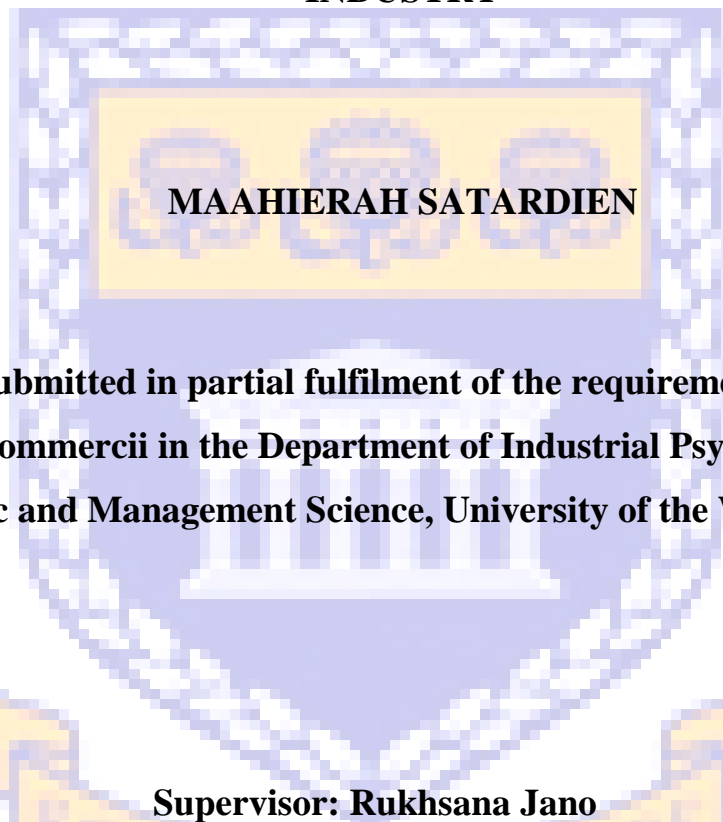




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**PERCEIVED ORGANISATIONAL SUPPORT, ORGANISATIONAL
COMMITMENT AND TURNOVER INTENTIONS AMONGST
EMPLOYEES IN A SELECTED COMPANY IN THE AVIATION
INDUSTRY**



MAAHIERAH SATARDIEN

**Mini-thesis submitted in partial fulfilment of the requirements for the degree
of Magister Commercii in the Department of Industrial Psychology, Faculty of
Economic and Management Science, University of the Western Cape.**

Supervisor: Rukhsana Jano

Co-Supervisor: Dr Leon Bosman

NOVEMBER 2014

DECLARATION



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I declare that *Perceived organisational support, organisational commitment and turnover intentions amongst employees in a selected company in the aviation industry* is my own work, that it has not been submitted before for any degree or examination at any other institution or higher learning, and that all the references have, to the best of my knowledge been indicated and acknowledged as complete references.

Full Name: Maahierah Satardien

Date: November 2014

Signed: M. Satardien





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I would like to acknowledge the support and assistance of various people, without whom this research and my qualification would not have materialised.

Foremost, I am grateful to my Creator for enabling me to embark upon this journey.

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To my husband, for his unconditional love and belief in me, for the much needed encouragement, support, motivation and the sacrifices he has had to make and endure. Your encouragement and support speaks volumes and I will always be indebted to you.

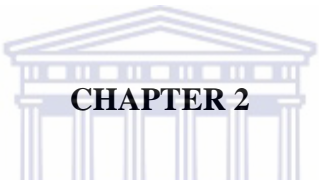
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CONTENTS	PAGE NO.
Declaration	i
Acknowledgements	ii
List of tables	x
List of figures	xi
Abstract	xii
Keywords	xiv
CHAPTER 1	
INTRODUCTION	
1.1 Introduction	1
1.2 Problem Statement	4
1.3 Rationale for the Research	7
1.4 Research Objectives	9
1.5 Research Hypotheses	10
1.6 Definition of Key Terms	11
1.7 Summary of the Chapter	12
1.8 Overview of the Study	13


CHAPTER 2
LITERATURE REVIEW
UNIVERSITY *of the*
WESTERN CAPE

2.1 Introduction	14
2.2 Perceived Organisational Support	14
2.2.1 Introduction	14
2.2.2 Definition of Perceived Organisational Support	15
2.2.3 Underlying theories of Perceived Organisational Support	17
2.2.3.1 The Social Exchange Theory	18
2.2.3.2 The Organisational Support Theory	19
2.2.4 Antecedents of Perceived Organisational Support	20
2.2.4.1 Perceived Supervisory Support	21
2.2.4.2 Procedural Justice	23
2.2.4.3 Organisational Rewards and Job Conditions	24
2.2.4.4 Role Stressors and Training	26
2.2.5 Consequences of Perceived Organisational Support	27
2.2.5.1 Psychological Consequences of Perceived Organisational Support	29
2.2.5.2 Behavioural Consequences of Perceived Organisational Support	29

2.3 Organisational Commitment	32
2.3.1 Introduction	32
2.3.2 Definition of Organisational Commitment	32
2.3.3 Meyer and Allen's Model of Organisational Commitment	34
2.3.3.1 Affective Commitment	36
2.3.3.2 Continuance Commitment	39
2.3.3.3 Normative Commitment	41
2.3.4 Consequences of Organisational Commitment	43
2.3.4.1 Organisational Citizenship Behaviour	44
2.3.4.2 Job Satisfaction	44
2.3.4.3 Organisational Effectiveness	45
2.3.4.4 Turnover Intentions	45
2.3.5 Organisational Commitment and Perceived Organisational Support	46
2.4 Turnover Intentions	50
2.4.1 Introduction	50
2.4.2 Definition of Turnover Intentions	53
2.4.3 Antecedents of Turnover Intentions	54

2.4.3.1 Attitudinal Antecedents of Turnover Intentions	54
2.4.3.2 Personal Antecedents of Turnover Intentions	54
2.4.4 Consequences of Turnover Intentions	55
2.5 Turnover Intentions and Perceived Organisational Support	56
2.6 Turnover Intentions and Organisational Commitment	58
2.7 Turnover Intentions, Perceived Organisational Support and Organisational Commitment	60
2.8 Conclusion	62
CHAPTER 3	
RESEARCH METHODOLOGY	
3.1 Introduction	63
3.2 Research Design	63
3.3 Population and Sample	64
3.4 Permission to Conduct Research	64
3.5 Data Collection	64
3.6 Survey Methodology	66
3.6.1 Advantages and disadvantages of survey methodology	66
3.6.2 Advantages and disadvantages of web based survey	67

3.7 Measuring Instruments	67
3.7.1 Biographical questionnaire	67
3.7.2 Survey of Perceived Organisational Support	68
3.7.2.1 Nature and composition of the Survey of Perceived Organisational Support	68
3.7.2.2 Psychometric properties of the Survey of Perceived Organisational Support	68
3.7.3 Organisational Commitment Questionnaire	69
3.7.3.1 Nature and composition of the Organisational Commitment Questionnaire	69
3.7.3.2 Psychometric properties of the Organisational Commitment Questionnaire	70
3.7.4 Turnover Intentions Questionnaire	71
3.7.4.1 Nature and Composition of the Turnover Intentions Questionnaire	71
3.7.4.2 Psychometric properties of the Turnover Intentions Questionnaire	72
3.7.5 Rationale for using these questionnaires	73
3.8 Statistical Techniques	73
3.8.1 Descriptive Statistics	73
3.8.2 Inferential Statistics	73

3.8.2.1 The Pearson Product Moment Correlation Coefficient	74
---	----

3.8.2.2 Multiple Regression Analysis	74
--------------------------------------	----

3.9 Summary of the Chapter	75
-----------------------------------	-----------

CHAPTER 4

PRESENTATION OF RESULTS

4.1 Introduction	76
4.2 Descriptive Statistics	77
4.2.1 <i>Results of the biographical questionnaire</i>	77
4.2.2 <i>Descriptive Statistics for Perceived Organisational Support, Organisational Commitment and Turnover Intentions Questionnaires</i>	84
4.3 Inferential Statistics	85
4.4 Reliability	90
4.5 Validity	91
4.5.1 <i>Perceived Organisational Support</i>	91
4.5.2 <i>Organisational Commitment</i>	92
4.5.3 <i>Turnover Intentions</i>	93
4.6 Conclusion	93

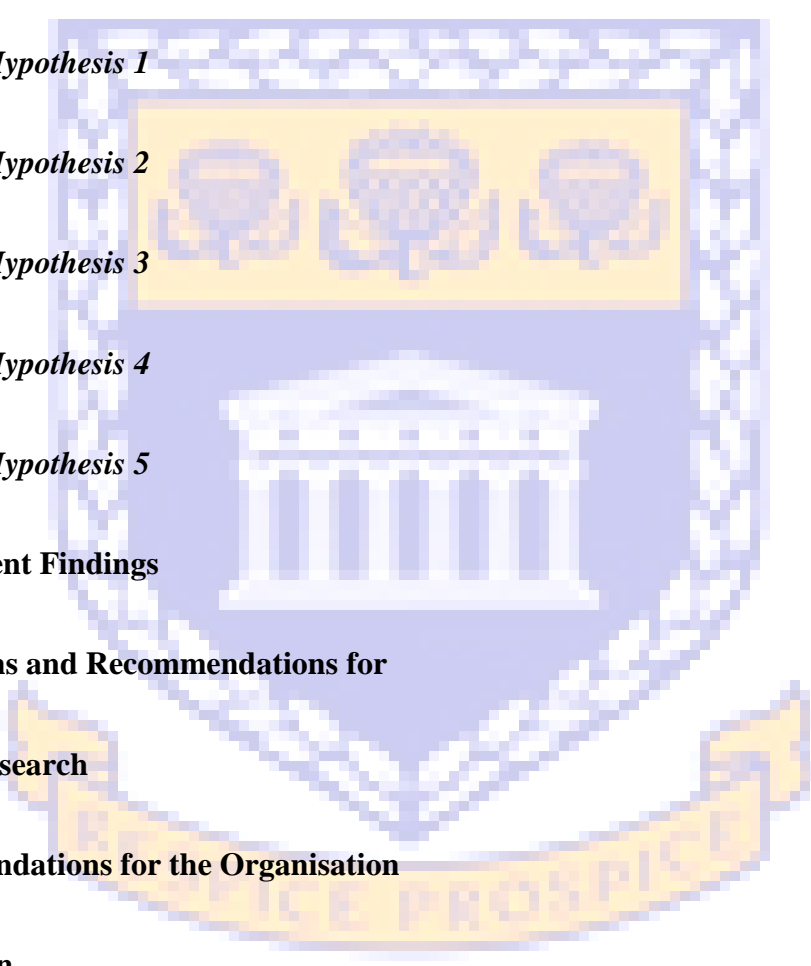


CHAPTER 5

DISCUSSION, RECOMMENDATIONS AND CONCLUSION

UNIVERSITY of the
WESTERN CAPE

5.1 Introduction	94
5.2 Overview of the Study	94
5.3 Summary and Interpretation of Findings	94
5.3.1 Hypothesis 1	95
5.3.2 Hypothesis 2	97
5.3.3 Hypothesis 3	99
5.3.4 Hypothesis 4	102
5.3.5 Hypothesis 5	106
5.4 Most Salient Findings	110
5.5 Limitations and Recommendations for Future Research	112
5.6 Recommendations for the Organisation	113
5.7 Conclusion	116
References List	118
Appendices:	155
Appendix A Cover Letter	155
Appendix B Consent Declaration	156



LIST OF TABLES:**PAGE NO.**

Table 4.1 Means, Standard deviation, Minimum and Maximum scores for Perceived Organisational Support, Organisational Commitment and Turnover Intentions	84
Table 4.2 The relationship between perceived organisational support and turnover intentions	85
Table 4.3 The relationship between the dimensions of organisational commitment and turnover intentions	86
Table 4.4 The relationship between perceived organisational support and the dimensions of organisational commitment	87
Table 4.5: Regression analysis with turnover intentions as dependent variable and perceived organisational support and organisational commitment as independent variables	88
Table 4.6 Regression analysis with turnover intentions as dependent variable and dimensions of organisational commitment as independent variables	89
Table 4.7 Reliability of the Perceived Organisational Support Questionnaire, Organisational Commitment Questionnaire and the Turnover Intentions Questionnaire	90
Table 4.8: Principal Component Analysis: Perceived Organisational Support	91
Table 4.9: Principal Component Analysis: Organisational Commitment	92
Table 4.10: Principal Component Analysis: Turnover Intentions	93

LIST OF FIGURES

PAGE NO.

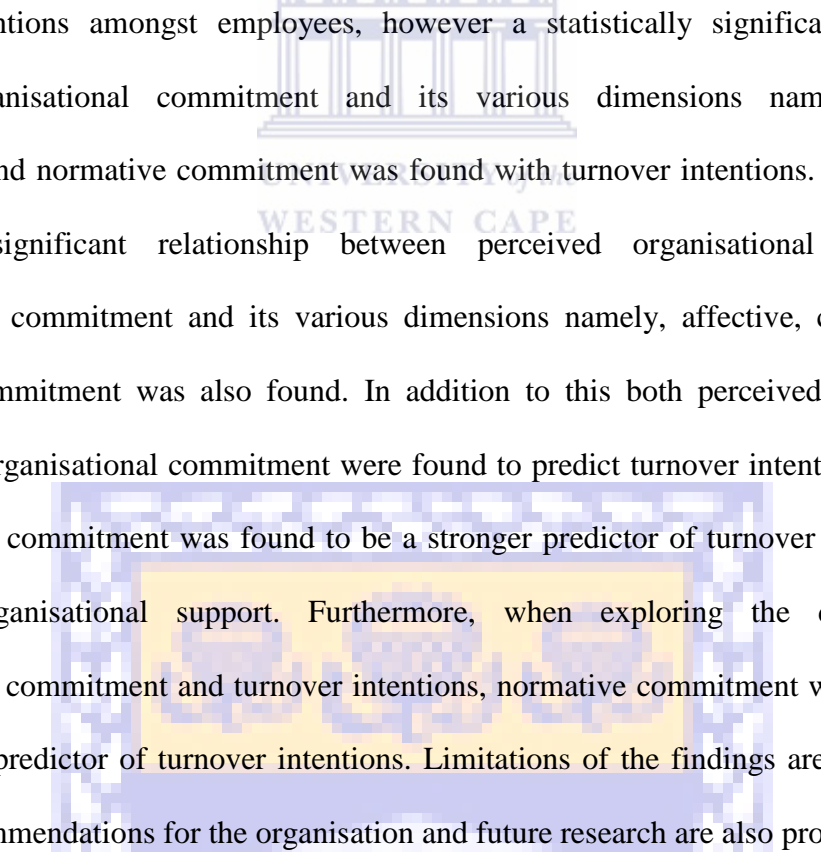
Figure 1 Consequences of perceived organisational support	28
Figure 2 Meyer and Allen's (1991) three component model of organisational commitment	35
Figure 3 Griffeth and Horn's (2001) definition of undesirable turnover	51
Figure 4 Mobley's (1977) sequence of withdrawal cognition process	52
Figure 4.1 Gender distribution of respondents	78
Figure 4.2 Age distribution of the respondents	79
Figure 4.3 Marital status of the respondents	80
Figure 4.4 Tenure of the respondents	81
Figure 4.5 Position in the organisation	82
Figure 4.6 Location of respondents	83

ABSTRACT

A large body of research on staff turnover report that intention to leave the organisation is one of the key predictor's to staff turnover (Chen & Francesco, 2003; Steel & Lounsbury, 2009). Researchers agree that when organisational commitment is high amongst staff the result is low turnover (Abdulkadir & Orkan, 2009; Culpepper, 2011; Muse & Stamper, 2007; Rhoades & Eisenberger, 2002). A strong correlation between voluntary turnover and the three organisational commitment dimensions (namely, affective, continuance and normative) was also found (Tansky & Cohen, 2001; Ucar & Otten, 2010). Organisational commitment has been identified as an important employee job related behaviour and perceived organisational support plays a vital role in enhancing employees' organisational commitment. As employees' commitment increases, employees feel more obligated and committed towards their organisation and products of this increased commitment are favourable benefits such as organisational effectiveness, reduced turnover, improved performance and reduced absenteeism (Yang, Wu, Chang, & Chien, 2011).

