

The Relationship between Perceived Organisational Support, Job Satisfaction and Turnover Intention in the Aviation Industry of South Africa

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Keywords

Organisational support

Job satisfaction

Turnover intention

Aviation industry

Abstract

Background: This research focused on the relationship between perceived organisational support, job satisfaction, and turnover intention. It is believed that retaining qualified and competent professionals is imperative for the operational efficiency of aviation companies.

Purpose of study: The objectives of the study were twofold. The first was to examine the relationship between perceived organisational support, job satisfaction and turnover intention. The second was to determine whether perceived organisational support and job satisfaction predict turnover intention.

Motivation: 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 in the aviation industry.

Research Methodology: The study followed a quantitative research method. Online survey instruments were distributed to 1200 and generated 130 responses from full-time employees at the managerial and support levels of the South African aviation company.

Main findings: 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.

Research contribution: The study results will inform industry leaders on how to avoid the significant worker turnover rate in the aviation industry.

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1. Introduction

1.1. Background

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.

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).

According to the ICAO (2021) report, new technology is becoming available across the aviation industry, improving how employees work and enhancing aviation processes. As a result, aviation employees leave organisations that do not move faster when 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 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.

1.2. Problem Statement

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. 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 and employees' intentions to leave the industry. The question that needs to be answered is: “To what extent do perceived organisational support and job satisfaction influence employee turnover intention?”

1.3. Research objectives

1.3.1. Research objective 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.

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

1.4. Hypotheses

1.4.1. Hypothesis 1: There is no significant relationship between perceived organisational support, job satisfaction, and turnover intention.

1.4.2. Hypothesis 2: Perceived organisational support and job satisfaction do not significantly and positively predict turnover intention.

2. Literature Review

The turnover intention 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.

2.1 Turnover Intention

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 due to various causes, such as a lack of supervisor support, an unpleasing working environment, compensation, or dissatisfaction with the work (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. Turnover as voluntary occurs when the employee willingly leaves the organisation, whereas, with 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, Mellahi, & Cascio, 2019).

Belete (2018) believes that voluntary turnover can be differentiated into functional and dysfunctional, as illustrated in Figure 1 below. 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 1, 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).

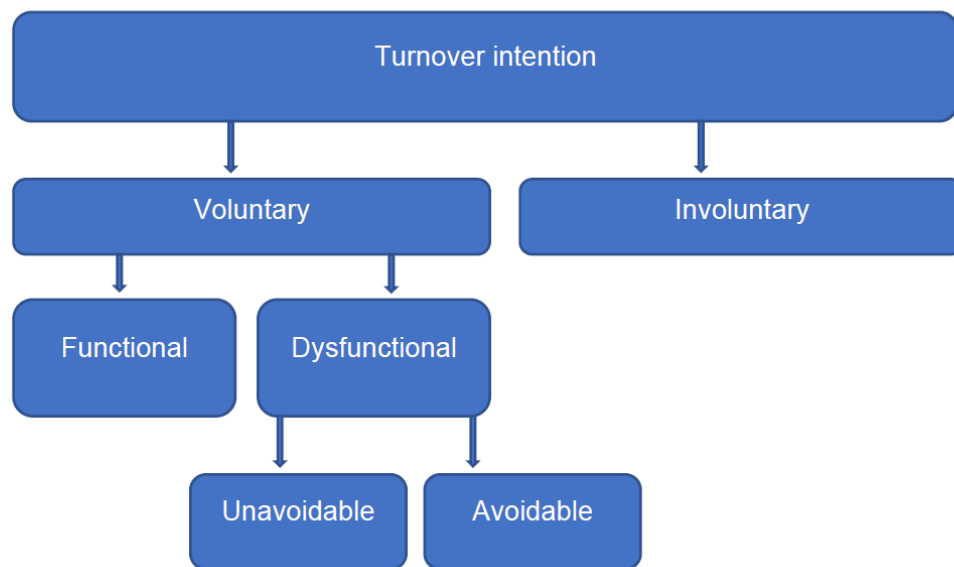


Figure 1: Definition of undesirable turnover (adapted from Griffeth and Horn, 2001).

Employee turnover is a problem that most organisations nowadays encounter worldwide (Asgari, Rad, & Chinaveh, 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 must pay more attention to employee turnover to keep current staff members, leading 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 below.

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), turnover intention is the most accurate predictor of turnover.

Furthermore, Mahadi, Woo, Baskaran, and Yaakop (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, Henderson, Arnold, & Malshe, 2017).

