahap (2018) posit that the work environment impacts employee retention. On the contrary, if the environment is unfavourable, employees have various choices in the labour market to quit and join another aviation organisation that will suit their needs (Chiekezie et al., 2017). According to Raziq and Maulabakhsh (2015), the working environment entails employee safety, job security, cordial relationships with co-workers, recognition for good performance, motivation for performing well, and

involvement in the company's decision-making process. Additionally, once staff members understand that the company views them as essential, they will have a high level of loyalty and a sense of ownership (Akunda, Chen & Gikiri, 2018). Rast and Tourani (2012) assert that a positive work environment increases employees' feelings and encourages them to perform their job with a great attitude. Therefore, it may be beneficial for the aviation industry to encourage a relaxed working environment for employees who think their ideas are respected (Rogers, 2018). Furthermore, Fajagutana (2022) postulate that pleasant surroundings allow employees to have clear minds, prudence, freedom, authority, and responsibility to make sound decisions.

Researchers also concur that a pleasing work environment is necessary for employees to experience job success and satisfying careers (Plachynda et al., 2019); Takawira, 2018; Kundu & Lata, 2017). An attractive environment inspires employees to perform their job to a high standard and to the best of their ability. Nahar et al. (2017) accentuate that employees look for diversity and challenge in their daily tasks and require a stimulating working environment. In the view of the aviation industry, the work environment is significant, particularly for air traffic controllers and pilots. A positive working environment would enhance a positive attitude and fewer accidents and incidents. Therefore, a work environment which supports current employees to remain in the organisation is necessary to reduce the substantial costs relating to the replacement of licenced aviation technicians (Collings, Mellahi & Cascio, 2019).

2.4.3 Compensation

Extrinsic factors such as promotion, job security, compensation and rewards tend to create a more critical reason to seek alternative employment and quit intentions (Govindaraju, 2018). Chiekezie et al. (2017) indicate that compensation refers to the reimbursement presented to employees in exchange for their work. Compensation is also viewed as stimulating employees to stay with the employer for the maximum or until hiring is completed (Khalid & Nawab, 2018). Compensation and reward systems have been identified as factors which may create quit intentions and ultimately motivates employees to leave the industry ((Plachynda et al., 2019; Kuehnl et al., 2019); Kin, 2021). Likewise, Covella et al. (2017) view that there is vast competition in the industry for skilful employees who tend to leave if they are not compensated well. Khalid and Nawab (2018) state that compensation depends on employees' preference for monetary rewards, overtime pay, shift differentials, and bonuses. The literature highlights that the compensation strategy sim to attract top talent, keep employees motivated, encourage

employee loyalty, and improve employee engagement and job satisfaction (Kuehnl et al., 2019). According to Iqbal, Sehresh, Hashmi, and Saeed (2015), human resource practitioners, together with the top management of aviation organisations, should reduce employee turnover and substantially reduce the related expenses of hiring and training new employees. As a result, human resources professionals must develop a good compensation plan to help the aviation industry grow and compete with global enterprises (Khalid & Nawab, 2018).

2.4.4 Work or job satisfaction

In this study, we refer to job satisfaction as a positive experience resulting from evaluating someone's work (Memon et al., 2016). At the same time, dissatisfaction with work emerges when employees' hopes are unmet. Santoni and Harahap (2018) define job satisfaction as the feeling of being associated with a job involving the aspects such as compensation, career development opportunities, relationships with colleagues and culture. In addition, employees would be satisfied if the supervisors supported the elements of their work (Swanzy, 2020). Furthermore, job satisfaction can also be the result of the factors driving forces from inside or outside the job, such as leadership, equipment, work ethics, amount of work to be done, development and growth.

Abate and Schaefer (2018) claim that job satisfaction and employee turnover are connected. Creating strategies to improve employee satisfaction and perceived organisational support is another difficulty facing the aviation industry. Employee turnover should be managed from the beginning of the recruitment and selection stages, according to Wulansari, Meilita, and Ganesan (2020). Job satisfaction and employee turnover may be influenced directly or indirectly by human resource management activities like socialisation, human resource development, motivation, career planning, and pay management. Hence, the industry's supervisors and leaders should continuously pay attention to employee turnover.

2.4.5 Theoretical integration of the Turnover models

In this study, organisational support, supervisory support, working environment, job satisfaction, compensation and intention to leave are antecedents or elements of employee turnover. Figure 2.5 below illustrates the integration of the elements as per the study by (Pandey, Pathak & Singh, 2019).

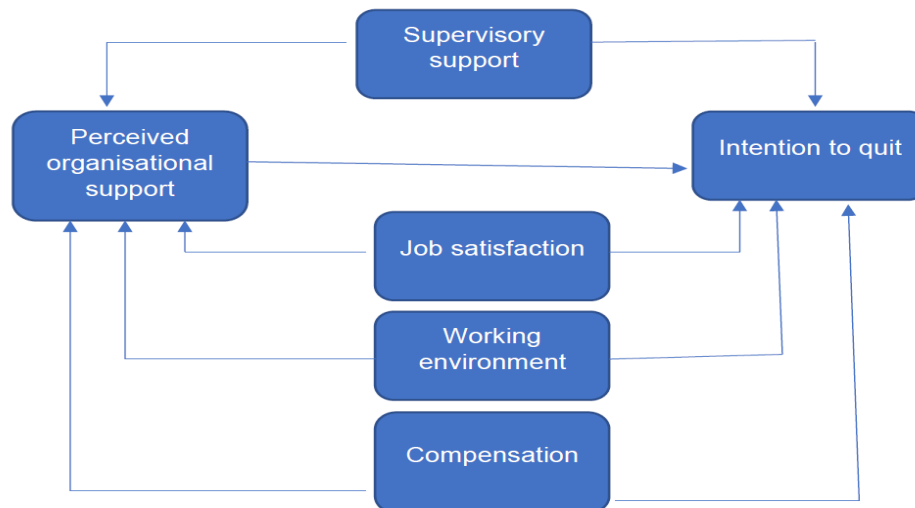


Figure 2 5: Turnover intention theoretical framework (adapted from Pandey, Pathak & Singh, 2019)

2.4.5.1 Organisational support and turnover intention:

Sun (2019) suggests that employee perception of organisational support should be improved by implementing supportive human resource practices such as learning employees' expectations and creating a fair environment. These tactics would reduce aviation employee turnover intentions.

2.4.5.2 Supervisor support and turnover intention:

Supervisory support in the form of managerial skills and capabilities has a positive impact and increases the employee's job satisfaction, which in turn decreases the turnover intention of aviation employees.

2.4.5.3 Work environment and turnover intention:

A conducive aviation industry working environment impacts the employee's job satisfaction and may result in reduced employee turnover intentions.

2.4.5.4 Job satisfaction and turnover intention:

High employee satisfaction levels will reduce turnover intention.

2.4.5.5 Compensation and turnover intention:

Compensation through financial and non-financial may positively impact the employee's job satisfaction and reduce employee turnover intentions.

2.4.6 Variables influencing turnover intention

This study has recognised some variables as precursors of employee turnover intention. Variables of importance for this study are age, gender, employment level, education, and tenure level.

2.4.6.1 *Age*

Govindaraju (2018) revealed a positive association between employee age and turnover intention. The study ascertained that employees between 35 and 55 do not intend to leave because they are attentive and trustworthy to their employers. Conversely, Veress and Gavreliuc (2018) found that employees younger than 35 can advance to other new jobs more easily than those aged 35 to 55. Therefore, it more quickly aims to determine whether aviation employees' age differs significantly regarding turnover intention.

2.4.6.2 *Gender*

Warshawski, Barnoyb and Kangana (2019) found that gender differences affect employee turnover owing to work-life balance. A survey by Nasir, Ashraf and Riaz (2019) found a gender difference in turnover intention and higher turnover intention among female employees. Tiwari (2017) cited work-life balance challenges among the turnover intention of female employees. Female employees tend to have a higher turnover rate due to family responsibilities such as raising children and caring for families, which tends to affect their career development aspirations (Nasir et al., 2019).

2.4.6.3 *Employment level*

A study conducted by Nahar et al. (2017) found that the levels of turnover intention of entry-level employees are determined by how their supervisors treat them. In support, Kort (2017) mentions that the employment level emphasises that being treated with respect is more important than income. Therefore, employees who perceive supervisor support tend not to have quit intentions (Swanzy, 2020).

2.4.6.4 *Education*

Researchers found a positive relationship between education and employee turnover (Khalid & Nawab, 2018; O'Connor, 2018). For instance, advanced levels of education improve employee marketability leading to turnover intention. Similarly, Wrenn et al. (2014) confirm that when employees gain higher education status, they are inclined to seek employment with other organisations (Wrenn et al., 2014). Nahar et al. (2017) found that in aviation, employee resignations are more likely among those advanced in their education because they seek higher-paying organisations.

2.4.6.5 *Tenure*

A study by O'Connor (2018) in the aviation industry observed that employees with high tenure generally remain longer with the organisation. Similarly, long-tenured workers portrayed more significant employment fulfilment and occupation satisfaction (Maden, 2014). According to Meyer and Meijers (2017), long-tenured workers exhibit more patent talent and skills than their short-tenured peers. In addition, Meyer and Meijers (2017) observed that long-tenured workers are less mindful of occupation options outside the organisation.

2.5 IMPLICATIONS FOR EMPLOYEE TURNOVER INTENTION

For this study, the turnover intention was interpreted as an employee level of attitude whereby an employee desires to leave the organisation voluntarily (Santoni & Harahap, 2018). The possibility of resignation could be caused by various reasons, such as a lack of supervisor support, an unpleasing working environment, compensation, or dissatisfaction with the work itself (Adams & Mastracci, 2019). The literature confirms that retention strategies are usually developed when organisations lose talented employees (Santoni & Harahap, 2018). Nel Botha and Chinyamurindi (2017) suggest that employees who receive rewards such as bonuses, profit-sharing, commission, and retirement provisions are likely to remain with the initial idea is supported by the authors who suggested rewards and recognition is related to turnover intention (Ndungu, 2017; Cuadrado, Tabereroa, Fajardo, Luque, Arenasa, Moyano, & Castillo-Mayen, 2021). In addition, the literature emphasises that employees are an organisation's most critical, valuable and productive asset and must be treated with care to remain satisfied and happy with the organisation (Cuadrado et al., 2021). Mihaela (2013) believes that satisfied employees have higher morale and capabilities when collaborating with

customers, suppliers, investors, creditors, and communities. According to Singh (2019) and Kamal and Lukman (2017), retaining employees who have decided to leave is one of the challenges facing human resources managers in all industries.

Furthermore, Singh (2019) confirms that the primary reason for turnover strategies is to prevent talented employees from leaving. As a result, the strategy could be implemented in various ways, such as monitoring and analysing the turnover trends, empowering effective leadership and crafting a favourable culture. Shi and Gordon (2019) claim that industries implementing retention practices witness improved customer service and reduced employee turnover (Malik, Baig & Manzoor, 2018). Similarly, Kin (2021) believes that employee turnover strategies such as social initiatives, gym areas and other sports facilities are more attractive to the new generation. Therefore, employees should be allowed to be innovative and creative to enjoy their stay in the industry. When employees are given room to generate, share and execute valuable ideas, they become loyal and committed and stay with the organisation. In return, the organisation benefit from their knowledge and skills (Malik et al., 2018). In addition, Kin, Siong, Anathuri et al. (2020) opine that the lack of leadership training, especially soft skills, compels talented employees to leave the aviation industry. Soft skills such as communication and interpersonal skills are critical for supervisors because the success and failure of any organisation depend on the calibre of its leadership (Kin et al., 2021). Therefore, when employees have a good relationship with their supervisors, their sense of belonging strengthens. Research by Ali et al. (2018) shows that retaining experienced supervisors has significant returns to the aviation industry; because, as leaders, they can solve complex aviation issues.

Supervisors who implement successful retention programmes lift employees' morale and enable harmony and engagement within the work environment. According to Singh (2019), when supervisors focus on the tendencies of employee retention, they consider recruiting internally, which causes the recruiting costs to reduce, the culture becomes conducive for employees, and the bond between subordinates and supervisors to increase. Therefore, employees who experience retention programme initiatives as benefiting them get encouraged to stay longer with the organisation since the strategy enables lower turnover intention (Malik et al., 2018).

2.6 CHAPTER SUMMARY

This chapter provided insight into turnover intention theories and models. The new notion of work characterised by increased globalisation and technological advancement associated with the fourth industrial revolution has altered the work environment (Arinicheva et al., 2020). Technological advancement necessitates attracting and retaining qualified and competent aviation professionals to manage and maintain the complex air transport system (Arinicheva et al., 2020).

This chapter discussed the implications and importance of turnover intention and considered the demographic variables that influence turnover intention factors. The researcher addressed the need for developing, implementing, monitoring, and measuring turnover intention strategies. Furthermore, the researcher emphasised that employees are an investment in organisations. If they are efficiently managed and developed, they will contribute to the organisation's objectives, low turnover intention rates, and, ultimately, employee turnover.

CHAPTER 3: PERCEIVED ORGANISATIONAL SUPPORT AND JOB SATISFACTION

3.1 PERCEIVED ORGANISATIONAL SUPPORT

In this chapter, perceived organisational support is conceptualised, and theories, as well as their antecedents, are discussed. The section concludes by discussing variables and the implications influencing perceived organisational support.

3.1.1 Conceptualisation

Eisenberger et al. (1986) defined perceived organisational support as the idea that an organisation cares about the welfare of its employees and values their efforts. Eisenberger et al. (1986) definition integrates two aspects: the care of an organisation's employee well-being and the organisation's value of employees' contributions (Rhoades & Eisenberger, 2002). Additionally, according to Kurtessis et al. (2017), organisational support implies that workers develop a generalised view of how much their employers regard their contributions and are concerned about their well-being.

According to Satardien et al. (2018), perceived organisational support consists of employees' perceptions and organisational support. Perception is thought to be a complex process through which a person selects sensory stimuli and manages them to create a meaningful mental representation of a specific experience (Kurtessis et al., 2017). Because these perceptions shape some employees' beliefs and points of view, they give rise to specific attitudes and interactions (Lok, Westwood, & Crawford, 2005). According to Matos and Dixon (2016), perception involves effortful continued attention, interpretation and reinterpretation. Therefore, whether or not employees stay in their jobs will depend on how they perceive the organisation's support (Rothausen, Henderson, Arnold, & Malshe, 2017).

According to a study by Rhoades and Eisenberger (2002), perceived organisational support refers to the organisation's contribution to positive reciprocity with employees since people tend to work more in return for perceived organisational support. Furthermore, managers and other individuals in leadership or supervisory roles are seen by employees as the organisation, according to Almaaitah, Harada, and Sakdan (2017). This remark implies that corporate leaders' statements and deeds can affect how

employees feel about the organisation and, as a result, how they behave toward the entire organisation (Almaaitah et al., 2017).

Perceived organisational support is most effective when there is reciprocity among employees and employers. According to a study by Rozsa et al. (2019) and Siahaan and Gatari (2020), employers want their workers to put in much effort, show loyalty, and remain committed in order to receive compensation, benefits, and recognition for their contributions to the company without any plans to quit. Human capital is an essential capital in contemporary economies. Therefore, the aviation industry needs to manage human capital more effectively by prioritising training, attracting quality talent and rewarding employees based on merit.

In summary, the general theme found in all definitions of perceived organisational support is that employees' contributions should be valued, and organisations should care about their welfare. For this study, perceived organisational support is defined as the employees' perception that the organisation values and appreciates their contribution and cares about their well-being (Eisenberger et al., 1986).

3.1.2 Theoretical models

Perceived organisational support is underpinned by social exchange and organisational theories discussed in the following sub-section (Stoemer et al., 2018; Almaaitah et al., 2017).

3.1.2.1 The Social Exchange Theory

Blau (1964) developed the social exchange theory in 1958. The social exchange concept underscores the importance of employee and employer relationships. According to Blau (1964), the employer-employee relationship is either an economic or social exchange. A monetary exchange relationship is defined as an official reward agreement that validates the quantity to be exchanged and is required through legal approvals (Almaaitah, Harada, Sakdan & Almaaitah, 2017). A social exchange principle is observed when employees show affective commitment to their work with the expected future returns (Nazir et al., 2018). Khalid and Nawab (2018) define the expected returns that could be material, financial, or they could also be intangible, like effort, social approval, respect, opportunity, and power. Kuo, Su and Chang (2015) allude that irrespective of the reward

used, the employee who gets appreciated for making an extra effort and getting support from their organisations will be motivated to perform more and remain longer in the organisation.

This study used the social exchange rule to highlight that if social exchange processes and procedures are appropriately employed in the aviation industry, it can foster high perceived organisational support and decrease turnover intention (Erdeji et al., 2016). Various authors concur with the propositions of reciprocity. For instance, Nazir et al. (2018) define it as a system that enables supervisors and employees to create a positive and mutual understanding that benefits both parties.

According to Vitali, de Pires, and Forte (2020), employers should appreciate and reward competent individuals. Additionally, employees believe that greater efforts result in more significant benefits, so they feel bound to assist the organisation in achieving its goals. The favourable positive exchange mindset promotes enhanced perceived organisational support (Kurtessis et al., 2017). According to Covella et al. (2017), the employees' perceptions of the organisation's support rely on the organisation's motivation for obtaining favourable or unfavourable treatment. Suppose employees believe that the employer values their presence at work and is concerned for their welfare. In that case, organisational support and employees will be pleased with the exchange relationship (Covella et al., 2017). Employees perceive the organisational exchange process and that their well-being is taken care of, which encourages them to increase their desire to help the organisation succeed (Meyers et al. Buzea, 2019).

According to Odoardi, Battistelli, Montani and Peiró (2019), employees expect an exchange of work for pay from the organisation and, as such, permit the recurrence of this process until another expectation or perceived unfairness causes one party to break the exchange. As a result, when workers feel obligated to aid organisations in achieving their aims and objectives, they do so with the hope that doing so will result in more considerable benefits (Mushtaq et al., 2019). It is crucial to remember that employees identify and commit to the organisation more strongly when they consider the organisation to be supporting them more (Gordon, 2019). Therefore, organisations must enhance perceived support so that employees attribute favourable treatment in a positive regard (Gordon, 2019).

To retain employees with good attitudes and skills, the aviation industry should value and care for their well-being (Yildiz et al., 2020). In addition, as stated before,

reciprocation can range from taking care of employees' socio-emotional needs and attractive pay, benefits, promotions, approval, and mutual respect between employer and employee (Matos & Dixon, 2016). Similarly, safety is essential in the aviation industry (ICAO, 2017). The employees perceive that the organisation cares about their safety and security and values their workplace contributions, providing appropriate reciprocation (Gordon, Adler, Day & Sydnor, 2019). Aviation employees are most likely to get involved and participate in activities that could enhance organisational productivity if they are satisfied with the organisational support (Yahya, Rashid, Ali, & Atif, 2017).

Homans (1961) defines social exchange as the exchange of activity and reward between at least two participants. For the intent of this study, the two participants are aviation employees and the supervisors or management within the aviation industry. According to Almaaitah et al. (2017), any organisation's success depends on the appropriate social exchange principle, which requires both parties to understand the cost element. The employees perceive the cost factor as the negative consequences of their decision-making, such as the effort put into a job, time spent, and forgone money. The rewards indicate a positive employer-employee relationship, such as acceptance, support and friendship (Shi & Gordon, 2019).

The reciprocity is critical for both participants to understand, which means the aviation employees will respond favourably to supervisors should there be a mutual benefit (Sun, 2019). In addition, relationships progress well once one participant gives more of themselves to others (Khalid & Nawab, 2018). Furthermore, when employees compare their rewards and costs with other employees, job dissatisfaction may increase when employees realise an unbalanced ratio of their outcomes and inequity in the workforce (Kollmann, Stöckmann, Kensbock & Peschl 2019).

The social exchange theory acknowledges that employees expect to be rewarded after putting effort, time and energy into their job (Khalid & Nawab, 2018). Organisations can compensate their employees through rewards such as certificates of recognition, allowances, bonuses, and awards (Kamalaveni, Ramesh & Vetrivel, 2019). Fundamentally, rewards are viewed as the organisation's investments and motivate employees to increase performance (Ndungu (2017).

According to the outcomes of social exchange theory, employees weigh the cost of effort rendered to their work against their performance's reward (Homans, 1961). Ndungu (2017) defines rewards as the work environment's pleasures, satisfactions and

gratifications employees enjoy. Both the costs and rewards concepts bear negative and positive outcomes. First, the supportive exchange implies that employees join the organisations with experience to support the organisational strategies and expect to be rewarded appropriately (Almaaitah et al., 2027). When the employer-employee relationship costs employees more than it rewards them, they become dissatisfied and leave the organisation (Chiekezie et al., 2017).

On the contrary, when the employees perceive that the organisation provides sufficient rewards, their perceptions about the organisation's support increase (Pablo, 2019). In addition, societal norms regarding the social exchange relationship play a significant role in the perceived organisational support process. When employees join the organisation, they are already aware of the social exchange norms: rules of reciprocity, distributed justice, organisational fairness, and standards of equity (Mushtaq, Ellahi, Khan, 2019). Therefore, all the preceding social exchange criteria are underpinned by the expectation within the employer-employee relationship. The expectation requires that employees' rewards be proportionately distributed (Pandey, 2017). When these expectations are not met, the employees complain more about the relationship and pressure the management to restore a more just and fair exchange pattern (Mushtaq et al., 2019).

The social exchange theory demonstrates that the employer-employee relationship is interdependent (Mitonga-Monga, Flotman & Cilliers, 2016). For instance, when employees receive financial and emotional support from their employers, they feel obligated to give back (Bhatt et al., 2017). Employee feedback suggests that engagement is a mutually beneficial connection between the company and the employee (Hannis Ansah, Osei, Sorooshian & Aikhuele, 2018). Similarly, employees give back to their employers by being engaged (Mitonga-Monga et al., 2016). The greater the level of employee engagement, the greater the amount of mental, emotional, and physical energy they will devote to carry their jobs (Hannis et al., 2018). Likewise, when the business fails to provide financial or emotional aid, the employees are more likely to disconnect themselves from their duties (Praprotnik, 2018). Employee withdrawal and disengaging acts may ultimately lead to employee turnover (Hannis Ansah et al., 2018).

The social exchange theory illustrates that employees are rational beings, which means they are sensible and can make decisions based on perceived benefits and costs (Potipiroon & Ford, 2019). Employees calculate the overall worth of an employer-employee relationship by subtracting its costs from its rewards (Ogunola, 2018). When employers and employees conform to the principles of reciprocity and the exchange

practice is perceived as unbiased, employees are more likely to trust that they will not be exploited (Mohamed & Ali (2016). These principles apply to the aviation industry; in that employees will become committed, involved and willing to remain with the industry when they perceive a reciprocal relationship from the organisation.

Turnover intention is negatively impacted by perceived organisational support. According to Srivastava and Agrawal (2020), higher levels of perceived organisational support al (2020) reduced the likelihood of people quitting their positions. For instance, a study by Satardien et al. (2019) shows that when employees believe they are not receiving assistance from their organisation, they are more likely to have high turnover intentions. The study conducted by Pandey et al., (2018) discovered that perceived organisational support negatively impacts turnover intention, lends credence to this viewpoint. As a result, the value of an employer-employee relationship affects whether or not employees decide to stay in their jobs.

3.1.2.2 Organisational Support Theory

According to the organisational support theory, employees generally understand how much an organisation values their contributions and cares about their socio-emotional well-being (Eisenberger et al., 1986). Wojtkowska, Andersz, and Czarnota-Bojarska (2017) also discussed the organisational support theory, which contends that working for any organisation is a social transaction that compels employees to raise their work effort in favour of the organisation in exchange for incentives.

