

THE RELATIONSHIP BETWEEN JOB SATISFACTION AND EMPLOYEE RETENTION IN THE AVIATION INDUSTRY OF SOUTH AFRICA

Muofhe Nnditsheni John

¹ Department of Business Management, University of Johannesburg, Johannesburg, South Africa.

Keywords

Job satisfaction;
Employee retention;
Aviation industry.

Abstract

Background: The main focus of this study was the correlation between job satisfaction and employee retention. It is widely recognised that the retention of skilled and capable professionals is crucial for the effective functioning of aviation organisations.

Purpose of study: The objectives of the study were twofold. The first was to examine the relationship between job satisfaction and employee retention. The second was to determine whether job satisfaction predicts employee retention.

Motivation: Various relationship dynamics between job satisfaction, and employee retention have been identified in the literature, but little study has been conducted in the aviation industry.

Research Methodology: The research utilised a quantitative approach. Surveys were sent out online to 1200 individuals, resulting in 130 responses from full-time employees in managerial and support roles at the South African aviation organisation.

Main findings: Correlational analysis showed an association between job satisfaction and employee retention. Multiple regression analyses supported that job satisfaction predicts employee retention.

Research contribution: The study's findings will give industry leaders direction on how to stop major employee attrition in the aviation sector by emphasising the enforcement of suitable retention strategies.

1. Introduction

1.1. Background

The operational efficiency of the aviation industry relies on the retention of qualified and competent professionals, as reported by the International Civil Aviation Organisation (ICAO) in 2021. ICAO (2021) also highlighted a global scarcity of eligible workers in various critical sectors of the industry,

including technicians, pilots, engineers, and air traffic controllers. The demand for essential skills in Europe and the Middle East has worsened the shortage of these skills in South Africa.

The study focused on employee retention within the South African aviation industry and investigated the connections between job satisfaction and retaining employees. While the literature has identified different relationship dynamics between job satisfaction and employee retention, there has been limited research conducted within the South African aviation industry (Satardien, Jano & Mahembe, 2018).

The aviation industry is seeing the emergence of new technology, which is transforming the way employees work and enhancing aviation processes, as per the 2021 ICAO report. Consequently, employees in the aviation sector are inclined to leave organisations that fail to swiftly upgrade their technology in favour of more technologically advanced companies. It is important to note that digital technologies, supersonic aircraft, and commercial space flights are the primary sources of competition in the aviation industry, presenting new growth opportunities, as stated by IATA in 2021.

The technology is specifically created to assist in air traffic management services and operations, including airspace management, and to facilitate communication, navigation, and surveillance systems (Arinicheva, Lebedeva & Malishevskii, 2020). Consequently, this presents an opportunity for a significant shift in operational approaches. For instance, the sector must contemplate enhancing the education of system engineers and air traffic controllers with up-to-date expertise (IATA, 2021).

Aviation organisations around the world are increasingly incorporating machine learning, artificial intelligence, and blockchain into their aviation applications (Satardien et al., 2018). Consequently, these advanced technological advancements may prompt employees to seek opportunities in more progressive organisations. To prevent talent from being lured away by other companies, it is important for human resources professionals and supervisors to closely observe employee retention patterns (ICAO, 2017).

1.2. Problem Statement

The aviation industry faces a critical challenge as identified by the International Civil Aviation Organization (ICAO) (2021). A global scarcity of qualified people across several key roles, including technicians, pilots, engineers, and air traffic controllers. This shortage poses significant risks to the safety, efficiency, and growth of the aviation industry. As the demand for air travel continues to rise, the gap between the need for skilled professionals and the available workforce widens, threatening to disrupt operations and hinder the industry's ability to meet global transportation needs. Addressing this shortage is essential for sustaining the aviation industry's future and ensuring that it can continue

to operate safely and effectively. Satardien et al. (2018) found that the South African aviation industry is facing issues due to a greater workforce turnover rate. According to the International Air Transport Association (IATA) (2021), several reasons, including the economic crisis, contributed to increased staff turnover and employee departures from the business. The issue to be answered is, "To what extent does job satisfaction influence employee retention?"

1.3. Research objectives

- 1.3.1. Research objective 1: To examine the relationship between job satisfaction and employee retention as manifested in a sample of South African aviation industry respondents.
- 1.3.2. **Research objective 2:** To determine whether job satisfaction significantly predicts employee retention.