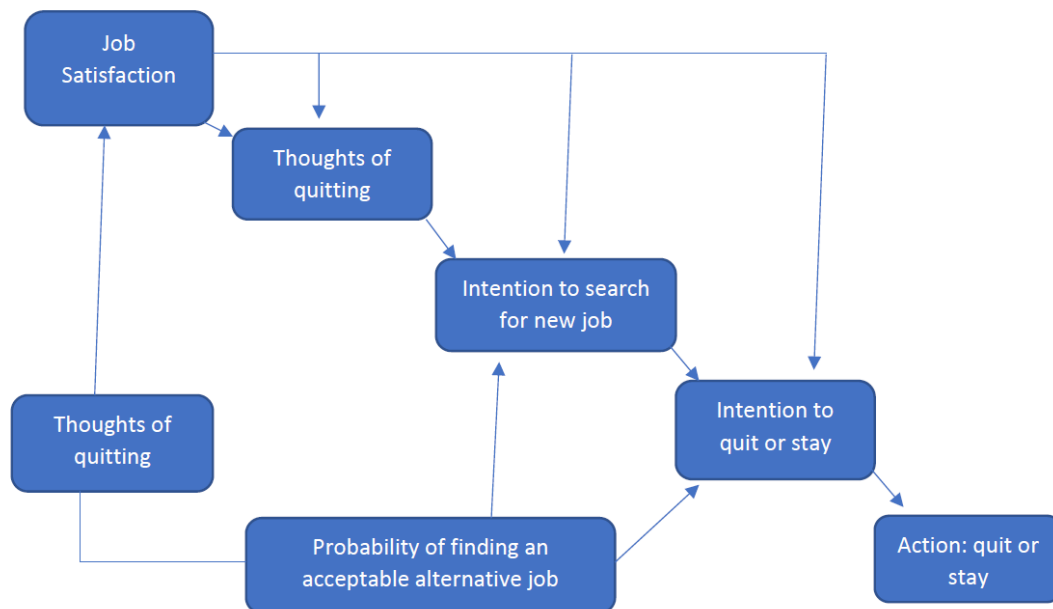


Figure 2: Sequence of withdrawal cognition process (adapted from Mobley, 1977)

2.1.1 Factors of Turnover Intention

2.1.1.1 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), supervisor support aims 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 attention to leave (Gordon, Adler, Day, & Sydnor, 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 assessed whether perceived organisational support and job satisfaction significantly predict employee turnover intention.

2.1.1.2 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, Emejulu, & Nwanneka, 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 high 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 jobs with a great attitude. Therefore, it may benefit the aviation industry to encourage a relaxed working environment for employees who think their ideas are respected (Rogers, 2018). Furthermore, Fajagutana (2022) postulates that pleasant surroundings give employees clear minds, prudence, freedom, authority, and responsibility to make sound decisions.

t. 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 that 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).

2.1.1.3 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 is 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 that may create quit intentions and ultimately motivate employees to leave the industry ((Plachynda et al., 2019; Kuehnl et al., 2019); Kin, 2021). 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).

2.2 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 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 result from 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.

The job satisfaction concept was coined by Ewin Locke (1969). He defined 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, Angelkoska, and Osmani (2017), a person's job satisfaction may be impacted by personal, social, cultural, financial, and environmental aspects. Employees with high job satisfaction 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. 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. 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).

2.3 Perceived Organisational Support

Eisenberger, Huntington, Hutchinson, and Sowa (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 employees stay in their jobs will depend on how they perceive the organisation's support (Rothausen, Henderson, Arnold, & Malshe, 2017).

Perceived organisational support is most effective when there is reciprocity among employees and employers. According to a study by Rozsa, Formánek, and Maňák (2019) and Siahaan and Gatari (2020), employers want their workers to put in much effort, show loyalty, and remain committed to receiving 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. Research Methodology

3.1 Research approach and design

The research design of the study is a quantitative method. This means that only one method, namely a questionnaire, is used to investigate the study's research objectives. The study further undertakes a cross-sectional approach due to its relevance in assessing attitudes (perceptions and aspirations). This is because a cross-sectional study is characterised by collecting data at a particular time (Kesmodel, 2018) and allows the researcher to establish a relationship between the variables of interest (perceptions) within a particular population, which is aviation employees.

3.2 Research sample

The study's target population was all aviation employees in the aviation industry in South Africa. The total population is approximately 1200 employees. The study is conducted on a convenience sample of 130 employees in the aviation organisation. 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%).

3.3 Data collection

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).

3.4 Data analysis plan

The study's data was coded and captured by the independent statistician. Statistical for the IBM SPSS (version 28). The following statistical data tools were used to generate outputs from the data: descriptive statistics, reliability analysis, correlation analysis, independent sample T-test, and one-way ANOVA.