According to research, employees' work effort and their perception of the certainty and fairness of rewards are related (Wojtkowska, Andersz, & Czarnota-Bojarska 2017). Additionally, Ding, Yu, and Li (2020) assert that when employees receive organisational support for their efforts, they respond by showing better performance. Matos and Dixon (2016) emphasise that organisational support theory focuses on employees' perceptions of the organisation and how much they value their presence at work and care about their health. Therefore, the perceived organisational support theory's success relies on employees' perception of various aspects (Matos & Dixon, 2016). Based on this theory, the current study investigates how aviation industry support can decrease employee turnover intention (Nazir, Qun, Hui & Shafi, 2018). The dimensions or precursors which explain perceived organisational support will be discussed in the following subsection.

3.1.2.3 Precursors of perceived organisational support

According to Gordon, Adler, Day, and Sydnor (2019), the following forms of favourable support experiences have increased perceived organisational support.

i. Perceived supervisor support

Winarto and Chalidyanto (2020) define supervisor support as how leaders appreciate their employees' contributions and care about their welfare. A study by Chan et al. (2021) supports Winarto and Chalidyanto's (2020) definition and further maintains that supervisors who have empathy and acknowledge employee needs produce enthusiastic employees. Shi and Gordon (2019) see supervisor support as the employees' assessment of how much their managers love and care about them. Employees similarly form opinions on how they are regarded and treated on a worldwide organisational scale. They form opinions about how much their bosses adore them (Malik, Baig & Manzoor, 2020).

Similarly, the research by Ali, Saleem, Bashir, Riaz, and Sami (2018) found that a leader with higher supervisor support makes employees feel heard, valued and appreciated. The study demonstrates that the leadership style of supervisors positively impacts employees' job satisfaction and turnover. In addition, a meta-analysis by Ahmed and Nawaz (2015) revealed that perceived organisational support was influenced mainly by supervisory support and other factors such as fairness, growth opportunities and colleague support.

As a result, since the supervisors serve as the organisation's representatives, perceived supervisor support effectively encourages employees' understanding of reciprocation. The employees of the organisation feel that the supervisors' actions are approved by senior management because they oversee and evaluate their subordinates' work (Li, Castano & Li, 2018).

Although the benefits of organisational support for other industries have been extensively studied, previous research did not explore organisational support within the aviation industry context (Satardien et al., 2018). Research has indicated the benefits of supervisory support, resulting in high job satisfaction and lower employee turnover intention (Heng et al., 2020). According to Potipiroon and Ford (2019), when employees experience adequate supervisory support, they are more likely to trust their supervisors

and be more dedicated to the organisation. For instance, the support leads to several desirable organisational outcomes, such as enhanced organisational commitment, job satisfaction, job performance and lower employee turnover intention (Kort, 2017). Furthermore, leadership support involves substantial assistance intended to enhance employees' well-being, such as assisting with work-related issues, showing interest in their skill development, and assisting with personal growth (Anjum & Muazzam, 2018). Additionally, Winarto and Chalidyanto (2020) opine that a good supervisor develops organisational goals, infuses a positive attitude and increases employee awareness of the importance of training. Ultimately, Winarto and Chalidyanto (2020) maintain that supervisors can provide employees with emotional and instrumental support that helps mitigate work-related demands.

In conclusion, the supervisors' overall responsibilities in the aviation industry include communicating the industry's needs, monitoring employee performance, offering direction and support, identifying areas that require improvement, and managing the mutually beneficial relationship between employees and the industry. According to Kuo, Su, and Chang (2015), employees respect supervisor support because they benefit in the same way the organisations benefit. A supportive supervisor provides guidance, assistance and feedback to employees, which leads to a positive employee perception of their jobs (Swanzy, 2020). Supervisors guide and give significant direction to employees to know their responsibilities and how to carry them out (Ndungu, 2017). Furthermore, employees get their supervisors' assistance, removing any hindrances that may obstruct them from performing their duties accurately. Moreover, supervisors provide valuable feedback that helps employees improve their work environment performance (Potipiroon & Ford, 2019). Employees' guidance, assistance and supervisor feedback significantly affect their job satisfaction and turnover intention (Van Zyl, Mathafena, & Ras, 2017).

Conversely, Veress and Gavreliuc (2018) suggest that employees are against supervisor support because of perceived injustice. In addition, a study by Karakas (2019) in the hospitality industry reveals that some employees are sceptical about their organisations' help because they do not trust the management. The lack of trust results from an absence of intercommunication between employees and management. The employees keep the information because they fear or worry about the supervisor's reaction (Swanzy, 2020). According to Singh and Malhotra (2015), the mistrust may be caused by organisational policies and supervisors' defensive behaviours that prevent employees from expressing themselves within organisations.

Veress and Gavreliuc (2018) mention that defensive behaviours include disciplining employees when they commit human errors. Nafei (2016) concurs that some employees are against the supervisors' support. For instance, in organisations with a lack of good leadership, the employees believe there is an inconsistency where most employees are aware of specific issues or risks and do not inform their supervisors (Liang & Wang, 2016). The employees fear the negative feedback to be given by their supervisors and decide to ignore the negative situations related to the business to remain within the organisation. Furthermore, when supervisors perceive that employees are generally lazy, employees fear losing their jobs (Karakas, 2019). The anxiety is caused by knowing there is a centralisation of the organisation's decision-making mechanism, which means the supervisor can discipline and expel employees (Nafei, 2016).

Employee perceptions of supervisory support can be strongly impacted by human resource management techniques such as employee empowerment, remuneration, training, and development, according to Malik et al. (2020). For instance, an organisation will benefit more if the managers show their staff support. These findings agree with those of Coetzee and Stoltz (2015), who claim that assisting employees' goals and plans are essential for retaining them. Mohamed and Ali's (2016) research revealed that perceived organisational support antecedents, including organisational rewards and working environments, significantly correlate with perceived supervisory support. Similarly, the study suggests that supervisory support can improve employee satisfaction by presenting a meaningful relationship between organisational support and job satisfaction.

However, when comparing perceived organisational support with perceived supervisory support, Shi and Gordon's (2019) findings indicate that perceived supervisory support could be a more critical factor than perceived organisational support in influencing employees' job satisfaction. In addition, the inefficiency of support by supervisors may lead to failure in achieving the organisation's strategic objectives (Potipiroon & Ford, 2019). Research shows those supervisors with empathy and acknowledges employee needs will produce enthusiastic employees (Winarto & Chalidyanto, 2020). The advantages of passionate employees will uphold the organisation's good reputation (Li, Castano & Li, 2018). A good reputation indicates employees' awareness of the organisation, good organisational values and satisfaction with the leadership.

ii. Organisational justice

Mushtaq et al. (2019) define organisational justice as treating people equally and with pride. Jahangiri et al. (2020) support Mushtaq et al.'s (2019) definition and assert that organisations are expected to treat all employees fairly and follow ethical principles. According to Jahangiri et al. (2020), organisational justice can refer to employees' apprehension of how management's actions and decisions are fair and affect their supervisors' perception. In addition, justice in an organisation promotes peace, respect and dignity among employees and management (Pirson, 2020).

According to earlier research, demonstrating justice and fairness repeatedly in resource allocation decisions has a significant cumulative impact on how employees perceive the organisation's commitment to their welfare (Rhoades & Eisenberger, 2002). Employees who admit that their organisations follow proper methods in allocating resources afterwards develop loyalty and stay with the organisation for a more extended period, according to Mushtaq et al. (2019). Cropanzano and Molina (2015) divide organisational justice into three categories procedural, distributive, and interactional. Employees' opinions about the propriety of management rules and techniques that control a process leading to decision outcomes. According to research, procedural justice is advantageous to organisations and employees organisations and employees, according to research (Cropanzano et al., 2015; Li et al., 2018; Mushtaq et al., 2019). Procedural fairness results in advantages like trust, job satisfaction, organisational commitment, and lower employee turnover, according to a study by Satardien et al. (2018). Veress and Gavreliuc (2018), who concluded that these advantages are the favourable results that improve perceived organisational support, provide support for this study. Satardien et al. (2018) articulate that the aviation industry should treat its employees fairly by ensuring equitable and just outcomes and processes.

According to Sebastian (2019), trust in managers revolves around the quality of the interpersonal relationship and the support managers offer employees. In addition, employees' trust in their managers has been revealed as essential for organisational processes and specific behavioural and attitudinal outputs such as job satisfaction and organisational commitment (Sebastian, 2019). Bhatt et al. (2017) suggest that human resource practices should be transparent and equitable so that employees remain committed, satisfied and willing to stay with the industry.

Previous studies have shown that employees assess their supervisors' and the organisations' overall justice and form a global judgment of their treatment (Cropanzano & Molina, 2015). For example, the fairness of the supervisor is assessed by considering how accommodating and supportive employees' growth and development are. Sebastian (2019) further suggests that when organisations practise justice in their cultural values, employees develop trust and loyalty towards their supervisors.

Employees who perceive a lack of procedural justice tend to develop counterproductive work behaviours such as tardiness, absenteeism, damaged morale, and communication breakdown (Kurtessis et al., 2017). These behaviours could result in job dissatisfaction and high staff turnover because of injustice in the workplace (Kundu & Lata, 2017). According to Karakas (2019), the behaviour could be developed because employees are afraid to communicate or engage supervisors as they will be judged as not attentive to instructions. Moreover, other issues could be outside of an employee's control, such as favouritism of certain employees, which leads to mistrust (Paustian-Underdahl, King, Rogelberg & Kulich, 2017). Supervisors and human resource managers should identify the root causes of counterproductive behaviours to prevent employees' negative perceptions of organisational and supervisor support (Malik et al., 2020).

Veress and Gavreliuc (2018) define distributive justice as the fairness of the results received by the employees through their interactions as a product of decisions, procedures or actions undertaken by employers following organisational policy. According to Bhatt et al. (2017), distributive justice is the perceived fairness of payment received, the ratio between employees' contributions, and compensation received relevant to others. A study by Mushtaq et al. (2019) found that when supervisors practice fair treatment, employees' ethical behaviour improves and encourages them to conduct business with integrity and honesty. Cropanzano and Molina (2015) view distributive justice as the perceived fairness of an allocation or how people judge what they receive.

The previous studies suggest that three rules can determine if outcomes are fair: equity, equality, and need (Kollmann, Stöckmann, Kensbock & Peschl, 2019). Equity allocations refer to paying employees based on their contributions (Cropanzano & Molina, 2015). For instance, the rewards on merit, such as the performance reward systems, would allocate percentages of salary increases (Ndungu, 2017). In this instance, employees should perceive fair and transparent distributive justice. No matter their contributions, all employees receive the same amount under an equality allocation (Sebastian, 2019). An

illustration would be to increase all employees' salaries by the same proportion (Mushtaq et al., 2019).

Sun et al. (2021) view distributive justice support as enhancing perceived organisational support and positively impacting fairness, job satisfaction, and supervisory support, leading to reduced turnover. Bhatt et al. (2017) highlight a correlation between employee rewards and distributive justice, leading to high job satisfaction. For this study, rewards refer to employees' financial and non-financial rewards and benefits. In addition, the fairness of an internally aligned compensation is judged in distributive justice (Bhatt et al., 2017).

According to Sun et al. (2021), employees who perceive higher fairness of procedures are more likely to feel satisfied and obliged to perform their roles by putting in the extra effort. Malik et al. (2020) assert that when employees experience higher perceptions of distributive justice in their organisation, they are compelled to be fair in how they perceive the supervisory support. Similarly, turnover intention decreases when employees perceive fairness and justice, which directly impacts employees' job satisfaction (Kundu & Lata, 2017). According to Cropanzano and Molina (2015), lower perceptions of distributive justice will likely cause employees to abandon and disengage themselves from their work roles. Aronsson, Theorell, Grape and Hammarström (2017) view that employee dissatisfaction may lead to burnout and resignations. Kundu and Lata (2017) highlight that if employees perceive their efforts and contributions as unjustified, their intention to stay in the organisation reduces.

According to Veress and Gavreliuc (2018) interactional justice demonstrates how employees see their supervisors as fair, sincere and having logic or logical rationale in their deeds (Potipiroon and Ford (2019). For example, supervisors exercise interactive justice by promoting employees based on merit, performance and experience. Similarly, interactive justice is how fairly treated an employee feels by the supervisor when policies and procedures are implemented (Sun, 2021). Cropanzano and Molina (2015) argue that employees perceive interactive justice through interpersonal fairness, of the dignity and respect supervisors treat employees.

The interactive justice component is a predictor of employees' job satisfaction, according to research by Fogaça, Coelho Junior, Paschoal, and Ferreira (2021). This premise is based on the social exchange theory, which emphasises a good working relationship between employees and managers. When they are treated fairly, employees respond

with effective dedication. Similarly, managers can emotionally and practically support staff members to lessen work difficulties (Potipiroon & Ford, 2019).

Kurtessis et al. (2017) revealed that interactional justice was significantly linked to perceived supervisor support and affective commitment support. Sun (2021) avers that employees feel treated with dignity and respect when supervisors explain organisational decisions. However, Potipiroon and Ford (2019) point out that supervisors' unprofessional behaviour, such as casting doubt on employees' judgement, might be interpreted as a breach of the interactional justice norms, which are the benchmarks for treating people with respect at work.

iii. Organisational Rewards

Black and Allen (2018) define an organisational reward as compensation to employees to thank or appreciate their achievements and effort. According to Ndungu (2017), every organisation needs a reward system that comprehensively addresses four main areas: compensation, benefits, recognition, and appreciation. Khalid and Nawab (2018) concur with Black and Allen (2018) that an organisational reward is a compensation given to employees to acknowledge their efforts and exhibit good behaviour. Pungnirund et al. (2020) assert that organisational support theory indicates that rewards can communicate employees' value, resulting in increased perceived organisational support. The researchers have demonstrated two types of rewards: intrinsic and extrinsic (Zhang et al., 2019). These intrinsic benefits include a sense of accomplishment, personal fulfilment from completing a task, learning a new skill, and feeling like a vital member of a team (Black & Allen, 2018).

On the other hand, extrinsic benefits are typically monetary or material prizes offered to employees, such as raises in pay, bonuses, honours, or time off for study (Khalid & Nawab, 2018). They are named extrinsic rewards because they are external to achieving the job itself and are given by management other than from within the employees (Malik, Baig & Manzoor, 2020). The previous studies indicate that intrinsic rewards contribute more to an employee's belief system or perception and are not controlled by external factors (Kamil & Nasurdin, 2015). External rewards are typically influenced by external factors, such as monetary compensation, bonuses and material objects (Yahya, Rashid & Ali, 2017). Various organisations use the organisational reward system, strategies and policies to manage rewards (Ndungu, 2017). Malik et al. (2020) opine that rewards and recognition programmes aligned with organisational values and objectives can influence

desired behavioural outcomes and play an essential role in contributing to low employee turnover. Hence, human resource management needs to define what type of organisational reward system would be appropriate for the organisation (Mitong-Mong, 2020).

According to Almaaitah, Harada and Sakdan (2017), the main objectives of the organisational reward system should be to retain talented employees, motivate them, and ensure that the effort and performance of employees meet the organisation's goals. Furthermore, the organisational reward system should significantly promote employee job satisfaction (Almaaitah et al., 2017). All employees and supervisors should understand the reward system because a fair reward system has a crucial role in sustaining a sound work environment that attracts and retains critical talents (Aronsson et al., 2017).

iv. Human resources practices

Human resources practices are processes and procedures that align the organisation's needs with employees' expectations (Rozsa, 2019). Numerous researchers discovered a relationship between effective human resource management practices, organisational support, and job satisfaction (Pungnirund, Techarattanased, and Mutakalin, 2020). Additionally, because it increases employees' favourable perceptions of the organisation and lowers turnover intention, investment in human resource practices is a crucial source of good organisational performance (Ndungu, 2017). The focus of human resource strategies that support organisational strategy is on producing favourable results (Pungnirund et al., 2020). Research shows that human resource practices are among the top predictors used to assess employees' organisational support and job satisfaction (Sareen, 2018). Similarly, putting human resource practises into effective practice raises people's abilities and skills and lowers their intention to leave their jobs (Kuehnl et al., 2019). Additionally, employees are more likely to remain loyal to the company.

b) The psychological outcomes of perceived organisational support

Malik et al. (2020) opine that if employees perceive that the organisation does not compensate for their skills, capabilities and experience, they will not attract accountable, cheerful and reliable employees. For example, if aviation employees realised better-paid opportunities in other industries, resignations would increase (Pandey, 2017). Conversely, adequately remunerated employees and awarded market-related benefits

are less inclined to look for another job and remain longer in the organisation's employ (Shi & Gordon, 2019). According to Bhatt et al. (2017), when human resources practitioners promote workplace values such as open and honest employee engagement between employees and supervisors, employees feel valued and go the extra mile to perform their job. Asimah (2018) indicates that employees' training, development, and upskilling add value to the organisation. As a result, human resource development makes employees feel valued and empowered, leading them to play a more significant role by contributing to the organisational objectives of the organisation (Rawashdeh, Elayan, Shamout, & Hamouche, 2022). Therefore, when employees are encouraged to engage with their supervisors in open communication, they feel secure in voicing their opinions and can be exposed to fresh ideas that add value to the organisation (Kundu & Lata, 2017).

c) *The behavioural outcomes of the perceived organisational support*

Satardien et al. (2018) reveal that if employees perceive that the organisation has a reputation for retrenchments and staff dismissals, they will resign. Additionally, talented candidates outside the organisation will reject the employment offers (Rawashdeh et al., 2022). Karakas (2019) identified another behavioural outcome concerning the lack of compliance in the working environment. The lack of compliance with labour legislation affects transparency, job security and job satisfaction and leads to turnover. Sun et al. (2021) established that all individual processes must be aligned for any business practice to improve job satisfaction and decrease employee turnover.

Supervisors should strive for transparency and easy access to information to promote job satisfaction (Van Zyl, 2017). Ndungu (2017) indicates that when there is a lack of information sharing, employees feel their efforts are not appreciated, leading to demotivation and a lack of productivity. Although research shows the psychological and behavioural outcomes of perceived organisational support concerning other industries, there was little or no evidence the researcher could find on how human resource management practices impact aviation (Barkhuizen, Welby-Cooke, Schutte & Stanz, 2014; Satardien et al., 2018).

3.1.3 Integration of the models of perceived organisational support

A merger of social exchange theory and organisational support theory is presented in this part as perceived organisational support models. This discussion must consider the theoretical linkages, results, and interdependencies between variables. These will be presented with the below-described proposed model. The model was created to highlight the linkages proposed by the organisational support model, and it is based on Rhoades and Eisenberger's (2002) Model. For this study, supervisor support, organisational fairness, organisational rewards, and human resource practices, similar to those addressed by Rhoades and Eisenberger (2002), are the perceived organisational support predecessors (2002). The integration of perceived organisational support models is shown in Figure.3.1.

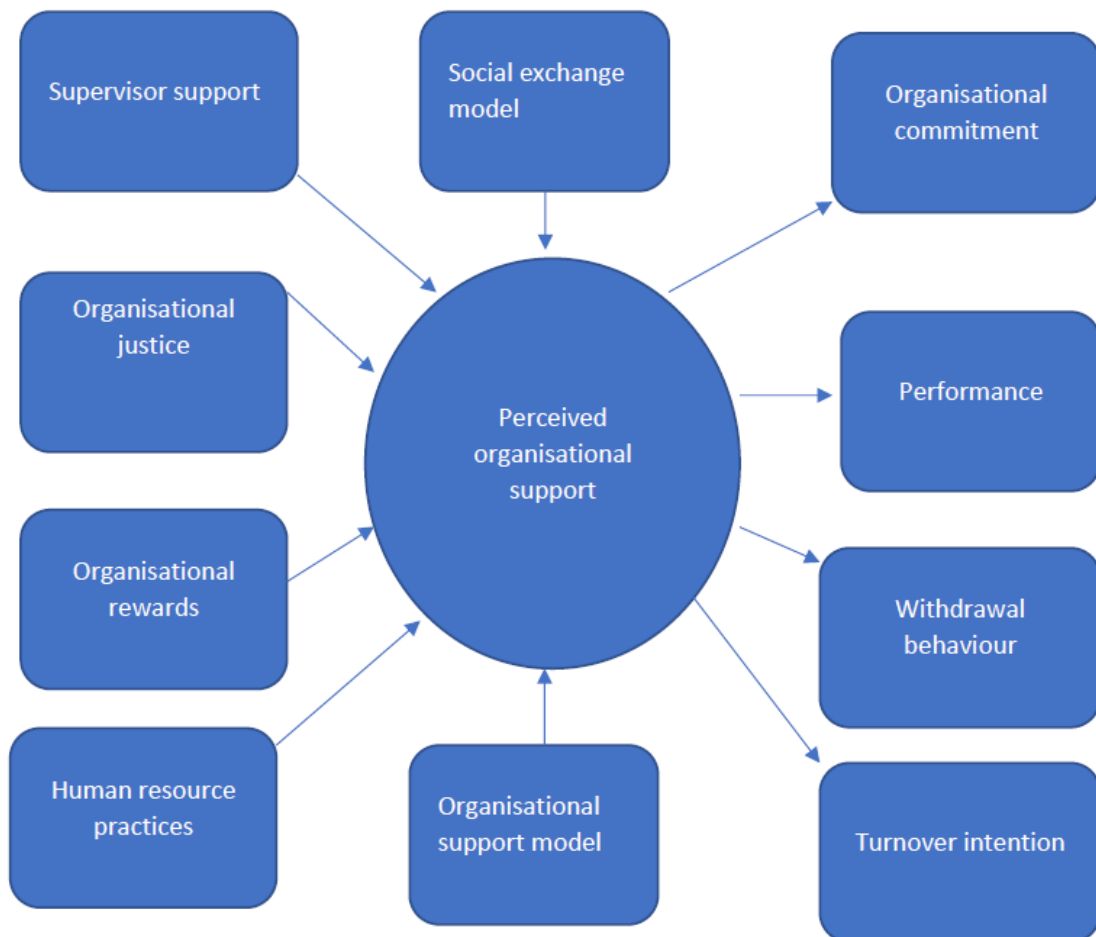


Figure 3.1 Integration of perceived organisational models (adapted from Baran, Shanock and Miller (2012))

The main emphasis of this study's context is the relationship dynamics between perceived organisational support, job satisfaction, and turnover intention. Figure 3.1

shows the integration of social exchange and organisational support models, which expresses these models' inter-relationships, benefits and consequences.

The integration of perceived organisational support models in Figure 3.1 indicates the precursors' inter-dependent to social exchange practice, implying that the organisation's positive justice perception will increase when the social exchange rule is implemented (Kundu & Lata, 2017). A study conducted by Almaaitah et al. (2017) in the health industry indicates that employees suffer from unfairness in organisational rewards and lack of supervisor support, which lead to dissatisfaction, discontent, and lack of commitment, thereby threatening their continuous stay in the health industry. Based on the reciprocity norm, employees who perceive fairness and whether the organisation rewards them adequately for their efforts; are willing to work harder and stay longer (Nwagwu, 2020). Therefore, the supervisor is viewed as an organisation's representative (Stoermer et al., 2018). Consequently, all the support and the care supervisors give employees is considered organisational support.

Figure 3.1 depicts that the same precursors discussed earlier play the same function in organisational support theory. For instance, the extent to which employees perceive support and positive working relations with supervisors will positively perceive organisational fairness (Swanzy, 2020). Additionally, employees perceive their supervisors as fair, respectful and competent (Mitonga-Moga, 2020). Moreover, employees feel obligated to perform well with commitment when they perceive organisational support (Odoardi, 2019). Additionally, perceived support assists in fulfilling socio-emotional needs such as self-esteem, approval, and affiliation, enhancing employee well-being. Similarly, perceived organisational support helps the management to determine the organisation's readiness and develop compensation strategies for employees' efforts (Chiekezie et al., 2017). However, the lack of support can result in employee withdrawal behaviour and increased employee turnover (Li et al., 2018; Karakas, 2019).