The purpose of this study was to identify the relationship between perceived organisational support, organisational commitment and turnover intentions. Convenience sampling was used to identify the sample and questionnaires were used to collect the data. The questionnaires used to gain information include a biographical questionnaire; Eisenberger et al.'s Survey of Perceived Organisational Support, Meyer and Allen's Organisational Commitment Questionnaire and Roodt's Turnover Intentions Questionnaire. These questionnaires were administered to individuals employed as load control agents and support staff at a selected company in the aviation industry.

The data was analysed using SPSS version 22. The results of the study reveal that no statistically significant relationship exists between perceived organisational support and



turnover intentions amongst employees, however a statistically significant relationship between organisational commitment and its various dimensions namely, affective, continuance and normative commitment was found with turnover intentions. Furthermore, a statistically significant relationship between perceived organisational support and organisational commitment and its various dimensions namely, affective, continuous and normative commitment was also found. In addition to this both perceived organisational support and organisational commitment were found to predict turnover intentions. However, organisational commitment was found to be a stronger predictor of turnover intentions than perceived organisational support. Furthermore, when exploring the dimensions of organisational commitment and turnover intentions, normative commitment was found to be the strongest predictor of turnover intentions. Limitations of the findings are presented and possible recommendations for the organisation and future research are also provided.

Key Words:

Organisational support

Organisational commitment

Affective commitment

Normative commitment

Continuance commitment

Turnover intentions

Aviation Industry

Employees

Quantitative study

Staff retention





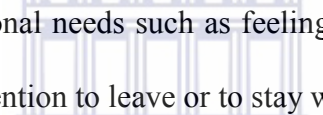
CHAPTER ONE

INTRODUCTION AND PROBLEM STATEMENT

1.1 INTRODUCTION

The performance of the human capital within an organisation dictates whether organisational success or organisational failure would occur (Robbins & Judge, 2012). Lesabe and Nkosi (2007) argue that an organisation cannot perform successfully in today's highly competitive world without employees who are committed to its objectives and strategic goals. Organisations thus need to realise that if employees are managed appropriately and effectively, then success is inevitable (Hellriegel et al., 2004). Lawler (2003) is of the opinion that the manner in which employees are treated and maintained has a direct impact on the continued competitiveness and even existence of any organisation. This is particularly vital due to the fact that skilled and competent employees are scarce, and there is an acknowledged 'global war for talent' (Beechler & Woodward, 2009). Effectively attracting, developing, managing, motivating and retaining committed employees has become a critical success factor for sustained organisational performance (Spagnoli & Caetano, 2012).

The fair treatment of employees within an organisation is one of the cornerstones of progressive organisations according to Birt, Wallis and Winternitz (2004). Their opinion is that a balance should be created and maintained between what employees contribute towards the achievement of organisational deliverables; and how the organisation firstly, values these contributions and secondly, how it recognises and rewards it in an equitable manner. Hellriegel et al. (2004) state that maintaining some sense of equilibrium between what the organisation requires and what employees contribute, should be the foundation for recognising and rewarding employees. Eisenberger, Huntington, Hutchinson and Sowa (1986 cited in Tromp, Rheede, & Blomme, 2010) state that monetary compensation has been found to be the main reason why people work. However, in addition to this they found factors such

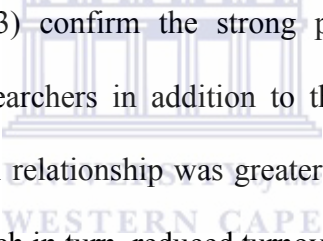


as fulfilment of social and emotional needs such as feeling rewarded and recognised, play a critical role in the individual's intention to leave or to stay with an organisation.

Researchers agree that when organisational commitment is high amongst staff, the result is low turnover (Hom & Kinicki, 2001; Martin & Roodt, 2008; Morrison, 2004). According to Hackett, Bycio and Hausdorf (1994 cited in Arshadi, 2011), there is a strong correlation between voluntary turnover and the three organisational commitment dimensions (namely, affective, continuance and normative commitment). Their investigation showed a strong association between staff leaving their organisations and low levels of organisational commitment.

While a healthy degree of staff turnover can help organisations introduce more up-to-date employee skill, high staff turnover is risky, difficult and expensive. Increased recruitment costs, training costs and the opportunity costs of lower performance by a new employee while he/she is inducted into his/her role, all add to high staff turnover needing to be kept to a minimum (Charan, Drotter, & Noel, 2001). For these reasons, organisations need to work to improve employees' desire to remain in the organisation, reduce withdrawal behaviour and limit staff turnover (Griffeth & Horn, 2001). Nasyira, Othman and Ghazali (2014) found perceived organisational support to have an effect on reducing withdrawal behaviour and limiting staff turnover.

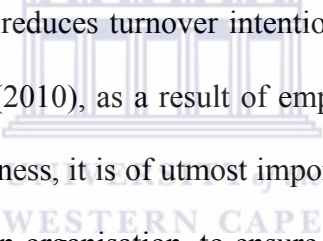
Rhoades and Eisenberger's (2002) meta-analysis also showed a strong positive relationship between perceived organisational support and the desire to remain in the organisation on the one hand, and a strong negative relationship between perceived organisational support and turnover intentions on the other. The same study demonstrated a relationship between perceived organisational support and withdrawal behaviours short of turnover, such as absenteeism and lateness (Rhoades & Eisenberger, 2002). A further study conducted by



Allen, Shore and Griffeth (2003) confirm the strong perceived organisational support-withdrawal relationship. The researchers in addition to this also found that the perceived organisational support-withdrawal relationship was greater when mediated by organisational commitment and satisfaction, which in turn, reduced turnover.

Eisenberger, Fasolo and Davis-LaMastro (cited in Allen et al., 2003) found that individuals with high perceived organisational support will be less likely to seek and accept alternative employment, and employees who perceive a high level of support tend to be committed to their organisations. Consequentially, those that are then committed as a result of perceived organisational support are more likely to attend work, stay with the organisation, arrive at work on time, perform well and engage in behaviours helpful to the organisation, as opposed to employees who are not committed (Aamodt, 2007). Wayne, Shore and Liden (2007) support this view and add that when an employee's perception of organisational support is high, a social exchange develops in which employees may feel compelled to reciprocate the high level of perceived affective commitment he or she receives from the organisation. Based on the evaluation of prior treatment from the organisation, Wayne et al. (2007) posit that the employee begins to trust that the organisation will continue to treat him or her fairly in the future. As such, it is suggested that this trusting relationship may lead to a certain level of commitment in his or her organisation.

Organisational commitment and perceived organisational support are according to Hussain and Asif (2012), the key characteristics of organisational behaviour toward employees. They state that increased levels of organisational commitment amongst employees' drives and shapes an organisation's culture which promotes a sense of belonging and ownership amongst employees, leaving them feeling satisfied, loyal and productive. Hussain and Asif (2012) proved in their study with 230 Telecom employees that high levels of perceived organisational support develops commitment and ownership amongst employees towards

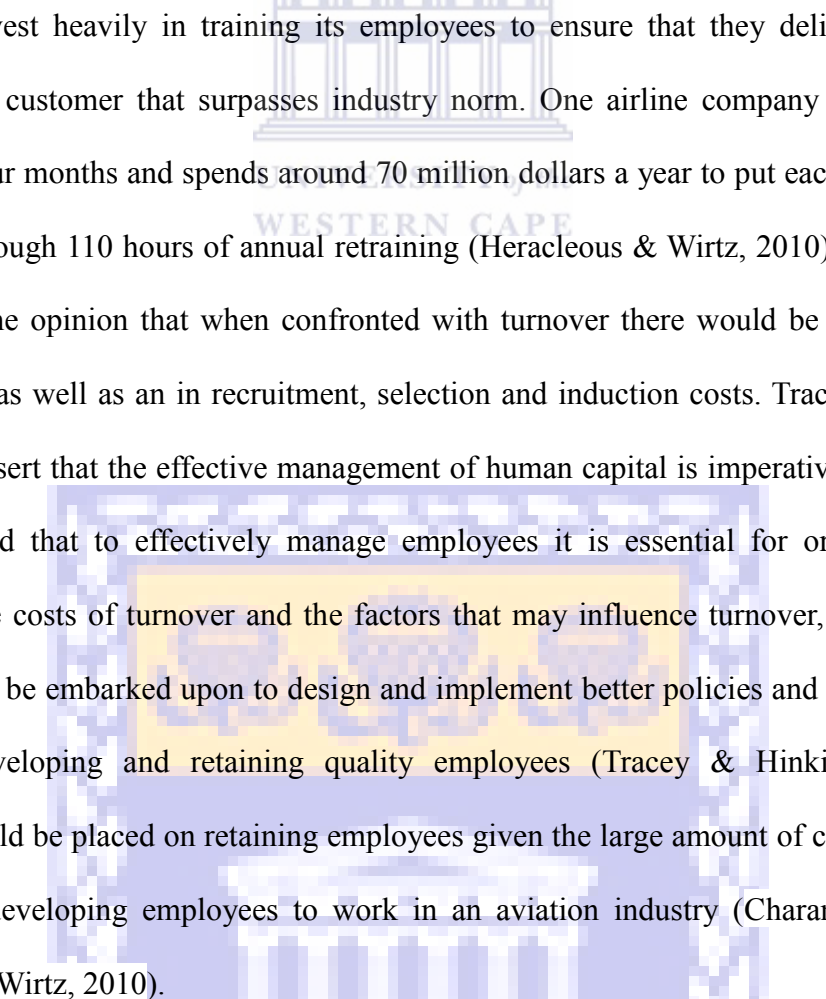


their organisation, which in turn, reduces turnover intentions. According to Van Schalkwyk, Du Toit, Bothma and Rothmann (2010), as a result of employee turnover having a negative impact on organisational effectiveness, it is of utmost importance to identify the determinants of employees' intention to leave an organisation, to ensure that turnover behaviours could be predicted more accurately and proactive measures to prevent turnover could be implemented.

1.2 PROBLEM STATEMENT

Employee turnover has been examined considerably in various workplace settings, including the hospitality industry (Blomme, Van Rheede, & Tromp, 2010; Iverson & Deery, 1997; Nadiri & Tanova, 2010). According to The Economic Times (2013), the aviation industry along with the hospitality industry has the highest turnover rates compared to all other sectors; that being a rate of 22%. However, despite the high rate of voluntary turnover in the aviation industry, explanations for these rates remain untold. The inability to retain staff within the aviation industry has serious implications for service delivery, customer satisfaction and passenger safety (Latorella & Prabhu, 2000). Passenger safety is essential as economic growth has significantly increased flight demand, and this increase necessitates the establishment of a method to effectively decrease the occurrence rate of aviation-related safety events (Aviation Safety Council, 2010).

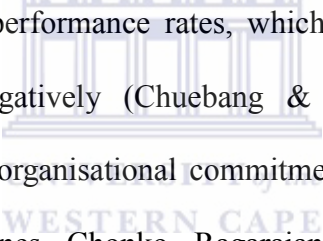
According to data released by the Aviation Safety Council (2010), during the past decade there were approximately 1.08 accidents per million flight hours worldwide. Among various factors cited causing aviation safety, human errors were the primary cause of approximately 90% of flight safety-related events from 2000 to 2009, followed by environmental factors and aircraft mechanical errors (Aviation Safety Council, 2010). Thus, as identified by Kuo, Jin and Lou (2012), safety and customer service within the aviation industry, is essential. Heracleous and Wirtz's study (2010) which explores the successes of an airline company identifies that both customer service and safety revolves around people. As a result, airline



companies invest heavily in training its employees to ensure that they deliver a level of service to the customer that surpasses industry norm. One airline company trains its new recruits for four months and spends around 70 million dollars a year to put each of its 14,500 employees through 110 hours of annual retraining (Heracleous & Wirtz, 2010). Charan et al. (2001) is of the opinion that when confronted with turnover there would be an increase in training costs as well as an in recruitment, selection and induction costs. Tracey and Hinkin (2008) thus assert that the effective management of human capital is imperative. The authors further contend that to effectively manage employees it is essential for organisations to understand the costs of turnover and the factors that may influence turnover, to ensure that various efforts be embarked upon to design and implement better policies and procedures for attracting, developing and retaining quality employees (Tracey & Hinkin, 2008). An emphasis should be placed on retaining employees given the large amount of capital spent on training and developing employees to work in an aviation industry (Charan et al., 2001; Heracleous & Wirtz, 2010).

The study of perceived organisational support has a long history in the fields of psychology and management (Eisenberger, Lynch, Aselage, & Rohdieck, 2004). According to Rhoades and Eisenberger (2002), perceived organisational support reflects employees' general belief that their place of work values their contribution and cares about its employees' well-being. Most studies point out that perceived organisational support is a powerful predictor of organisational commitment (Makanjee, Hartzer, & Uyz, 2006; Onyinin, 2003) and turnover (Foong-Ming, 2008; Tumwesigye, 2010).

Organisational commitment is commonly used in management, marketing, psychology and other disciplines as an antecedent to job involvement, turnover intention, organisational alternatives and organisational citizenship behaviour (Lacity & Iyer, 2008). Lack of organisational commitment has detrimental effects such as an increase in turnover rates and



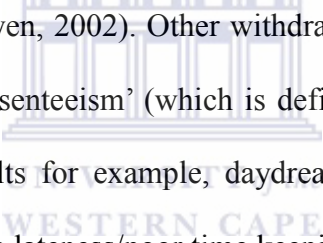
turnover intentions, and poorer performance rates, which ultimately affects organisational efficiency and effectiveness negatively (Chuebang & Boatham, 2011). Rhoades and Eisenberger (2002) confirm that organisational commitment is a consequence of perceived organisational support, while Jones, Chonko, Ragarajan and Roberts (2007) argue that employees' organisational commitment are negatively associated with turnover intentions.

Although actual turnover is the primary focus of many academics, determining the underlying factors that lead to intentions to quit are even more important, as it is an important antecedent to actual turnover (Firth, Mellor, Moore, & Loquet, 2003). Furthermore, organisations normally use exit interviews as a tool to understand employees' reasons for quitting, however, this method is retrospective. It is therefore important to understand the cognitive process of intention to quit and to identify the variables that are related to the employee's intention to leave or to remain within an organisation, as this provide an opportunity for managers and researchers to act proactively in retaining their talented employees (Pienaar, Sieberhagen, & Mostert, 2007). Thus, identifying factors that could retain employees could assist organisations in improving the quality of employees' work standards, employee wellbeing, and ultimately improving organisational productivity (Gaan, 2007).

Relatively little attention has been directed at examining employees' perceived organisational support and organisational commitment on turnover intentions in the aviation sector. Thus, based on the discussion presented, this study attempts to determine whether organisational support and organisational commitment will have an impact on employees turnover intentions employed at a selected company within the aviation industry.

1.3 RATIONALE FOR THE RESEARCH

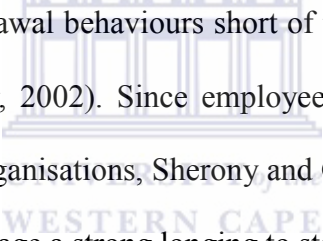
Turnover is the final product for the employee's withdrawal process from an organisation



(Boshoff, Van Wyk, Hoole, & Owen, 2002). Other withdrawal behaviours include employee disengagement, absenteeism, ‘presenteeism’ (which is defined as the state of being at work but not producing effective results for example, daydreaming, avoidance of work and/or undue socialisation) and employee lateness/poor time keeping (Koslowsky, 2000). In order to avoid these behaviours that fall within the withdrawal process, organisations are motivated to engage more actively in retention strategies to retain current high performing employees to ensure that they remain competitive (Perryer, Jordan, Firms, & Travaglione, 2010).