1.4. Hypotheses

- 1.4.1. **Hypothesis 1:** There is no significant relationship between job satisfaction and employee retention.
- 1.4.2. **Hypothesis 2:** Job satisfaction does not significantly and positively predict employee retention.

2. Literature review

The employee retention 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 Employee retention

Chiekezie et al. (2017) define employee retention as the industry's capability to retain talented and valuable employees. Singh (2019) concurs with the definition and further mentions that employee retention keeps employees with the employer for a more extended period. It is worth noting that the employee retention concept may not be mentioned without naming the employee turnover (Kundu & Lata, 2017). Employees who are not appreciated or whose work is not recognised will feel a lack of support, and feelings of resignation will emerge. Likewise, their job satisfaction levels are negatively impacted.

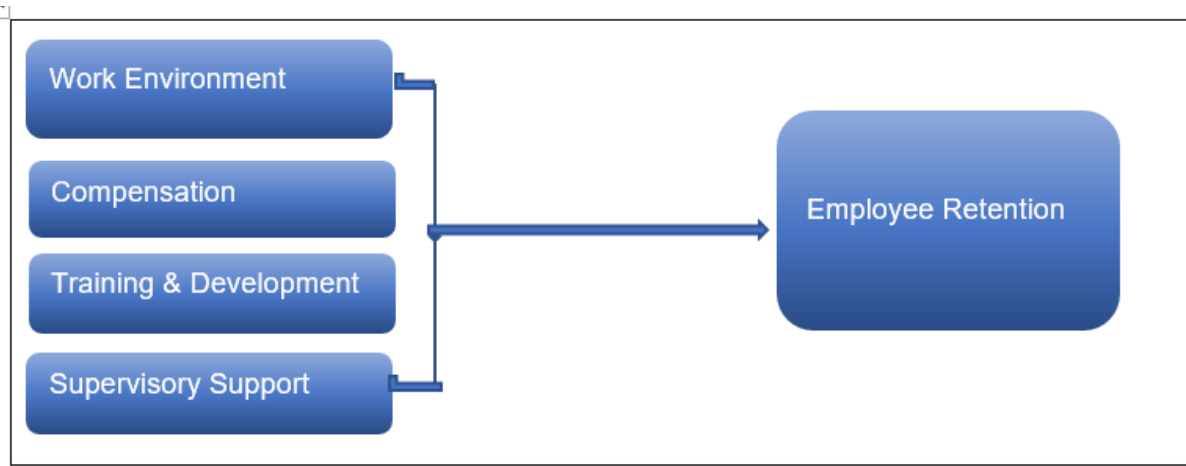
Employee retention intends to put the right employees in the correct positions with the right mix of skills. On the other side, the employees should portray the right attitudes and behaviours, such as

eagerness to work and aspiration for career development (Botha et al., 2017). Nevertheless, as mentioned above, the aviation industry noted various reasons why the employees decided to resign. The poor work environments, compensation dissatisfaction, lack of career growth, and lack of organisational support are why aviation employees leave (Anjum & Muazzam, 2018, Fauzi et al., 2013). These factors are further discussed in this chapter under the retention framework section.

Employee retention practices such as providing career paths, employee development, and regular updating of a compensation plan attempt to create a work environment that motivates aviation employees to remain in the organisation (Rozsa et al., 2019).

Various scholars view employee retention as the organisation's capability to retain talented employees by developing and implementing good retention strategies (Strydom, Schultz & Bezuidenhout, 2014). Similarly, human resource professionals should train the supervisors to be able to enforce retention policies. Furthermore, Jeremy and Mitonga-monga (2020) suggest that the retention plan should incorporate preventive measures to maximise employee retention by promoting committed and hard-working employees. Similarly, when supervisors and managers are proficiently trained, they thoughtfully guide employees in career development (Rozsa et al., 2019). The significance of training employees will result in them appreciating the organisation and increasing job satisfaction levels. In addition, the aviation organisation should work on their salary structure because the inequalities in salaries cause employees to leave the organisation (Nahar et al., 2017).

Aviation employees are attracted by factors such as the organisation's culture, training and development, flexible employment options, and being rewarded for their work. The International Civil Aviation Organisation (2017) points out that employees are the organisation's valuable assets. Some corporations employ the term "human capital" to emphasise the value and importance of their workforce. This term emphasises the notion that employees are not merely workers, but rather, they are vital assets that contribute to the organisation's success and growth.