Another point presented in Figure 3.1 is the inter-relationship between the perceived organisational support models and the benefits manifested. According to Nahar et al. (2017), being appreciated for a job well done creates a change in job satisfaction. Therefore, organisations should implement a reciprocity system to maintain a high level of satisfaction (Shen, Benson, 2016). In addition, Figure. 3.1 depicts the main consequences of perceived organisational support, which indicates that there could be positive outcomes when there are positive social interaction systems. However, if there

is an opposing system, the signs of withdrawal behaviours show up (Vitali, de Pires, Forte, & Farias, 2020).

The literature provided evidence regarding relationships relevant to perceived organisational support and other related variables (Potipiroon & Ford, 2019). For instance, the supervisor's contribution supports the reciprocation of perceived organisational support, enhancing job satisfaction. Subsequently, the perceived organisational support and positive exchange practices decrease employee turnover intention (Li et al., 2018).

Studies have shown that perceived organisational support, job satisfaction, and intention to leave the company are significantly correlated across a range of industries, including healthcare, telecommunications, hotels, and the automotive industry (Yahya et al., 2017; Mohamed & Ali, 2016; Kuo et al., 2015). However, additional research is required to understand how these factors relate to one another in the aviation industry (Mihaela, 2013; Barkhuizen, 2014; Satardien et al., 2018). According to earlier scholars, the employer-employee relationship involves the exchange of impersonal resources like money, services, information, and socio-emotional resources (Shi & Gordon, 2019).

Social and emotional resources, such as supervisor approval, employee respect, and supervisor support, help employees stay with an organisation longer and feel more supported by it (Eisenberger et al., 1986; Kurtessis et al., 2017). According to Ndungu (2017), employee expectations, job satisfaction, rewards, and retention correlate with perceived organisational support. Similarly, to this, anticipated benefits encourage workers to stay company longer. Shi and Gordon (2019) agree that a reward does not have to be tangible. It might be a declaration of support for the initiative, which would increase staff enthusiasm to achieve the organisation's objectives (Bawa, 2019).

3.1.4 Variables influencing perceived organisational support

The following pertinent factors will be examined as antecedents of perceived organisational support:

3.1.4.1 Age

Carleton and Clain (2012) revealed that younger employees perceive that the organisation do not support their career development endeavours, which heightens their

intention to leave. In a study by Kollmann et al. (2019), young adult employees feel that the management does not consider their interests. According to Potipiroon and Ford (2019), older employees are considered more valuable because mature employees are associated with more knowledge of the organisation and more established ties with other organisational members.

3.1.4.2 *Gender*

Female subordinates believe that female supervisors offer less support than male subordinates in environments where perceived gender imbalance is higher, according to research by Paustian-Underdahl et al. (2017). According to a study by Warshawski et al. (2019), women placed organisational support, cooperation, and commitment substantially higher on their priority lists than men. In addition, Ateş and Ünal (2021) discovered that satisfying the demands and requirements of instructors in light of their differences, such as age and gender, can increase their perception of organisational support.

According to a study by Fiset and Saffie-Robertson (2020) conducted in higher education institutions, men are more likely than women to negotiate the terms of their initial academic appointment offer. According to a study by Fiset et al. (2020), women are less likely than males to negotiate specifics of their job offers. According to Paustian-Underdahl et al. (2017), female employees who receive psychosocial mentorship and support are more likely to express greater job satisfaction and contentment with their career path.

3.1.4.3 *Employment level*

Shi and Gordon (2019) showed that middle-level management positions receive lower organisational support than lower-level employees. A study conducted in a higher-learning institution showed that part-time faculty members are less likely to feel supported (Culver, Young, & Barnhardt, 2020). On the other hand, Chan, Ming, and Wong (2021) discovered a smaller correlation between employment level and felt organisational support. There is a dearth of research on how employment level may affect perceived organisational support, particularly in the South African context.

3.1.4.4 *Education level*

According to Ndungu's (2017) research, those with higher education levels have the highest employment rates. Similarly, those with less education are more likely to experience unemployment (Stankovska, Angelkoska, & Osmani, 2017). Limited information on how education level may influence perceived organisational support in the South African aviation industry context is available.

3.1.4.5 *Tenure*

According to a study by Vitali, de Pires, Forte, and Farias (2020), tenure and perceived organisational support may be related. Additionally, according to Culver et al. (2020), employees just starting out in positions or careers with a particular organisation tend to be more enthusiastic and upbeat about their work. Additionally, young workers do not want to miss out on prospects for job advancement like study support and training and development provided by the company (Vitali et al., 2020). There has not been much research on how tenure may affect how an organisation is considered to support an employee, particularly in the South African aviation industry context.

3.1.5 Implications for turnover intention

According to a study by Satardien et al. (2018), workers in the aviation industry are more likely to have strong intentions to quit when they do not feel like they are receiving support from their employer. It is important to remember that managers must treat employees with respect and care; otherwise, there will be a drop in staff morale, loyalty, attitudes, and discipline (Bawa, 2019). Additionally, when the employees leave, the organisation will lose the knowledge, skills, experience, corporate memory, and culture that has been built. Moreover, this also implies that the organisation loses the revenue that could have been earned, often resulting in losses of qualified employees' invaluable intangible assets (Rozsa et al., 2019). According to Al Kurdi et al. (2020), satisfied employees who usually have positive feelings of being accepted and invited to express their thoughts and feelings and are treated with courtesy by their supervisors tend to stay longer than unhappy employees.

The present study examined how perceived organisational support relates to various demographic groups. Employees who feel high levels of organisational support would therefore indicate fewer plans to leave their jobs.

3.2 JOB SATISFACTION

This section will conceptualise job satisfaction and focus on determining how job satisfaction is perceived among aviation employees in the South African aviation industry. The job satisfaction underlying theories will be deliberated. In addition, the precursors and implications of job satisfaction will be addressed. The factors that could affect job satisfaction will next be covered.

3.2.1 Conceptualisation

The job satisfaction concept was coined by Ewin Locke (1969). Locke (1969) defines this concept as the employee's satisfying emotional mood resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values.

Job satisfaction culminates in employees' attitudes and sentiments toward their work. According to Stankovska et al. (2017), a person's job satisfaction may be impacted by personal, social, cultural, financial, and environmental aspects. Additionally, according to Tănăsescu and Leon (2019), job satisfaction measures how committed employees are to the business and how well they feel treated at work. If employees have a high degree of job satisfaction, they are more likely to want to stay with the organisation.

Masa'deh, Yassin, Shatnawi, and Obeidat (2018) define satisfaction as a general opinion of one's work or a group of connected attitudes toward various aspects of the workplace. According to Herzberg (2015), employees may feel satisfied with or unsatisfied with their occupations depending on how they feel about their jobs and aspects of the workplace. According to Vroom's (1964) definition, which is used for this study, job satisfaction is an emotional orientation of employees toward the function they play in the organisation.

Although there is strong evidence linking job satisfaction to turnover intention, several studies found no association between job satisfaction and some withdrawal behaviours associated with turnover intention, such as absenteeism (Zaidi, Rehman, & Ashiq, 2021). For example, Chiekezie et al. (2017) found that organisational culture is an essential element that highly influences employee job satisfaction and turnover intention. Some researchers identified factors influencing job satisfaction, such as personal, social, environmental, and financial (Stankovska et al., 2017; Yassin, Shatnawi & Obeidat, 2018). Additionally, according to Kollman, Stockmann, Kensbock and Peschl (2019), job

satisfaction starts at a moderate age level, declines during the early years before retirement, and increases as employees age. According to Zaidi, Rehman, and Ashiq (2021), job satisfaction is experienced at all age levels due to various employee needs.

Lower turnover and greater perceived organisational support are made possible by job satisfaction. High employee satisfaction makes a productive workplace and increased performance possible (Fogaça, Coelho, Paschoal, & Torres, 2021). Employees who are more satisfied with their jobs are more productive and less likely to leave. Additionally, according to Fogaça et al. (2021), contented workers are more likely to be happier at work and less likely to look for other employment.

The best employees are drawn to companies with excellent business reputations enhanced by contented employees. The current study will discuss the components of general satisfaction, intrinsic and extrinsic motivators, and job satisfaction. Raihan (2020) lists tasks, autonomy, skill application, fulfilment, and self-growth as intrinsic motivators. The degree of employee satisfaction is correlated with these motivators.

In the South African aviation industry, factors like remuneration, advancement, job stability, and accomplishment are linked to intrinsic motivation (Zaman, Phulpoto, & Sahir, 2018). Hygiene considerations, also known as extrinsic motivators, include compensation, the working environment, and corporate regulations and procedures (Zaman et al., 2018). Poor pay and supervisor support are major determinants of employees' discontent at work in the South African aviation industry, according to Raihan (2020). The third aspect, general satisfaction factors, will be further examined in this study. These include employee advancement, moral beliefs and activities, company rules, employment security, opportunities for growth, and work ethics.

3.2.2 Theoretical models

According to Zaidi et al. (2021), occupational satisfaction is intricate and multifaceted. As a result, different beliefs about job satisfaction are grouped into content theories. This study will address the following content theories pertinent to the aviation industry: Herzberg's (1959) two-factor theory and Maslow's (1943) hierarchy of needs theory. Specific The content theories highlight specific elements that drive employees into a job; highlighted the content theories regard job satisfaction as a critical factor for human resource practitioners influencing employee turnover (Sareen, 2018).

The content theory is a subcategory of motivational theories that attempt to define what motivates employees. According to Thiagaraj and Thangaswamy (2017), content theories of motivation often explain a needs system that encourages employees' actions. The content theory is based on Maslow's (1943) and Herzberg's (1959) approaches which are discussed in the following subsection.

3.2.2.1 Maslow's hierarchy of needs

Maslow (1943) created the hierarchy of needs hypothesis. Maslow (1943a, 1943b, 1954a, 1954b, 1970) developed a five-tier model that is sometimes represented as levels of a pyramid that are hierarchical. The hierarchy of needs paradigm has significantly contributed to our comprehension of human motivation and personal growth (Nwagwu, 2020). Maslow (1943) had an idea that, generally, everyone has needs and that these needs account for employees' behaviours and responses.

The viewpoint suggests that human needs drive their behaviour (Alborz, 2017). One way to think of motivation is as the willpower that propels people to achieve their individual and group goals (Abulof, 2017). Maslow (1987) proposes that people have increasing requirements, which are covered in the following section. Therefore, knowledge and application of Maslow's (1943) hierarchy of needs are thought universal. Physiological needs refer to basic needs, including essential bodily functions necessary for life, for example, food, water, shelter, oxygen, and sleep (Alborz, 2017).

According to Maslow (1987), the more fundamental or essential a need is thought to be, the more likely the management will need to address it by taking the necessary steps. Furthermore, an employee's activities are motivated by the conditions they encounter (Alborz, 2017). As a result, if these needs are not met, employees cannot perform at their best (Satardien Jano & Mahembe, 2018).

Safety needs include protection, security, law and order, stability, and protection from injury (Alborz, 2017). According to the ICAO (2016) report, safety has become vital for the aviation industry. As a result, each organisation is expected to ensure its safe environment is aligned with the Global Aviation Safety Plan. Additionally, ICAO seeks to ensure the delivery of structured and extensive air navigation services through globally planned initiatives as defined in the Global Air Navigation Plan (ICAO, 2016).

Social needs include giving and receiving affection; and showing care (Abulof, 2017). Most aviation employees intend to perform their jobs well; therefore, when the supervisors do not appreciate or do not recognise their work, feelings of being unappreciated will start to arise. If their work is being done correctly, they must be told (Nwagwu, 2020). If this type of communication does not occur, the employee might consider leaving the organisation.

Self-esteem, success, supervisor approval, independence, status, domination, prestige, and managerial accountability are all esteem aspects (Kurtessis et al., 2017). Employees want to feel valued, as they belong to the company, and that they can interact with others. Employees' self-actualizations include reaching their full potential in the workplace, finding self-fulfilment, and seeking out peak experiences (Nwagwu, 2020). Employees in the aviation business who receive assistance from their managers in the form of career development and training are encouraged to improve their sense of self-actualisation and feel pleased to work in the industry.

Maslow (1987) said that while most employees will focus on the most fundamental wants, the hierarchy of needs is not established. People consciously or unconsciously focus on higher-order demands when their requirements are met. Additionally, according to Maslow (1943), all people have a hierarchy of needs that ranges from the most fundamental need for survival to more aspirational and psychological demands for self-worth and well-being. Aviation employees would be found at all levels because their needs differ (Alborz, 2017). Maslow (1987) opines that employees' level in the need hierarchy determines their priorities in the working environment. If employees have not fulfilled basic requirements such as salary, breaks to eat food, a comfortable working environment, and safety, it becomes a challenge to be satisfied. Therefore, motivation for anyone would vary depending on where the employee is in the hierarchy.

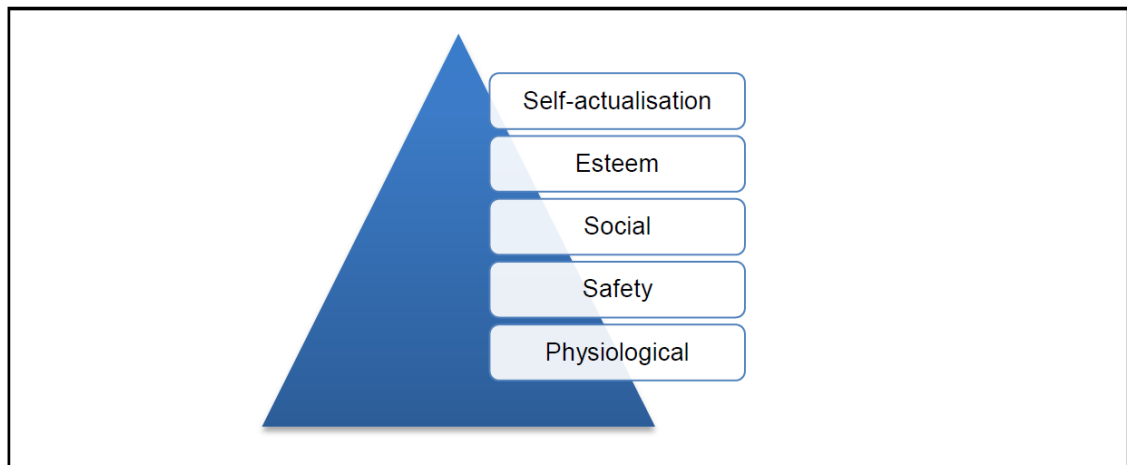


Figure 3.2.: Maslow's hierarchy of needs (adapted from Poston, 2009:348)

The most prevalent tactic aviation management should utilise to inspire workers is to continue to meet their demands. Aviation organisations should provide secure working environments per the International Civil Aviation Organization Standards and Recommended Practices (ICAO SARPs) (ICAO, 2017). These standards emphasise the organisation's safety, security, efficiency, and environmental protection. In addition, regarding social needs, the industry advocates for a good relationship between managers and employees and considers employee value propositions. The industry is built on a culture of trust and mutual respect—moreover, the industry advocates for employees' esteem needs (Mihaela, 2020). A performance management system is aligned with a high-performance culture and recognises employees' input. If all the other necessities are primarily satisfied, employees are encouraged to spend their skills to their best (ICAO, 2017). The aviation industry provides developmental opportunities to employees that emphasise innovation and growth.

3.2.2.2 Herzberg's two-factor theory

Zaidi, Rehman and Ashiq (2021) define motivation as the inner drive that pushes employees to act or perform. Researchers such as Almaaitah et al. (2017) and Zaidi et al. (2021) associate job satisfaction with career development, organisational success, competitive learning workplace, personal skills, and monetary value. According to Stankovska et al. (2017), there are various ways to measure job satisfaction. It could be estimated in cognitive, affective and behavioural components. Similarly, job satisfaction can be measured by workers' contentment with their job, the environment or the supervision (Stankovska et al., 2017).

According to Pablo, Barrón, Angel, and Callejo (2019), satisfaction has two intrinsic and extrinsic aspects. For instance, self-efficacy among workers is a fundamental element that supports their well-being and sense of fulfilment. Employees are both inward extrinsically fulfilled when employers recognise their contributions and are concerned for their welfare (Yalamarthi, 2020). Respect toward employees and earned status are extrinsic factors that play an essential role in employee satisfaction (Zaidi et al., 2021). Moreover, intrinsic motivation signifies a person's state of mind, character and psychological influences (Zaman, Phulpoto, Sahir & Imran, 2018).

According to Steinbauer, Renn, Chen, and Rhew (2018), intrinsic motivation encompasses seeking out and engaging in challenging and internally rewarding activities without the prospect of any external reward. According to a study by Zaidi et al. in 2021 at the university libraries in Lahore, intrinsic rewards, such as acknowledging the dedication and hard work, fostering professional growth, and instilling a feeling of responsibility, decrease the likelihood of employee turnover.

Extrinsic motivation describes how a worker is impacted from without (Yalamarthi, 2020). For instance, how co-workers interact at the workplace affects how employees view their employment (Pablo et al., 2019). On the other hand, employees who are extrinsically motivated receive an external reward, claims Ndungu (2017). The preceding statement implies that the employees are getting something in return, such as money (Pablo et al., 2019). Moreover, the researchers identified the main factors of job satisfaction as financial benefits, working environment, organisational support, work itself, and appreciation (Steinbauer et al., 2018). According to Zaman (2018), the retention policy was identified as one of the approaches to enhancing employees. The underlying models and theories of job satisfaction are discussed in the next section: These include, including) hierarchy of needs and Herzberg's (1959).

Herzberg (1959) attempted to improve Maslow's (1943) hierarchy of needs to the two-factor theory of motivation. According to Herzberg (1959), employees must assess their feelings about their jobs, whether they feel good or bad. This theory was developed to monitor the dimensions of job satisfaction: hygiene and motivation. Herzberg (1959) defines hygiene factors as organisational policies, supervisors, salary, fringe benefits, interpersonal relations, and physical working conditions.

Alshmemri, Shahwan-Akl and Maude (2017) suggest that although hygiene issues are not the primary sources of satisfaction, the industry should still consider these issues to create a sound environment that will enable job satisfaction for employees. The domain will lead to satisfied, motivated and willing employees staying longer (Ndungu, 2017). Employee turnover has become a significant challenge within the aviation industry which necessitates that leaders focus on human resource practices such as retention policies, training of supervisors, fair compensation, and working conditions (Singh, 2019). These practices will keep aviation employees motivated and positive toward work when they are implemented.

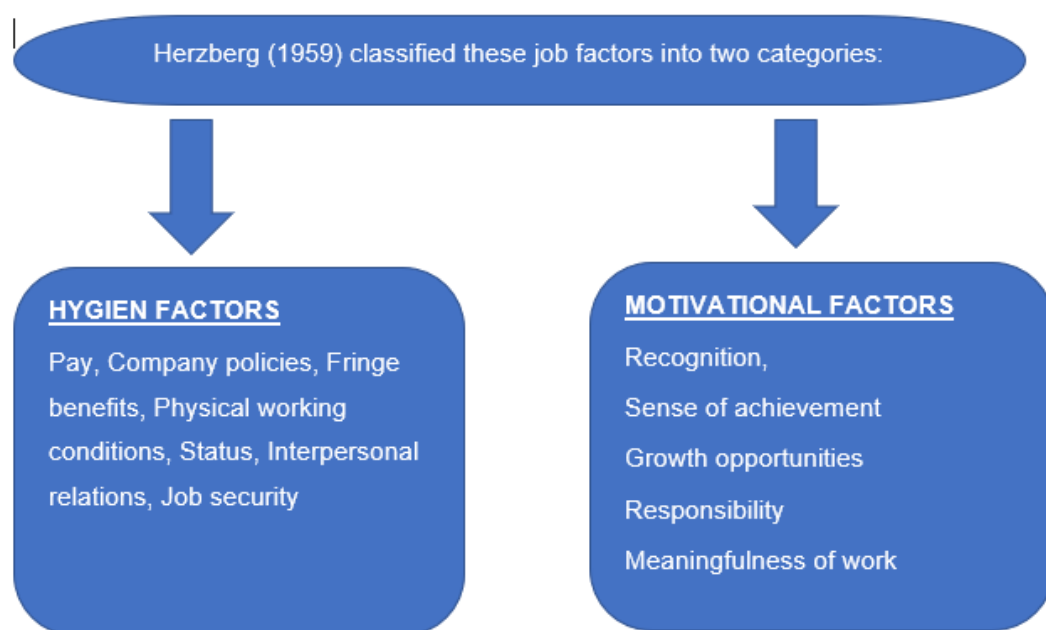


Figure 3.3: Herzberg's two-factor theory of motivation (adapted from Alshmemri, Shahwan-Akl, & Maude, 2017)

According to Alshmemri, Shahwan-Akl, and Maude (2017), maintenance factors—also known as hygiene factors—do not inspire workers if their needs are not sufficiently satisfied. A frustrated worker cannot be encouraged, either. Therefore, before providing staff with incentives, airline management needs to consider hygiene issues.

In aviation, some managers express appreciation when staff members accomplish a task or deliver excellent work. Aviation managers and supervisors should be trained in acknowledging and recognising hard and diligent workers. In addition, aviation leaders should be encouraged to recognise employees who achieved specific organisational objectives and those involved in innovation. The lack of career development prevents

employees from learning new skills and techniques and enhancing professional knowledge.

Employees in the aviation industry ought to have autonomy over their decisions. Additionally, it is the responsibility of human resource professionals and staff to guarantee that job activities' content and assignments positively impact employees (Satardien et al., 2018). Additionally, the type of job done can impact the satisfaction or dissatisfaction of employees in the workplace. The crucial theories have relevance in the context of the job.

3.2.3 Integration models of job satisfaction

This section integrates job satisfaction theories: Maslow's (1943) hierarchy of needs and Herzberg's (1959) two-factor theory. The theoretical interdependencies between motivational theories and outcomes will be discussed. These factors will be presented using the model based on Nel, Botha, and Chinyamurindi (2017). The model in Figure 3.4 shows the content and process theories.

Content theories emphasise the employees' wants and pinpoint the demands that drive them to behave a certain way. In this study, the content theories would be Herzberg's (1959) two-factor theory and Maslow's (1954) hierarchy of needs. The focus of process theory is on the causes of behaviour initiation. The process theory model is shown in Figure 3.4.

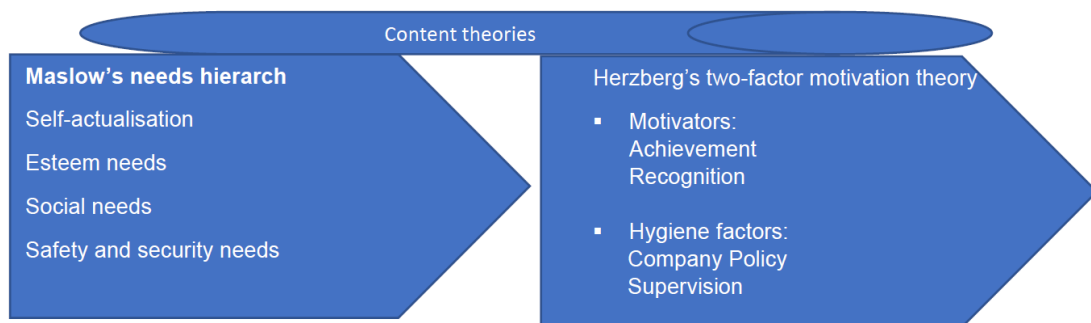


Figure 3.4: Integration of job satisfaction models (adapted from Nel, Botha & Chinyamurindi, 2017)

Human resource managers can apply motivational theories to inspire staff members in the aviation industry, as shown in Figure 3.4. Nel et al. (2017) assert that motivating

employees is one of the most significant managerial responsibilities. The prior strategies are still applicable today. The needs and perspectives of employees in the twenty-first century are influenced by changes in the workforce and working methods, procedures, and principles (Alborz, 2017). These include a concentration on aviation technology, virtual work settings, and performance management procedures (Bhatt et al., 2017).