Studies have shown that organisational commitment results in valuable effects like employee motivation and retention, organisational citizenship behaviour, and productivity (Kwon & Banks, 2004). Yousef (2000) found that by understanding levels of commitment in an organisation, employers would be better equipped to pro-actively address adverse effects like employee turnover, disengagement, absenteeism and other negative implications of low organisational commitment. Morgan (2008) on the other hand, identifies organisational commitment and turnover intentions as the two most critical factors in an employee’s decision to terminate employment. These two elements have also been found to be more stable, consistent and more strongly related to turnover than other factors such as job satisfaction (Morgan, 2008). Similarly, Griffeth and Hom (2005) found employees who are more committed to their organisations have lower intention to leave than those with lower organisational commitment. Samad (2006) also found that organisational commitment contributed the highest variance in intention to leave. Thus, all these studies indicate that organisational commitment is a vital factor in employee turnover.

Rhoades and Eisenberger (2002) claim that perceived organisational support enhances employees’ commitment in an organisation, reduces their feelings of entrapment and provides them with a strong sense of purpose, belonging and meaning to their role within an organisation. Their study also found a significant relationship between perceived

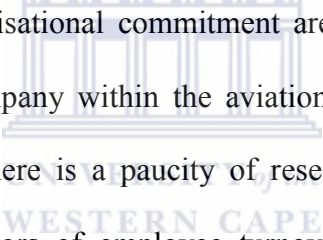


organisational support and withdrawal behaviours short of turnover, such as absenteeism and lateness (Rhoades & Eisenberger, 2002). Since employees often respond positively to the support they receive from their organisations, Sherony and Green (2002) assert that perceived organisational support will encourage a strong longing to stay with the organisation.

It is thought that if employees are committed to the organisation and the organisation cares for their well-being and values their input, this will likely result in their wanting to reciprocate by remaining within the organisation's employ. The reverse would also hold if employees were affectively committed, but the organisation did not show support; they would be unlikely to remain with the organisation and may in fact display negative behaviours towards the organisation (Stanley, Meyer, & Topolnytsky, 2005). Therefore, in addition to direct effects, it is argued by Perryer et al. (2010) that the strength of the relationship between organisational commitment and turnover intentions will be influenced by perceived organisational support. Tromp et al., (2010) found both an indirect and direct effect of perceived organisational support on turnover intention. In addition to this, they found affective commitment to be significantly related to turnover intention, and that the more committed employees are to their organisation, the lower their intention to leave.

The current organisation within the aviation industry is experiencing alarming rates of turnover. As mentioned previously, the aviation industry experienced a turnover rate of 22% (The Economic Times, 2010). In comparison, the current organisation's turnover rates have increased by 15% over the past two years from 16.7% in 2011 to 38% for the current year, which is significantly higher than the survey rates of 22%. Although turnover is considered healthy, the organisation's rates are escalating rapidly and an explanation for these rates is of utmost importance to ensure organisational effectiveness and productivity.

The current research therefore aims to ascertain whether low levels of perceived



organisational support and organisational commitment are contributing to the high rate in turnover within the selected company within the aviation industry. Despite the claim that turnover is a serious concern, there is a paucity of research that aims to understand the etiology and/or contributing factors of employee turnover intentions within the aviation industry. To date no studies have been conducted on these variables within this industry. Given the lack of research it has become imperative to ascertain why the employees are leaving this organisation, and whether organisational support and commitment has an impact on turnover, as found in research conducted in other organisations.

1.4 RESEARCH OBJECTIVES

Based on the above, the following research objectives were formulated:

1. To determine the relationship between organisational support and turnover intentions amongst employees in a selected company in the aviation industry.
2. To determine if there is a relationship between the dimensions of organisational commitment (namely, affective, continuous and normative commitment) and turnover intentions amongst employees in a selected company in the aviation industry.
3. To determine if there is a relationship between employees' perceived organisational support and the dimensions of organisational commitment (namely, affective, continuance and normative commitment) amongst employees in a selected company in the aviation industry.
4. To determine whether perceived organisational support or organisational commitment is the best predictor of turnover intentions amongst employees' in a selected company in the aviation industry.
5. To determine which of the three dimensions of organisational commitment (that is, affective, continuance and normative commitment) is the best predictor of turnover intentions among employees in a selected company in the aviation industry.

1.5 RESEARCH HYPOTHESES

From the above research objectives the following hypotheses were formulated:

H1: There is a significant relationship between perceived organisational support and turnover intentions amongst employees in a selected company in the aviation industry.

H2: There is a significant relationship between the dimensions of organisational commitment (namely, affective, normative and continuous commitment) and turnover intentions amongst employees in a selected company in the aviation industry.

H3: There is a significant relationship between perceived organisational support and the dimensions of organisational commitment (namely, affective, continuous and normative commitment) amongst employees in a selected company in the aviation industry.

H4: Either perceived organisational support or organisational commitment is the best predictor of turnover intentions amongst employees in a selected company in the aviation industry.

H5: Of the three dimensions of organisational commitment, either affective, continuous or normative commitment is the best predictor of turnover intentions amongst employees in a selected company in the aviation industry.

1.6 DEFINITION OF KEY TERMS

Perceived Organisational Support

Perceived organisational support is defined as an individual's mind-set or global belief about the extent to which their organisation values their contributions and cares about their general well-being (Eisenberger et al., 2004). Perceived organisational support is also valued as the assurance that assistance will be readily available from the organisation when help is needed

to carry out one's job effectively or to deal with stressful situations (Rhoades & Eisenberger, 2002).



Organisational Commitment

Mowday, Porter and Steers (cited in Tnay, Othman, Siong, Lim, & Lim, 2013) define organisational commitment as a strong belief in and acceptance of the organisation's goals and values; a willingness to exert considerable effort on behalf of the organisation and a strong desire to maintain membership in the organisation.

Meyer and Allen (1997) define organisational commitment as a psychological state that characterises the employee's relationship with the organisation and has implications for the decision to continue membership in the organisation. This definition underpins Meyer and Allen's three dimensional model of organisational commitment namely, affective, continuance and normative commitment.

Affective Commitment

Affective commitment according to Meyer and Allen (cited in Chuebang & Boatham, 2011) refers to the employee's emotional attachment to, identification with and involvement in the organisation. This implies that employees stay with an organisation because they want to.

Continuance Commitment

Meyer and Allen (cited in Chuebang & Boatham, 2011) define continuance commitment as an awareness of the costs associated with leaving the organisation. Thus, employees stay with an organisation because they need to.

Normative Commitment

Normative commitment according to Meyer and Allen (cited in Chuebang & Boatham, 2011),

reflects a feeling of obligation to continue employment, which implies that employees stay with an organisation because they ought to.



Turnover Intentions

Turnover intentions is defined as an individual's subjective perception that he/she does not want to stay with their employer any longer and that they will leave the organisation in the near future (Boshoff et al., 2002).

Aviation Industry

The aviation industry can be defined as those activities that are directly related to the transporting of people and goods by air from one location to another (Lijesen, 2004).

1.7 SUMMARY OF THE CHAPTER

This chapter presented an overview of the constructs being investigated as well as the rationale for the study. The research objectives highlight the focus area of this study with regards to organisational support, organisational commitment and turnover intentions. Furthermore, the chapter also states the hypotheses and defines the relevant key constructs. Lastly, an overview and explanation of each chapter is provided on the following page.

1.8 OVERVIEW OF THE STUDY

Chapter Two will present a detailed literature review of perceived organisational support, organisational commitment and turnover intentions as the constructs being investigated in this study. In addition, it will aim to report results of research done with respect to these constructs in order to contribute towards building a sound argument to support the predictions of the problem statement.

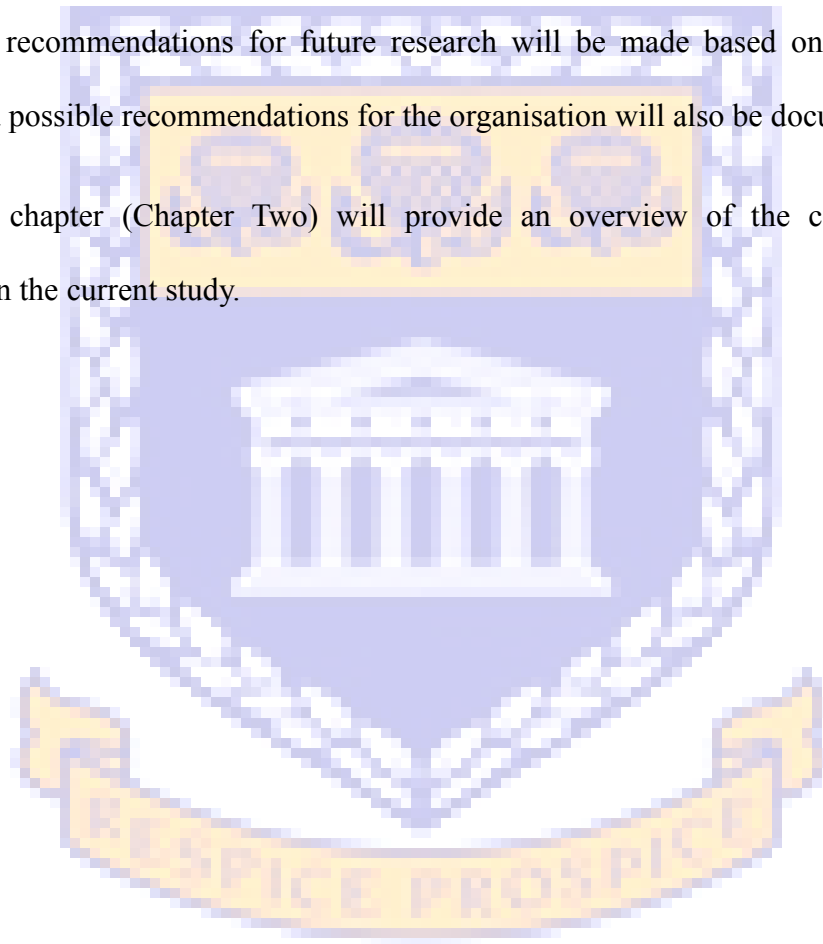
Chapter Three will present the research methodology, including the research design and procedure for collecting the data. The research instruments to be used will be discussed as

well as the reliability and validity aspects will be delineated. The chapter will conclude with the statistical techniques used to investigate and analyse the research problem.

Chapter Four will provide detailed findings of the research, based on the data collected. It will also aim to present interpretations of the data with respect to the hypotheses identified.

Chapter Five will provide a discussion of the findings of the research done and will make reference to other research conducted to support the findings of the current study. Furthermore, recommendations for future research will be made based on the limitations identified and possible recommendations for the organisation will also be documented.

The ensuing chapter (*Chapter Two*) will provide an overview of the constructs being investigated in the current study.



2.1 INTRODUCTION

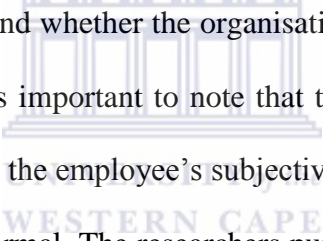
This chapter provides an overview of the literature pertaining to the constructs being investigated in the current study. Firstly, the concept of organisational support will be examined. Thereafter, Myer and Allen's three component model of organisational commitment namely, affective, continuance and normative commitment will be explored followed by a discussion on turnover. Studies that have conducted on perceived organisational support, organisational commitment and turnover intentions will also be reviewed in the literature.

Given that a paucity of research studies exist in the aviation industry, reference will be made to studies conducted in other industries.

2.2 PERCEIVED ORGANISATIONAL SUPPORT

2.2.1 INTRODUCTION

Perception is a complex process by which an individual selects sensory stimuli and arranges them in such a way as to form a rational and meaningful image for him/her regarding a particular phenomenon. These images or perceptions give rise to certain attitudes and relationships because a person's opinions and points of view are shaped by his/her perceptions (Lok, Westwood, & Crawford, 2005). Goulder (1960 cited in Rhoades & Eisenberger, 2002) argues that employees are likely to perceive organisations as supportive if they sense a particular attachment and acknowledgement from the organisation to the employee. Eisenberger et al. (1986) hold the belief that organisational support help employees determine whether the organisation will satisfy their socio-emotional needs for



affiliation, approval, and esteem and whether the organisation will reward them for increased work effort and performance. It is important to note that these beliefs according to Aselage and Eisenberger (2003) stem from the employee's subjective perceptions and thus the process seems to be more informal than formal. The researchers purport that perceived organisational support is seen as an individual-level concept.

Rhoades and Eisenberger (2002), see it relating to employee attitudes, well-being, job satisfaction, affective commitment, job performance, positive mood, fairness, organisational rewards, morale and motivation. Furthermore, they assert that perceived organisational support creates a better environment as well as a more manageable and healthier culture. Moreover, perceived organisational support helps to meet employees need of stability and commitment. This in turn, makes employees more cognisant of the importance to remain loyal and dedicated to the organisation (Rhoades & Eisenberger, 2002).

2.2.2 DEFINITION OF PERCEIVED ORGANISATIONAL SUPPORT

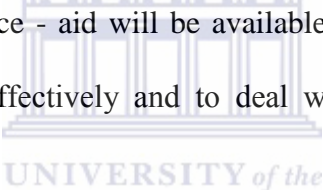
Perceived organisational support began in 1986 and the original leading pioneer behind the study of perceived organisational support is Eisenberger. Eisenberger and colleagues' (1986) define perceived organisational support as the perception that the organisation cares about employee wellbeing and values employee contributions. This definition incorporates two dimensions: (i) a sense that the organisation values employees' contributions is underpinned by performance-reward expectancies and (ii) a perception that the organisation cares about employee well-being is underpinned by the need for fulfilment of socio-emotional needs at work (Rhoades & Eisenberger, 2002). Accordingly, organisational researchers argue that within the employer-employee relationship, not only are impersonal resources such as money, services, and information exchanged, but also socio-emotional resources such as approval, respect and support (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001)

which contributes towards employees perception of organisational support (Eisenberger et al., 1986).

Employees, according to Levinson (1965 cited in Eisenberger et al., 2001), tend to perceive actions by managers or leaders of the organisation as actions of the organisation itself thus, personifying the organisation. According to Levinson, this personification of the organisation includes three factors which influence members' perceptions and behaviour. First, the organisation has a legal, moral and financial responsibility toward its employees. Second, the organisational precedents, traditions, policies and norms provide continuity and prescribe role behaviour. Third, the organisation exerts power over individual employees (Levinson, 1965 cited in Eisenberger et al., 2001).

Eisenberger et al. (1986) describes a link between employee expectations, rewards and the employee's attachment to the organisation within an exchange relationship, thus indicating that expectancy for reward exists. The reward does not need to be material or received immediately. The reward can be affirmation, support for effort and the perception that they performed successfully, or performed consistent within the expectations of the organisation's culture. With this reward, there is greater employee motivation toward meeting the organisation's goals (Eisenberger et al., 1986). Simultaneously, this motivation fosters commitment as members become more connected with the organisation's goals, making the organisations' goals their own (Eisenberger et al., 2001).

Other experts believe that the field of perceived organisational support refers to the organisation's contribution to a positive reciprocity dynamic with employees, as employees tend to perform better to pay back for perceived organisational support (Allen, Shore, & Griffeth, 2003; Aselage & Eisenberger, 2003; Rhoades & Eisenberger, 2002). Employers typically and commonly value employees' dedication and loyalty. Perceived organisational



support is also known as assurance - aid will be available from the organisation when it is needed to carry out one's job effectively and to deal with stressful situations (Rhoades, Eisenberger, & Armeli, 2001).

The general theme found in all definitions of perceived organisational support is that employees' contributions should be valued and their organisations should care about their well-being. Furthermore, employees view the actions of managers and other persons in leadership or supervisory positions as organisational actions (Eisenberger et al., 1986; Eisenberger et al., 2001). The implications are that the words and deeds of organisational leaders has the potential to influence their employees' perceived organisational support, and in turn, influence employees' behaviours towards the entire organisations (Farh, Hackett, & Liang, 2007)

Dawley, Houghton and Bucklew (2010) propose that organisational support is most effective when employees and employers participate in social exchanges that benefit all parties. For example, in exchange for salaries, benefits, and recognition of work performance, organisations expected employees to work hard, stay dedicated and committed, and to remain with their organisations with no intentions to leave the organisation (Dawley et al., 2010).