2.1.1 Factors of Employee Retention

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 exhibits 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 resignation (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 the intention to leave (Gordon et al., 2019). Furthermore, according to Anjum, Muazzam, 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 organisational 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 retention (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 job satisfaction significantly predicts employee retention.

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 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 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. Creating a supportive work environment in the aviation industry where employees feel their ideas are valued could be advantageous (Rogers, 2018). Furthermore, Fajagutana (2022) postulates that pleasant surroundings allow employees to have clear minds, prudence, freedom, authority, and responsibility to make sound decisions.

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).

2.1.1.3 Compensation

Extrinsic factors such as promotion, job security, compensation and rewards tend to create a more critical reason to seek alternative employment (Govindaraju, 2018). Chiekezie et al. (2017) indicate that compensation refers to the reimbursement presented to employees in exchange for their work. Compensation can serve as a pivotal factor in encouraging employees to persevere in their roles until the conclusion of their stipulated tenure (Khalid & Nawab, 2018). Compensation and reward systems have been identified as factors which may motivate employees to leave the industry (Plachynda et al., 2019; Kuehnl et al., 2019). The collaboration of senior management in aviation organisations to reduce employee turnover can result in a notable reduction in the costs associated with the recruitment and training of 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 the present research, we define job satisfaction as the positive feeling that arises from evaluating one's work (Memon et al., 2016). Conversely, dissatisfaction with work surfaces when employees' expectations are not met. According to Santoni and Harahap (2018), job satisfaction is characterised by a sense of fulfilment in a job, encompassing factors like compensation, opportunities for career advancement, relationships with co-workers, and organisational culture. Additionally, employees

would experience satisfaction if their supervisors endorsed the various components of their work (Swanzy, 2020). Moreover, job satisfaction can also stem from internal and external factors influencing the job, such as leadership, resources, work environment, workload, and personal development.

Abate and Schaefer (2018) argue that there is a correlation between job satisfaction and employee retention. The aviation industry faces challenges in developing strategies to enhance employee satisfaction. Managing employee turnover should commence as early as the recruitment and selection stages, as suggested by Wulansari, Meilita, and Ganesan (2020). Human resource management activities such as socialization, human resource development, motivation, career planning, and pay management can directly or indirectly impact job satisfaction and employee retention. Therefore, industry supervisors and leaders must consistently prioritise addressing employee turnover.

The concept of job satisfaction was introduced by Ewin Locke in 1969 when he defined it as the positive emotional state experienced by employees when they perceive that their job aligns with their values and helps them achieve their goals. Job satisfaction influences employees' attitudes and feelings toward their work. According to Stankovska et al. (2017), an individual's job satisfaction can be influenced by various factors such as personal, social, cultural, financial, and environmental aspects. Employees who are highly satisfied with their jobs are more inclined to remain with the organisation.

Job satisfaction, according to Masa'deh, Yassin, Shatnawi, and Obeidat (2018), refers to an overall perspective on one's work or a set of interconnected attitudes toward different aspects of the workplace. Despite strong evidence linking job satisfaction to retaining employees, several studies have discovered no correlation between job satisfaction and certain behaviours related to employee retention, such as absenteeism (Zaidi, Rehman, & Ashiq, 2021). For instance, Chiekezie et al. (2017) determined that organisational culture significantly impacts both employee job satisfaction and retention. Some researchers have pinpointed factors that influence job satisfaction, including personal, social, environmental, and financial aspects (Stankovska et al., 2017; Yassin, Shatnawi & Obeidat, 2018).

In line with findings by Kollman, Stockmann, Kensbock and Peschl (2019), job satisfaction begins at a moderate age, rises as the employees get older and then decreases in the years leading up to retirement.

The research by Zaidi, Rehman, and Ashiq (2021) suggests that job satisfaction is present at all stages of life because of diverse employee requirements.

Job satisfaction enables lower turnover rates and increased productivity. Research by Fogaça, Coelho, Paschoal, & Torres (2021) indicates that high employee satisfaction contributes to a more productive workplace and improved performance. According to Zaman, Phulpoto, & Sahir (2018), in the South African aviation industry, factors such as remuneration, career advancement, job stability, and accomplishment are associated with intrinsic motivation. Extrinsic motivators, also known as hygiene considerations, include compensation, work environment, and corporate regulations and procedures (Zaman et al., 2018). Raihan (2020) identifies inadequate remuneration and a lack of supervisory support as pivotal factors contributing to employee dissatisfaction within the South African aviation industry.