Maslow's (1954) hierarchy of needs theory emphasises various psychological components in charge of behaviour intended to meet the requirements of employees, as seen in Figure 3.4. According to Nel et al. (2021), motivation is what drives employees to select a particular job, remain there, and put in their best effort. Additionally, leadership, the capacity to incite subordinates to work voluntarily and enthusiastically toward achieving organisational goals, cannot be divorced from motivation.

According to Lazenby (2020), an essential part of motivating employees is to be a motivated supervisor because enthusiasm is contagious. If employees see that their supervisors are enthusiastic about their job, they are more likely to be passionate. The model demonstrates that when employees are motivated to achieve a goal and are treated fairly by the management, they become loyal and remain longer with the organisation.

The relationship between Maslow's (1954) hierarchy of needs and Herzberg's (1959) theory is seen in Figure 3.4. Hygiene factors correspond to lower-level needs, whereas motivators correspond to higher-level wants. The relationship between these two hypotheses is depicted in Figure 3.4. Some managers in the aviation business think that providing employees with fair treatment, comfortable working conditions, above-average pay, and exceptional fringe benefits can encourage them (Shi, Gordon, 2019). These factors are, without a doubt, crucial. However, they rarely boost productivity because they do not help employees appreciate their jobs (Herzberg, 1959).

Leaders in the aviation industry must try to determine what rewards their employees require. Additionally, they must objectively assess employee skill levels and provide them with the best resources possible to enable them to succeed (Rahayu et al., 2019). Therefore, when motivating their workforce, managers must consider the significance of these theories.

As shown in Figure 3.3, this study employed Herzberg's two-factor theory paradigm. In this study, job satisfaction is defined as an emotional orientation of employees toward

their role in the organisation (Vroom, 1964). In this section, the idea of occupational satisfaction was developed. The following part will cover the theoretical frameworks and theories.

3.2.4 Variables influencing job satisfaction

3.2.4.1 Age

Previous studies demonstrated that elderly workers are more satisfied with their jobs than younger people (Temesgen, Aycheh & Leshargie, 2018). Additionally, supervisors anticipate older employees to have better levels of job satisfaction and dedication than younger employees, according to Abate and Schaefer's (2018) research. In a sample of managers, Olatunde and Odusanya (2015) they discovered that age was associated with job satisfaction and mental health. According to Temesgen et al. (2018), total job satisfaction is correlated with age and rises with experience. Son, Park, and Bae (2018) discovered no correlation between age and job satisfaction.

3.2.4.2 Gender

Researchers indicated that women have higher job satisfaction than men (Carvajal, Popovici & Hardigan, 2018). In addition, Asgari, Rad and Chinaveh (2017) showed that female employees demonstrated higher job satisfaction levels than their male counterparts. Similar findings were made by Lundberg and Stearns (2019), who discovered that while men's job satisfaction has remained stable over the previous few years, women's job satisfaction has dramatically decreased. A study by Webber and Rogers (2018) found some similarities between female and male employees in job satisfaction.

However, there were no appreciable differences in job satisfaction across the sexes in a study conducted by Carvajal, Popovici, and Hardigan (2018). Additionally, a discrepancy between gender and job satisfaction was discovered by Ogedengbe, Adelekun, Eyengho, and Ogunleye (2018). Similarly, Galbraith, Fry, and Garrison (2016) discovered that male employees report higher levels of job satisfaction than female employees.

3.2.4.3 *Employment Level*

Previous researchers showed that employment level influences job satisfaction (Abdolshah, Khatibi & Moghimi, 2018). As such, supervisors and senior executives tend to experience high job satisfaction. In addition, Abdolshah et al. (2018) found that job satisfaction and employment level are predictors of employee turnover intention. Research shows that to reduce the number of employees leaving employment, supervisors should also address the issue of improving the job satisfaction and organisational support of lower-level employees. In addition, Nahar et al. (2017) found that improving training and development may positively influence the retention of employees at all levels. Likewise, Mohamed and Ali (2016) found that work pressures and employee attitudes towards jobs significantly affect job satisfaction, irrespective of employee level.

3.2.4.4 *Education*

Previous researchers showed that education level significantly affects employees' job satisfaction (Ateş and Ünal (2021). Researchers show that education positively affects satisfaction with organisational decision-making (Cuadrado et al., 2021). D'Angelo, Coggon and Harris (2016) found that when supervisors care for employees' welfare and good values, educated employees tend to remain and become loyal to the organisation. In contrast, Yao and Curseu (2019) found no relationship between education level and job satisfaction. In addition, higher education does not guarantee job satisfaction. Similarly, the literature indicates a negative relationship between educated employees and the work environment, leading to decreased job satisfaction (Zaidi, Rehman, & Ashiq, 2021).

3.2.4.5 *Tenure*

Researchers found that tenure has much strong relationship with job satisfaction (Ok and Park (2018). In addition, long-tenured aviation employees portray more significant employment fulfilment and job satisfaction (Arinicheva et al., 2020). Researchers show that long-tenured workers exhibit more patent talent and skills than their short-tenured peers (Meyer & Meijers, 2017). Similarly, long-tenured employees will likely be satisfied with pay, working conditions, promotion, and colleague relationships. Moreover, while tenure increases, they become more autonomous and get pleasure in doing their jobs.

However, research shows that less-tenured employees may be dissatisfied with their job due lack of organisational support (Abate & Schaefer (2018).

3.2.5 Implications for employee turnover intention

The construct of job satisfaction is a performance measure or an attitude that can be enhanced through organisational and supervisor support (Mitonga-Monga, 2020). Supervisors can manage turnover intention behaviour which deals with withdrawal symptoms, and in turn, form retention strategies which will improve job satisfaction (Maan, Abid, Butt, Ashfaq & Ahmed, 2020). A study by Kamal and Lukman (2017) found that job satisfaction is a crucial precursor for turnover intention. In addition, Shi and Gordon (2019) show that job satisfaction is positively associated with turnover intention and employee turnover. Therefore, assessing job satisfaction is essential for practitioners to evaluate turnover intention and design interventions to promote successful employee retention strategies (Maan, Abid, Butt, Ashfaq & Ahmed, 2020).

3.3 THEORETICAL INTEGRATION OF PERCEIVED ORGANISATIONAL SUPPORT, JOB SATISFACTION AND TURNOVER INTENTION

This section discusses a conceptual overview of the relationship between perceived organisational support, job satisfaction and turnover intention. These constructs are presented using the model shown in Figure 3.5.

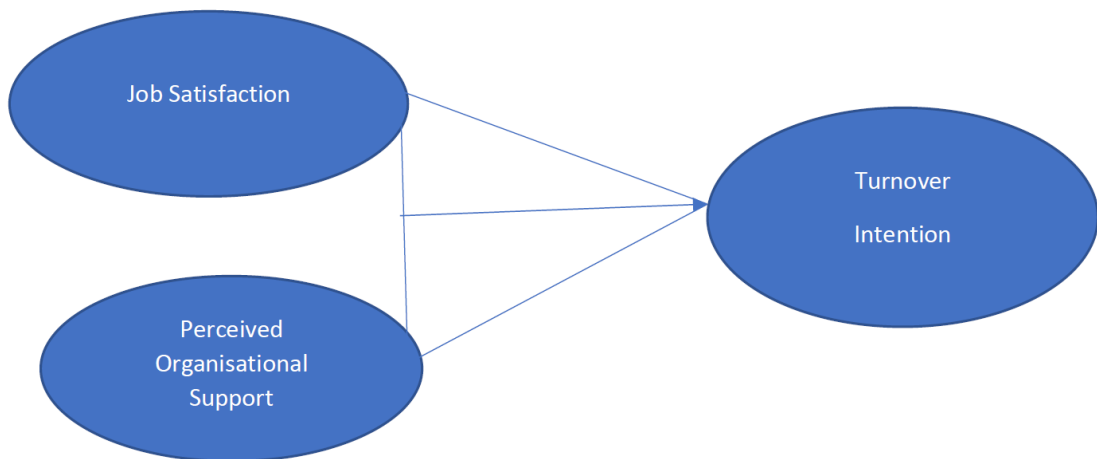


Figure 3.5: Integration of perceived organisational support, job satisfaction and turnover intention (adapted from Baran Shanock and Miller, 2012)

Retaining organisational membership gives employees a clear chance to express gratitude for what they perceive to be organisational support. Additionally, the reduced withdrawal behaviour is brought on by the enhanced satisfaction from the perceived organisational support (Chalidyanto & Winarto, 2020). These impressions are likely to give rise to sentiments of ambiguous obligations. People are more likely to express higher levels of satisfaction and a strong desire to stay with the organisation because they appreciate the norm of reciprocity.

The intention to leave results from job satisfaction (Stankovska et al., 2017). Additionally, studies have confirmed the link between perceived organisational support and job satisfaction in the context of turnover (Chun Chiat & Aisyah Panatik (2019). It was discovered that workers with a strong sense of loyalty to their company and a sense of support from the company are less likely to consider leaving than workers with neither of these views.

Veress and Gavreliuc (2018) discovered that commitment and satisfaction mediated the association between perceived organisational support and turnover intention, with the path through commitment accounting for most of the relationship. Fair practices are said for employees to stay with a company even more than fair pay, according to Mushtaq, Ellahi, and Khan (2019). Employees expect to be treated fairly throughout their employment since fair compensation from employers shows that they regard them and are concerned about their welfare. Employees use this to strengthen their ties to the company (Eisenberger et al., 1986). In the end, their desire to stay with the organisation grows as well. According to Veress and Gavreliuc (2018), businesses should actively work to keep employees by matching their knowledge, abilities, attitudes, career needs, and values to the demands of the position, offering emotional support and care, as well as possibilities for further learning and development. They contend that in order to reduce the likelihood of turnover, both intrinsic and extrinsic job motivation factors must be compatible with employees' individual demands.

According to prior studies, job satisfaction strongly influences the intention to leave a job (Abate and Schaefer) (2018). Job satisfaction is an emotional state that adheres to one's internal value system (Biaison, Afrin Anny, Adanse, & Hoque, 2020). Additionally, it is a perception of organisational support brought on by the appraisal of attributes (Swanzy, 2020). Opportunities for advancement, security, pay, good organisation and management, supervision and supervisors, intrinsic parts of work, working conditions,

social aspects of work, communication, and other benefit packages all affect job satisfaction (Biaison et al., 2020).

The amount of satisfaction increases with how many components of the task are done according to the person's preferences and vice versa. The migration of labour away from the organisation is one interpretation of turnover. The absolute fact that an organisation must deal with a result of turnover is that numerous employees will depart the company at a specific time. Employee evaluations regarding the continuation of relationships with the organisation that were not realised are to blame for the desire of employees to depart. There are several reasons a person quits their job, one of which can be that their current working conditions fall short of their expectations.

The variable that most closely resembles an employee's actual behaviour is their intention to leave (Fogaça et al., 2021). The primary predictor of a person's actual behaviour is their intention to engage in or refrain from engaging in certain behaviours (Winarto & Chalidyanto, 2020). Experts believe that a person's intention can predict their behaviour based on this belief. According to Rozsa, Formánek, and Maák (2019), turnover occurs when personnel leave the company and need to be replaced.

According to Anjum and Muazzam (2018), turnover is the cessation of people joining an organisation along with the supply of financial benefits by the organisation in question. According to Rozsa, Formánek, and Maák (2019), the tendency or intention of employees to leave their positions freely at their own choosing is known as turnover intention.

Factors that influence the likelihood of intention are the following:

- Individual factors consisting of organisational support, job satisfaction, commitment to the organisation, and feelings towards work,
- Additionally, according to Erdogan, Doan, and Akmak (2020), structural determinants which include autonomy, fairness, job pressure, compensation, advancement, work routine, and social support;
- In addition, environmental variables, such as work opportunities and kinship obligations to the environment.

According to the main hypothesis of this study, there is a statistically significant correlation between perceived organisational support, job satisfaction, and intention to

leave one's employment. Furthermore, the perceptions of organisational support, job satisfaction, and intention to leave varied statistically and noticeably among people of different tenure groups.

Mushtaq, Ellahi, and Khan (2019) claim that frequent thoughts and plans to quit an organisation set off a cognitive process that is then reinforced by significant internal organisational variables, like a lack of organisational support, that ultimately lead to the decision to leave the organisation.

The analysis of the literature found that leaving an organisation evolves in stages. Therefore, managers must keep an eye on workers' withdrawal behaviours (Malik, Baig, Manzoor, 2020). The stages, according to Satardien et al. (2018), are as follows: The employee initially considers leaving the company. The employee then actively looks for work elsewhere, and finally, the employee leaves the company. The literature review provided numerous support programmes that may be implemented to prevent turnover intention, such as employee wellness, health and safety, and employee recognition strategies (Karakas, 2020; Satardien et al., 2018). In addition, given the possible impact of supervisor support, organisations must foster behaviours and systems that discourage employee turnover. The literature shows that employees who are pleased with their supervisor's endorsement in terms of pay, career advancement, and acquisition of new skills respond favourably to retention measures (Rozsa et al., 2019). Also, the retention of experienced supervisors shows that they successfully lift employees' morale to enable harmony and engagement within the work environment (Kamal & Lukman, 2017).

Job satisfaction is crucial for employee turnover intention. Supervisors, for instance, have some power over the workplace and can affect employees' intentions to leave by putting job satisfaction and turnover tactics into practice (Khalid & 2018). According to DeMotta, Gonzales, and Lawson (2019), turnover tactics should make sure that employees love their working environment, in addition to improving salary and benefits. Furthermore, as was previously mentioned, remuneration alone is not an incentive.

As a result, the aviation industry should ensure more job satisfaction and fewer quit attempts. For instance, the aviation industry requires a supporting framework that encourages professional accountability and gives staff members power (Nahar et al., 2017). Therefore, leaders in the aviation industry should make sure the workplace fosters respect and recognition for employees, facilitates communication between staff and managers, and promotes professional growth.

The creation and implementation of long-term retention strategies are essential for guaranteeing that the aviation industry will serve airlines and customers superbly and that workers are satisfied in their positions (Mantey & Naidoo, 2017). According to Covella, Mccarthy, Kaifi, and Cocoran (2017), the retention framework covered issues including pay, career advancement, job-person fit, and work-life balance that affect why workers leave an organisation.

Rothausen, Henderson, Arnold and Malshe (2017) concur with the proposed framework and add that these factors contribute to employee job satisfaction, leading to reduced turnover intention. Another essential factor contributing to employee turnover intention is employee motivation (Chiekezie et al., 2017). According to Meyers et al. (2019), motivated employees work hard, take the initiative, apply their skills, and achieve goals. Hence, it is crucial for aviation employees to remain motivated because motivated employees are always aware that a specific purpose must be achieved. The feeling of being stimulated directs their efforts at achieving organisational objectives, even in the face of obstacles or adversity (Malik et al., 2020). Therefore, retaining motivated, satisfied and skilful employees is always essential for the aviation industry.

3.3.1 Chapter Summary

This chapter discussed existing literature and research on perceived organisational support and job satisfaction with the goal of defining and conceptualising these notions. An overview of the literature review was given, and models for perceived organisational support and job satisfaction were reviewed. Age, gender, work status, degree of education, and tenure were discussed as factors affecting perceived organisational support and job satisfaction. Additionally, the effects of both variables were discussed. The causes and effects of both factors were thought through. Results from earlier studies were assessed and applied to the current study within the context of the aviation industry. The integration of perceived organisational support, job satisfaction, and turnover intention marked the chapter's climax.

The following research aims of the literature review were achieved:

- **Research aim 1:** To conceptualise perceived organisational support, job satisfaction and turnover intention from a theoretical perspective.

- **Research aim 2:** To conceptualise the nature of the theoretical relationship dynamics between perceived organisational support, job satisfaction, and turnover intention.
- **Research aim 3:** To provide a framework for the implications of the theoretical relationship between perceived organisational support, job satisfaction and turnover intention variables for retention practices in the aviation industry.

In Chapter 4, the empirical analysis is discussed with the explicit goal of determining whether the assumed hypotheses can be accepted or rejected.

CHAPTER 4: RESEARCH METHODOLOGY

4.1 INTRODUCTION

The research approach used to look at the relationship between perceived organisational support, job satisfaction and turnover intention is presented in this chapter. The selection and description of the sample are part of the methods covered in this chapter. The instruments utilised in the study, their analysis, and the methods used to measure the data collected are all covered in further detail in this chapter. The creation of research hypotheses was covered in the chapter. Concerns about validity and dependability, as well as significant ethical issues connected to the study, are highlighted in the chapter's conclusion.

The following nine steps make up the empirical investigation:

Steps of the research methodology

Step 1	Determination and description of the sample
Step 2	Choosing and motivating the measuring instruments
Step 3	Administration of the measuring instruments
Step 4	Scoring of the data collected from the measurement instruments
Step 5	Formulation of the research hypotheses
Step 6	Statistical processing of data
Step 7	Reporting and interpreting the results
Step 8	Integration of the research findings
Step 9	Formulation of research conclusions, pointing out limitations and presenting recommendations.

Steps 1 to 6 are discussed in this chapter, and steps 7 to 9 are explained in chapters 5 and 6 correspondingly.

4.2 THE RESEARCH DESIGN

In terms of approach, quantitative research mimics the physical sciences in that hypotheses are accepted and put to the test empirically in order to validate them (Hochbein & Smeaton, 2018). Comparatively, qualitative approaches are interpretive and dialectical (Afonja, Salmon, Quailey, & Lambert, 2021). This study adheres to the

quantitative paradigm, which presupposes the existence of an objective reality that can be measured and rationally described (Gu & Su, 2016).

This paradigm best met the demands of the study's objectives. One of the hallmarks of the quantitative technique, according to Saunders et al. (2016), is that it employs survey methods that allow for the extremely efficient collection of standardised data from a sizable population, facilitating straightforward comparison. According to Rahman, Abduli, and Tehra (2022), a population is any narrowly defined group of individuals or things being considered for research. The target population also includes everyone who could be eligible to take part in the study.

As a result, the target population for this research study came from the aviation industry. The demographic included aviation industry workers of various ages, genders, education levels, employment levels, and tenures. The researcher used convenience sampling for this investigation. According to Saunders (2016), convenience sampling is a sort of non-probability sampling that calls for the sample to be taken from a nearby segment of the population. Convenience sampling is less reliable than random or stratified sampling, but it is typically the cheapest, quickest, and easiest to execute (Rahman et al., 2022). According to Saunders et al. (2016), the sample size is the total number of participants, respondents, or observations that were used in the study.

The ability to draw conclusions and the precision of estimates are two statistical qualities that are affected by sample size (Gu & Su, 2016). Employees from the aviation organisation made up the sample (N = 130) for this research study. The following departments were represented: risk, management, operations technology, finance, human resources, aviation training school, safety standards, and information technology. The demographic breakdown of the respondents is shown in this section. Age, gender, employment level, education, and length of time with the respondents are among the demographic factors that were considered. The next subsection lists the frequencies and percentages for each of the variables.

4.3 DETERMINATION AND DESCRIPTION OF THE SAMPLE

Descriptive statistics were used to describe the sample and population in this study. It is critical to understand the distinction between a sample and a population while gathering quantitative data (Kyriazos, 2018). Sampling helps make better use of scarce resources like money and time (Kyriazos, 2018). The term "sample" refers to a segment of the

complete population. A population is the entire group of objects or people that a researcher may be interested in examining (Saunders, Lewis, and Thornhill, 2016).

The full-time, permanent aviation workers engaged in South Africa's aviation industry made up the study's target population (N = 1200). These workers were chosen over others because they could explain the relationship between perceived organisational support, job satisfaction, and turnover intention and how it might affect both employee retention and turnover.

For the purpose of this investigation, a non-probability convenience sample was used. Convenience sampling is used because respondents are readily available, it is accessible, and it is economical (Rahman, Tabash, Salamzadeh & Abduli, 2022). Additionally, it is unknown what percentage of population elements will be chosen (Saunders et al., 2016). Convenience sampling's drawback is that it is likely to be biased (Kyriazos, 2018).

The online survey received 130 responses. Age, gender, employment level, education level, and tenure are the demographic factors used to describe the sample profile. These factors are crucial to this study since they have a significant impact on the intention to turnover employees.

4.3.1 Composition of the sample by age

Table 4.1 and Figure 4.1 show the age distribution of respondents from the sample (N = 130); the group with the highest percentage of respondents was those between the ages of 31 and 40 (43.1%), and the group with the lowest percentage was those between the ages of 51 and 60 (60.6%). (13.8). 14.6% of respondents were employees under the age of 30 on average. 28.5 percent of the sample's responses were between the ages of 41 and 50, and 17.5 percent were between the ages of 51 and 60.

Table 4.1: Sample distribution by age (N = 130)

Category	Percentage (%)
18 - 30 years	14.6%
31 - 40 years	43.1%
41 - 50 years	28.5%
51 - 60 years	13.8%
Total	100.0%

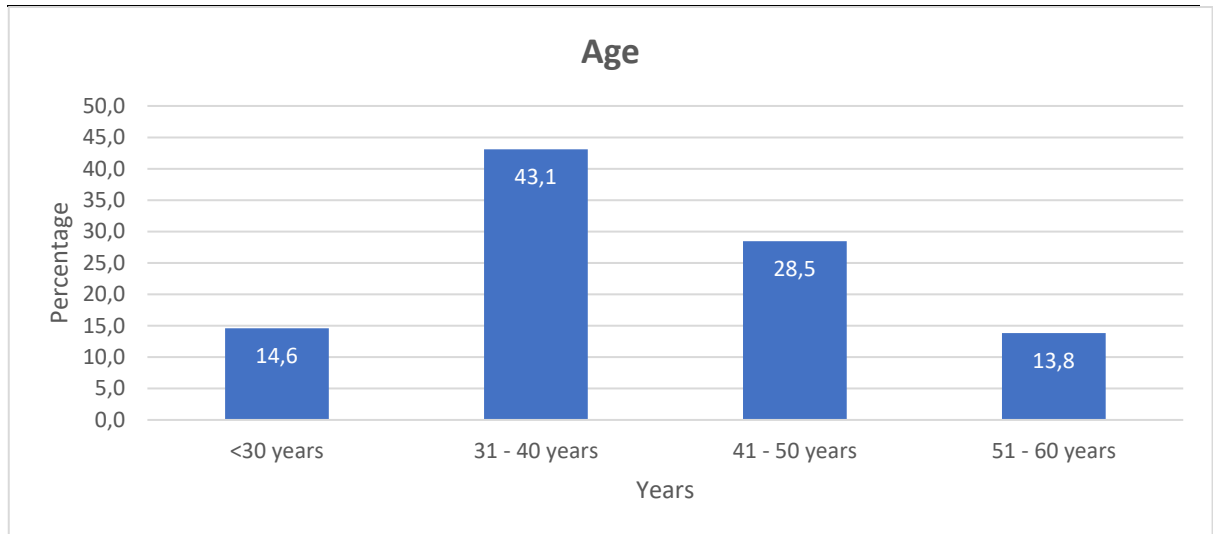


Figure 4.1: Sample distribution by age (N = 130)

4.3.2 Composition of the sample by gender

Table 4.2 and Figure 4.2 indicate the gender distribution, which is substantially skewed toward male respondents (60.8%), with a complement of female respondents (39.2%). The disparity was predicted given that there were more men (50.6%) than women (49.3%) employed by the organisation.