3.5 Validity and reliability

The study used construct validity to measure perceived organisational support, job satisfaction, and intention to leave the job. 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 content validity was established by ensuring that real questions that address the research problem are asked per a verified and validated instrument (Hamed, Jabbad, Saadah & 2018).

4. Results and Findings

4.1 Descriptive Statistics

4.1.1 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 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.

Table 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

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

Cronbach's alpha coefficient for the Minnesota Satisfaction Questionnaire reliability statistics is summarised in Table 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.

Table 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

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

The Turnover Intention Scale's Cronbach's alpha coefficient is summarised in Table 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.

Table 3: Internal consistency reliability: TIS (N = 130)

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

4.2 Survey of Perceived Organisational Support Scale (SPOS)

The four subscales of the survey on perceived organisational support are shown in Table 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 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.

Table 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

4.2.1 Minnesota Satisfaction Questionnaire Scale (MSQ)

The three subscales of the Minnesota Satisfaction Questionnaire scale are shown in Table 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, 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: 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

4.2.2 Turnover Intention Scale (TIS)

The averages, standard deviation, skewness, and kurtosis for the Turnover Intention Scale are displayed in Table 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 6: Mean, Standard Deviations, Skewness and Kurtosis: TIS

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

4.3 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.

4.4 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; $p \leq .01$).

4.5 Inferential 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. For this study, in Table 7, 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 7).

4.6 Inferential statistics: multiple regression

The aim of Table 7 is to determine the extent to which perceived organisational support and job satisfaction predicts turnover intention. This is achieved using multiple regression analysis. Table 7 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.

$R^2 \leq .12$ (small practical effect size); ++ $R^2 \geq .13 \leq .25$ (medium practical effect size); $R^2 \geq .26$ (large practical size effect). Table 7 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 ($B = -0.353$; $t = -3.99$; $p > 0.001$).

Table 7: 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 *** $p \leq .001$; ** $p \leq .01$; * $p \leq .05$ +

4.7 Conclusions drawn from the multiple regression analysis

Multiple regression analysis was used to test 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: perceived organisational support and job satisfaction significantly and negatively predict turnover intention.

Table 8: 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)

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

Table 9 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 9: Pearson product-moment correlation analyses (SPOS & TIS) (n = 130)

	SPOS	Perceived Supervisor Support	Organisational Justice	Organisational Rewards	Human Resource Practices
Turnover intention		-.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)

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

Table 10 shows that extrinsic and intrinsic satisfaction negatively correlated with turnover intention).

Table 10: Pearson product-moment correlation analyses (MSQ & TIS) (n = 130)

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

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

Significant correlations between overall perceived organisational support, job satisfaction, and intention to leave the company are shown in Table 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 was found between total job satisfaction and turnover intention ($r = -.62$, big practical effect size, $p \geq .000$).

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

Table 11: Pearson product-moment correlation analyses (SPOS, MSQ & TIS)

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

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)

4.8 Conclusion drawn from the correlation analysis.

Correlational analysis was used 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 11 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, a strong and negative relationship exists 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.

4.9 Conclusion regarding the research hypotheses

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

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

Table 12: 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 12 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 12 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. 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 related 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.

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. Managerial Implications

The study about organisational behaviour and job satisfaction in predicting turnover intention is very important as it contributes to the field of human resources management. Staff retention is a serious people issue as companies can lose valuable staff and be greatly impacted when it comes to the main reason for their existence, which is to make a profit. Human resources management must add value to the existence of companies by keeping talented staff and advancing the economic status of the communities. This study will contribute to the body of knowledge in the institution of higher learning. The management in the corporate world will be enlightened on how they can apply measures to retain valuable human capital within their organisations.

6. Conclusions, Limitations and Future Research

The study found that there is no significant relationship between perceived organisational support, job satisfaction and turnover intention. Another finding is that perceived organisational support and job satisfaction do not significantly and positively predict turnover intention. Regarding major finding is that perceived organisational support and job satisfaction do not significantly and positively predict turnover intention. Lastly, perceived organisational support and job satisfaction significantly and positively predict turnover intention.

Multiple regression analysis was used to test 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: perceived organisational support and job satisfaction significantly and negatively predict turnover intention.

Considering the findings of this study, recommendations are suggested regarding the retention of employees in the aviation industry and for future studies. Based on the current study's findings and limitations, further investigation is recommended to be conducted into the relationship between perceived organisational support, job satisfaction, and intention to leave the job within other South African organisations.

The study was done focusing on only one company in the aviation industry in South Africa. The findings cannot be generalised. A similar study can be undertaken in the aviation industry in the context of Africa and elsewhere in the world.

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.

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