3. Research methodology

3.1 Research approach and design

The study utilises a quantitative method in its research design, meaning that it solely relies on a questionnaire to address its research objectives. Additionally, it adopts a cross-sectional approach to effectively assess attitudes, perceptions, and aspirations. A cross-sectional study involves collecting data at a specific point in time and enables the researcher to establish relationships between variables of interest, such as perceptions, within a specific population, in this case, aviation employees (Kesmodel, 2018).

3.2 Research sample

All aviation employees in the aviation industry in South Africa were the focus of the study, with a total population of around 1200 employees. The study was carried out on 130 employees in the aviation organisation, selected through convenience sampling. A web-based survey was given to a non-probability convenience sample of full-time employees at managerial and support levels within the South African aviation industry, with the sample comprising 60.8% males and 39.2% females aged between 30 (86%) and 60 years (13.8%).

3.3 Data collection

The study collected, assessed, and examined data with the specified measurement tools. A demographic survey was utilised to gather information on age, gender, employment status, education, and tenure. The participants' job satisfaction levels were measured using the Minnesota Satisfaction Questionnaire (MSQ). The Employee Retention Survey (ERS) was employed to gauge the participants' perspectives on employee retention.

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 job satisfaction and employee retention. 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. Reporting of scale reliability: Minnesota Satisfaction Questionnaire (MSQ)

Cronbach's alpha coefficient for the Minnesota Satisfaction Questionnaire reliability statistics is summarised in Table 1. 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 1: 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 |

4.2. Reporting of scale reliability: Employee Retention Survey (ERS)

The Employee Retention Scale's Cronbach's alpha coefficient is summarised in Table 2. For the entire sample (N = 130), the Cronbach alpha coefficient score was 0.85 (high). The overall Employee Retention 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 2: Internal consistency reliability: ERS (N = 130)

| Sub-dimensions | Cronbach's alpha | Number of items |
|--------------------|------------------|-----------------|
| Employee retention | 0.85 (.85) | 14 |

4.3. Minnesota Satisfaction Questionnaire Scale (MSQ)

The three subscales of the Minnesota Satisfaction Questionnaire scale are shown in Table 3, 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 3, 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 3: 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 |

4.4. Employee Retention Survey (ERS)

The averages, standard deviation, skewness, and kurtosis for the Employee Retention Scale are displayed in Table 4 ($M = 3.24$, $SD = 0.70$). The Employee Retention 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 4: Mean, Standard Deviations, Skewness and Kurtosis: ERS

| Scale | Mean | Standard deviation | Skewness | Kurtosis |
|---------------------------|-------------|---------------------------|-----------------|-----------------|
| Employee retention | 3.24 | 0.705 | -0.03 | -0.80 |

5. 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 Minnesota Satisfaction Questionnaire (MSQ), and Employee Retention Survey (ERS) 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.

6. Inferential analysis

Multiple regression analysis was performed using two models. The first model utilised overall job satisfaction (MSQ) as an independent variable and employee retention (ERS) as the dependent

variable. The second model utilised the sub-scales of 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 employee retention (ERS) as the dependent variable. Multiple regression analysis aims to assess whether job satisfaction negatively and significantly predicts employee retention construct. For this study, in Table 5, 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).

6.1. Inferential statistics: multiple regression

The aim of Table 5 is to determine the extent to which job satisfaction predicts employee retention. This is achieved using multiple regression analysis. Table 5 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 employee retention is explained by the model. The model showed a significance ($F = 49.0$; $p \leq 0.001$), accounting for 43% ($R^2 = 0.43$; large practical size effect) of the variance in employee retention that can be explained by job satisfaction. According to Pallant (2015), a highly significant model suggested a goodness-of-fit statistical model.

Table 5: Model multiple regression: MSQ (JS) (independent variables) versus ER (dependent variable) (N = 130)

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

Notes: N = 130 *** $p \leq 0.001$; ** $p \leq 0.01$; * $p \leq 0.05$ +

$R^2 \leq .12$ (small practical effect size); ++ $R^2 \geq .13 \leq .25$ (medium practical effect size); $R^2 \geq .26$ (large practical size effect). Table 5 indicates that job satisfaction is significant to employee retention; while job satisfaction explains ($B = -0.353$; $t = -3.99$; $p > 0.001$).