Table 4.2: Sample distribution by gender (N = 130)

Category	Percentage (%)
Female	39.2%
Male	60.8%
Total	100.0%

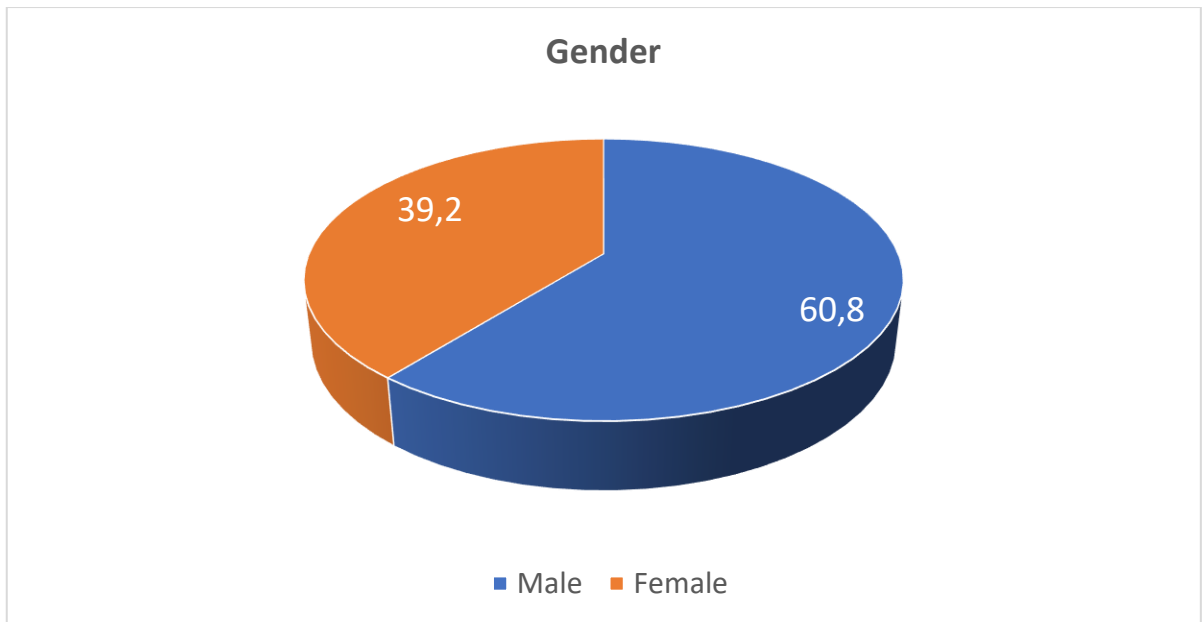


Figure 4.2: Sample distribution by gender (N = 130)

4.3.3 Composition of the sample by job level

According to Table 4.3 and Figure 4.3, competent technical professionals made up the majority of respondents (53.1%), with supervisors, managers, senior managers, and executives making up the second-highest percentage (23.8%). Technical specialists (20.8%) had the lowest representation among the employment level categories in the sample. Supervisors made up 4.6% of the second category, managers made up 13.8%, senior managers made up 3.1%, and executives made up 2.3%. Less than half of all respondents were management-level respondents, who made up the survey's total.

Table 4.3: Sample distribution by job level (N = 130)

Category	Percentage (%)
Skilled Technical Employees	53.1%
Supervisor Manager Senior Manager Executive	23.8%
Technical Specialist	20.8%
Did not specify	2.3 %
Total	100.0%

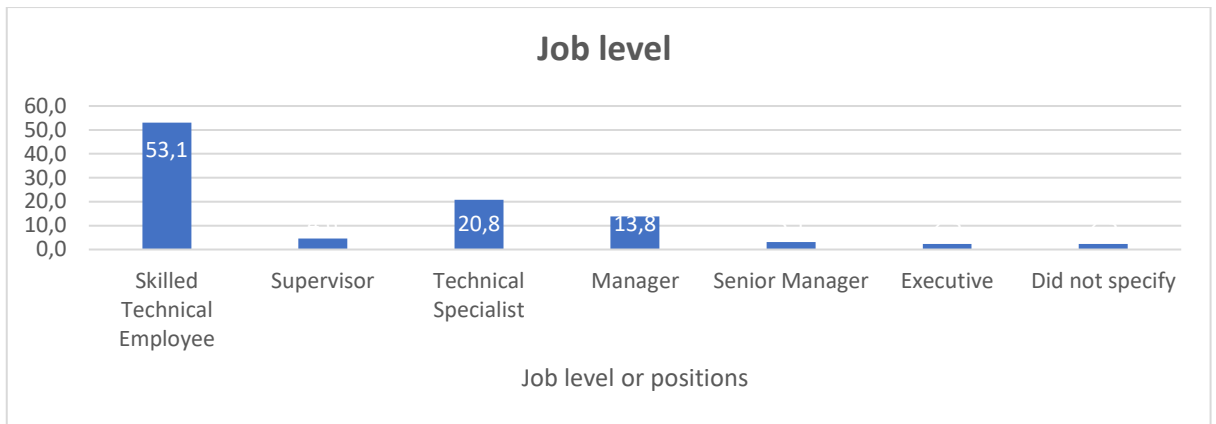


Figure 4.3: Sample distribution by Job level (N = 130)

4.3.4 Composition of the sample education level

According to Table 4.4 and Figure 4.4, of the respondents, 23.1% had completed their matriculation, 26.2% had diplomas, 19.2% had degrees, 15.4% had honours, and 13.1% had master's degrees, and two (1.5% had doctoral degrees). Two respondents omitted to list their credentials. Notably, individuals who had earned matriculated degrees (23.1%) and diplomas (26.2%) made up the majority of the sample.

Table 4.4: Sample distribution by the level of education (N = 130)

Category	Percentage
Matric Certificate	23.1%
Diploma	26.2%
Degree	19.2%
Honours	15.4%
Masters	13.1%
Doctoral	1.5%
Did not specify	1.5%
Total	100.0%

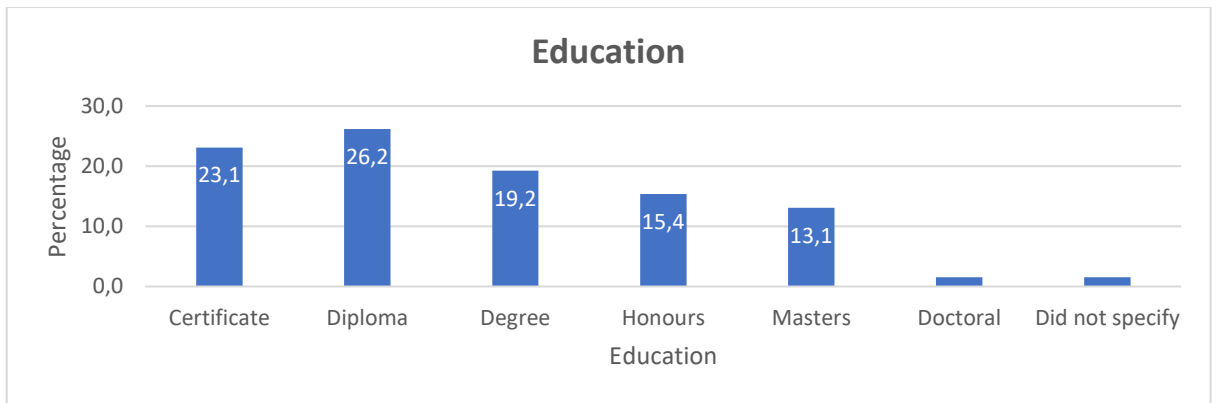


Figure 4.4: Sample distribution by the level of education (N = 130)

4.3.5 Composition of the sample by tenure

According to Table 4.5 and Figure 4.5, 30.8% of respondents had worked for the organisation for 11 to 20 years. Employee retention rates in the aviation industry may increase for a variety of reasons. The 13% of responders with a tenure of more than 21 years with the organisation back up the aforementioned claim. Several responders have been at their current jobs for less than three years.

Table 4.5: Sample distribution by years in the job (N = 130)

Category	Percentage
<3 years	5.4%
3 – 5 years	30.0%
6 - 10 years	20.8%
11 - 20 years	30.8%
21+ years	13.1%
Total	100.0%

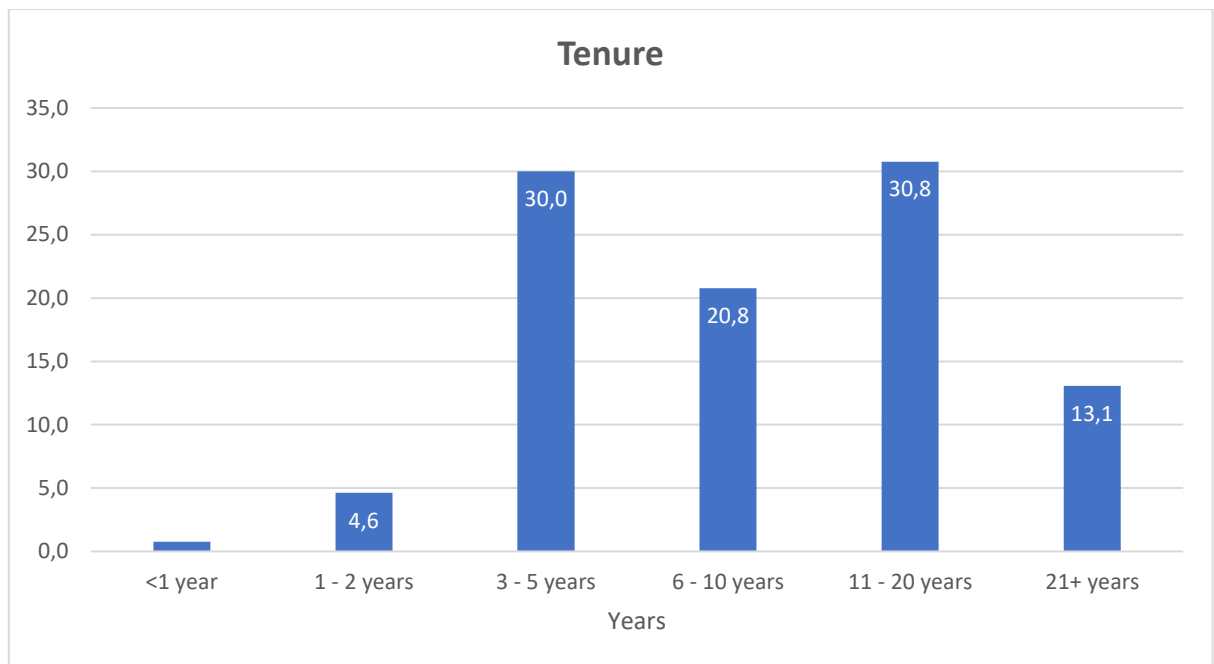


Figure 4.5: Sample distribution by tenure (N = 130)

4.4 CHOOSING AND MOTIVATING THE MEASURING INSTRUMENTS

According to Saunders et al. (2016), the choice of the type and methods of data collection is in line with the goals and purposes of the study. Based on the reliability and validity of the measuring tools, data were gathered in this study utilising a self-administered structured questionnaire. It was chosen because it offers standardised replies, allowing for efficient and simple comparison for study outcomes analysis (Saunders et al., 2016).

- Data for the study were gathered, measured, and analysed using the following measuring instruments. Items from the questionnaire were divided into four groups and are explained as follows:
- Data on age, gender, employment status, education, and tenure were gathered using a demographic questionnaire.
- In order to gauge participants' perceptions of how the organisation values their contributions and is concerned about their well-being, the survey of perceived organisational support (SPOS) was used.

- The Minnesota Satisfaction Questionnaire (MSQ) was used to gauge each participant's level of job satisfaction.
- The participants' attitudes and opinions on turnover intention were measured using the Turnover Intention Scale (TIS).

4.4.1 The demographic questionnaire

The study used a demographic questionnaire to gather data relating to participants' age, gender, education level, job level, and tenure.

4.4.2 The Survey of the Perceived Organisational Scale (SPOS)

4.4.2.1 Rationale and purpose of the SPOS

According to Kurtessis et al. (2017), the perceived organisational scale survey is used to understand the organisation's behaviour towards employees and how the employees feel about the organisation. The survey of perceived organisational support was used to assess the affective commitment degree between the employees and the organisation (Kurtessis et al., 2017).

4.4.2.2 Description of the SPOS

A five-point Likert-type scale was used to rate the perceived organisational support survey items, ranging from strongly disagree (1) to strongly approve (5). The questionnaire detailed how the employees felt the company was eager to recognise their contributions. "My organisation recognises my contribution to its well-being" was one example of a used item. Significant levels of perceived organisational support were indicated by high scores. For example, "The organisation fails to appreciate any extra effort from me" this item indicates that 19.2 % of respondents disagreed and 64.6% agreed.

4.4.2.3 Administration and interpretation of SPOS

The questionnaire included the organisational support statements that demonstrated the organisations' dedication and were pertinent to the aviation organisation. The survey

took the participants 5 to 10 minutes to complete. A web-linked survey gathered data, and each respondent's self-administered inventory was electronically recorded.

4.4.2.4 Validity and reliability of the SPOS

According to Filed (2018), internal reliability was adequate and acceptable when Cronbach's alpha coefficient was .7 or higher. The 16-item version of the survey of felt organisational support yielded Cronbach alpha values ranging from 0.74 to 0.95, according to research by Satardien et al. (2018). According to a study by Wojtkowska (2017), the felt organisational support survey yielded Cronbach alpha values of 0.82. For this study, the 16-item survey used demonstrated a reliability score of 0.88.

4.4.2.5 Motivation for using the SPOS

Because it was more suitable for the current study, the survey of perceived organisational support was used. This instrument may be used quickly and easily, and its reliability and validity have been established. According to a study by Ferrari, Valenzuela, Habinger, and Drenowatz (2022), the 16 items' Cronbach's alpha was (= 0.95), with item-total correlations varying from 0.50 to 0.86. For this study, a greater internal consistency was demonstrated by Cronbach alpha 0.88.

4.4.3 Minnesota Satisfaction Questionnaire (MSQ) scale

4.4.3.1 Rationale and purpose of the Minnesota Satisfaction Questionnaire

The Minnesota Satisfaction Questionnaire scale is used to gauge an employee's level of job satisfaction, according to Weiss, Dawis, England, and Lofquist (1967). The Minnesota Satisfaction Questionnaire scale was used to measure how content and satisfied workers are with their employment and to analyse how external factors, such as pay, work environment, and business rules and procedures, affect employees (Weiss et al., 1967).

4.4.3.2 Description of the Minnesota Satisfaction Questionnaire

The Minnesota Satisfaction Questionnaire instrument items were scored using a five-point Likert scale from (1) being not satisfied to (5) extremely satisfied. The questionnaire consists of 20 contextualised items appropriate for employees' individualised perspectives regarding job satisfaction. An example of used items included "I am not satisfied with how my manager handles fellow employees." High scores indicated significant levels of job satisfaction.

4.4.3.3 Administration and interpretation of the Minnesota Satisfaction Questionnaire

The job satisfaction statements that showed employee satisfaction or dissatisfaction relevant to the aviation organisation were incorporated into the questionnaire. The survey required approximately 5 to 10 minutes to respond to questions. Data were collected using a web-based survey, and each respondent's self-administered inventory was recorded electronically.

4.4.3.4 Validity and reliability of the Minnesota Satisfaction Questionnaire

In a study to validate the short-form Minnesota Satisfaction Questionnaire, Erdoan, Doan, Akmak, and Kizilaslan (2020) found that the form with its intrinsic and extrinsic subscales was internally consistent and trustworthy. Cronbach's alpha was calculated in an effort to evaluate internal reliability. Cronbach's alpha coefficients lower than 0.5 are considered to be untrustworthy, and values of 0.7 and higher suggest appropriate and acceptable internal reliability, according to Woods and West (2016). The Minnesota satisfaction survey was valid and trustworthy in this study, with $\alpha = .83$.

4.4.3.5 Motivation for using the Minnesota Satisfaction Questionnaire

The Minnesota Satisfaction Questionnaire was chosen for its appropriateness for the current study. It has been used in research, for example, in the health industry in the South African environment and yielded Cronbach's alpha coefficient value of $\alpha = 0.86$ (Buitendach & Rothmann, 2009). The Minnesota Satisfaction Questionnaire is a well-known research measuring tool widely used by researchers and determined to be stable over time while yielding a good coefficient alpha (Weiss et al., 1967).

4.4.4 The Turnover Intention Scale (TIS)

4.4.4.1 Rationale and purpose of the Turnover Intention Scale

According to Bothma and Roodt (2013), the Turnover Intention Scale is used to identify statistically significant differences between workers who plan to remain when they are content or leave the company when they are unsatisfied. The extent to which aircraft personnel plan to leave was determined using the Turnover Intention Scale.

4.4.4.2 Description of the Turnover Intention Scale

A Likert-type scale with five possible responses, from "never" (1) to "always," was used to assess the Turnover Intention Scale questions (5). The poll asked about the workers' plans to leave the company. These were some examples of used goods: How frequently have you thought about leaving your work over the last nine months?

4.4.4.3 Administration and interpretation of the Turnover Intention Scale

The turnover intention statements that portrayed the employee's perspectives regarding their intentions to stay or go were incorporated into the questionnaire. The survey required approximately 5 minutes to complete. Data was collected through a web-linked survey, and each respondent's self-administered inventory was scored electronically.

4.4.4.4 Validity and reliability of the Turnover Intention Scale

According to Oosthuizen et al. (2016), Cronbach's alpha coefficients of .70 and higher showed adequate and acceptable internal reliability. A study conducted by Anjum (2018) found that the 14-item version of the Turnover Intention Scale resulted in a Cronbach alpha of $\alpha = .82$. A study by Siahaan and Gatari (2020) confirmed the Turnover Intention Scale resulted in a Cronbach alpha value of $\alpha = .90$. In this study the 14-item survey is reliable at $\alpha = .83$.

4.4.4.5 Motivation for using the Turnover Intention Scale

The Turnover Intention Scale was selected for its relevance to the current study. The scale is reliable and valid for assessing turnover intention or predicting actual turnover (Oosthuizen et al., 2016). A survey by Singh (2013) reported Cronbach's alpha for the 14 items was ($\alpha = 0.95$). Cronbach alpha showed a more significant internal consistency.

4.5 ADMINISTRATION OF THE MEASURING INSTRUMENTS

The permission to execute research was granted by the Chief Executive Officer (CEO) and Executive of Human Resource Management of the participating organisation. A gatekeeper controls or provides the researcher with access to the respondents. The Human Resources Department at Unisa granted the research approval and issued an ethical clearance certificate, attached in Appendix A. The independent software administrator administered the online survey. After the deadline, the responses were recorded in a Microsoft Excel spreadsheet with a security code. After that, the IBM SPSS (Version 28) tool was used to analyse the data. The statistician, supervisor and researcher only accessed the spreadsheet. The researcher requested the Human Resources Department at Unisa to provide a software developer who assisted with administering the online survey. The researcher sent a detailed initial email to 1200 employees requesting them to participate in the survey. More importantly, the email specified that the study was anonymous. The questionnaires were captured in an online survey application software called Lime Survey, which formed part of the email. Participants did not use their names when completing the survey, but their age, gender, employment level, education and tenure were required. Employees provided their consent to the study by signing the consent forms and emailing them back to the researcher.

Also, with regards to the Protection of People's Information Act (2013) (POPIA), which ensures the protection of personal information, the employees were requested to provide consent regarding their biographic information by clicking on the survey. The completion of each questionnaire was estimated at five to ten minutes. Employees were urged to complete all questions, and there was a deadline for completing the questionnaires. The statistician reported 130 respondents.

4.6 ETHICAL CONSIDERATIONS

Research ethics studies values, morality, and human behaviours, according to Abrar and Sidik (2019). This study included ethical principles throughout the research process, including data collecting, interpretation, and writing up. Before the researcher starts the study, Afonja, Salmon, Quaily, and Lambert (2021) advise that it is crucial to understand the ethics of investigating the chosen issue, the measures, the population, the sample, and the institution preparing to survey. Before starting the research procedure, the current study's researcher became familiar with the UNISA ethics policy.

Additionally, the University's Policy for Research Ethics describes the procedures to be followed while gathering information from human respondents. To undertake research that uses information gathered from people to protect their rights and interests, Unisa requests that researchers apply for ethical clearance (Unisa, 2016). The Department of Human Management Ethics Committee granted the researcher's request for an ethical clearance certificate because of the nature and type of research involving participants.

In addition, the researcher asked the targeted organisation's human capital department for permission to use the organisation as a sample in the research. They granted it after receiving a signed authorisation letter.

The researcher carried out the study according to the University of South Africa's Research Ethics Policy. The researcher considered the following ethical standards:

- The permission to conduct the research was requested and obtained from the relevant company
- Participants were not physically, emotionally or mentally harmed;
- The researcher respected the right to privacy;
- There was no use of improper statistics to alter the findings;
- Anonymity and confidentiality of respondents were respected and honoured;
- Participants had volunteered to participate in the research of their own free will and
- The researcher obtained informed consent was obtained from the participant.

4.7 SCORING OF THE DATA COLLECTED FROM THE MEASURING INSTRUMENTS

The Microsoft Excel spreadsheet was used to capture responses received from respondents. An IBM SPSS (version 28) analysis tool was utilised to examine the empirical data for descriptive and inferential statistical analysis. The data scoring aimed to measure levels of organisational support, job satisfaction and turnover intention amongst a sample of respondents working in a South African aviation industry setting. Regarding the perceived organisational support instrument, 16 items were measured, of which seven were reversed scored (POS2, POS3, POS5, POS6, POS9, POS12, and POS13). Based on the Minnesota Satisfaction Questionnaire, 20 items were measured. The turnover intention instrument measured 14 items, with three reverse scores (S3, JS8 and JS11).

4.8 FORMULATION OF THE RESEARCH HYPOTHESES

According to Pandey and Pandey (2015), a hypothesis is a generalisation that has not yet been proven true. According to the writers, a hypothesis could be a hunch, an inventive notion, or any gut instinct that serves as the foundation for additional research. The study's goals for this study were outlined in Chapter 1. The goals and hypotheses tested with correlation and inferential statistics are listed in Table 4.6.

Table 4.6: *Research hypotheses*

Research Aim	Research hypothesis	Statistical procedure
Research aim 1: To examine the relationship between perceived organisational support, job satisfaction, and turnover intention as manifested in a sample of respondents in a South African aviation industry setting.	H1₀: There is no significant relationship between perceived organisational support, job satisfaction, and turnover intention.	Correlation analysis
	H1_a: There is a significant relationship between perceived organisational support, job satisfaction, and turnover intention.	
Research aim 2: To assess whether perceived organisational support and job satisfaction	H2₀: Perceived organisational support and job satisfaction do not significantly and positively predict turnover intention.	Multiple regression analysis

significantly predict turnover intention.	H2a: Perceived organisational support and job satisfaction significantly and positively predict turnover intention.	
Research aim 3: To determine whether age, gender, employment level, education, and tenure groups differ significantly regarding their perceived organisational support, job satisfaction, and turnover intention.	H3o: Individuals from different ages, gender, employment level, education, and tenure groups do not differ significantly regarding their perceived organisational support, job satisfaction, and turnover intention.	Post Hoc Analysis
	H3a: Individuals from different ages, gender, employment level, education, and tenure groups differ significantly regarding their perceived organisational support, job satisfaction, and turnover intention.	

4.9 STATISTICAL PROCESSING OF DATA

In this section, the researcher outlined the technique and research design used to carry out the study and offered justification for their selection. This study aims to examine the phenomenon using a quantitative research approach. The focus is on primary data, which will be analysed using statistical procedures. Positivism, which bases scientific explanations on immutable laws, is the foundation of quantitative research. Its key objectives are to test theories and measure the social world objectively. The quantitative analysis starts with universal premises and generalisations.

This study will conduct a three-stage analysis, beginning with a descriptive study to summarise the data and then a correlational analysis to examine relationships between variables. Finally, inferential research will be conducted to generalise the population based on the sample data. With this approach, the intent was to gain a deeper understanding of the phenomenon and contribute to the existing body of knowledge in the aviation industry of South Africa.

As mentioned above, the statistical procedure was conducted in three different stages, as explained in the next section:

Stage 1: Descriptive analysis

In order to categorise and summarise numerical data, descriptive statistics are employed to analyse the data. It involves analysing data to get a sense of it utilising frequencies, dispersion of dependent and independent variables, measures of central tendency, and variability (Mishria et al., 2019). To describe the data collected by the equipment, the means and standard deviations were mostly used. The biographical questionnaire's findings are displayed as frequencies, percentages, means, and standard deviations.