2.2.3 UNDERLYING THEORIES OF PERCEIVED ORGANISATIONAL SUPPORT

Perceived organisational support is fundamentally rooted in the norm of reciprocity (Rhoades & Eisenberger, 2002). According to the norm of reciprocity, two interrelated minimal demands exist namely: (i) people should help those who have helped them and (ii) people should not injure those who have helped them (Gouldner, 1960). The overall idea of reciprocity is that individuals should help those that have helped them and in return, over time, may come to expect that others will return such behaviour (Rhoades & Eisenberger,

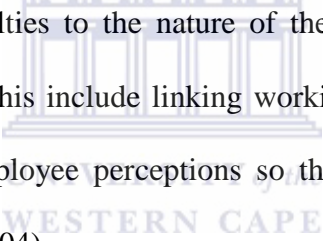
2002), which then gives rise to the social exchange relationship (Shanock & Eisenberger, 2006).

The underlying, contemporary theories used to explain perceived organisational support are the social exchange theory and the organisational support theory which will be briefly discussed below.

2.2.3.1 The Social Exchange Theory

The Social Exchange Theory has often been used to study organisations in an attempt to better understand the reciprocal relationship that develops between employees and the organisation (Baran, Shanock & Miller, 2012; Dawley, Andrews & Bucklew, 2008). This view suggests that when an employer provides employees with fair treatment and when they value their employees contributions and well-being, the employees will perceive high levels of support from the organisation and as a result feel obligated to reciprocate (Dawley et al., 2008; Shoss, Eisenberger, Restubog, & Zagenczyk, 2013). Based on these principles it can be argued that individuals who receive greater support from their organisations will be more inclined to return the act of goodwill. The employees reciprocal act can include higher organisational commitment and loyalty which results in a decreased intention to leave the organisation (Allen et al., 2003). Furthermore, Allen et al. (2003) argue that the inverse is true where employees perception of low organisational support may result in an increased intention to leave the organisation.

This suggests that organisations can influence employees perception of organisational support and, as a result, influence employee attitudes. Furthermore, organisations may positively influence employee attitude even when job conditions are difficult by making employees aware of what can and cannot readily be changed (Eisenberger et al., 2004). Organisations can achieve this by legitimising their actions and appealing to higher-order values so that

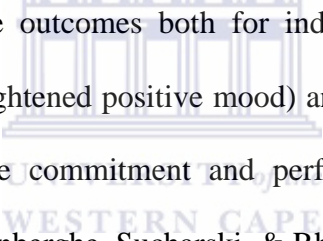


employees attribute work difficulties to the nature of the role or industry rather than the organisation itself. Examples of this include linking working conditions to a super-ordinate goal or value and reframing employee perceptions so that they select a new standard of comparison (Eisenberger et al., 2004).

2.2.3.2 The Organisational Support Theory

The Organisational Support Theory is an application of the reciprocity norm to the employee-employer relationships (Rhoades & Eisenberger, 2002). The theory maintains that employees pay attention to the manner in which organisations treat them in order to discern the extent to which the organisation is supportive and values their contribution (Aselage & Eisenberger, 2003). The theory further maintains that based on the norm of reciprocity, employees strive to repay the organisation for a high level of support by increasing their efforts to help the organisation reach its goals (Scott, Restubog, & Zagenczyk, 2013). The Organisational Support Theory also suggests that the development of perceived organisational support is based on an employee's idea that organisations have human characteristics (Eisenberger et al., 1986). Eder and Eisenberger (2008) purport that employees associate the treatment to them by agents of the organisation as indicative of the organisations' overall favourable or unfavourable orientation towards them.

The Organisational Support Theory serves to address the psychological consequences of perceived organisational support (Shoss et al., 2013). Eisenberger et al. (2001) assert that the caring, approval and respect indicated by perceived organisational support fulfil employees' socio-emotional needs, which in turn, lead employees to incorporate membership and role status into their social identity. Furthermore, according to Eisenberger et al. (2001), perceived organisational support was shown to strengthen employees belief that the organisation acknowledges and rewards superior performance (that is, performance-reward expectancies).



These processes have favourable outcomes both for individual employees (for example, increased job satisfaction and heightened positive mood) and for the organisation as a whole (for example, increased affective commitment and performance, and reduced turnover) (Eisenberger, Stinglhamer, Vandenberghe, Sucharski, & Rhoades 2002; Rhoades et al., 2001; Rhoades & Eisenberger, 2002).

2.2.4 ANTECEDENTS OF PERCEIVED ORGANISATIONAL SUPPORT

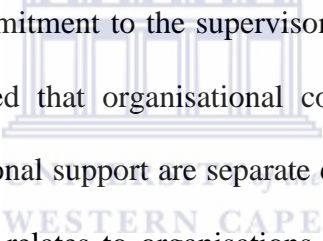
Researchers studying perceived organisational support hypothesized and examined the relationships between numerous antecedents and perceived organisational support (Allen et al., 2003; Aselage & Eisenberger, 2003; Eder & Eisenberger, 2008; Rhoades & Eisenberger, 2002; Wayne, Shore, & Linden, 1997). In Rhoades and Eisenberger's (2002) meta-analysis of over 70 studies pertaining to perceived organisational support, they suggest three main antecedents of perceived organisational support (that is, fair organisational procedures, supervisor support, and favourable rewards and job conditions). Aselage and Eisenberger (2003) also identified recognition, pay, promotions, job security, autonomy, role stressors, training, organisation size, employee characteristics and work experiences. Allen et al. (2003) and Wayne et al. (1997) on the other hand, focused on similar human resource practices (namely, participation in decision making and growth opportunities) that signal an organisation's investment in employees and recognition of employee contributions.

Antecedents of organisational support are largely based on the different forms of favourable treatment the organisation offers employees (Rhoades & Eisenberger, 2002). A few of the antecedents which will be discussed are: (a) supervisor support, (b) procedural justice, (c) organisational rewards and conditions and (d) role stressors, and training.

2.2.4.1 Perceived Supervisory Support

Supervisor support has a direct effect on levels of perceived organisational support (Eisenberger et al., 2002; Landman, 2008; Taunton, Boyle, Woods, Hansen, & Bott, 1997). Eisenberger et al. (1986) indicate that high levels of perceived organisational support are related to supervisor support because they are seen as agents of the organisation and thereby represents the organisation's commitment to their employees. Employees experience high levels of perceived organisational support when supervisors value employees contributions and care about their well-being (Eisenberger et al., 1986). In addition, numerous studies support that organisations and supervisors that recognize employee contributions create high perceived organisational support among employees (Eisenberger et al., 2002; Landman, 2008; Taunton et al., 1997).

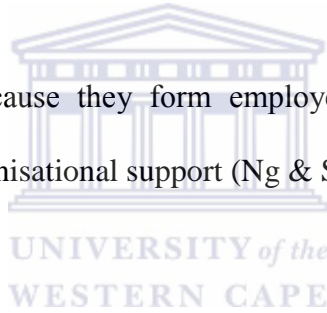
A quantitative study was carried out by Smith (2005) in the child welfare community to determine the effects of extrinsic rewards, perceived organisational support, supervisor support, and extrinsic job value on job retention. The researchers found that factors associated with job retention include an increase in perceived organisational support as it relates to the perception that supervisors were competent and supportive, the employer promoted efforts to balance work and life responsibilities, and the belief that few job alternatives were available. In addition, Stinglhamber and Vandenberghe (2003) conducted a longitudinal quantitative study among 238 employees from various industries who were alumni from the University of Belgium and graduated from 1988-1997. The researchers examined the relationship between intrinsically and extrinsically satisfying job conditions, perceived organisational support, supervisor support as well as organisational commitment to the organisation and supervisors in relation to employee turnover. Results of the study indicated that organisational commitment fully mediated the effects of supervisor support and turnover and supervisor support fully mediated the effect of intrinsically satisfying job



conditions on organisational commitment to the supervisor (Stinglhamber & Vandenberghe, 2003). The researchers concluded that organisational commitment, perceived supervisor support, and perceived organisational support are separate entities, thus employees engage in distinct exchange processes as it relates to organisations and supervisors (Stinglhamber & Vandenberghe, 2003). The researchers further concluded that organisations and supervisors are distinct sources of perceived organisational support because employees develop varying levels of trust among higher level employees and supervisors are important in increasing perceived organisational support through creating supportive work environments, thereby decreasing turnover behaviours (Stinglhamber & Vandenberghe, 2003).

Eisenberger et al. (2002) conducted three quantitative studies to determine the relationship between employee perception of supervisor support, perceived organisational support and employee turnover. In study 1, researchers surveyed 314 employees from a variety of organisations. The researchers suggested that perceived supervisor support leads to perceived organisational support while researchers in study 2 surveyed 300 retail sales employees and determined that the relationship between perceived supervisor support and perceived organisational support increased with perceived supervisor status in the organisation (Eisenberger et al., 2002). Lastly, in study 3, 493 retail sales employees were surveyed and the researchers found evidence that perceived organisational support completely mediated a negative relationship between supervisor support and employee turnover (Eisenberger et al., 2002).

A meta-analysis study that was conducted by Ng and Sorensen (2008) concluded that perceived supervisor support was strongly related to job satisfaction, organisational commitment, and turnover intentions. The researchers suggest that perceived supervisor support is strongly correlated with work attitudes, indicating that supervisors play a critical



role in turnover behaviours because they form employees' perceptions of support thus affecting levels of perceived organisational support (Ng & Sorensen, 2008).

2.2.4.2 Procedural Justice

Procedural justice involves the fairness of organisational policies, procedures and politics when distributing resources among employees (Greenberg, 1990). According to Shore and Shore (1995), perceptions of procedural justice results from organisational decisions and they believe repeated exposure to fair decision making would increase perceived organisational support whereas, constant exposure to unfair decision making within the organisation would lead to decrease in perceived organisational support. Furthermore, Cropanzano, Howes, Grandy, and Toth, (1997) indicate organisational politics that support unfair treatment of employees and promote self-serving policies that interfere with performance reward expectancies are negatively related to perceived organisational support.

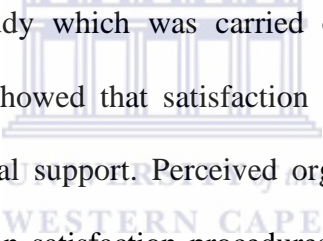
Masterson, Lewis, Goldman and Taylor (2000) conducted a quantitative study surveying 651 new trainees for a newly implemented performance management system in a large public university in the north eastern region of the United States. The researchers concluded that procedural justice perceptions affect organisational related outcomes via mediating variables of perceived organisational support (Masterson et al., 2000). In addition, employee perceptions of a singular event are shown to influence attitudes and behaviours among employees (Masterson et al., 2000). Therefore, organisational conditions as well as supervisor support shape employee perceptions of support and fairness thus affecting perceived organisational support (Masterson et al., 2000). A study by Khurram (2009) surveying 171 teachers from a large public university in Pakistan concluded that the antecedents of leader member exchange, procedural justice, distributive justice, and human resource practices were positively related with perceived organisational support and that

perceived organisational support was positively related to consequences of normative and affective commitment.

DeConinck and Johnson's (2013) study among 384 salespersons found that procedural justice had a direct positive influence on performance but was an indirect predictor of turnover through other variables. When employees are given the opportunity to participate in the decision making process, there is an increase in perceived organisational support which indirectly affects organisational commitment and ultimately the decision to stay or leave an organisation. In addition, supervisors play an important role in improving performance and decreasing turnover through employee praise of accomplishments, providing adequate support and determining if perceptions of injustice exist (DeConinck & Johnson, 2013). Lastly, the researchers are of the opinion that organisations need to determine if supervisors are providing environments that increase perceived organisational support through adequate performance appraisal processes and addressing the needs of its employees (DeConinck & Johnson, 2013).

2.2.4.3 Organisational Rewards and Job Conditions

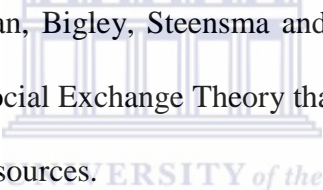
Rewards and job conditions such as pay, promotions, job security, autonomy, role stressors and training are positively related to increase perceived organisational support (Eisenberger, Rhoades & Cameron, 1999; Rhoades & Eisenberger, 2002; Shore & Shore, 1995). In addition, job security enhances perceived organisational support when organisations give assurances that they wish to continue an employee's membership within the organisation. In a quantitative study conducted by Harris, Harris and Harvey (2007) among 418 employees from a water management district office, the results indicated that perceived organisational support partially or fully mediated job satisfaction, pay satisfaction, job strain, role conflicts, and turnover intentions.



Finding of a mixed method study which was carried out by Williams, Brower, Ford, Williams, and Carraher (2008) showed that satisfaction with compensation procedures is related to perceived organisational support. Perceived organisational support mediates the relationship between compensation satisfaction procedures, organisational commitment and turnover intentions, thus indicating the importance of employees social exchange relationships with employers (Williams et al., 2008).

Perceived organisational support is increased when employees perceive a high level of job security (Rhoades & Eisenberger, 2002). Rosenblatt and Ruvio (1996) surveyed 385 secondary school teachers in northern Israel to explore the effects of job insecurity on work attitudes by testing a multidimensional model of job insecurity. They found that perceived job insecurity has an adverse effect on organisational commitment, perceived organisational support, intent to quit and resistance to change. Job insecurity led to adverse work attitudes and an increase in the intention to leave their jobs, thereby leading to turnover behaviours (Rosenblatt & Ruvio, 1996).

Bartol, Wei, Xiangguan and Kelu (2009) surveyed 255 information technology professionals and their supervisors in an information technology industry in China to explore the relationship between perceived organisational support, knowledge sharing and the potential moderating effects of perceived job security. Findings of the study showed that perceived organisational support is positively related to knowledge with perceived job security moderating this association of sharing. The researchers therefore imply that the association between perceived organisational support and employee knowledge sharing held true for only those employees who perceived higher job security from the organisation. According to Eisenberger et al. (1986) low perceived organisational support among employees with perceived job insecurity are consistent with perceived organisational support theory that limited investment by organisations leads to lowered contributions among employees. In

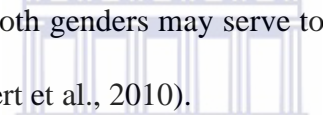


addition, Blau (1964) and Hekman, Bigley, Steensma and Hereford (2009) concur that the findings are consistent with the Social Exchange Theory that contends that reciprocity is built on a history of fair exchange of resources.

2.2.4.4 Role Stressors and Training

Work environments that are high in work stress have been known to lower perceived organisational support (Kuusio, Heponiemi, Sinervo, & Elovainio, 2010; Stamper & Johlke, 2003). According to McGrath (1976), stress is defined as when an environmental situation is perceived as presenting a demand that threatens to exceed the person's capabilities and resources for meeting it under conditions where he/she expects a substantial differential in the rewards and costs for meeting the demand versus not meeting it. Areas of job stress include work overload, role ambiguity and role conflict which are known indicators to decrease perceived organisational support and organisational commitment (Kuusio et al., 2010).

Perceived organisational support decreases because employees feel their job and environmental demands exceeds their capabilities, thus leaving them overwhelmed and unable to perform their job effectively. Lambert, Altheimer and Hogan (2010) examined gender and the effects of role stressors on job stress, job satisfaction and organisational commitment. Results of the study indicate that men and women react to their work environment differently. Work family conflict influenced job stress, job satisfaction, and organisational commitment in women only whereas role ambiguity, role overload, and perceived danger of job duties influenced job stress. Role conflict and role ambiguity were found to influence job satisfaction among men (Lambert et al., 2010). Furthermore results of their study suggest that work values and job rewards alone do not account for all the variability in job satisfaction between genders. Therefore, human resource policies and



practices that serve the needs of both genders may serve to enhance perceived organisational support among employees (Lambert et al., 2010).