6.2. Conclusions drawn from the multiple regression analysis.

Multiple regression analysis was used to test job satisfaction, and it significantly predicts employee retention. The results in the two regression models indicate that overall, the sub-scales predict employee retention. Additionally, results have indicated that overall job satisfaction and the sub-scales of job satisfaction (intrinsic and extrinsic satisfaction) significantly negatively predict employee retention. The findings provided evidence to support the research hypothesis H2: job satisfaction significantly and negatively predicts employee retention.

6.2.1. Reporting Pearson product-moment correlation analyses for (MSQ & ERS)

Table 6 shows that extrinsic and intrinsic satisfaction negatively correlated with employee retention).

Table 6: Pearson product-moment correlation analyses (MSQ & ERS) (N = 130)

| | MSQ | JS: Intrinsic | JS: Extrinsic | JS: General |
|---------------------------|-----|---------------|---------------|-------------|
| Employee retention | | -.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)

6.2.2. Pearson product-moment correlation analyses (MSQ & ERS)

Table 7: Pearson product-moment correlation analyses (MSQ & ERS)

| | Total | Total job satisfaction | Employee retention |
|-------------------------------|-------|------------------------|--------------------|
| Total job satisfaction | r | .789*** | -.628 |
| Employee retention | r | -.620 | -.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)

6.3. Conclusion drawn from the correlation analysis.

Correlational analysis was used to examine the relationship between job satisfaction and employee retention as manifested in a sample of South African aviation industry respondents. Overall, the results in Table 7 show a significant relationship between levels of job satisfaction ($r = .789$; large effect size; $p \leq .000$). A strong and negative relationship exists between job satisfaction and employee retention. ($r = -.628$, 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.

6.4. Conclusion regarding the research hypotheses

6.4.1. Sample Profile: Job Satisfaction, and Employee Retention

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

Table 8: *Summary of means of measuring instruments.*

| Subscale | MSQ | ERS |
|--------------|---------------------|----------------------------|
| Highest mean | Intrinsic (2.53) | Responsibilities (3.85) |
| Lowest mean | Extrinsic (2.27) | Personal values (1.14) |

Table 8 shows the highest mean score on this item was (M=2.62), which suggested that the employees showed a high level 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 employee retention 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.

Table 8 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 ERS' highest mean score was ($M= 3.85$), indicating respondents' high willingness 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 employee resignation in a company can be assumed that the company did not do their best for their employees.

7. Managerial implications

The study of organisational behaviour and work satisfaction in predicting employee retention is significant since it contributes to the field of human resource management. Staff retention is a crucial people issue because organisations can lose valuable employees and suffer significant consequences when it comes to their primary reason for being, which is to generate a profit. Human resource management should play a crucial role in ensuring the survival and success of businesses by developing and implementing effective retention strategies. These strategies are essential for retaining skilled employees, who are key to driving innovation, maintaining operational efficiency, and achieving organisational goals. By focusing on retaining top talent, HRM not only helps businesses thrive but also contributes to improving the broader economy.

8. Conclusions, limitations and future research

Job satisfaction was revealed to be a strong and favourable predictor of employee retention. The study multiple regression analysis was done to determine whether work satisfaction significantly influences employee retention. The results of the two regression models show that overall job satisfaction and its sub-scales (intrinsic and extrinsic satisfaction) are significantly negative predictors of employee retention. The findings offered evidence to back up the research hypothesis that H2a work satisfaction considerably and negatively impacts employee retention.

9. Limitations of the study

Some limitations in terms of the literature review and empirical study were discovered. The purpose of this study was to evaluate the association between job satisfaction and employee retention in the South African aviation industry. There has been little research into this problem in the literature,

particularly in the South African aviation business. The study focused just on two variables: work satisfaction and employee retention, which may indicate that it cannot provide a thorough examination of the factors influencing employee retention in the aviation business. This study used the convenience sampling method, which increases the potential of bias and impairs the capacity to make broad conclusions about a large population. The conclusions from the aviation industry may not be applicable to other industries.

10. Recommendations for future research

In light of the study's findings, recommendations are put forth to enhance staff retention within the aviation industry. The recommendations concentrate on addressing the particular issues identified in the study, such as enhancing job satisfaction, offering competitive remuneration, and establishing supportive work environments to retain proficient professionals.