After receiving the ethics committee's permission, the questionnaire was imported into an Excel spreadsheet in order to prepare for data entry. As soon as the surveys were returned to the researcher through email, research data entering got started. Codes that were developed as the questionnaire was being written were used to enter the data. Data were exported to IBM SPSS (version 28) after data entry to be analysed using descriptive data analysis techniques to produce frequencies of distribution in percentages (Mishria et al., 2019). The MSQ, the TIS, and the survey of perceived organisational support were used to gather data. Next, we will talk about the findings and opinions of other researchers who have used these instruments. Additionally, the findings of this present study about the instruments employed will be reviewed in Chapter 5.

Stage 2: Correlational analysis

The correlational analysis was used to examine whether there is a linear link between organisational support levels, job satisfaction, and intention to leave. According to Ayhan and Altiner (2018), correlation analysis quantifies the link between two variables. The current study employed the correlation coefficient to examine the direction and degree of the link between perceived organisational support, job satisfaction, and intention to leave one's work. Various types of data have different correlation coefficients. The Pearson product-moment coefficient was employed with interval or ratio data.

It was utilised in this study to see if there was a relationship between perceived organisational support, job satisfaction, and intention to leave. The association between the three factors, as well as demographic variables such as gender, age, employment level, education, and tenure, were also examined using Spearman's rho rank correlation matrix. The three variables' skewness and kurtosis information was also noted. Similarly, the linear correlation between the three variables, perceived organisational support, job

satisfaction, and turnover intention, was determined using the Pearson product correlation coefficient (represented as r).

The r -values were interpreted based on the guidelines provided by Cohen (1992):

- R -values ≥ 0.10 (small practical effect size)
- R -values ≥ 0.30 (medium practical effect size)
- R -values ≥ 0.50 (large practical effect size)

In this study, the significance level of $p > .05$ was selected as the cut-off point for rejecting the null hypotheses.

Stage 3: Inferential analysis

The goal of inferential statistics is to draw conclusions or inferences about the data that go beyond the data itself (Mohamed & Ali, 2016). It is a statistical method for evaluating group differences or correlations. Both inferential and multiple regression analyses draw conclusions about populations using sample data. ANOVA was used to examine significant mean differences in perceived organisational support, job satisfaction, and intention to leave between the demographic groups (age, gender, employment level, education, and tenure).

This section includes the following two steps:

Step 1: Multiple regression analysis

Multiple regression analysis is used to determine the relationship between a single variable (dependent variable) and two or more other variables (independent variables) Schober, Boer, & Schwarte, (2018). The adjusted R^2 ($p \leq .05$) value was used, $R^2 \leq .12$ (small practical effect size); $R^2 \geq .13 \leq .25$ (medium effect), and $R^2 \geq .26$ (large practical size effect)). were considered as practically significant for this study Ayhan & Altiner, 2018). According to Neuman (2003), multiple regression analysis is specifically intended to demonstrate two things:

- the magnitude and direction of each variable's impact on a dependent variable;
- how well a combination of variables explains a dependent variable.

Step 2: Test for significant mean differences

T-tests, Analysis of Variance (ANOVA) and Post Hoc Tests were performed to test for significant mean differences between the various biographical groups. The T-test was used to assess significant differences between the means of the age and gender groups scores. The Post Hoc test was used to assess significant differences between the means of position levels, education levels and tenure group scores (Armstrong, 2014).

Level of significance

Statistical significance is used to measure the probability of the null hypothesis being compared to the acceptable level or uncertainty of the true answer. A null hypothesis will confirm if there is no difference between certain characteristics of a population or data-generating process. When testing the hypotheses, there is, however, always the probability of making two different errors. Firstly, Type 1 errors occur when the null hypothesis is rejected, although it is, in fact, true. Secondly, Type 2 errors, which when the null hypothesis is accepted although it is, in fact, false. These types of errors can be avoided by increasing the sample size or adjusting the significance level to compensate for small samples (Pallant, 2007). The most common and often used statistical significance level is $p \leq .05$ or $p \leq .01$. This study set the significance level at a 95% confidence interval ($p \leq .05$). Table 4.7 indicates the different levels of statistical significance. In terms of the correlations' practical relevance, r 0.30 is regarded as a modest effect, r 0.49 as a medium effect, and r 0.50 as a large effect, according to Mishria et al. (2019). Mishria et al. (2019) provided correlation criteria, indicating that the value of r should be between 0.00 and 0.19 to be very weak, 0.20 to 0.39 to be weak, 0.40 to 0.59 to be moderate, 0.60 to 0.79 to be strong, and 0.80 to 1.0 to be very strong. Additionally, Mishria et al. (2019) contend that sample size has a major impact on a value's statistical significance; as a result, a correlation of 0.5 is considered significant, 0.3 is considered moderate, and 0.1 is considered minor. A statistical concept known as "effect size" uses a quantitative scale to quantify the strength of the association between two variables. The effect size of perceived organisational support, job satisfaction, and turnover intention will all be measured in this study.

Table 4.7 indicates the different levels of statistical significance.

Probability	Level	Significance
<i>p</i>	0.1	Less significant
<i>p</i>	.01 to 0.5	Significant
<i>p</i>	.001 to .01	Very significant
<i>p</i>	0.001	Extremely significant

(Adapted from Mishra, Pandey, Singh & Gupta 2019)

4.10 CHAPTER SUMMARY

This chapter provided valuable insights into the empirical study, including understanding the population under study, sample description, measuring instrument, research procedure, and statistical analyses. It also discussed formulating research hypotheses and processing statistical data to arrive at meaningful conclusions. Overall, the research methodology used in this study was robust and reliable, and the conclusions drawn from the analysis can be considered trustworthy.

Chapter 5 will focus on the description and interpretation of the results.

CHAPTER 5: RESEARCH RESULTS

The findings from the statistical analysis are presented in this chapter. These analyses were performed to evaluate the research hypotheses that were developed for the current study. Descriptive statistics, correlation analysis, and multiple regression analysis are used to present the empirical statistical findings. Tables and figures are used to present the empirical findings.

5.1 DESCRIPTIVE STATISTICS

A statistical technique known as descriptive statistics is used to characterise the features of the sample using the data that has been gathered (Mishra, Pandey, Singh & Gupta 2019). The distribution of age, gender, job level, education level, and tenure (demographic factors) in percentages is shown in this study's data analysis and presentation as numerical facts in tabular and graphic format (Kuehnl et al., 2019).

The descriptive statistics are also explained in this section, including how to determine the frequency data's means (M) and standard deviations (SD) and evaluate the scale reliability (internal consistency reliability of the measurement equipment). The average answer scores on the scale were judged to be the mean, and the standard deviation represented the data's scatter from the mean (Mishra et al., 2019). To determine the variation of the scores from the mean, the standard deviation of perceived organisational support, job satisfaction, and turnover intention was calculated.

5.1.1 Reporting of internal consistency reliability

The term "internal consistency reliability" describes a technique for assessing the consistency of measurement instruments (Heale & Twycross, 2015). According to Kurhan, Göktalay, and Havlucu (2018), this technique calculates the consistency of each instrument's answers to the measuring items. The most popular reliability test, according to Cronbach's alpha coefficient, yields results that normally range between 0 and 1 (Ravinder & Saraswathi, 2020). A Cronbach's alpha of 0.70 is regarded as a good reliability coefficient, as suggested by Field (2018), even if it may drop to 0.60 in exploratory research. The reliability assessments for this study focused on determining the three measuring instruments' Cronbach's alpha coefficients: the Survey for Perceived Organisational Support (SPOS), the Minnesota Satisfaction Questionnaire

(MSQ), and the Turnover Intention Scale (TIS), (Field, 2018). The Cronbach's alpha coefficients for each instrument are reported in the section that follows.

5.1.1.1 Reporting of scale reliability: Survey of perceived organisational support (SPOS)

Cronbach's alpha coefficient for the study of perceived organisational support is summarised in Table 5.1. For the entire sample (N = 130), the Cronbach alpha coefficient scores ranged from 0.95 (high) to 0.68 (above average). A Cronbach alpha coefficient of .83 (high), above the acceptable limit of 0.70, was found for the entire Survey of the Perceived Organisational Support Scale, which can be regarded as satisfactory for this study (Field, 2018).

Table 5.1: *Internal Consistency Reliability: SPOS (N = 130)*

Subscale	Cronbach's alpha	Number of items
Organisational support	0.95	6
Organisational justice	0.81	3
Organisational rewards	0.68	2
Human resource practice	0.85	5

5.1.1.2 Reporting of scale reliability: Minnesota Satisfaction Questionnaire (MSQ)

Cronbach's alpha coefficient for the Minnesota Satisfaction Questionnaire reliability statistics is summarised in Table 5.2. For the entire sample (N = 130), the Cronbach alpha coefficient scores ranged from 0.93 (high) to 0.87 (above average). With a Cronbach alpha coefficient of 0.89 (high), the overall Minnesota Satisfaction Questionnaire scale is deemed appropriate for this investigation (Field, 2018).

Table 5.2: *Internal consistency reliability: MSQ (N = 130)*

Sub-dimensions	Cronbach's alpha	Number of items
Intrinsic	0.89	10
Extrinsic	0.87	8
General job satisfaction	0.93	20

5.1.1.3 Reporting of scale reliability: Turnover Intention Scale (TIS)

The Turnover Intention Scale's Cronbach's alpha coefficient is summarised in Table 5.3. For the entire sample (N = 130), the Cronbach alpha coefficient score was 0.85 (high). The overall Turnover Intention Scale's Cronbach alpha coefficient was 0.85 (high), which is higher than the allowed value of 0.70 and is suitable for this investigation (Field, 2018).

Table 5.3: *Internal consistency reliability: TIS (N = 130)*

Sub-dimensions	Cronbach's alpha	Number of items
Turnover Intention	0.85 (.85)	14

5.1.2 Reporting of means, standard deviations, skewness, and kurtosis

After the scales' internal consistency reliability had been evaluated, a descriptive analysis was performed to look at how the results were distributed. For each scale, the means (*M*), standard deviations (*SD*), skewness, and kurtosis were determined and are shown in Table 5.4.

5.1.2.1 Survey of Perceived Organisational Support Scale (SPOS)

The four subscales of the survey on perceived organisational support are shown in Table 5.4, together with their respective averages, standard deviations, skewness, and kurtosis. The four subscales' means fell between the range of $M = 2.44$ and $M = 2.62$. According to Table 5.4, the supervisor support sub-dimension had the greatest mean score ($M = 2.62$, $SD = 0.90$), while the organisational justice sub-dimension received the lowest mean score ($M = 2.44$, $SD = 0.95$) (Pallant, 2016). The survey's overall mean for perceived organisational support came in at a strong 2.55, with a standard deviation of 0.86.

The perceived organisational support survey's skewness scores ranged from 0.02 to 0.28, falling between the required normalcy range of -1 and 1 for these coefficients (Howell, 2016). The kurtosis values ranged from -0.23 to -0.55, lying between the normalcy ranges of -3 and .3 (Brown, 2015).

Table 5.4: Mean, Standard Deviations, Skewness and Kurtosis: SPOS

Subscale	Mean	Standard deviation	Skewness	Kurtosis
Perceived supervisor support (PSS)	2.62	0.90	0.02	-0.55
Organisational justice (OJ)	2.44	0.95	0.27	-0.53
Organisational rewards (OR)	2.52	0.97	0.28	-0.41
Human resource practices (HRP)	2.61	0.87	0.26	-0.23
Perceived organisational support (POS)	2.55	0.861	0.23	-0.33

5.1.2.2 Minnesota Satisfaction Questionnaire Scale (MSQ)

The three subscales of the Minnesota Satisfaction Questionnaire scale are shown in Table 5.5, along with their respective means, standard deviations, skewness, and kurtosis. The three subscales' means varied from ($M = 2.27$) to ($M = 2.53$). As shown in Table 5.4, the intrinsic sub-dimension of job satisfaction received the greatest mean score ($M = 2.53$, $SD = 0.76$), whereas the extrinsic sub-dimension of job satisfaction received the lowest mean score ($M = 2.27$, $SD = 0.82$) (Pallant, 2016).

The Minnesota Satisfaction Questionnaire scale's overall mean resulted in a high score of ($M = 2.48$, $SD = 0.74$). The Minnesota Satisfaction Questionnaire scale's skewness values ranged from 0.42 to 0.78, falling between the required normalcy range of -1 and 1 for these coefficients (Howell, 2016). The kurtosis values ranged from 0.18 to 0.45, lying between the normalcy ranges of -3 and .3 (Brown, 2015).

Table 5.5: Mean, Standard Deviations, Skewness and Kurtosis: MSQ

Subscale	Mean	Standard deviation	Skewness	Kurtosis
Job satisfaction: intrinsic	2.53	0.76	0.42	0.18
Job satisfaction: extrinsic	2.27	0.82	0.78	0.34
General job satisfaction	2.48	0.74	0.63	0.45

5.1.2.3 Turnover Intention Scale (TIS)

The averages, standard deviation, skewness, and kurtosis for the Turnover Intention Scale are displayed in Table 5.6 ($M = 3.24$, $SD = 0.70$). The Turnover Intention Scale's skewness values were -0.03 and -0.80, respectively, falling between the -1 and 1 and -3 and .3 normalcy ranges (Howell, 2016).

Table 5.6: Mean, Standard Deviations, Skewness and Kurtosis: TIS

Scale	Mean	Standard deviation	Skewness	Kurtosis
Turnover intention	3.24	0.705	-0.03	-0.80

5.2 CORRELATION STATISTICS

Statistics of correlation assess the direction and magnitude of the association between two or more variables (Field, 2018). Pearson correlation and linear regression analyses are used to evaluate the research hypotheses.

The association between the Survey of Perceived Organisational Support Scale (SPOS), Minnesota Satisfaction Questionnaire (MSQ), and Turnover Intention Scale (TIS) variables was described using the Pearson product-moment correlation coefficient. Cohen's (1992) guidelines were used to interpret the Pearson correlation output; that is, r coefficients between 0.10 and 0.29 indicate a small practical effect size, between 0.30 and 0.49 denote a medium practical effect size, and between 0.50 and 1 indicate a large practical effect size. The Pearson product-moment correlation analyses, which assessed the strength of the linear relationship among variables, are reported in this section.

5.2.1 Reporting Pearson product-moment correlation analyses for SPOS and MSQ

Perceived supervisor support showed a significant positive relationship ($r = .50$; large practical effect size, $p \leq .01$) with job satisfaction subscales: intrinsic ($r = .68$ large practical effect; $p \leq .01$), extrinsic ($r = .73$ large practical effect; $p \leq .01$), and general ($r = .73$ large practical effect; $p \leq .01$).

Table 5.7: Pearson product-moment correlation analyses (SPOS & MSQ) (N = 130)

MSQ	SPOS	Perceived Supervisor Support (PSS)	Organisational Justice (OJ)	Organisational Rewards (OR)	Human Resource Practices (HRP)
JS: Intrinsic	<i>r</i>	.683** ++	.669** ++	.685** ++	.686** ++
JS: Extrinsic	<i>r</i>	.731** ++	.703** ++	.732** ++	.747** ++
JS: General	<i>r</i>	.738** ++	.723** ++	.739** ++	.748** ++

Notes: N = 130, *** $p \leq .001$ (two-tailed), $r \geq .10$ (small effect size) $r \geq .30$ (medium effect size), +++ $r \geq .50$ (large effect size)

5.2.2 Reporting Pearson product-moment correlation analyses for (SPOS & TIS)

Table 5.8 indicates that perceived organisational support showed a negative relationship with turnover intention ($r = -.60$ small effect size, $p \geq .05$)., In addition, organisational rewards, human resource practices and organisational justice showed a negative relationship with turnover intention.

Table 5.8: Pearson product-moment correlation analyses (SPOS & TIS) (N = 130)

	SPOS	Perceived Supervisor Support	Organisational Justice	Organisational Rewards	Human Resource Practices
Turnover intention	<i>r</i>	-.604** +++	-.534** ++	-.556** ++	-.628** ++

Notes: N = 130, *** $p \leq .001$ (two-tailed), $r \geq .10$ (small effect size) $r \geq .30$ (medium effect size), +++ $r \geq .50$ (large effect size)

5.2.3 Reporting Pearson product-moment correlation analyses for (MSQ & TIS)

Table 5.9 depicts that extrinsic and intrinsic satisfaction showed a negative relationship with turnover intention)

Table 5.9: *Pearson product-moment correlation analyses (MSQ & TIS) (N = 130)*

	MSQ	JS: Intrinsic	JS: Extrinsic	JS: General
Turnover intention		-.630**	-.571**	-.628**

*Notes: N = 130, ***p ≤ .001 (two-tailed), r ≥ .10 (small effect size), r ≥ .30 (medium effect size), +++ r ≥ .50 (large effect size)*

Significant correlations between overall perceived organisational support, job satisfaction, and intention to leave the company are shown in Table 5.10 ($p \geq .000$). Total perceived organisational support was found to have a significant positive relationship ($r = .78$, large practical effect size, $p .000$) with job satisfaction. There was a statistically significant inverse association between turnover intention and perceived organisational support. ($r = -.62$, big practical size, $p \geq .0001$). Finally, a substantial negative relationship between total job satisfaction and turnover intention was found ($r = -.62$, big practical effect size, $p \geq .000$).

5.2.4 Pearson product-moment correlation analyses (SPOS, MSQ & TIS)

Table 5.10: *Pearson product-moment correlation analyses (SPOS, MSQ & TIS) (N = 130)*

		Total organisational support	perceived	Total job satisfaction	Turnover intention
Total perceived Organisational support	r			.789**	-.620
Total job satisfaction	r	.789***			-.628
Turnover intention	r	-.620		-.628	
		++		++	

*Notes: N = 130, ***p ≤ .001 (two-tailed), r ≥ .10 (small effect size), r ≥ .30 (medium effect size), +++ r ≥ .50 (large effect size)*

5.2.5 Conclusion drawn from the correlation analysis

Correlational analysis was used to test research aim 1: to examine the relationship between perceived organisational support, job satisfaction, and turnover intention as manifested in a sample of South African aviation industry respondents. Overall, the results in Table 5.10 show a significant relationship between levels of perceived organisational support and job satisfaction ($r = .789$; large effect size; $p \leq .000$). A negative relationship was found between perceived organisational support and turnover intention ($r = -.620$, large effect size, $p \leq 0.01$). Additionally, there is a strong and negative relationship between job satisfaction and turnover intention. ($r = -.628$, large effect size, $p \leq 0.01$). This indicates that when employees perceive that their organisation values their contribution and cares about their well-being, they will express higher levels of satisfaction and remain with the organisation for a longer period. Suppose they do not feel appreciated and valued; the turnover intention increases. The findings provided sufficient evidence to support the research hypothesis H1_a: there is a significant relationship between perceived organisational support, job satisfaction, and turnover intention.

5.3 INFERENCE ANALYSIS

Multiple regression analysis was performed using two models. The first model utilised overall perceived organisational support (SPOS) and overall job satisfaction (MSQ) as independent variables and turnover intention (TIS) as the dependent variable. The second model utilised the sub-scales of perceived organisational support (SPOS) (perceived supervisor support, organisational justice, organisational rewards and human resource practice) and the sub-scales of job satisfaction (MSQ) (intrinsic satisfaction and extrinsic satisfaction) as the independent variables and turnover intention (TIS) the dependent variable. Multiple regression analysis aims to assess whether perceived organisational support and job satisfaction negatively and significantly predict turnover intention construct. The collinearity diagnostics was done using the variance inflation factor (VIF) to assess possible multicollinearity in the regression analysis of the variables. According to Hair et al. (2021), multicollinearity occurs when one independent variable has high correlations with one or more of the other independent variables in a model. This can be seen as a problem because when this occurs, the results of the regression model are less reliable. If the VIF for the regression model exceeds 10, this indicates high multicollinearity (Pallant, 2016). For this study, in Table 5.11, the collinearity diagnostics showed that multicollinearity does not seem to be a concern

between the independent variables in the regression analysis, as the VIF values were all below 10 for both models (see Table 5.11).

5.3.1 Inferential statistics: multiple regression

The aim of Table 5.11 is to determine the extent to which perceived organisational support, and job satisfaction predicts turnover intention. This is achieved using multiple regression analysis. Table 5.11 depicts the model summary results. The R-value of 0.660 indicates a high degree of correlation, in which the R^2 or adjusted R^2 value indicates how much of the total variance in turnover intention is explained by the model. The model showed a significance ($F = 49.0$; $p \leq .001$), accounting for 43% ($R^2 = 0.43$; large practical size effect) of the variance in the turnover intention that can be explained by job satisfaction. According to Pallant (2015), a highly significant model suggested a goodness-of-fit statistical model.

Table 5.11: Model multiple regression: SPOS (POS) and MSQ (JS) (independent variables) versus TI (dependent variable) ($N = 130$)

Model 1	Unstandardised Coefficients				Collinearity Statistics			
	B	SE	t	p	VIF	F	Adjusted R^2	R
Constant	4.808	0.167	28,863	0.001***		49***	0.43+++	.660
Overall Perceived organisational support (POS)	-0.269	0.089	-3,031	0.003***	2,650			
Overall, Job Satisfaction (JS)	-0.353	0.104	-3,399	0.001***	2,650			

Notes: $N = 130$ *** $p \leq .001$; ** $p \leq .01$; * $p \leq .05$ +

$R^2 \leq .12$ (small practical effect size); ++ $R^2 \geq .13 \leq .25$ (medium practical effect size);

+++ $R^2 \geq .26$ (large practical size effect)

Table 5.11 indicates that both perceived organisational support and job satisfaction are significant to turnover intention; perceived organisational support accounts for 43 % of the variance ($B = -0.269$; $t = -3.031$; $p > 0.003$) while job satisfaction explains ($B = -0.353$; $t = -3.99$; $p > 0.001$).

5.3.1.1 Conclusions drawn from the multiple regression analysis.

Multiple regression analysis was used to test Research Aim 2: to assess whether perceived organisational support and job satisfaction significantly predict turnover intention.

The results in the two regression models indicate that overall perceived organisational support and the sub-scales of perceived organisational support (perceived supervisor support, organisational justice, organisational rewards and human resource practice) predict turnover intention. Additionally, results have indicated that overall job satisfaction and the sub-scales of job satisfaction (intrinsic and extrinsic satisfaction) significantly negatively predict turnover intention. The findings provided evidence to support the research hypothesis H2_a: perceived organisational support and job satisfaction significantly and negatively predict turnover intention.

5.3.2 Inferential statistics: tests for significant mean differences

The T-test and Post Hoc Tests were used to test the significant mean differences between the variables and the sub-scales.

5.3.2.1 Significant mean difference: age

As indicated in Table 5.12, the participants in the age group 18 and 40 years scored significantly lower than the other age groups in terms of perceived organisational support and job satisfaction ($M = 2.40$). The same age group, 18 and 40 years, obtained significantly higher mean scores than the other age groups on the turnover intention variable ($M = 3.34$). The differences between the groups are small in magnitude ($d = .70$; $\eta^2 = .01$). There were no significant differences between the various groups in terms of their perceived organisational support, job satisfaction except for turnover intention which was $p = 0.70$.

Table 5.12: *Significant mean difference: age*

	Age	N	Mean	df	Sig	Cohen's d	Partial eta squared η^2
Perceived organisational support	18 - 40 years	75	2,40	4	0.02*	0.83	0.15
	41 - 60 years	55	2,80				
Job satisfaction	18 - 40 years	75	2,40	4	0.01**	0.73	0.08
	41 - 60 years	55	2,60				
Turnover intention	18 - 40 years	75	3,34	4	0.70	0.70	0.02
	41 - 60 years	55	3,12				

*** $p \leq .001$; ** $p \leq .01$; * $p \leq .05$

5.3.2.2 ***Significant mean difference: gender***

There were no significant differences between the gender groups in terms of their perceived organisational support, job satisfaction and turnover intention. Therefore, the results are not reported.