In a quantitative study by Stamper and Johlke (2003) it was found that perceived organisational support has a strong effect on role ambiguity, role conflict, job satisfaction and intent to stay but were not related to task performance. Organisations would benefit by creating policies and work environments that shows the organisation values the employees contributions and cares about their well-being thereby reducing role stress and the negative effects of role stress that leads to both withdrawal and turnover behaviours (Stamper & Johlke, 2003). Autonomy, supervisor support and training are effective at increasing perceived organisational support because it positively communicates that employers are invested in their employees and care about their well-being (Drost, Veena, & Talia, 2010; Heilmann, Holt, & Rilovick, 2008). Currie and Dollery (2006) surveyed 351 sworn and student police officers and determined that additional skills training and tuition subsidies could enhance organisational commitment by strengthening normative commitment. Armstrong-Stassen and Ursel (2009) concluded from their findings that implementing and tailoring training and development practices as well as providing challenging job assignments that target older workers would enhance the perception of perceived organisational support, career satisfaction and job retention of experienced workers. When organisations engage in policies and procedures that enhance skills and training, older employees perceive the organisation values their continued membership thereby they continue to participate in the organisation thus reducing turnover behaviours.

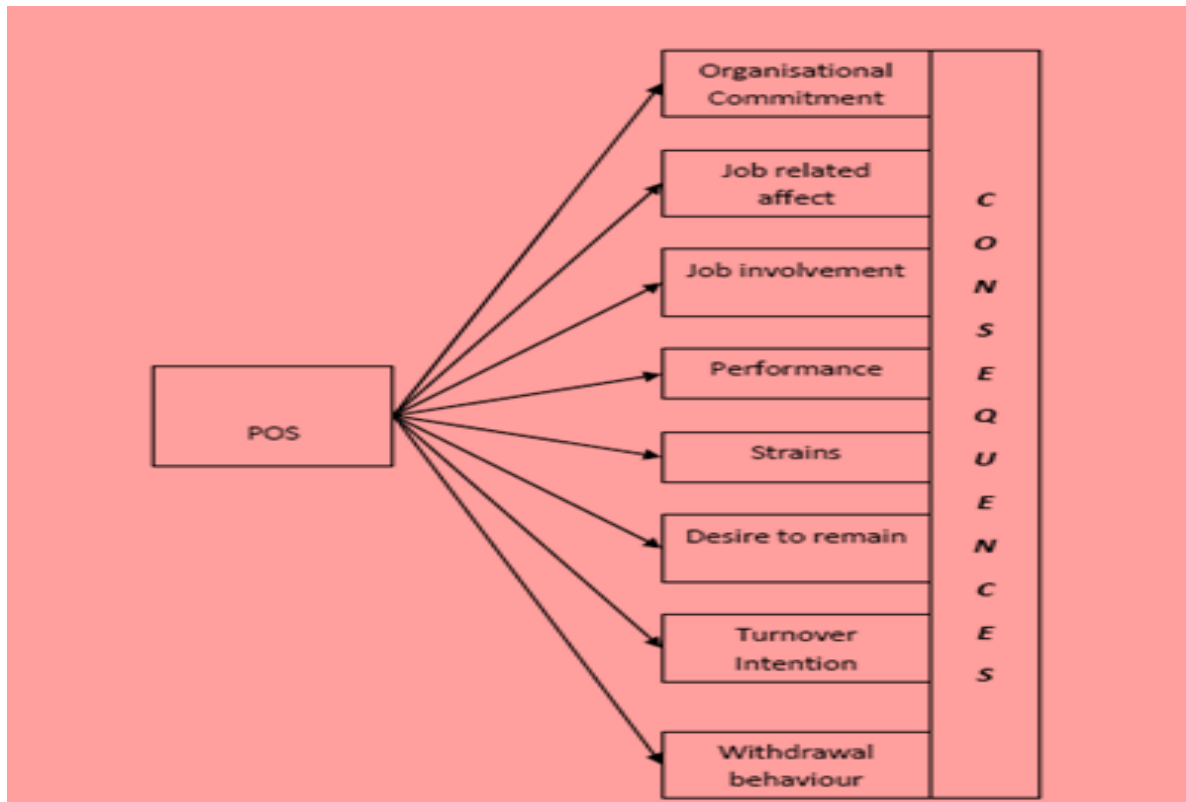
2.2.5 CONSEQUENCES OF PERCEIVED ORGANISATIONAL SUPPORT

From an organisation's perspective, the maximisation of employees perceptions of support is critical to the reciprocation of positive treatment of employees (Rhoades & Eisenberger,

2002). Krishnan and Mary have identified various consequences of organisational support depicted in Figure 1 below.



Figure 1: Consequences of Perceived Organisational Support



Source: Krishnan & Mary (2012)

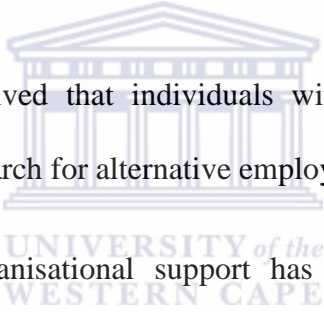
When employees feel as though their organisation cares for their contributions and well-being they will reciprocate those feelings (Rhoades et al., 2001). Rhoades and Eisenberger (2002) identified several consequences of organisational support (for example, organisational commitment, job-related affect, job involvement, performance, retention, strains, and job satisfaction). Reciprocation of support is ultimately indicated through these employee outcomes. However, for the purpose of this review, to provide context for organisational support, organisational support consequences will be separated into psychological and behavioural consequences.

2.2.5.1 Psychological Consequences of Perceived Organisational Support

Rhoades and Eisenberger (2002) highlight three psychological processes underlying the consequences of perceived organisational support, namely (i) On the basis of reciprocity, perceived organisational support should produce a felt obligation to care about the organisation and the meeting of its objectives; (ii) the caring, approval and respect connoted by perceived organisational support should fulfil socio-emotional needs leading employees to incorporate organisational membership and role status into their social identity and (iii) perceived organisational support should strengthen employers' beliefs that the organisation recognises and rewards increased performance. These processes should lead to positive outcomes for both employees (example, job satisfaction) and the organisation (example, affective commitment) (Rhoades & Eisenberger, 2002).

2.2.5.2 Behavioural Consequences of Perceived Organisational Support

Intention to quit: The relationship between perceived organisational support and intention to quit has been well researched. In their study, Allen et al. (2003) tested two individual samples and found that perceived organisational support was significantly negatively related to intention to quit in both samples. The findings however, were mediated by commitment and job satisfaction. These findings are consistent with those of other researchers (Cole, Schaninger, & Harris 2002). Eisenberger et al. (2001) found a strong negative relationship between perceived organisational support and intention to quit. Organisational support towards employees' welfare has proven to be a strong predictor of employees' turnover intention (Hussain & Asif, 2012). Since employees often respond positively to the support they receive from their organisations (Sherony & Green, 2002), it is expected that perceived organisational support will encourage a strong longing to stay with the organisation.



Eisenberger et al. (1990) perceived that individuals with high perceived organisational support would be less likely to search for alternative employment in other organisations.

Job Satisfaction: Perceived organisational support has been hypothesised to influence employees general affective reactions to their jobs, including job satisfaction and positive mood. Perceived organisational support should contribute to job satisfaction by meeting socio-economic needs, increasing performance reward expectations and signalling availability of aid when needed (Eisenberger et al., 2001). In their studies Eisenberger et al., (2001) and Eisenberger et al. (1997) found a strong positive relationship between perceived organisational support and job satisfaction. Perceived organisational support and overall job satisfaction are strongly related but are distinct constructs; an employee may believe that the organisation strongly values his/her contributions and cares about his/her well-being yet have a low over all job satisfaction, because the employer does not have the resources to prevent unfavourable treatment. The employee's recognition of these resource restrictions may prevent a decline in perceived organisational support but not stop a decline in job satisfaction (Eisenberger et al., 1997).

Organisational Commitment: Perceived organisational support is assumed to increase the employee's affective attachment to the organisation and his or her expectancy that greater work effort will be rewarded (Eisenberger et al., 1986). On the basis on the reciprocity norm, perceived organisational support should create a felt obligation to care about the organisation's welfare and increase affective commitment by fulfilling socio-economic needs (Eisenberger et al., 1986). Perceived organisational support strengthens affective commitment through the process of reciprocation. Perceived organisational support would elicit employees felt obligation towards the organisation and this indebtedness could be satisfied through an increase in affective commitment (Eisenberger et al., 2001). In their review of literature,

Eisenberger et al. (2001) found organisational support to have a consistently strong positive relationship with affective commitment.

Organisational Citizenship Behaviour: According to Eisenberger et al. (2001), perceived organisational support should increase performance of standard job activities and actions favourable to the organisation that go beyond assigned responsibilities namely, organisational citizenship behaviour. Perceived organisational support should therefore be positively related to organisational citizenship behaviour. Rhoades and Eisenberger (2002) assert that the Organisational Support Theory assumes that felt obligation, fulfilment of socio-emotional needs, affective commitment and performance-reward expectancies all contribute to increased performance and decreased withdrawal behaviour. Accordingly, Rhoades and Eisenberger's (2002) meta-analysis reported that perceived organisational support had highly reliable effects on in-role performance, extra-role performance, and turnover.

2.3 ORGANISATIONAL COMMITMENT

2.3.1 INTRODUCTION

Over the past few decades, organisational commitment has been studied extensively and has become a topic of increasing importance in the area of industrial and organisational psychology (Adzeh, 2013; Chen, Wang, & Sun, 2012; Joo & Park, 2010; Manetjie & Martins, 2009; Martin & Roodt, 2008; Meyer & Herscovitch, 2001; Somers, 2009; Tladinyane, 2012). The ongoing interest in this topic has mostly been due to the theorised relationships between organisational commitment and employee behaviour such as productivity/performance (Jaros, 1997; Suliman & Iles, 2000), turnover (Farris, 2012; Lew, 2009; Meyer & Maltin, 2010; Suliman & Iles, 2000), employee well-being (Briscoe & Finkelstein, 2009; Meyer & Herscovitch, 2001) and job satisfaction (Farris, 2012; Singh, Bhagat, & Mohanty, 2011).

Research has indicated that employee commitment is a crucial factor in achieving organisational success/goals (Khalili & Asmawi, 2012; Roodt, 2004) with high employee commitment being a prominent feature of world-class companies (Roodt, 2004). In a highly volatile world of work characterised by change, it has been shown that committed employees adapt and accept change and changing conditions more readily than less committed employees (Suliman & Iles, 2000).

2.3.2 DEFINITION OF ORGANISATIONAL COMMITMENT

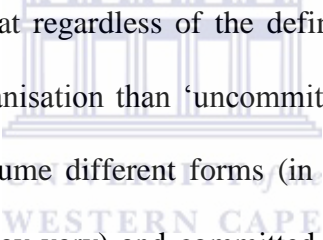
Researchers argue that despite the lack of consensus on the various definitions, conceptualisations and measurements, a common theme is shared across all these definitions namely, that organisational commitment is considered to be a bond or linkage of the

individual to the organisation (Martin & Roodt, 2008; Sam & Gnanakkan, 2010; Suliman & Iles, 2000; Zangaro, 2001).

All definitions according to Meyer and Herscovitch (2001), generally point to commitment being (i) a stabilising and obliging force and (ii) providing direction to behaviour (for example, restricting freedom and binding the person to a course of action). Organisational commitment as postulated by Miller and Lee (2001) is characterised by an employee's acceptance of organisational goals and their willingness to exert effort on behalf of the organisation. Organisational commitment can be defined as the strength of an individual's identification with, and involvement in the organisation (Curie & Dollery, 2003). Martin and Roodt (2008) posit that researchers usually describe organisational commitment as an employee's psychological attachment to the organisation.

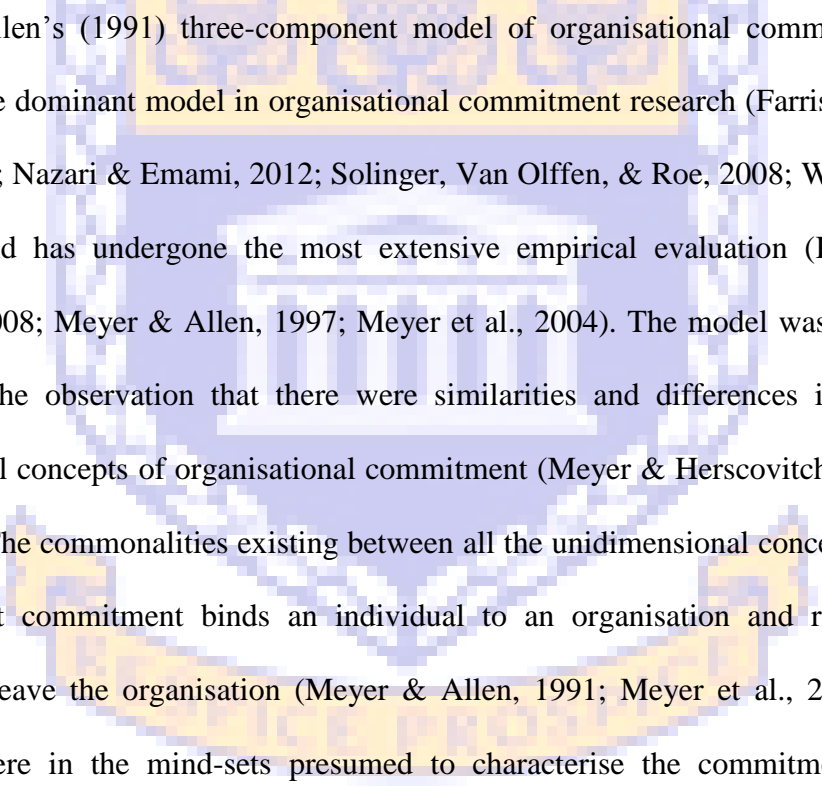
Allen and Meyer (1996) define organisational commitment as the psychological link between the employee and the organisation that makes it less likely for an employee to want to leave voluntarily. Begraim (2010) define organisational commitment as the felt obligation by the employee to remain with the organisation. A committed employee according to Stander and Rothmann (2008), identifies with the organisation, makes personal sacrifices, performs beyond normal expectations, works selflessly and contributes to the organisation's overall effectiveness. Becker, Randal and Riegel (cited in Tella, Ayeni, & Popoola, 2007) define organisational commitment in three dimensions, namely:

- (i) A strong desire to remain a member of the particular organisation,
- (ii) A willingness to exert high levels of efforts on behalf of the organisation and
- (iii) A belief in and acceptability of the values and goals of the organisation.



Allen and Meyer (1997) posit that regardless of the definition ‘committed’ employees are more likely to remain in the organisation than ‘uncommitted’ employees. According to the researchers, commitment can assume different forms (in that, the relationship between an employee and the organisation may vary) and committed individuals may be committed to different entities. For the purposes of this study, organisational commitment will be explored and defined in relation to Meyer and Allen’s three component model of organisational commitment.