Furthermore, in light of the findings and limitations of the present study, additional research is required to investigate the relationship between job satisfaction and employee retention in other South African organisations. Extending the scope of research beyond the aviation sector can facilitate a more nuanced understanding of the factors influencing retention across diverse industries. This, in turn, can inform the development of more comprehensive strategies to address employee turnover on a broader scale.

Reference list

- Abate, J., & Schaefer, T. (2018). Understanding Generational Identity, Job Burnout, Job Satisfaction, Job Tenure and Employee Retention. *Journal of Organisational Culture*, 22(1), 1939–4691.
- Adams, I., & Mastracci, S. (2019). Police Body-Worn Cameras: Effects on Officers' Burnout and Perceived Organisational Support. *Police Quarterly*, 22(1), 5–30. Retrieved from <https://doi.org/10.1177/1098611118783987>
- Afif, A. H. (2018). The relationship between perceived organisational support with job satisfaction and organisational commitment at faculty members of universities. *Sleep and Hypnosis*, 20(4), 290–293. Retrieved from <https://doi.org/10.5350/Sleep.Hypn.2018.20.0164>
- Afonja, S., Salmon, D. G., Qualey, S. I., & Lambert, W. M. (2021). Postdocs' advice on pursuing a research career in academia: A qualitative analysis of free-text survey responses. *PLoS ONE*, 16(5 May), 1–21. Retrieved from <https://doi.org/10.1371/journal.pone.0250662>
- Akunda, D., Chen, Z., & Gikiri, S. N. (2018). Role of HRM in Talent Retention With Evidence. *Journal of Management and Strategy*, 9(2), 8. Retrieved from <https://doi.org/10.5430/jms.v9n2p8>
- Almaaitah, M. F., Harada, Y., Sakdan, M. F., & Almaaitah, A. M. (2017). Integrating Herzberg and Social Exchange Theories to Underpinned Human Resource Practices, Leadership Style and Employee Retention in Health Industry. *World Journal of Business and Management*, 3(1), 16. Retrieved from <https://doi.org/10.5296/wjbm.v3i1.10880>
- Anjum, A., & Muazzam, A. (2018). Workplace Bullying and Employee Retention among University Teachers. *Journal of Arts & Social Sciences*, 5(2), 51–62. Retrieved from <http://esc-web.lib.cbs.dk/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=afh&AN=133553078&site=ehost-live>
- Asgari, Z., Rad, F., & Chinaveh, M. (2017). The predictive power of self-determined job motivation components in explaining job satisfaction and willingness to stay with job among female elementary school teachers in Shiraz. *Indian Journal of Health and Wellbeing*, 8(2), 173–176.
- Asimah, V. K. (2018). Factors that influence labour employee retention in the hospitality industry in Ghana. *African Journal of Hospitality, Tourism and Leisure*, 7(1).
- Baran, B. E., Rhoades, L., & Miller, L. R. (2012). Advancing Organisational Support Theory into the Twenty-First Century World of Work, 123–147. Retrieved from <https://doi.org/10.1007/s10869-011-9236-3>
- Belete, A. (2018). *Employee Retention Influencing Factors of Employees: An Empirical Work Review*. *International Journal of Research in Business Studies and Management* Volume 5, Issue 7, 2018, PP 23-31