5.3.2.3 ***Significant mean difference: employment level***

There were no significant mean differences found between employment-level groups (skilled technical, management, and technical specialist employees) with regard to perceived organisational support, job satisfaction and turnover intention.

5.3.2.4 ***Significant mean difference: education levels***

There were no significant mean differences found between education-level groups (certificate, diploma, degree, honours, masters and doctoral) with regard to perceived organisational support, job satisfaction and turnover intention.

5.3.2.5 **Significant mean difference: tenure**

There were no significant mean differences found between tenure with regard to perceived organisational support, job satisfaction and turnover intention. Therefore, the conclusion support hypothesis H3₀: individuals from different ages, gender, employment level, education, and tenure groups do not differ significantly regarding their perceived organisational support, job satisfaction and turnover intention.

5.4 CONCLUSION REGARDING THE RESEARCH HYPOTHESES

Table 5.13 demonstrates a summary of the conclusions regarding the research hypotheses.

Table 5.13: *Summary of the findings of research hypotheses*

Research hypothesis		Statistical procedure	Supportive evidence
H1 ₀ :	There is no significant relationship between perceived organisational support, job satisfaction and turnover intention.	Correlation analysis	Not supported
H1 _a	There is a significant relationship between perceived organisational support, job satisfaction and turnover intention.	Correlation analysis	Supported
H2 ₀	Perceived organisational support and job satisfaction do not significantly and positively predict turnover intention.	Multiple regression analysis	Not supported
H2 _a	Perceived organisational support and job satisfaction significantly and positively predict turnover intention.	Multiple regression analysis	Supported
H3 ₀ :	H3 ₀ : Individuals from different ages, gender, employment level, education, and tenure groups do not differ significantly regarding their perceived organisational support, job satisfaction and turnover intention.	Post Hoc Tests analysis	Supported

H3a:	H3a: Individuals from different ages, gender, employment level, education, and tenure groups differ significantly regarding their perceived organisational support, job satisfaction, and turnover intention.	Post Hoc Tests analysis	Not supported
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5.5 RESULTS DISCUSSION

In this section, the demographic profile of the sample is discussed inclusively with the results of the tested research hypotheses.

5.5.1 The Demographical profile of the sample

The demographical profile obtained from the sample indicates that the highest age proportion of respondents from the sample (N = 130) was in the 31 to 40 years category (43.1%), of which males were (60.8%) and females (39.2%). The profile indicates that 30.8% of respondents have been employed in the organisation for 11 to 20 years.

5.5.2 Sample profile: Perceived organisational support, Job Satisfaction, and Turnover Intention

The interpretation of the means is covered in this section. The most significant and lowest mean scores for the three measuring instruments were: SPOS, MSQ, and TIS.

Table 5.14: *Summary of means of measuring instruments.*

Subscale	SPOS	MSQ	TIS
Highest mean	Supervisor support (2.62)	Intrinsic (2.53)	Responsibilities (3.85)
Lowest mean	Organisational justice (2.44)	Extrinsic (2.27)	Personal values (1.14)

Table 5.14 shows that regarding the SPOS scale, the supervisor support sub-dimension obtained the highest average mean score. The actual statement was to determine if the organisation values employees' contributions. The highest mean score on this item was (M=2.62), which suggested that the employees showed high levels of disagreement regarding the supervisor's support. According to Mahpara, Muzaffar and Punjab (2018), supervisor support denotes employees' perception that the organisation values their contribution and cares about their well-being. In addition, Shi and Gordon (2019) view supervisor support as a crucial indicator of perceived organisational support because supervisors are representatives of the organisation.

Furthermore, the respondents scored the organisational justice subscale lowest (M = 2.44). This indicates that organisational justice is not the organisation's strong attribute. Jahangiri et al. (2020) define organisational justice as treating all employees fairly and following ethical principles. Overall, the statements in the SPOS scale were rated low, which suggests that the respondents negatively disagreed with the statements.

Table 5.14 also illustrates that job satisfaction was measured by MSQ, which reflected three sub-constructs: intrinsic, extrinsic, and general job satisfaction. According to Biason (2020), job satisfaction has to do with how employees feel about their job and their various aspects, such as compensation, supervision, working conditions, colleagues, and quality of work. The respondents scored the job satisfaction intrinsic as the highest mean score (M= 2.53), which suggests that the employees are dissatisfied with the intrinsic motivation and job satisfaction, which includes the quality of care given to employees, tasks and content, autonomy, skill utilisation, fulfilment, and self-growth. Wojtkowska, Andersz and Czarnota-Bojarska (2016) opine that intrinsic job satisfaction is a crucial element for the employee, which encourages employees to feel comfortable physically and psychologically. The aviation employees indicated satisfaction with the opportunity to assist other employees and mentor their colleagues. However, extrinsic job satisfaction was scored lower (M = 2.27), which suggests that the employees were not satisfied with the compensation, which relates to the extrinsic motivation factor. Khalid and Nawab (2018) define compensation as forms of financial returns and tangible benefits employees receive as part of an employment relationship. In addition, Abdulai Sawaneh and Kanko Kamara (2019) view compensation as a significant factor in showing commitment towards employees and essentially among the convincing reasons employees stay in an organisation.

Table 5.14 reports that the overall TIS' highest mean score was (M= 3.85), indicating respondents' high intentions to leave the organisation. The respondents indicated that benefits associated with their current jobs prevent them from leaving the organisation, though they think about it. Similarly, the fear of the unknown prevents them from quitting. However, if they can be offered another job with the same remuneration, they would accept it. These findings are also supported by Santoni and Harahap (2018), who found that the high level of turnover intention in a company can be assumed that the company did not do their best for their employees.

5.5.3 Research Aim 1:

To examine the relationship between perceived organisational support, job satisfaction, and turnover intention as manifested in a sample of South African aviation industry respondents.

The results provide positive evidence for research hypothesis H1_a: There is a significant relationship between perceived organisational support, job satisfaction and turnover intention.

5.5.3.1 *Interpretation of correlations between SPOS, MSQ and TIS.*

Table 5.14 summarises the findings of the research hypotheses. It reveals that respondents' perceptions of organisational support, job satisfaction, and desire to leave the company are only weakly correlated with one another. This translates to higher job satisfaction for employees who receive solid organisational support. Wojtkowska et al. (2016), who agree that there is a favourable correlation between perceived organisational support and job satisfaction, provide support for this study.

A study by Culver, Young, and Barnhardt (2020) indicated that satisfied employees and a rise in the feeling of support were both results of high levels of organisational support. In their study, Chalidyanto and Winarto (2020) found a favourable association between perceived organisational support and job satisfaction. However, this study found a substantial negative relationship between turnover intention and perceived organisational support. The link between job satisfaction and intent to leave was also significantly negative. This indicates that employees who are unhappy with their jobs and the organisational support choose to leave the company.

5.5.4 Research Aim 2:

To determine whether perceived organisational support and job satisfaction significantly predict turnover intention

5.5.4.1 Interpretation of the predictions between SPOS, MSQ and TIS

The findings validate research hypothesis H2_a: Perceived organisational support and job satisfaction significantly and negatively predict turnover intention.

The findings suggest that perceived organisational support and job satisfaction may predict turnover intention to some extent. Pandey, Singh, and Pathak (2019) state that perceived organisational support and job satisfaction predict turnover intention, which is consistent with the findings of this study. Organisational support, the work environment, and job satisfaction also influence employee desire to quit. Chiat and Panatik (2019) discovered that low perceived organisational support levels lead to higher turnover intentions.

Human resource professionals must become strategic partners to keep the finest workers and lower turnover. Additionally, Kurniawaty, Ramly, and Ramlawati (2019) contend that job satisfaction significantly and negatively influences the intention to leave one's employment. Aviation management needs to create policies and procedures to lower turnover, which is primarily brought on by dissatisfaction at work and a lack of support.

5.5.5 Research Aim 3

To determine whether age, gender, employment level, education, and tenure groups differ significantly regarding their perceived organisational support, job satisfaction and turnover intention.

There were no significant differences between the various group age, gender, or employment level in terms of their perceived organisational support and job satisfaction. However, the results indicate a significant difference between age and turnover intention construct (see Table 5.12). Furthermore, the results of education and tenure indicate a

significant difference between education in relation to perceived organisational support and turnover intention (See Table 5.14). Lastly, employees with 11 years and above with the organisation indicated significant differences between tenure and human resource practices as well as organisational rewards.

Therefore, research hypothesis 3 was partially accepted H3₀: Individuals from different ages, gender, employment level, education, and tenure groups do not differ significantly regarding their perceived organisational support, job satisfaction and turnover intention.

5.6 CHAPTER SUMMARY

This chapter discussed the relevant descriptive, correlational, and multiple regression analysis findings. The three instruments' internal consistency dependability was explored. The instruments' means, standard deviations, skewness, and kurtosis were also discussed and examined. The findings from the empirical research study and those from the literature review were presented. Inferential analyses for instruments and correlation statistics, which included reporting Pearson product-moment correlation, were also covered. Also mentioned was the test for statistically significant mean demographic differences. In this chapter, the overall conclusions of the research hypotheses were covered.

Chapter 6 will address recommendations for turnover intention practices within the aviation industry. The chapter also includes conclusions, limitations and recommendations for the research study.

CHAPTER 6: CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

In this chapter, the results of the literature review and empirical investigation will be integrated, and the findings will be thoroughly discussed. The chapter will also discuss the study's shortcomings and offer suggestions for future human resources management research.

6.1 CONCLUSIONS

In accordance with the study's objectives indicated in Chapter 1, conclusions based on the literature review and empirical study are discussed in the next section.

6.1.1 Conclusions relating to the literature review.

The study's objectives were as follows:

Research aim 1: To conceptualise perceived organisational support, job satisfaction and turnover intention from a theoretical perspective.

Research aim 2: To conceptualise the nature of the theoretical relationship dynamics between perceived organisational support, job satisfaction, and turnover intention.

Research aim 3: To provide a framework for the implications of the theoretical relationship between perceived organisational support, job satisfaction and turnover intention variables for retention practices in the aviation industry.

6.1.1.1 Literature research aim 1:

Research aim 1: To conceptualise perceived organisational support, job satisfaction and turnover intention from a theoretical perspective.

The first aim was achieved in chapters 2 and 3.

(a) Conclusions about perceived organisational support.

The organisational support theory, developed by Eisenberger et al. (1986), is the foundation for the perceived organisational support concept. According to this concept, employees perceive organisational support because of their socioemotional demands (Eisenberger et al., 1986). Perceived organisational support, according to Winarto and Chalidyanto (2020), refers to how the employees feel about the company regarding how much it values their work and how much it cares about them (employees). Additionally, employees may have positive or negative impressions of their company, and negative perceptions may result in job dissatisfaction and, ultimately, resignations (Maan, Abid, Butt, Ashfaq, & Ahmed, 2020).

In this study, perceived organisational support is defined as the feeling among employees that their employer and management regard them and are concerned with their welfare (Adams & Mastracci, 2019). According to Winarto and Chalidyanto (2020), how much an organisation values its employees' contributions and well-being will decide how much this will be reflected in improved performance and satisfaction. According to Pungnirund, Techarattanased, and Mutakalin (2020), the supervisors or leaders of the organisations may be the source of perceived organisational support. Similarly, business executives who do not recognise their most important and skilled employees may see excessive employee turnover (Ateş & Ünal (2021).

(b) Conclusions about job satisfaction

The concept of job satisfaction is understood to be the degree of contentment one experiences with their employment (Fogaça, Coelho, Paschoal, & Torres, 2021). Similarly, Singh and Loncar (2020) see job satisfaction as a worker's successful response to evaluating the work environment and financial and non-financial factors. Additionally, according to Covella, McCarthy, and Kaifi (2017), work-life balance initiatives, remuneration, and recognition programmes all help to increase employee job satisfaction and lower turnover. Similarly, Devonish (2018) sees job satisfaction as having a variety of advantages for businesses since happy and satisfied workers can effectively boost output. Additionally, according to Singh and Loncar (2020), intrinsically motivated employees cherish their jobs and find fulfilment in serving others rather than receiving a cheque.

Due to the following characteristics (work importance, social standing, moral principles, job security, and authority), employees who possess these traits tend to be satisfied with their jobs. The intrinsic and extrinsic job aspects concerning job satisfaction were evaluated in this study. The study also explored the theories of job satisfaction, including Herzberg's (1959) and Maslow's (1943) hierarchy of needs. According to Herzberg, the motivation-hygiene hypothesis, which focuses on variables influencing job satisfaction and discontent at work, is a two-factor theory. Similarly, Maslow's (1943) theory of the hierarchy of needs explains how meeting needs motivate workers through real-world and situational experiences. Herzberg (2015) claims that employees' feelings about their occupations and aspects of the work environment can be favourable or unfavourable, which may result in job satisfaction or dissatisfaction (Zaidi, Rehman, & Ashiq, 2021).

(c) Conclusions about turnover intention

In the research on employee turnover behaviour, the concepts of "turnover intention," "employee retention", and "turnover" are frequently used interchangeably (Chan et al., 2021). The intention to leave is regarded as a conscious and purposeful desire to leave an organisation (Santoni & Harahap, 2018). It is regarded as a last resort in the withdrawal cognition process. The three components of the withdrawal cognition process include thoughts of leaving the organisation, looking for work elsewhere, and quitting (Walansari, Meilita, & Ganesan 2018). Additionally, according to Rawashdeh et al. (2021), turnover intention refers to an employee's determination to leave their employer.

According to Pandey et al. (2019), a different essential factor determines actual turnover, and according to them, the intent to leave is a poor predictor of turnover behaviour. According to Asimah (2018), turnover intention was the best predictor of turnover. Along with the aforementioned, Pandey et al. (2019) recommended utilising turnover intention as a replacement for turnover because studies on turnover showed that employees who indicate strong intentions to leave the company eventually do so.

Ngo-Henha (2017) asserts that because so many external circumstances impact turnover behaviour, turnover is considerably more challenging to forecast than intention. According to the accumulated data, the decision of an employee to quit the organisation is the best predictor of turnover (Kurian, Rajini & Reddy, 2021).

6.1.1.2 Literature research aim 2:

Research aim 2:To conceptualise the nature of the theoretical relationship dynamics between perceived organisational support, job satisfaction and turnover intention.

Employees that feel a high level of organisational support are more likely to stay with the company longer since their goals, ambitions, and values are in line with the organisation's (Culver, Young, & Barnhardt, 2020). In addition, Sawaneh and Kamara (2019) discovered that employee turnover intention positively correlates with perceived organisational support when job satisfaction is tracked. Other researchers think that the association between perceived organisational support and intention to leave is mediated by job satisfaction. Similarly, Ding, Yu, and Li (2020) concur that employees who feel supported by their company would be more devoted to it.

As a result, there would be less employee turnover within the organisation due to this high degree of job satisfaction. Additionally, people who are more satisfied with the organisation generally say they have fewer plans to leave it. These results imply that perceived organisational support may positively correlate with job satisfaction, which may be a mediator of turnover intention (Sahir et al., 2018). It is critical that employees feel appreciated and cared for by the company. According to Culver et al. (2020), employees who are not appreciated are frequently less satisfied and more likely to leave the organisation. Additionally, employees who feel supported report higher job satisfaction and fewer plans to leave the company (Sahir et al., 2018).

The research by Bhatt et al. (2017) found that employee demographics mediated the relationship between job satisfaction and intention to leave. More specifically, the researchers' findings show that higher age, length of service, and employment history will cause a decrease in turnover intention. Employees will enjoy more job satisfaction and stay on the job longer as their expertise and knowledge grow.

6.1.1.3 Literature research aim 3.

Research aim 3:To provide a framework for the implications of the theoretical relationship between perceived organisational support, job satisfaction and turnover intention in the aviation industry.

No significant associations between employees' views of organisational support and intention to leave were discovered by Satardien et al. (2018). The results showed no link between employees' intentions to leave the company and the perceived level of organisational support. The results of this study and Eisenberger et al. (1986) perceived organisational support theory, which indicated a substantial negative relationship between turnover intention and perceived organisational support, conflict with Satardien's (2018) findings. According to Sun (2019), perceptions of organisational support are linked to intentions to leave the company, and Sun (2019) hypothesised that this relationship might be more substantial than job satisfaction.

Similar findings were made by Fiset and Saffie-Robertson (2020), who discovered that the impact of perceived organisational support on the decision to stay with the organisation is twice as great as its impact on the decision to quit. These results imply that perceived organisational support and intention to leave are mediated by job satisfaction. Additionally, Erdogan et al. (2020) confirm that other factors, such as job satisfaction and organisational climate, have a more significant impact on turnover intention than perceived organisational support. These factors affect how employees view their organisation's support, influencing their intention to leave. Additionally, these results imply that perceived organisational support may be positively related to job satisfaction, which may be negatively related to turnover intention (Erdoan et al., 2020).

According to Sahir et al. (2018), intrinsic and extrinsic motivational factors considerably impact employees' intentions to remain with or leave the company. Job satisfaction was found to be a greater predictor of turnover intention among professional accountants by Biason, Afrin Anny, Adanse, and Hoque (2020). According to their research, people who lack intrinsic motivation do not contribute to organisational efficiency and are more prone to exhibit withdrawal behaviours. Job satisfaction was also discovered to be a strong predictor of turnover intention in a study by Satardien et al. (2018). Similarly, Sahir et al. (2018) found that job satisfaction is the most crucial factor influencing employees' intentions to remain with or quit an organisation. In the current study, job satisfaction was found to be a significant predictor of turnover, followed by organisational support.

6.1.2 Conclusions relating to empirical study

This section focuses on the conclusions in terms of the empirical study. The specific aims were:

Research aim 1:To examine the relationship between perceived organisational support, job satisfaction and turnover intention as manifested in a sample of respondents in a South African aviation industry setting.

Research aim 2:To assess whether perceived organisational support and job satisfaction significantly predict turnover intention.

Research aim 3:To determine whether age, gender, employment level, education, and tenure groups differ significantly regarding their perceived organisational support, job satisfaction, and turnover intention.

Research aim 4:To formulate recommendations for the discipline of human resource management practices and future research based on the findings of the study.

The empirical findings provided supportive evidence for hypotheses H1_a, H2_a, and H3_a. The relevant research findings which support the research hypotheses are presented as empirical conclusions in the following section.

6.1.2.1 Research aim 1: To examine the relationship between perceived organisational support, job satisfaction, and turnover intention as manifested in a sample of respondents in a South African aviation industry setting.

The results support research hypothesis H1_a: There is a significant relationship between perceived organisational support, job satisfaction and turnover intention.

Based on the findings of this study, the following conclusions were drawn:

The study examined the relationship between perceived organisational support, job satisfaction and intention to leave one's work. According to the current study, there is a link between job satisfaction and perceived organisational support. However, the study found that perceived organisational support and job satisfaction had a negative association with turnover intention. The observed relationship suggests that aviation management and human resource practitioners should put more effort into supporting and caring for employees to retain and keep them satisfied. It is essential to state that core aviation skill is in high demand in other countries; therefore, the absence of

organisational support may encourage them to leave South Africa and go to other countries (ICAO, 2017).

Intrinsic, extrinsic, and overall job satisfaction all displayed a negative association with turnover intention in this study. According to Sahir et al. (2018), which was previously noted, both intrinsic and extrinsic motivation elements have a substantial impact on an employee's intention to remain with or leave an organisation. According to the present study, the duties of aviation workers make them less likely to quit their jobs. The finding of this study suggests job dissatisfaction among airline workers as well as little awareness of organisational support.

According to Srivastava and Agrawal (2020), the lack of organisational support and job dissatisfaction leads to a negative feeling of anxiety and helplessness, resulting in increased absenteeism and, eventually, turnover intentions. Additionally, the present study found that employees have no hope that the organisation will support their well-being and career development. Hassan, Jambulingam, Alam, and Islam (2019) contend that one of the additional reasons why employees would wish to continue working for the organisation despite their dissatisfaction is that they feel they have a moral obligation to do so.

Furthermore, Hassan et al. (2019) discovered that disgruntled employees put off leaving during their first few months because they feel obligated to, although, after some time, they are more likely to leave the company. High supervisory support, a conducive working environment, and proper rewards might increase employee motivation (Raihan, 2020). According to Sahir et al. (2018), employees stick in an organisation longer if they have intrinsic drive because they "want to." As a result, individuals show increased commitment to their work and exhibit positive employee relations behaviours (Hassan, 2019). In this study, a positive relationship between organisational support and job satisfaction was observed.

6.1.2.2 Research aim 2: To determine whether job satisfaction and perceived organisational support are significant predictors of the intention to leave.

Based on the findings of this study, the following conclusions were drawn:

The second goal was to determine whether perceived organisational support and job satisfaction significantly predict the intention to leave. The findings are consistent with

research hypothesis H2a: Perceived organisational support and job satisfaction significantly and negatively predict turnover intention.

The study found that perceived organisational support and job satisfaction were indicators of the propensity to leave an organisation such as the aviation industry. Santoni, Muhammad, and Harahap (2018) discovered in their study that perceived organisational support might predict the likelihood of turnover. Their research showed that turnover was reduced when organisational managers showed they cared about their staff.

Perceived organisational support and job satisfaction were found by Ekhsan (2019) to be important predictors of turnover intention. They found that workers who experience low job satisfaction but receive high levels of support from their managers are less likely to leave the company. They contend that a sense of trust and value was fostered by perceived organisational support, which in turn reduced turnover and eventually raised satisfaction. However, Kurniawaty, Ramly, and Ramlawati (2019) argue that job satisfaction is a better indicator of willingness to leave. According to their research, people who lack intrinsic motivation do not contribute to organisational efficiency and are more prone to exhibit withdrawal behaviours. Similarly, job satisfaction was found to be the best predictor of intention to leave in a study by Chiat and Panatik (2019).

Based on the findings of this study, perceived organisational support and job satisfaction are indicators of turnover intention. However, job satisfaction was found to be a stronger predictor of turnover intention in the aviation industry. The study also discovered that salary, the working environment, and growth prospects might enhance the perception of employee support and job satisfaction (Khalid & Nawab, 2018). Khalid and Nawab (2018) define compensation as all monetary advantages and material perks that employees receive as a condition of their employment. Therefore, aviation supervisors and human resource practitioners should be able to identify the behaviour of dissatisfaction during the performance appraisal session and develop retention programmes such as employee recognition, team-based pay and profit sharing (Abdulai & Kanko 2019)

6.1.2.3 Research aim 3: To determine whether age, gender, employment level, education, and tenure groups differ significantly regarding their perceived organisational support, job satisfaction and turnover intention.

Based on the findings of this study, the following conclusions are drawn:

The findings are consistent with hypothesis H3₀: Individuals from different gender, employment level, education, and tenure groups do not differ significantly regarding their perceived organisational support, job satisfaction, and turnover intention. However, the age group was different from the others.

(a) Age groups tend to differ significantly regarding their levels of perceived organisational support, job satisfaction and turnover intention

According to the findings, younger employees are more unsatisfied than older ones and frequently consider leaving the organisation. This impression may be influenced by the idea that there are better opportunities abroad in the aviation business (ICAO, 2017). They may go to other international aviation organisations because they are still youthful and active.

In the South African setting, Kollman, Stockmann, Kensbock, and Peschl (2019) also discovered a strong association between age and organisational support among call centre employees of an educational institution. Older workers were found to have more favourable perceptions of organisational support than younger employees. Additionally, older employees were shown to stay in the company longer than younger ones and more senior employees are more satisfied than younger ones.

(b) Gender and education groups differ significantly regarding their levels of perceived organisational support, job satisfaction and turnover intention

No differences were found between various education and gender groups regarding perceived organisational support, job satisfaction, and turnover intention. This finding is supported by Adams and Mastracci (2019). The insignificance could be due to the type of job or the mandate and objective of the organisation, that is, to serve the air passengers safely and efficiently, irrespective of education, gender, job level and tenure. This rationale would also apply to the employment level and tenure groups, which showed similar results.