2.3.3 MEYER AND ALLEN’S MODEL OF ORGANISATIONAL COMMITMENT



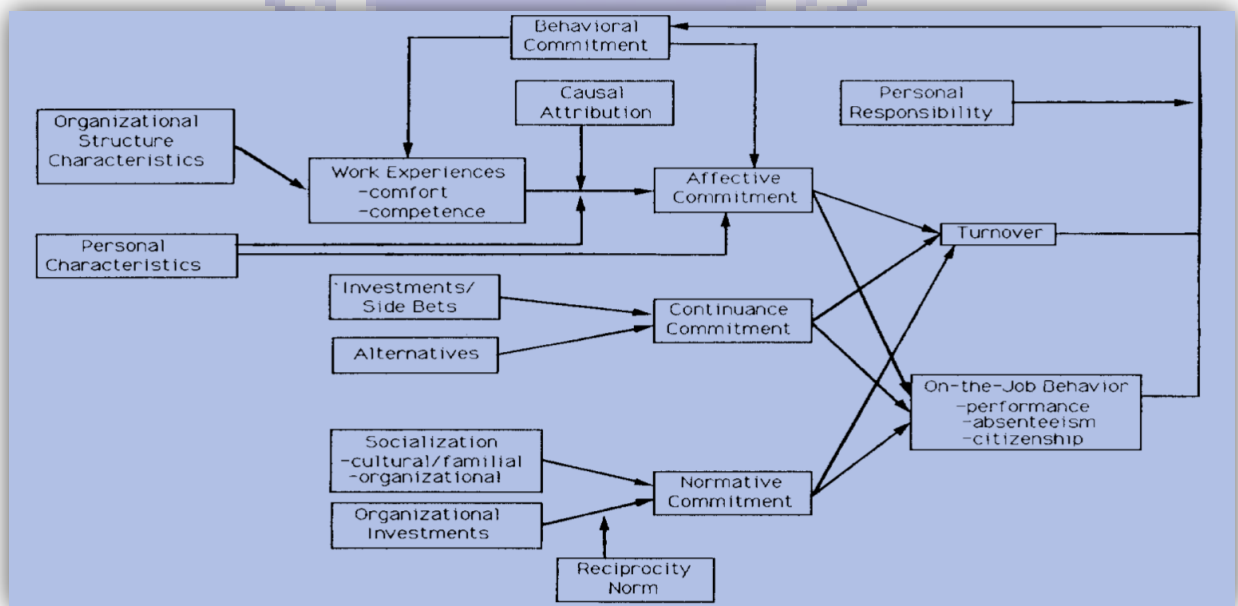
Meyer and Allen’s (1991) three-component model of organisational commitment can be regarded as the dominant model in organisational commitment research (Farris, 2012; Meyer & Allen, 1997; Nazari & Emami, 2012; Solinger, Van Olffen, & Roe, 2008; WeiBo, Kaur, & Jun, 2010) and has undergone the most extensive empirical evaluation (Krishnaveni & Ramkumar, 2008; Meyer & Allen, 1997; Meyer et al., 2004). The model was developed on the basis of the observation that there were similarities and differences in the existing unidimensional concepts of organisational commitment (Meyer & Herscovitch, 2001; Meyer et al., 2004). The commonalities existing between all the unidimensional concepts resulted in the belief that commitment binds an individual to an organisation and reduces his/her intentions to leave the organisation (Meyer & Allen, 1991; Meyer et al., 2004). The key differences were in the mind-sets presumed to characterise the commitment (Meyer & Herscovitch, 2001). Meyer and Herscovitch (2001) argue that it is necessary to distinguish between the different mind-sets that accompany the development of commitment because these mind-sets bind an individual to a course of action.

Meyer and Allen (1991) integrated attitudinal and behavioural approaches to commitment in order to create three distinct dimensions. The different dimensions or mind-sets are described

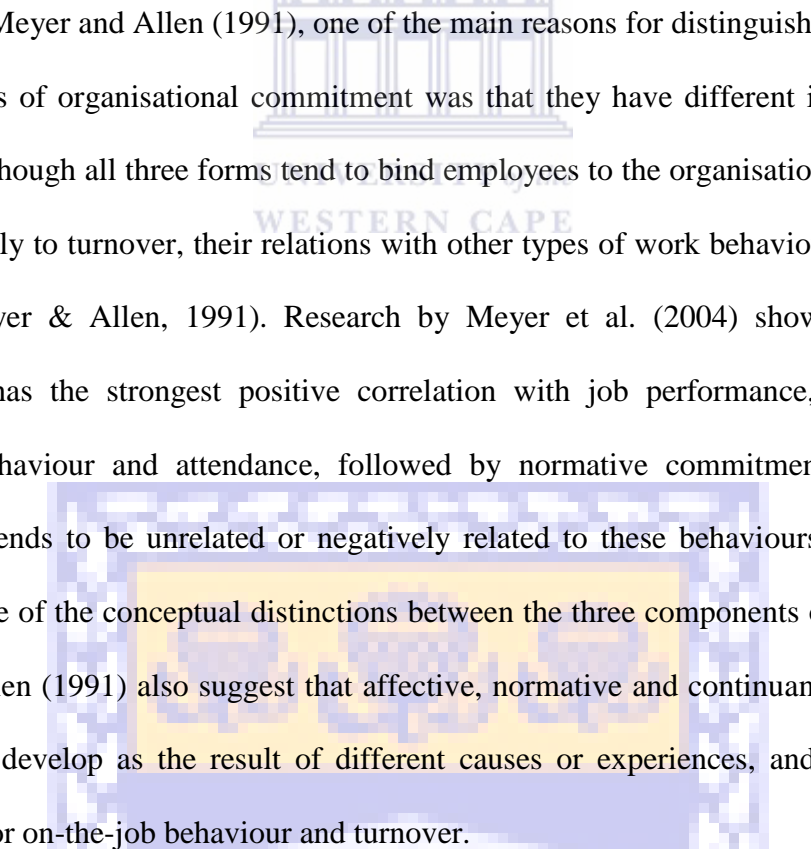
in the three-component model of commitment as affective, continuance and normative, and differ in terms of the link between the employee and the organisation (Meyer & Allen, 1991). The affective and normative components reflect employees' attitudinal dispositions, whereas the continuance component indicates their behavioural orientation (Meyer & Allen, 1991; 1997). Meyer and Allen (1991) argue that the three components reflect either (i) a desire (affective commitment), (ii) a need (continuance commitment), or (ii) an obligation (normative commitment) to maintain employment in an organisation. They believe that an employee can experience all three forms to varying degrees, and that all three components can exert independent (and possibly interactive) effects on a particular behaviour.

Figure 2 below depicts the Meyer and Allen's (1991) three-component model, illustrating the antecedent and consequences of each component of affective, continuance and normative organisational commitment.

Figure 2: Meyer and Allen (1991) Three-component model of Organisational Commitment



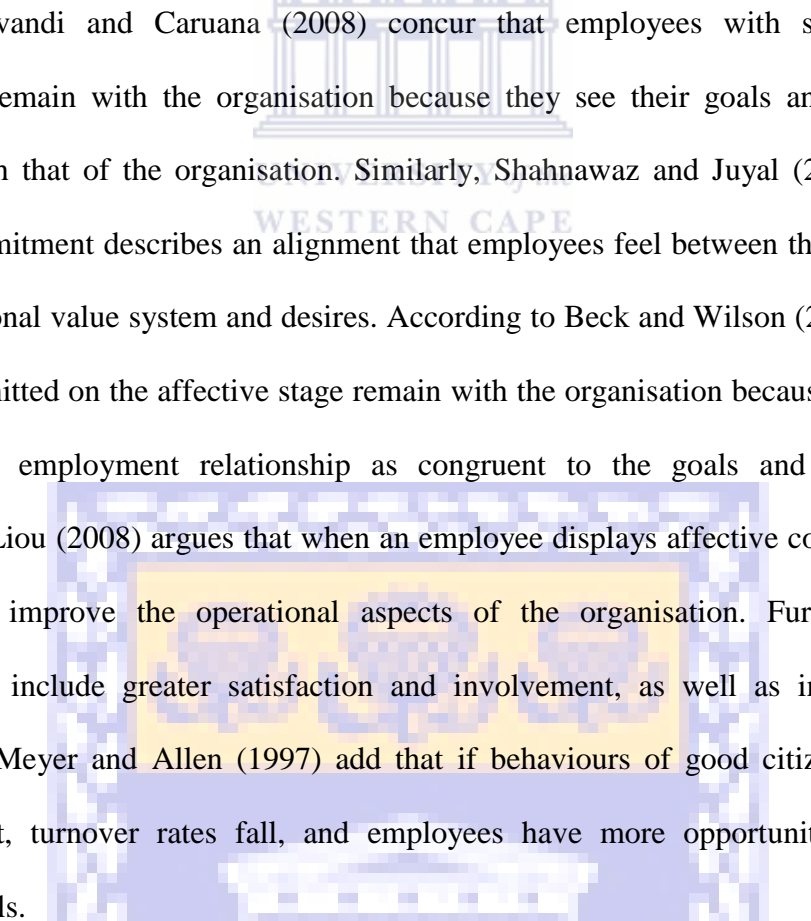
Source: Meyer and Allen (1991, p.68)



According to Meyer and Allen (1991), one of the main reasons for distinguishing between the different forms of organisational commitment was that they have different implications for behaviour. Although all three forms tend to bind employees to the organisation, and therefore relate negatively to turnover, their relations with other types of work behaviour may be quite different (Meyer & Allen, 1991). Research by Meyer et al. (2004) show that affective commitment has the strongest positive correlation with job performance, organisational citizenship behaviour and attendance, followed by normative commitment. Continuance commitment tends to be unrelated or negatively related to these behaviours (Meyer et al., 2004). Because of the conceptual distinctions between the three components of commitment, Meyer and Allen (1991) also suggest that affective, normative and continuance commitment will probably develop as the result of different causes or experiences, and have different implications for on-the-job behaviour and turnover.

2.3.3.1 Affective Commitment

The development of affective commitment is based on the exchange principle – individuals commit themselves to the organisation in return for the rewards received or the punishments avoided (Meyer & Allen, 1997). Affective or emotional attachment to the organisation is the most prevalent component describing organisational commitment (Allen & Meyer, 1990; Meyer & Herscovitch, 2001). Affective commitment is work-related attitudes which possess positive feelings towards the organisation according to Morrow (1993). Affective commitment according to Heery and Noon (2001), is when an employee remains with a particular organisation because he or she shares its values and objectives and feels a sense of loyalty. Meyer and Allen (1997) assert that affective commitment is the employee's attachment to, identification with and involvement in the organisation. This kind of commitment causes organisational members to continue working for the organisation because they *want to* (Meyer & Allen, 1991).



Farzad, Nahavandi and Caruana (2008) concur that employees with strong affective commitment remain with the organisation because they see their goals and values to be congruent with that of the organisation. Similarly, Shahnawaz and Juyal (2006) posit that affective commitment describes an alignment that employees feel between their organisation and their personal value system and desires. According to Beck and Wilson (2000), members who are committed on the affective stage remain with the organisation because they perceive their personal employment relationship as congruent to the goals and values of the organisation. Liou (2008) argues that when an employee displays affective commitment they are likely to improve the operational aspects of the organisation. Furthermore, such improvements include greater satisfaction and involvement, as well as increases in job performance. Meyer and Allen (1997) add that if behaviours of good citizenship become more apparent, turnover rates fall, and employees have more opportunities to develop leadership skills.

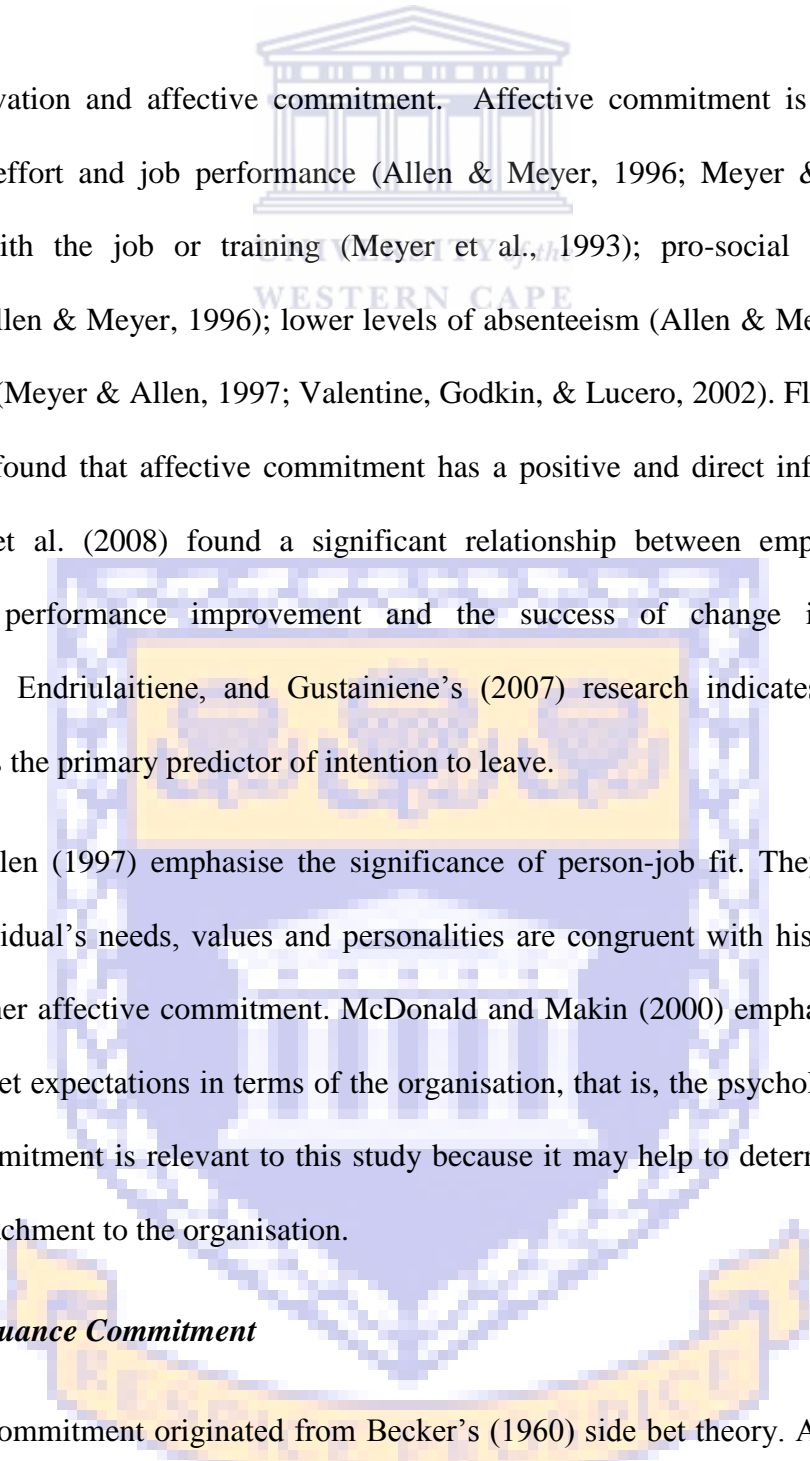
According to Meyer and Allen (1997), affective commitment is probably the most desirable form of commitment and the one that organisations are most likely to want to instil in their employees because it involves employees having an emotional attachment to the organisation. Manetjie and Martins (2009) conclude that respondents who are affectively committed to the organisation are more willing to maintain their relationship with the organisation than those who are normatively and continuance committed. However, other researchers (Farris, 2012; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Somers, 2010) emphasise the need to foster multiple organisational commitment forms as opposed to only focussing on affective commitment. Farris (2012) posits that the best model for predicting job satisfaction results from utilising all three forms of commitment. Based on their research findings, Sinclair, Tucker, Cullen and Wright (2005) argue that profiles or combinations of

affective and continuance commitment may lead to better performance than just considering commitment forms independently.

It has been suggested (Meyer & Allen, 1991,1997) that the antecedents of affective attachment to the organisation fall into the following three categories: personal characteristics (which include demographic variables as well as dispositional variables such as personality and values), work experiences and organisational structural characteristics. According to Meyer and Allen (1997), the strongest evidence has been provided for work experience antecedents, particularly those experiences that fulfil employees' psychological needs to feel comfortable in the organisation and competent in the work role. Job characteristics (such as job challenge, job role and degree of autonomy) also have strong correlations with affective commitment (Meyer & Allen, 1997).

Relations between demographic variables and affective commitment are neither strong nor consistent (Meyer & Allen, 1991,1997). Studies report that gender and affective commitment are unrelated, while evidence suggests that age and affective commitment are weakly related (Meyer & Allen, 1997). In terms of organisational structural characteristics, positive correlations have been found between perceptions of fairness of policies introduced in organisations and affective commitment (Meyer & Allen, 1991,1997). Guerrero and Herrbach (2009) found a significant correlation between perceived organisational support and affective commitment.

The consequences of affective commitment are important to organisations because Meyer and Allen (1997) found that employees with strong affective commitment feel emotionally attached to the organisation, and will have a greater motivation or desire to contribute meaningfully to the organisation than what an employee with weak affective commitment would. Janet, Cadwallader and Busch (2008) conclude that a significant correlation exists

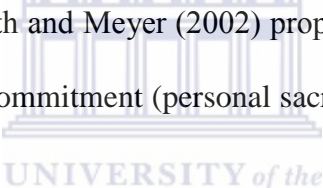


between motivation and affective commitment. Affective commitment is also positively correlated to effort and job performance (Allen & Meyer, 1996; Meyer & Allen, 1991), satisfaction with the job or training (Meyer et al., 1993); pro-social and citizenship behaviours (Allen & Meyer, 1996); lower levels of absenteeism (Allen & Meyer, 1996), and person-job fit (Meyer & Allen, 1997; Valentine, Godkin, & Lucero, 2002). Flu, Bolander and Jones (2009) found that affective commitment has a positive and direct influence on sales effort. Janet et al. (2008) found a significant relationship between employee affective commitment, performance improvement and the success of change implementation. Labatmediene, Endriulaitiene, and Gustainiene's (2007) research indicates that affective commitment is the primary predictor of intention to leave.