- Bhatt, P., Majumdar, B., & Verma, S. (2017). *Riding the New Tides: Navigating the Future through Effective People Management Behavioral Flexibility View project Intrinsic Motivational Potential View project*. Retrieved from <https://www.researchgate.net/publication/321420090>
- Chiekezie, O. M., Emejulu, G., & Nwanneka, A. (2017). Compensation Management And Employee Retention Of Selected Commercial Banks In Anambra State, Nigeria. *Archives of Business Research*, 5(3), 244–252. Retrieved from <https://doi.org/10.14738/abr.53.2758>
- Collings, D. G., Mellahi, K., & Cascio, W. F. (2019). Global Talent Management and Performance in Multinational Enterprises: A Multilevel Perspective. *Journal of Management*. Retrieved from <https://doi.org/10.1177/0149206318757018>
- Covella, G., Mccarthy, V., Kaifi, B., & Cocoran, D. (2017). Leadership's Role in Employee Retention Leadership's Role in Employee Retention. *Research Gate*, 7(2047–7031), pp. 1–15.
- Eisenberger, R., Huntington, R., Hutchinson, S., & Sowa, D. (1986). Eisenberg, Huntington, 1986. pdf. *Journal of Applied Psychology*.
- Field, A. (n.d.). *Discovering Statistics Using IBM SPSS Statistics 2*.
- Fogaça, N., Coelho Junior, F. A., Paschoal, T., Ferreira, M. C., & Torres, C. C. (2021). Relationship between job performance, well-being, justice, and organisational support: A multilevel perspective. *Revista de Administracao Mackenzie*, 22(4). Retrieved from <https://doi.org/10.1590/1678-6971/ERAMG210108>
- Gordon, S., Adler, H., Day, J., & Sydnor, S. (2019). Journal of Hospitality and Tourism Management Perceived supervisor support : A study of select-service hotel employees. *Journal of Hospitality and Tourism Management*, 38(October 2018), pp. 82–90. Retrieved from <https://doi.org/10.1016/j.jhtm.2018.12.002>
- Heale, R., & Twycross, A. (2015). Validity and reliability in quantitative studies. *Evidence-Based Nursing*, 18(3), 66–67. Retrieved from <https://doi.org/10.1136/eb-2015-102129>
- ICAO. (2017). *International Civil Aviation Organisation, Attracting, educating and retaining the next generation* (Vol. 7).
- ICAO Air Navigation Report. (2021). A Coordinated Needs-based Approach to Air Navigation Evolution.
- International Air Transport Association. (2021). *Annual Review 2021 | IATA. Iata*. Retrieved from <https://www.ilga-europe.org/annualreview/2021>
- Jahangiri, P., Hashempour, L., Heshmati, B., & Saberi, M. K. (2020). Predicting the Quality of Work Life of Librarians in Public Libraries Based on Organisational Justice Dimensions. *Libres*, 30(2), 68–80. Retrieved from <https://doi.org/10.32655/libres.2020.2.2>

- Kuehnl, A., Seubert, C., Rehfuess, E., von Elm, E., Nowak, D., & Glaser, J. (2019). Human resource management training of supervisors for improving the health and well-being of employees. *Cochrane Database of Systematic Reviews*, 2019(9). Retrieved from <https://doi.org/10.1002/14651858.CD010905.pub2>
- Kundu, S. C., & Lata, K. (2017). Effects of supportive work environment on employee retention: Mediating role of organisational engagement. *International Journal of Organisational Analysis*, 25(4), 703–722. Retrieved from <https://doi.org/10.1108/IJOA-12-2016-1100>
- Maan, A. T., Abid, G., Butt, T. H., Ashfaq, F., & Ahmed, S. (2020). Perceived organisational support and job satisfaction: a moderated mediation model of proactive personality and psychological empowerment. *Future Business Journal*, 6(1). Retrieved from <https://doi.org/10.1186/s43093-020-00027-8>
- Mahadi, N., Woo, N. M. F., Baskaran, S., & Yaakop, A. Y. (2020). Determinant Factors for Employee Retention: Should I Stay? *International Journal of Academic Research in Business and Social Sciences*, 10(4), 201–213. Retrieved from <https://doi.org/10.6007/ijarbss/v10-i4/7120>
- Nahar, R., Islam, R., & Ullah, K. T. (2017). Identifying the Factors for Reducing Employee Turnover Rate in Aviation Business : Bangladesh Context. *Australian Academy of Business and Economics Review (AABER)*, 3(1), 39–46.
- Nasurdin, N. and AizzatMohd. (2015). [Aijbsr (Special Issue)] [Aijbsr (Special Issue)], 19–23.
- Nazir, S., Qun, W., Hui, L., & Shafi, A. (2018). Influence of social exchange relationships on affective commitment and innovative behaviour: Role of perceived organisational support. *Sustainability (Switzerland)*. Retrieved from <https://doi.org/10.3390/su10124418>
- Ndungu, D. N. (2017). The Effects of Rewards and Recognition on Employee Performance in Public Educational Institutions: A Case of Kenyatta University The Effects of Rewards and Recognition on Employee Performance in Public Educational Chapter One. *Type: Double Blind Peer Reviewed International Research Journal*, 17(1), 43–68.
- Pandey, P., Singh, S., & Pathak, P. (2019). Factors affecting employee retention in the Indian retail industry. *International Journal of Human Resources Development and Management*, 19(2), 166. Retrieved from
- Rast, S., & Tourani, A. (2012). Evaluation of Employees ' Job Satisfaction and Role of Gender Difference : An Empirical Study at Airline Industry in Iran. *International Journal of Business and Social Science*, 3(7), 91–100.