However, the findings contradict a study by Ateş and Ünal's conclusions (2021), who discovered a substantial correlation between perceived organisational support, job satisfaction, and education. Additionally, their study revealed that employees with higher education levels had more favourable opinions of organisational support than their less educated colleagues.

(c) Employment level groups differ significantly regarding their levels of perceived organisational support, job satisfaction and turnover intention

No differences were found between various employment level groups regarding perceived organisational support, job satisfaction, and turnover intention. This finding is supported by a study conducted by Liang and Wang (2016). However, the findings contradict the results by Patel (2019), who found that higher-level employees reportedly have more opportunities to satisfy their needs requirements, such as excellent compensation, than lower-level employees.

(d) Tenure groups differ significantly regarding their levels of perceived organisational support, job satisfaction and turnover intention

No differences were found between various tenure groups regarding perceived organisational support, job satisfaction, and turnover intention. This finding is supported by Hur, Moon and Choi (2021). However, the findings contradict Ok, and Park (2018), who found that tenure has a much strong relationship with job satisfaction. Similarly, Arinicheva et al. (2020) found that long-tenured aviation employees portrayed more significant employment fulfilment and job satisfaction and that less-tenured employees may be dissatisfied with their job due lack of organisational support.

6.1.2.4 Research aim 4: To formulate recommendations for the discipline of human resource management practices and future research based on the findings of the study.

The literature reviews detailed how turnover and retention strategies influence the relationship between perceived organisational support, job satisfaction and turnover intention. Knowledge of the relationship between perceived organisational support, job satisfaction and turnover intention can prevent talented employees from leaving (Singh, 2019). A retention strategy could also assist in retaining critical skills by implementing the strategy in different manners, such as monitoring and analysing the turnover trends,

empowering effective leadership and crafting a favourable culture. The literature indicates that industries implementing retention practices witness improved perceived organisational support, increased satisfaction levels and reduced employee turnover (Malik, Baig & Manzoor, 2018). Similarly, Kin (2021) believes that employee turnover strategies such as social initiatives, gym areas and other sports facilities are more attractive to the new generation. Therefore, employees should be allowed to be innovative and creative to enjoy their stay in the industry. Shi and Gordon (2019). The findings of this study showed that when employees have a good relationship with their supervisors, their satisfaction increases, and they become committed to the organisation.

Also, this research shows that retaining experienced supervisors has significant returns to the aviation industry; because, as leaders, they can solve complex aviation issues (Ali et al., 2018). Therefore, employees who experience retention programme initiatives get encouraged to stay longer with the organisation since the strategy enables lower turnover intention (Malik et al., 2018). Therefore, the retention of employees, especially in the aviation industry, can be achieved provided the employee retention strategy is implemented by ensuring that the industry hires the right people in the right place and has good human relations. Supervisors must acknowledge the value of employees and reward them accordingly. All these efforts will promote perceived organisational support, job satisfaction and reduce employee turnover significantly in the industry.

6.1.3 Conclusions regarding the central hypothesis

In relation to the central hypothesis, it can be concluded that a significant relationship exists between perceived organisational support, job satisfaction and turnover intention. In addition, age, gender, employment level, education, and tenure groups partially differ in their levels of perceived organisational support, job satisfaction and turnover intention.

Therefore, the empirical study yielded statistically significant evidence to support the central hypothesis.

6.1.4 Conclusions of study to the field of human resource management

The literature review and empirical study findings contribute to new knowledge in the field of human resource management. Employees typically intend to leave their

employment when they are not satisfied with the supervisors, environment or their job. Although they might not immediately abandon their employment if they are not satisfied, they might instead work more slowly, become dishonest, and be less productive.

Therefore, human resource practitioners and managers should focus heavily on boosting employee work satisfaction and reducing their desire to leave their position. In addition, human resource practitioners should develop strategies to direct workers' attention to the long-term advantages. When employees have hope for a better future, they are willing to endure difficult times, such as economic challenges. Management and supervisors are essential for improving job satisfaction and positive perceived organisational support. A manager must be cooperative, compassionate, and effective towards employees.

Employees should be offered diversity and development opportunities, training, promotions, and job rotations. Continuous two-way communication between managers and employees is necessary to prevent conflicts and misunderstandings. Employees' activities must be coordinated and managed well in a structured manner. Employees should receive adequate and competitive compensation based on their performance and competence.

When employees have a comfortable work environment with sufficient amenities, the perception of the organisation and job satisfaction is more likely to increase. Additionally, employees that operate in teams or groups will significantly improve resource-sharing and teamwork skills. Rewards and social support improve employee retention and job satisfaction. These initiatives will increase job satisfaction and perceived organisational support while lowering employee turnover.

6.2 LIMITATIONS

Some limitations in terms of the literature review and empirical study were identified. The limitations of this study will be discussed in the section which follows.

6.2.1 Limitation of the literature review

The purpose of this study was to determine the relationship between perceived organisational support, job satisfaction, and turnover intention in the context of the

South African aviation industry. In the literature, there has not been much investigation into this topic, especially in the South African aviation industry.

6.2.2 Limitation of the empirical study

Some limitations of the empirical study were identified in the previous chapters. The following is a summary of limitations that apply specifically to this empirical study. The study focused on just three variables: perceived organisational support, job satisfaction, and turnover intention, which may mean that it cannot offer a comprehensive analysis of the determinants affecting employee turnover intention in the aviation industry.

This study utilised the convenience sampling method, which entails a higher risk of bias and jeopardises the ability to draw generalisations about a large population.

Therefore, future research needs to use a longitudinal design which will observe and collect data on a number of variables, and which may be more accurate results.

The study was carried out within a single aviation organisation; hence it is not possible to extrapolate the results to other organisations. Since the study used a non-probability purposive sample of employees working in the aviation industry, generalising the finding to other industries may not be possible

Survey for perceived organisational support (SPOS), Minnesota Satisfaction Questionnaire (MSQ), and Turnover Intention Scale (TIS) depended on the respondents' perceptions, which might have impacted the validity of the findings. Only 130 of the 1200 employees at the chosen organisation in the aviation industry accepted the invitation to participate in the study, even though all employees were eligible to do so. This study was limited to a smaller sample in the transportation industry, and a larger randomised sample size, more representative from various organisations of the transportation industry, would help to attain the generalisability of the findings. Furthermore, a longitudinal study to determine the impact of perceived organisational support and job satisfaction on employees' turnover intention could be of significance to the aviation industry.

In summary, despite these limitations, the study's findings offer a new explanation for the relationship between perceived organisational support, job satisfaction, and turnover intention, as well as the differences between biographical groups' experiences of these variables. In order to inform the creation of retention policies, the study may be utilised

as a basis for understanding the correlations between the variables measured and the differences between biographical groups.

6.3 RECOMMENDATIONS

In light of the findings of this study, recommendations are suggested regarding the retention of employees in the aviation industry and for future studies.

The results of this study show that it is important to consider perceived organisational support and job satisfaction in order to understand employees' turnover intention. In view of the argument that supported and satisfied employees demonstrate increased performance and lower intention to leave the organisation. The relationship between the three constructs relevant to this study provides insight into the development of retention strategies as follows.

Job satisfaction is a performance indicator or attitude that can be improved with organisational and managerial support (Mitonga-Monga, 2020). Supervisors can control the behaviour that leads to turnover, address withdrawal symptoms of withdrawal, and develop retention methods that will increase job satisfaction (Maan, Abid, Butt, Ashfaq & Ahmed, 2020). According to a study by Kamal and Lukman (2017), job satisfaction is a critical antecedent for turnover intention. Shi and Gordon's (2019) research also demonstrates that job satisfaction has a favourable relationship with employees and turnover intention. To determine the likelihood of turnover and create treatments that would support effective employee retention tactics, practitioners must first analyse job satisfaction (Maan, Abid, Butt, Ashfaq & Ahmed, 2020).

According to Cropanzano (2015), maintaining fair processes and systems, employee assistance, and their trust in and alignment with the organisation's values will boost job satisfaction and perceived organisational support.

Employees' feelings of organisational support and job satisfaction are greatly influenced by their interactions with their immediate manager or supervisor (Rhoades & Eisenberger, 2002). Employee participation in decision-making, inclusion in privileged communications, and recognition of their accomplishments at work are all management practices that directly and favourably affect perceptions of organisational support (Wassem, Baig, Abrar & Hashim, 2019). The relationship between employees and their

employer, as well as the employee-manager relationship, is improved through management support (Wassem et al., 2019).

When an organisation establishes a shared value system between its employees and its objectives, a sense of identification with the latter grows. Furthermore, when employees concur with the values that guide organisational decisions, they feel more secure and predictable. Their desire to remain with the company is boosted by this comfort (Meyers et al., 2019). To boost perceived organisational support, fairness, civility, forgiveness, and moral integrity are humanitarian principles organisations should uphold (Yasir Ali & Asrar-ul-Haq, 2018).

Trust is a two-way street; to earn someone's trust, one must first earn theirs. Trust is defined when dealing with risky situations as having favourable expectations for the other person (Uriesi, 2019). Leaders must also be genuine with their subordinates. Finally, businesses prioritising employee satisfaction tend to reap higher levels of loyalty (Meyers et al., 2019).

When followers trust their superiors, and there is a relationship between them, employees are more satisfied at work and are less inclined to quit. When employees have less trust in their company and the employment relationship, their jobs are less secure (Yasir Ali & Asrar-ul-Hag, 2018). Committing to or feeling loyal to what one does not know is challenging. Therefore, a good employee-employer relationship is necessary to foster job satisfaction (Wassem et al., 2019). Furthermore, a lack of reliable information breeds ambiguity, which causes stress and might cause people to leave the company (Maan et al., 2020)

When workers feel their values align with the organisation's dominant values, job satisfaction increases (Meyers et al., 2019). Additionally, several businesses have implemented employee assistance initiatives to boost staff members' job satisfaction (Kundu & Lata, 2017).

Organisational activities, such as volunteer programmes and social responsibility campaigns, would also help employees feel more fulfilled at work since they give them chances to participate (Kundu & Lata, 2017). Additionally, employee support programmes must be created to enhance employees' experiences at work by offering emotional, monetary, and practical help outside the purview of traditional human capital compensation, benefit, recognition, and training and development programmes. These

more prevalent programmes, which range from work-family initiatives like mental health care to employee assistance programmes, offer staff members various kinds of support (Wulansari, Meilita, & Ganesan, 2020).

The final mental step in the decision-making process for voluntary turnover is the intention to remain or leave the organisation (Anjum & Muazzam, 2018). According to Anjum and Muazzam (2018), employees who feel their organisation does not support them will be less content with it, and a lack of support will make them more likely to consider leaving.

The organisation must devise interventions, as indicated in the sections above, that would enhance employees' job satisfaction and perceptions of organisational support to reduce their intentions to leave the company.

6.3.1 Recommendations for future research

Based on the findings and limitations of the current study, it is recommended that further investigation be conducted into the relationship between perceived organisational support, job satisfaction, and intention to leave the job within other South African organisations. This additional research would validate the current findings and provide a more comprehensive understanding of the topic. Additionally, future studies could explore different and other areas, such as employee well-being, performance management, employee engagement, employee retention and development, to gain deeper insights into the results presented in this study.

To unlock the full potential of employee well-being in organisations, it is imperative to understand how perceived organisational support affects employee turnover. Additionally, maximising job satisfaction should be a top priority for all employers in all industries. Finally, human resource practices in the aviation industry of South Africa must be revolutionised in order to create a roadmap for the future.

6.4 INTEGRATION OF THE RESEARCH

The relationship between perceived organisational support, job satisfaction, and turnover intention of those working in the aviation industry was examined. The findings suggest a relationship between perceived organisational support, job satisfaction and

turnover intention, which may provide insight to inform the talent retention strategies in the aviation industry.

According to the literature review, there is a relationship between these three constructs. The aviation industry is essential for South Africa's economy to grow and for social progress to be made. Skills identification, acquisition, compensation, development, and retention are all aspects of economic development. The capacity to retain talented employees involves training and development, opportunities for personal growth, mentoring and coaching activities, supervisory support and job satisfaction, all of which have been indicated as significant when considering employee retention strategies. In addition, the difference between biographical groups in terms of their attitudes to the organisation has to be considered.

The empirical study provided statistically significant support for the central hypothesis. The findings, therefore, suggest that a relationship exists between individuals' perceived organisational support, job satisfaction and turnover intention. Employees' perception of organisational support and job satisfaction significantly predict their turnover intention. In addition, groups differing in age, gender, employment level, education level and tenure were shown not to differ significantly in their levels of perceived organisational support, job satisfaction and turnover intention.

In conclusion, the study's findings suggest that understanding the connection between perceived organisational support, job satisfaction, and desire to leave the employer may help to guide talent retention. By creating retention strategies that result in significant advantages for the organisation, such as a drop in intention to resign and retention of human intellectual capital in this highly competitive knowledge economy, management of employee turnover and its associated costs can be addressed. Due to South Africa's broad cultural landscape, it is crucial to consider the differences among biographical groups concerning the study's relevant variables.

6.5 CHAPTER SUMMARY

This chapter discussed the conclusions drawn from and the possible limitations of the study by focusing on the literature review and empirical study. Recommendations were made regarding practical suggestions for talent retention and recommendations for future research. Finally, the study was integrated by highlighting the support of the

findings for the relationship between perceived organisational support, job satisfaction and turnover intention.

Hence, the following empirical research aims were achieved:

Research aim 1: To examine the relationship between perceived organisational support, job satisfaction and turnover intention as manifested in a sample of South African aviation industry respondents.

Research aim 2: To determine whether perceived organisational support and job satisfaction significantly predict turnover intention.

Research aim 3: To determine whether age, gender, employment level, education, and tenure groups differ significantly regarding their perceived organisational support, job satisfaction and turnover intention.

Research aim 4: To formulate recommendations for the discipline of human resource management practices and future research based on the findings of the study.

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APPENDIX A: UNISA ETHICAL CLEARANCE



UNISA HRM ETHICS REVIEW COMMITTEE

Date: 13 April 2022

Dear Ms Puleng Jacqueline Siyoko

Decision: Approved

NHREC Registration #: (if applicable)

ERC Reference #: 2022_HRM_004

Name: Ms Puleng Jacqueline Siyoko

Student #: 33887527

Researcher(s): Name: Ms Puleng Jacqueline Siyoko
E-mail address, telephone # 33887527@mvlife.unisa.ac.za,
060 473 2751

Supervisor(s): Name: Dr Ndayiziveyi Takawira
E-mail address, telephone # takawn@unisa.ac.za, 0727816609

The working title of the research:

The relationship between perceived organisational support, job satisfaction, and employee retention in the aviation industry of South Africa.

Qualification: MCom

Thank you for the application for research ethics clearance by the Unisa HRM Ethics Review Committee for the above-mentioned research. Ethics approval is granted for Puleng Jacqueline Siyoko for a period of **three (3) years**.

*The **low-risk application** was reviewed by a Sub-committee of URERC on 13 April 2022 in compliance with the Unisa Policy on Research Ethics and the Standard Operating Procedure on Research Ethics Risk Assessment. The ethics application was approved on 13 April 2022.*

The proposed research may now commence with the provisions:

- 1. The researcher will ensure that the research project adheres to the relevant guidelines set out in the Unisa Covid-19 position statement on research ethics attached.**



University of South Africa
Preller Street, Muckleneuk Ridge, City of Tshwane
PO Box 392 UNISA 0003 South Africa
Telephone: +27 12 429 3111 Facsimile: +27 12 429 4150
www.unisa.ac.za

2. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.
3. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study should be communicated in writing to the HRM Committee.
4. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.
5. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing, accompanied by a progress report.
6. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines, and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, if applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003.
7. Only de-identified research data may be used for secondary research purposes in the future on the condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data requires additional ethics clearance
8. No fieldwork activities may continue after the expiry date of **April 2025**. Submission of a completed research ethics progress report will constitute an application for renewal of Ethics Research Committee approval.

Note:

*The reference number **2022_HRM_004** should be clearly indicated in all forms of communication with the intended research participants, as well as with the Committee.*

Yours sincerely,



Signature

Name of the Chair: Dr Elizabeth Ruddolph

E-mail: rudolec@unisa.ac.za

Tel: (012) 429 2586



Signature

Executive Dean: Prof MT Mogale

E-mail: mogalmt@unisa.ac.za

Tel: (012) 429-4805



University of South Africa
Preller Street, Muckleneuk Ridge, City of Tshwane
PO Box 392 UNISA 0003 South Africa
Telephone: +27 12 429 3111 Facsimile: +27 12 429 4150
www.unisa.ac.za

APPENDIX B: PERMISSION TO CONDUCT THE STUDY



23 March 2021

Air Traffic and Navigation Services
Eastgate Office Park, Block C
South Boulevard Road
Bruma
2198

REQUEST FOR PERMISSION TO CONDUCT RESEARCH AT AIR TRAFFIC AND NAVIGATION SERVICES

Dear Mr Sangweni

My name is Jacky Siyoko and I am currently enrolled for a Masters of Commerce Degree in Business Management, in the Human Resources Management Department (Student number: 33887527), at the University of South Africa (UNISA). This letter serves to request that I conduct the research within Air Traffic and Navigation Services (ATNS) organisation and therefore requires your permission to engage with ATNS employees. The topic for my research study is **“The relationship between Perceived Organisational Support (POS), Job Satisfaction and Employee Retention in the aviation industry of South Africa”**.

The purpose of the study is to explore the relationship dynamics between perceived organisational support, job satisfaction and employee retention in the aviation industry context, and to determine whether individuals from different age, gender, employment level, education and tenure groups differ significantly regarding these variables.

The study will be conducted in a morally sound and accountable manner and will use a survey approach. The employees will be requested to complete a brief questionnaire which studies

2/6/2/1/1 Permission to conduct a Research	Page 1 of 4	23 March 2021
Air Traffic and Navigation Services SOC Limited Company Reg. No. 1993/004150/06 ISO 9001 certified	Eastgate Office Park, Block C, South Boulevard Road, Bruma Private Bag X15, Kempton Park 1620 Tel +27 11 607 1000 Fax +27 11 607 1570 www.atns.com	Directors: S Thobela (Chairman) KN Vundla, LN Ngema, ZG Myeza, JC Trembath S Badat, KS Boqwana, N Kubheka, CR Burger, T Kgekolo Chief Financial Officer: JM Moholola Company Secretary: LP Mngomezulu



about their perceptions regarding these concepts. The study will be conducted anonymously and identity of the respondent shall not be required for the sake of good ethics.

It is anticipated that the information we gain from this survey will help us to share with the Human Resource management so that they modify or develop retention strategies to incorporate the outcome of the study.

Please do not hesitate to contact the researcher or supervisor on the numbers listed below should you require any additional information regarding this request. Your permission to conduct this study will be highly appreciated.

DETAILS	RESEARCHER	SUPERVISOR
Name	Jacky Siyoko	Dr. Ndai Takawira
Institution	University of South Africa	University of South Africa (UNISA)
Student No.	33887527	
Contact No.	060 4732 751	072 781 6609
Email address	JackyS@atns.co.za	Takawn@unisa.ac.za

Kind Regards

Jacky Siyoko

Project Coordinator

2/6/21/1 Permission to conduct a Research	Page 2 of 4	23 March 2021
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South Boulevard Road, Bruma
Private Bag X15, Kempton Park 1620
Tel +27 11 607 1000 | Fax +27 11 607 1570
www.atns.com

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KN Vundla, LN Ngema, ZG Myeza, JC Trembath
S Badat, KS Boqwana, N Kubheka, CR Burger, T Kgokoto
Chief Financial Officer: JM Moholola
Company Secretary: LP Mngomezulu



Prepared by:

Jacky Siyoko

Signature: 

Date: 23 March 2021

Supported / Not supported by:

Gerald Leeferink: PPMO Director (Acting)


Signature: 

Date: 23rd March 2021

Comments:

Supported / Not supported by:

Mr. Ernest Mwale: Executive: Strategy & Optimisation (Acting)

Signature: -----

Date: 23 April 2021-----

Comments:



Supported / ~~Not supported~~ by:

Ms. Lulekwa Ngcwabe: Executive: Human Capital

Signature:  Date: 31 May 2021

Comments:

Approved by:

Dr. Sandile Malinga: COO

Signature:  Date: 30/07/2021

Comments:

Approved by:

Mr. Dumisani Sangweni: CEO (Delegated)

Signature:  Date: 30 November 2021

Comments:

2/6/2/1/1 Permission to conduct a Research	Page 4 of 4	23 March 2021
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ISO 9001 certified

Eastgate Office Park, Block C,
South Boulevard Road, Bruma
Private Bag X15, Kempton Park 1620
Tel +27 11 607 1000 | Fax +27 11 607 1570
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APPENDIX C: CONFIDENTIALITY AGREEMENT FROM STATISTICIAN

CONFIDENTIALITY AGREEMENT BY THE STATISTICIAN

I, Dr Dion Van Zyl, ID 731222 5064 080, in my personal capacity as a statistician collaborating with Puleng Jacky Siyoko on a research titled "The relationship between perceived organisational support, job satisfaction and turnover intention in the aviation industry of South Africa", acknowledge that I am aware of and familiar with the stipulations and contents of the conditions of ethical clearance specific to this study. I shall conform to and abide by these conditions. Furthermore, I am aware of the sensitivity of the information collected and the need for strict controls to ensure confidentiality obligations associated with the study.

I agree to the privacy and confidentiality of the information I am granted access to in my duties as a statistician. I will not disclose or sell the information I have been granted permission to gain access to, in good faith, to anyone.

I also confirm that the research team has briefed me on the protocols and expectations of my behaviour and involvement in the research as a statistician.

SIGNED:



APPENDIX D: TURNITIN REPORT



Digital Receipt

This receipt acknowledges that Turnitin received your paper. Below you will find the receipt information regarding your submission.

The first page of your submissions is displayed below.

Submission author: Puleng Jacqueline SIYOKO
Assignment title: Complete dissertation/thesis FINAL
Submission title: Siyoko_33887527
File name: 527_The_relationship_between_perceived_organisation_sup...
File size: 857.66K
Page count: 158
Word count: 44,348
Character count: 269,940
Submission date: 28-Apr-2023 10:07AM (UTC+0200)
Submission ID: 2078071394

THE RELATIONSHIP BETWEEN PERCEIVED ORGANISATIONAL SUPPORT, JOB
SATISFACTION AND TURNOVER INTENTION IN THE AVIATION INDUSTRY OF
SOUTH AFRICA

by

PULENG JACKY SIYOKO

APPENDIX E: LANGUAGE EDITING CERTIFICATE

EDITING AND PROOFREADING CERTIFICATE

7542 Galangal Street

Lotus Gardens

Pretoria

0008

28 November 2022

TO WHOM IT MAY CONCERN

This certificate serves to confirm that I have language edited PJ Siyoko's dissertation entitled, **"THE RELATIONSHIP BETWEEN PERCEIVED ORGANISATIONAL SUPPORT, JOB SATISFACTION, AND TURNOVER INTENTIONS IN THE AVIATION INDUSTRY OF SOUTH AFRICA."**

I found the work easy and intriguing to read. Much of my editing basically dealt with obstructionist technical aspects of language, which could have otherwise compromised smooth reading as well as the sense of the information being conveyed. I hope that the work will be found to be of an acceptable standard. I am a member of Professional Editors' Guild.

Hereunder are my contact details:



Dr Jack Chokwe (PhD)

Contact numbers: 072 214 5489

jackchokwe@gmail.com

Professional
EDITORS
Guild

Jack Chokwe
Associate Member

Membership number: CHO001
Membership year: March 2022 to February 2023

076 471 6881 / 072 214 5489
012 429 3327

jackchokwe@gmail.com
www.academicproeditor.co.za

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