Meyer and Allen (1997) emphasise the significance of person-job fit. They postulate that when an individual's needs, values and personalities are congruent with his/her job, it will influence his/her affective commitment. McDonald and Makin (2000) emphasise the role of individuals' met expectations in terms of the organisation, that is, the psychological contract. Affective commitment is relevant to this study because it may help to determine employees feelings of attachment to the organisation.

2.3.3.2 Continuance Commitment

Continuance commitment originated from Becker's (1960) side bet theory. According to the theory, commitments arise when a person making a side bet, links extraneous interests with a consistent line of activity (Becker et al., 1995). It can be described as the perceived cost an individual associates with leaving an organisation (Meyer & Herscovitch, 2001). Individuals who experience continuance commitment remain with an organisation because they feel they need to or *have to* (Meyer & Allen, 1997). Meyer and Allen (1997) purport that continuance commitment refers to the extent to which the employee feels committed to the organisation

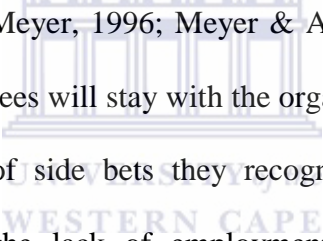


based on years' service. Herscovith and Meyer (2002) propose that continuance commitment is subdivided into high sacrifice commitment (personal sacrifice associated with leaving) and low alternative commitment.

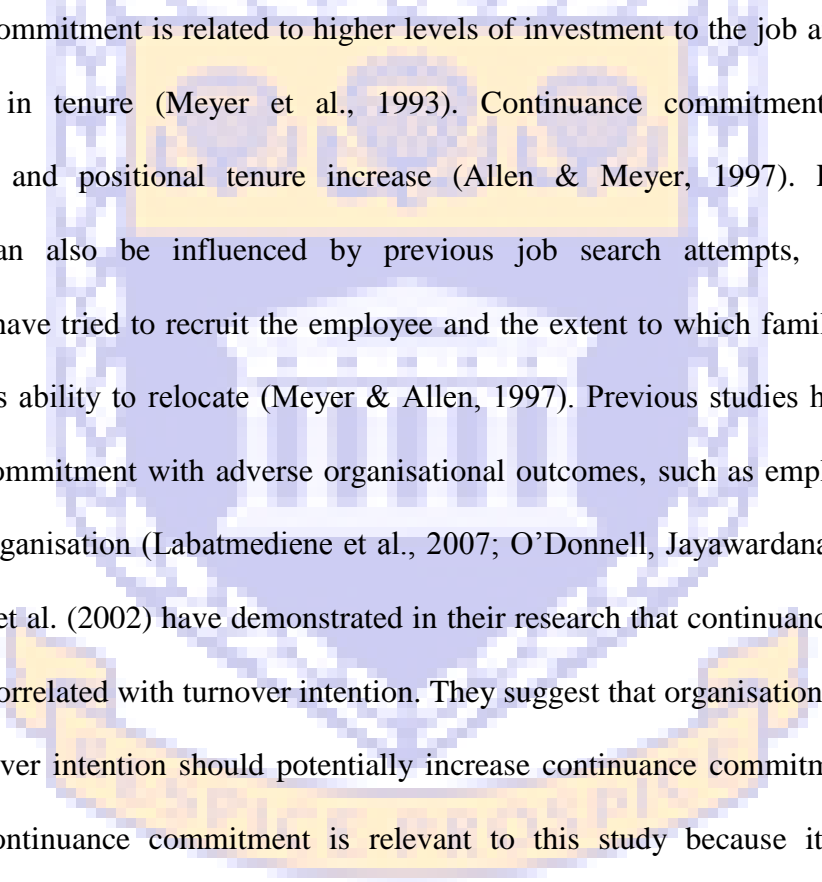
Greenberg and Baron (1997) describe continuous commitment as the strength of an individual's desire to continue working for an organisation because he or she needs to or cannot afford to do otherwise. In these circumstances individuals would be concerned about what they might lose in terms of retirement funds, disrupting social networks, and knowledge gained should they decide to leave the organisation and change jobs. Döckel, Basson and Coetzee (2006) concur that continuance commitment refers to the employee's perceived sacrifices associated with ending, such as losing one's rank or pension benefits, which results in the entirety of leaving the organisation.

According to Herscovitch and Meyer (2002), employees who are satisfied with their jobs and who are not as committed to the organisation are more likely to withdraw from the organisation, either through absenteeism or through resigning from the organisation. According to Swailes (2002), employees with continuance commitment may perform only as required in order to keep their jobs. Continuance commitment can develop as a result of any action or event that increases the costs of leaving the organisation, provided the employee recognises that these costs have been incurred (Meyer & Allen, 1991; 1997). In their three-component model of organisational commitment, Meyer and Allen (1997) summarised these actions and events in terms of two sets of antecedent variables: investments and alternatives.

Investments specifically tie in with Becker's (1960) side bet theory. According to Becker (1960), commitments come into being when a person by making a side bet, links extraneous interests with a consistent line of activity. A side bet involves the investment of something valuable (for example, time, effort and money) that an employee would lose if he/she were to



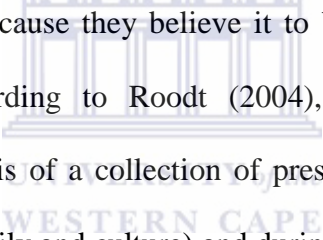
leave the organisation (Allen & Meyer, 1996; Meyer & Allen, 1997). According to Becker (1960), the likelihood that employees will stay with the organisation will be positively related to the magnitude and number of side bets they recognise and the number of feasible alternatives. Like investments, the lack of employment alternatives also increases the perceived costs associated with leaving the organisation (Wasti, 2005). Employees who believe they have several alternatives will have weaker continuance commitment than those who perceive they have fewer alternatives (Meyer & Allen, 1997).



Continuance commitment is related to higher levels of investment to the job and is reflected, for example, in tenure (Meyer et al., 1993). Continuance commitment increases as organisational and positional tenure increase (Allen & Meyer, 1997). Perceptions of alternatives can also be influenced by previous job search attempts, whether other organisations have tried to recruit the employee and the extent to which family factors limit the employee's ability to relocate (Meyer & Allen, 1997). Previous studies have associated continuance commitment with adverse organisational outcomes, such as employee intention to leave the organisation (Labatmediene et al., 2007; O'Donnell, Jayawardana, & Jayakody, 2012). Meyer et al. (2002) have demonstrated in their research that continuance commitment is negatively correlated with turnover intention. They suggest that organisations attempting to decrease turnover intention should potentially increase continuance commitment (Meyer et al., 2002). Continuance commitment is relevant to this study because it may help to determine employees intention to continue working at their current organisation.

2.3.3.3 Normative Commitment

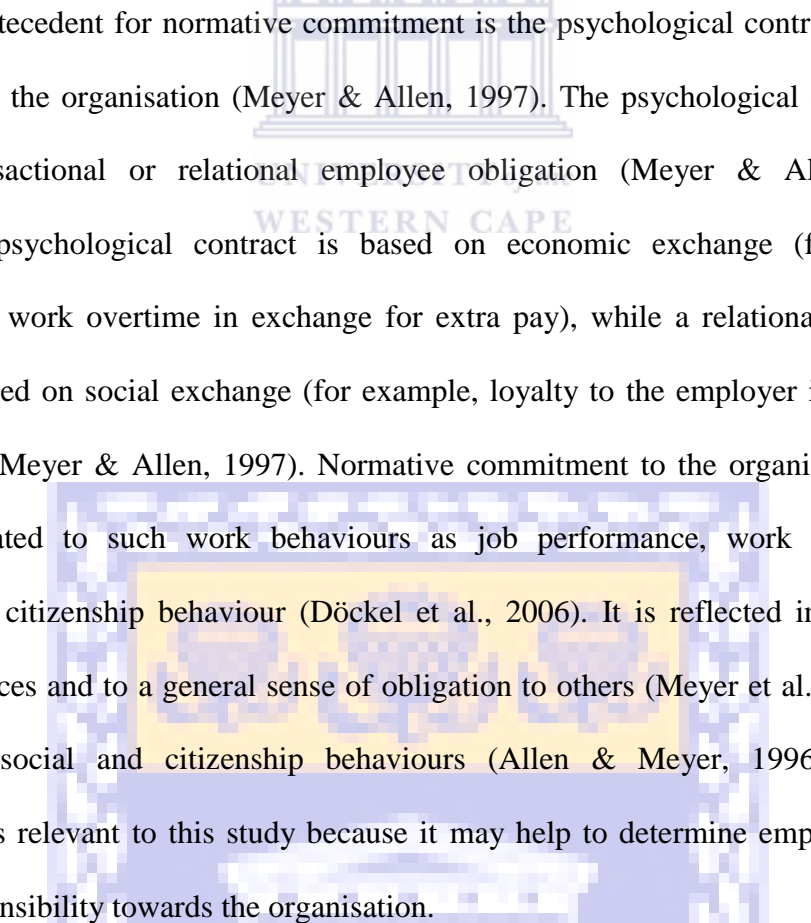
Normative commitment refers to an employee's feelings of obligation or duty to remain with an organisation (Allen & Meyer, 1990; Meyer & Allen, 1991; Meyer & Allen, 1997). Employees internalise organisational goals and values to such an extent that they become



committed to the organisation because they believe it to be the moral or *right* thing to do (Allen & Meyer, 1990). According to Roodt (2004), normative commitment to the organisation develops on the basis of a collection of pressures that individuals feel during their early socialisation (from family and culture) and during their socialisation as newcomers to the organisation. Wasti and Can (2008) is of the opinion that the feeling of obligation to remain with an organisation may result from the internalisation of normative pressures exerted on an individual prior to entry into the organisation (familial/cultural socialisation) or after entering (organisational socialisation).

Employees stay committed to an organisation because they feel it is the ‘right’ and ‘moral’ thing to do (Martin & Roodt, 2008). Meyer and Parfyonova (2009) also indicate that normative commitment could develop when an organisation provides the employee with ‘rewards in advance’ (for example, paying college tuition) or if the organisation incurs costs in providing employment, such as, costs associated with training of the employee. Normative commitment as defined by Felfe and Yan (2009) refers to the degree to which an individual is psychologically attached to the employing organisation through the internalisation of its goals, values and missions. It differs from affective commitment because it reflects a sense of duty, an obligation, or calling to work in the organisation but not necessarily an emotional attachment. It also differs from continuance commitment because it does not necessarily fluctuate with personal calculations of inducements or sunk costs (Felfe & Yan, 2009).

The model of commitment developed by Meyer and Allen (1990) identifies a link between the above mentioned approaches and indicate that it has an influence on turnover. Two aspects according to Wasti and Can (2008) that have an influence on the development of normative commitment is the role of socialisation (for example, how you were raised to think about loyalty to the organisation) as well as the receipt of a benefit that will obligate an employee to rather stay committed to the organisation than to leave.



A potential antecedent for normative commitment is the psychological contract between the individual and the organisation (Meyer & Allen, 1997). The psychological contract creates either a transactional or relational employee obligation (Meyer & Allen, 1997). A transactional psychological contract is based on economic exchange (for example, a willingness to work overtime in exchange for extra pay), while a relational psychological contract is based on social exchange (for example, loyalty to the employer in exchange for job security) (Meyer & Allen, 1997). Normative commitment to the organisation has been positively related to such work behaviours as job performance, work attendance and organisational citizenship behaviour (Döckel et al., 2006). It is reflected in more positive work experiences and to a general sense of obligation to others (Meyer et al., 2004), as well as more pro-social and citizenship behaviours (Allen & Meyer, 1996). Normative commitment is relevant to this study because it may help to determine employees sense of duty and responsibility towards the organisation.

2.3.4 CONSEQUENCES OF ORGANISATIONAL COMMITMENT

Maxwell and Steele (2003) are of the opinion that a consequence of understanding the antecedents of organisational commitment and consciously managing it to secure employee commitment is reflected in improved performance in organisations. For an organisation to function properly, it relies on employees to behave in such a manner that they exceed their role prescriptions (Maxwell & Steele, 2003). Sutherland and Jordaan (2004) consider behavioural intentions and actual behaviours as being consequences of organisational commitment. Many different consequences of commitment have been researched, some of which are explored below.

2.3.4.1 Organisational Citizenship Behaviour

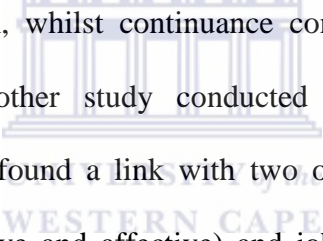
Organisational commitment and organisational citizenship are regarded as distinct constructs (Joubert, Crafford, & Schepers, 2004). The researchers suggest that whilst the distinction between the constructs has not been agreed upon, agreement has been reached that the behavioural indicators are distinct from one another (Joubert et al., 2004).

In a study conducted by Gautam, van Dick, Wagner, Narottam and Davis (2004), the researcher's investigated potential correlations between two subcomponents of organisational citizenship behaviour constructs (namely, altruism and compliance) and the three subcomponents on organisational commitment (namely, affective, continuance and normative commitment). Only continuance commitment demonstrated a negative relationship with compliance whilst, both affective and normative commitment showed a stronger link to altruism than compliance (Gautam et al., 2004). Similar findings were produced by Gellatly, Meyer and Luchak (2006) where they found continuance commitment to be negatively related to organisational citizenship behaviour.

2.3.4.2 Job Satisfaction

Findings of a study by Kim, Leong and Lee (2005) within the hospitality indicated that customers revealed lower levels of job satisfaction, but higher levels of organisational commitment. According to Popoola (2005), the relationship between higher affective commitment and job satisfaction may impact on the employee's intention to leave the organisation.

On the other hand, a sample of academic and support staff reported a strong positive relationship between job satisfaction and organisational commitment (McWatts, 2005). Fu et al.'s (2009) research highlighted that affective and normative commitment reflected a greater



relationship with job satisfaction, whilst continuance commitment showed no significant effect on job satisfaction. Another study conducted in the hospitality industry by Namasivayam and Zhao (2007) found a link with two of the organisational commitment subcomponents (namely, normative and affective) and job satisfaction, whilst continuance commitment was not related.

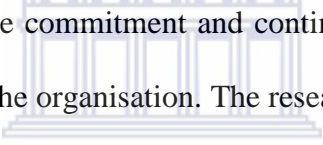
2.3.4.3 Organisational Effectiveness

Low levels of organisational commitment in any workplace are related to greater levels of inefficiency and effectiveness (Popoola, 2005). In a study conducted by Angle and Perry (cited in Flu et al., 2009) mixed results were found for the relationship between the commitment subscales. The authors suggest that these findings may explain why the overall commitment effectiveness relationships were not found to be strong in the study. Henkin and Marchiori (2002) in a sample of chiropractic staff in America and Canada found positive correlations between the dimensions of commitment and organisational effectiveness.