- Raziq, A., & Maulabakhsh, R. (2015). Impact of Working Environment on Job Satisfaction. *Procedia Economics and Finance*, 23(October 2014), pp. 717–725. Retrieved from [https://doi.org/10.1016/s2212-5671\(15\)00524-9](https://doi.org/10.1016/s2212-5671(15)00524-9)
- Rogers, K. (2018). Do your employees feel respected? *Harvard Business Review*, 2018(July-August), pp. 1–12.
- Rothausen, T. J., Henderson, K. E., Arnold, J. K., & Malshe, A. (2017). Should I Stay or Should I Go? Identity and Well-Being in Sensemaking About Retention and Turnover. *Journal of Management*, 43(7), 2357–2385. Retrieved from <https://doi.org/10.1177/0149206315569312>
- Rozsa, Z., Formánek, I., & Maňák, R. (2019). Determining the Factors of the Employees' Intention To Stay or Leave in the Slovak SMEs. *International Journal of Entrepreneurial Knowledge*, 7(2), 63–72. Retrieved from <https://doi.org/10.37335/ijek.v7i2.94>
- Satardien, M., Jano, R., & Mahembe, B. (2018). The relationship between perceived organisational support, organisational commitment and employee retention among employees in a selected organisation in the aviation industry. *South African Journal of Childhood Education*, 17, 1–9. Retrieved from <https://doi.org/10.4102/sajhrm.v17i0.1123>
- Shi, X. (Crystal), & Gordon, S. (2019). Organisational support versus supervisor support: The impact on hospitality managers' psychological contract and work engagement. *International Journal of Hospitality Management*, 87(August 2019), 102374. Retrieved from <https://doi.org/10.1016/j.ijhm.2019.102374>
- Siahaan, F. L., & Gatari, E. (2020). Searching for meaning: The mediating role of work engagement in the relationship between meaningful work and employee retention of Millennials. *Psikohumaniora: Journal Penelitian Psikologi*, 5(1), 15. Retrieved from <https://doi.org/10.21580/pjpp.v5i1.4305>
- Stankovska, G., Angelkoska, S., & Osmani, F. (2017). Job Motivation and Job Satisfaction among Academic Staff in Higher Education. *Journal of Current Business And Economics Driven Discourse and Education*, 15(3), 159–166.
- Steinbauer, R., Renn, R. W., Chen, H. S., & Rhew, N. (2018). Workplace ostracism, self-regulation, and job performance: The moderating role ...: Library One Search, 158(6), 767–783. Retrieved from <https://eds-a-ebscohost-com.proxy-library.ashford.edu/eds/pdfviewer/pdfviewer?vid=3&sid=e1cd8ca6-5d6b-4250-8854-fc3530ec2589%40sdc-v-sessmgr03>
- Stephens, C. (2020). Best practices on the Internet of Things implementations at small commercial service airports. *Journal of Airport Management*, 14(4), 351–359.

- Swanzy, E. K. (2020). The Impact of Supervisor Support on Employees' Psychological Wellbeing: A Parallel Mediation Analysis of Work-To-Family Conflict and Job Satisfaction. *International Business Research*, 13(11), 41. Retrieved from <https://doi.org/10.5539/ibr.v13n11p41>
- Takawira, N. (2018). Career development of professional women: The role of person-centred characteristics on career satisfaction. In *Psychology of Retention: Theory, Research and Practice*. Retrieved from https://doi.org/10.1007/978-3-319-98920-4_12
- Wassem, M., Baig, S. A., Abrar, M., Hashim, M., Zia-Ur-Rehman, M., Awan, U., ... Nawab, Y. (2019). Impact of Capacity Building and Managerial Support on Employees' Performance: The Moderating Role of Employees' Retention. *SAGE Open*, 9(3). Retrieved from <https://doi.org/10.1177/2158244019859957>
- Zaidi, S. A., Rehman, S. U., & Ashiq, M. (2021). Workplace Motivation and Stress on Job Satisfaction of Librarians Working in Public Industry Universities of Lahore, Pakistan. *International Journal of Information Science and Management*, 19(2), 181–195.
- Zaman, Z., Phulpoto, N. H., & Sahir, M. I. (2018). Impact of Intrinsic Factors of Motivation on Employee's Intention to Leave. *New Horizons*, 12(1), 99–112.