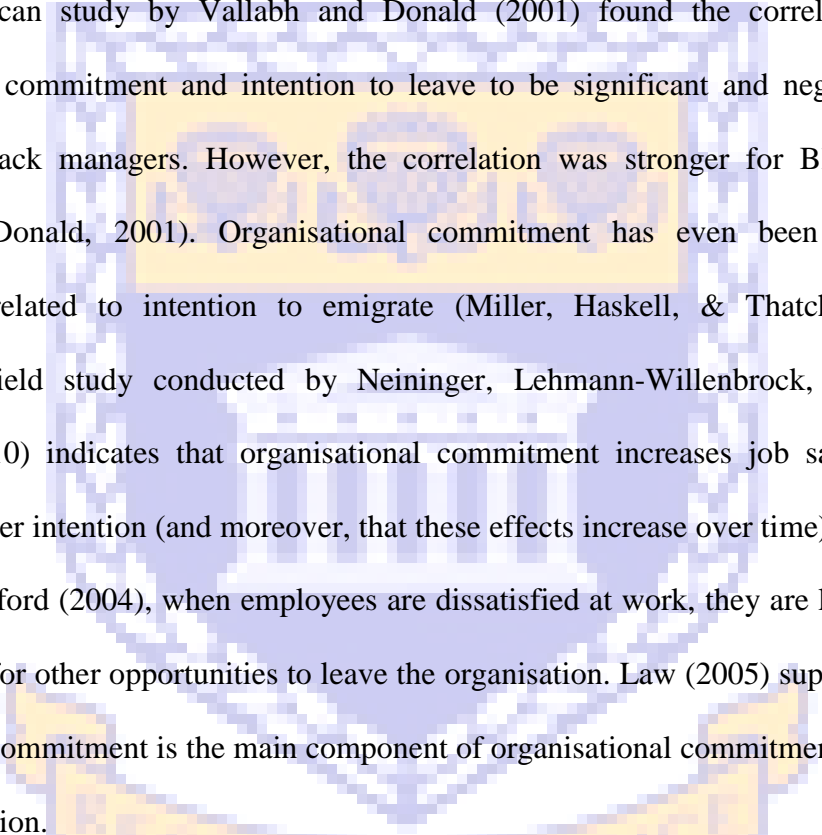
2.3.4.4 Turnover Intentions

There appears to be a causal link between organisational commitment and turnover intentions (Sutherland & Jordaan, 2004). According to Maharaj, Ortlepp and Stacey (2002), managers who were committed to the organisation due to the development of marketable skills, increasing challenging work and skills development, had a negative relationship with intention to leave. The results of the study indicate that committed employees had the lowest intention to leave where career development had been taking place (Maharaj et al., 2002).

In an investigation into respondent's intent to stay, the results show that continuance rather than affective commitment was significant in the decision to stay with the organisation (Birt, Wallis, & Winternitz, 2004). Abbot, White and Charles (2005) suggest that it is affective



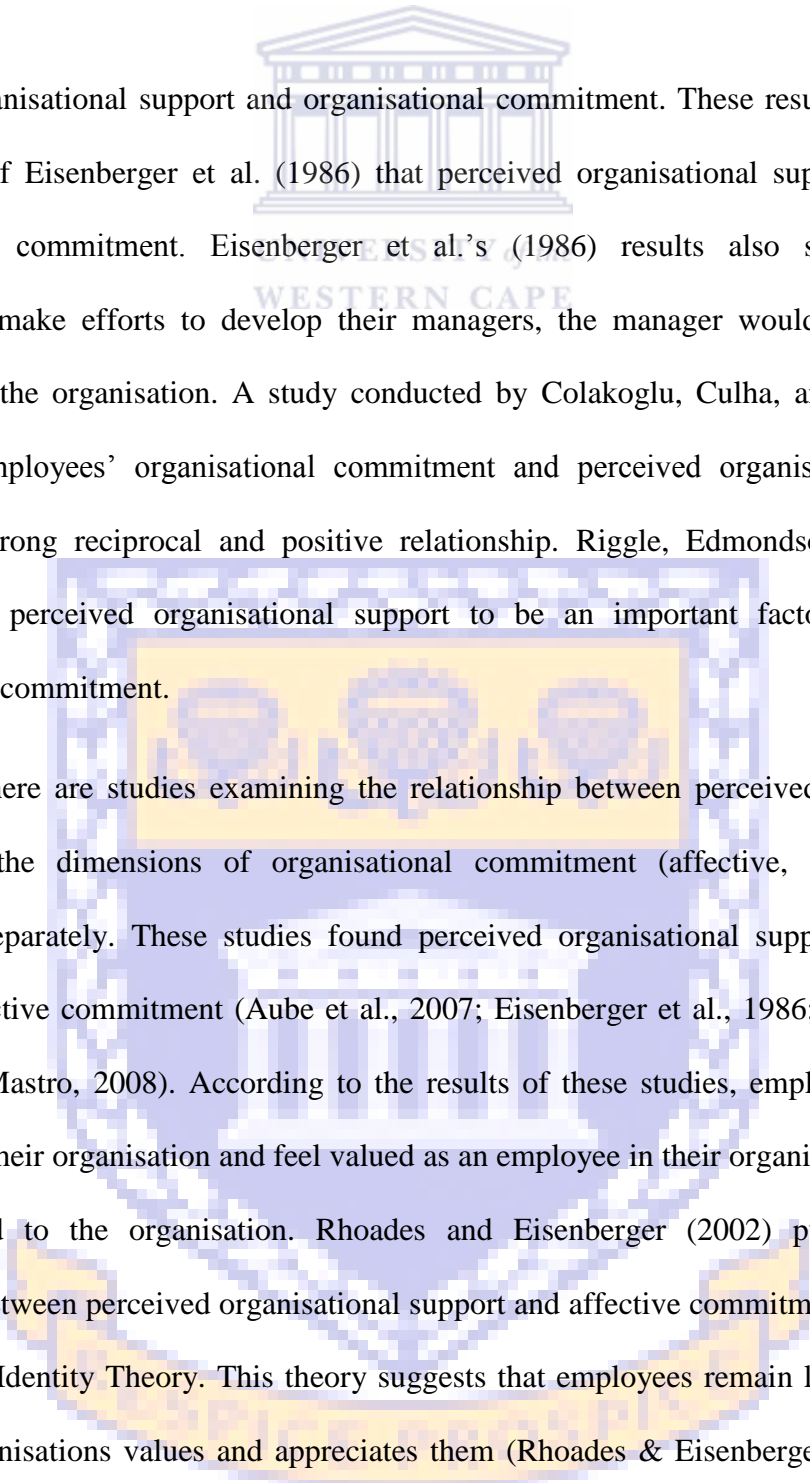
commitment rather than normative commitment and continuance commitment that acts as a buffer against intentions to leave the organisation. The research findings of a study conducted within a call centre environment revealed that organisational commitment may decrease the likelihood of an employee leaving the organisation (Davids, 2004). The author maintains that this finding may be due to the employee's belief and identification with the organisation's values and goals.



A South African study by Vallabh and Donald (2001) found the correlation between organisational commitment and intention to leave to be significant and negative for both White and Black managers. However, the correlation was stronger for Black managers (Vallabh & Donald, 2001). Organisational commitment has even been found to be significantly related to intention to emigrate (Miller, Haskell, & Thatcher, 2002). A longitudinal field study conducted by Neining, Lehmann-Willenbrock, Kauffeld and Henschel (2010) indicates that organisational commitment increases job satisfaction and reduces turnover intention (and moreover, that these effects increase over time). According to Lok and Crawford (2004), when employees are dissatisfied at work, they are less committed and will look for other opportunities to leave the organisation. Law (2005) support the notion that affective commitment is the main component of organisational commitment in predicting turnover intention.

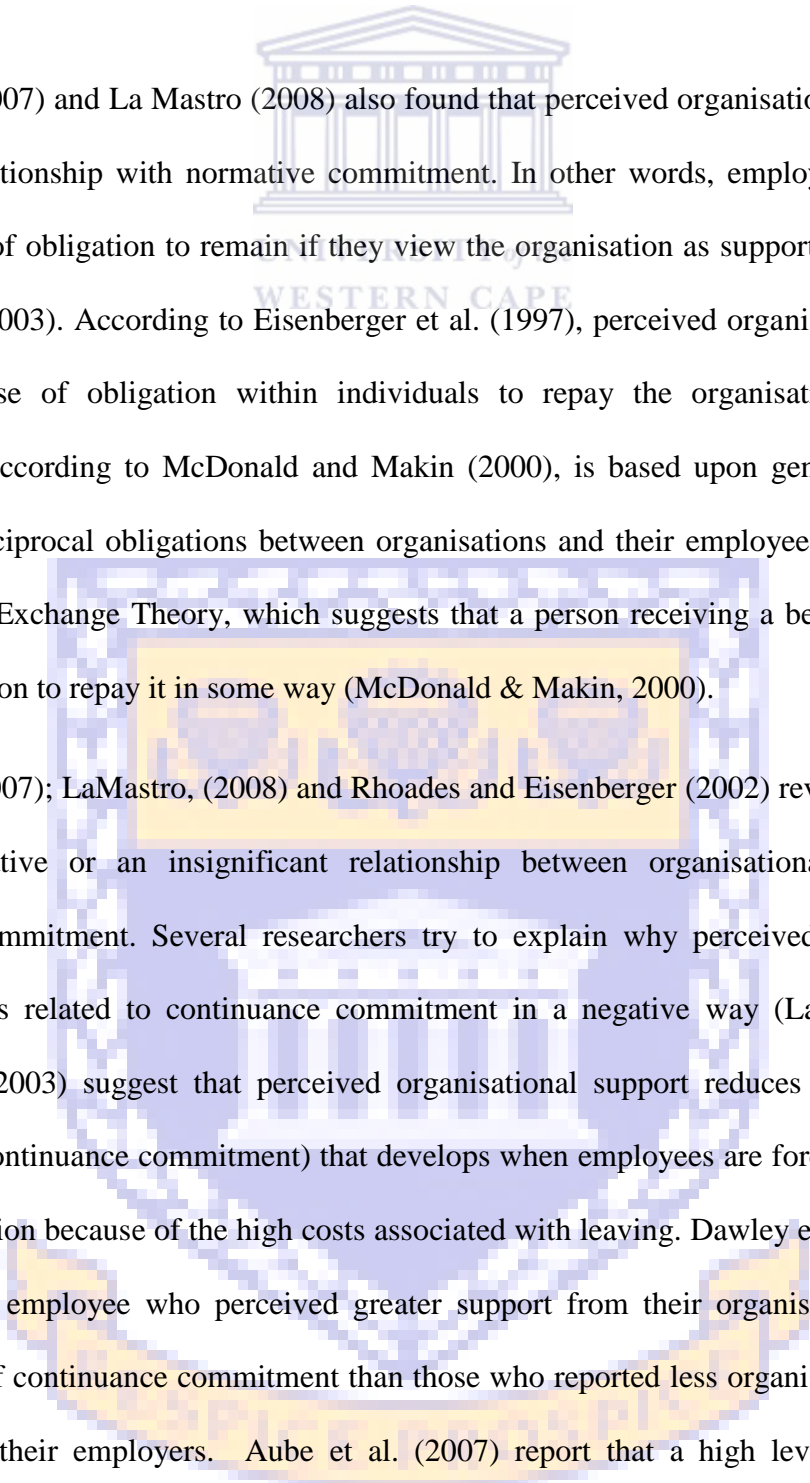
2.3.5 ORGANISATIONAL COMMITMENT AND PERCEIVED ORGANISATIONAL SUPPORT

Many studies have supported the positive relationship between perceived organisational support and organisational commitment in past decades (Alijanpour, Dousti, & Khodayari, 2013; Arshadi, 2011; Aube et al., 2007; Eisenberger et al., 1990). An empirical study conducted by Tansky and Cohen (2001) found that there was a positive relationship between



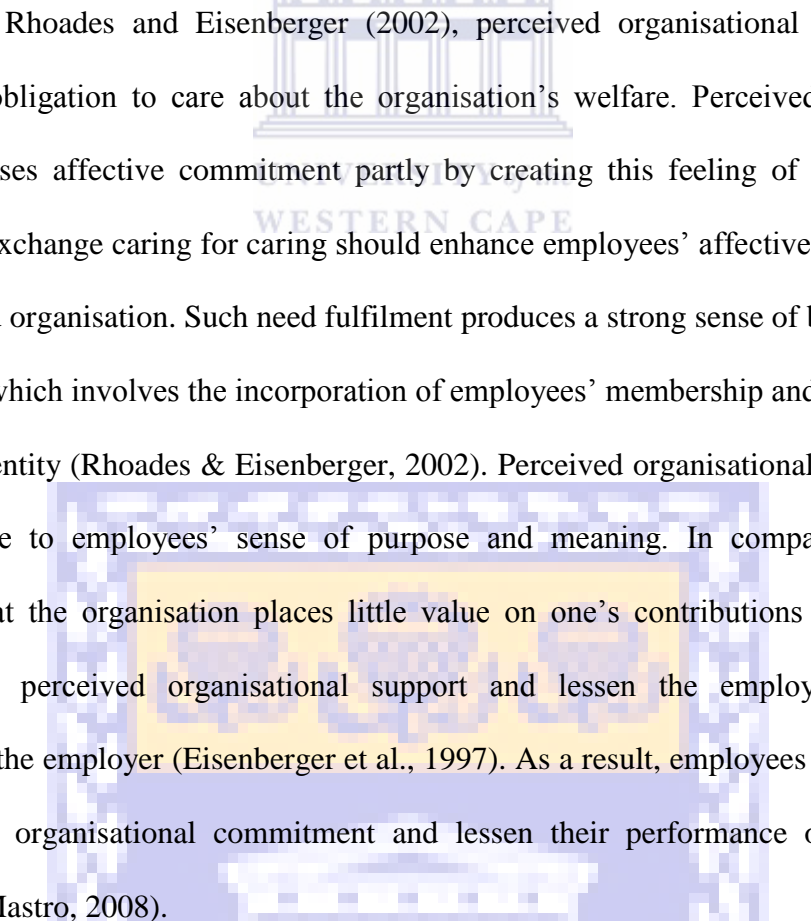
perceived organisational support and organisational commitment. These results concur with the findings of Eisenberger et al. (1986) that perceived organisational support influences organisational commitment. Eisenberger et al.'s (1986) results also suggest that if organisations make efforts to develop their managers, the manager would become more committed to the organisation. A study conducted by Colakoglu, Culha, and Atay (2010) found that employees' organisational commitment and perceived organisational support exhibited a strong reciprocal and positive relationship. Riggle, Edmondson and Hansen (2009) found perceived organisational support to be an important factor in revealing organisational commitment.

In addition, there are studies examining the relationship between perceived organisational support and the dimensions of organisational commitment (affective, normative, and continuous) separately. These studies found perceived organisational support to have an effect on affective commitment (Aube et al., 2007; Eisenberger et al., 1986; Eisenberger et al., 1990; LaMastro, 2008). According to the results of these studies, employees who feel supported by their organisation and feel valued as an employee in their organisation are much more attached to the organisation. Rhoades and Eisenberger (2002) purport that the relationship between perceived organisational support and affective commitment is explained by the Social Identity Theory. This theory suggests that employees remain loyal when they feel their organisations values and appreciates them (Rhoades & Eisenberger, 2002). If the organisational support meets the employees' needs for praise and approval, the employee would incorporate organisational membership into self-identity and thereby develop a positive emotional bond (affective commitment) to the organisation. Similarly, according to Kim et al. (2005), when employees view their organisation as supportive, it is likely that they feel a strong desire to maintain membership in their organisation.



Aube et al. (2007) and La Mastro (2008) also found that perceived organisational support has a positive relationship with normative commitment. In other words, employees will feel a greater sense of obligation to remain if they view the organisation as supportive (Aselage & Eisenberger, 2003). According to Eisenberger et al. (1997), perceived organisational support creates a sense of obligation within individuals to repay the organisation. Normative commitment according to McDonald and Makin (2000), is based upon generally accepted rules about reciprocal obligations between organisations and their employees. This is based on the Social Exchange Theory, which suggests that a person receiving a benefit is under a strong obligation to repay it in some way (McDonald & Makin, 2000).

Aube et al. (2007); LaMastro, (2008) and Rhoades and Eisenberger (2002) reveal that there is either a negative or an insignificant relationship between organisational support and continuous commitment. Several researchers try to explain why perceived organisational commitment is related to continuance commitment in a negative way (LaMastro, 2008). Allen et al. (2003) suggest that perceived organisational support reduces the feelings of entrapment (continuance commitment) that develops when employees are forced to stay with their organisation because of the high costs associated with leaving. Dawley et al. (2010) also found that an employee who perceived greater support from their organisation expressed lower levels of continuance commitment than those who reported less organisational support expressed by their employers. Aube et al. (2007) report that a high level of perceived organisational support may help to restore the balance between the benefits awarded by the organisation and the contributions of the individual. When individuals perceive a high level of organisational support, the costs attached to leaving their job will be perceived as being less significant than if they thought that they had given a great deal to the organisation without having received anything in return.



According to Rhoades and Eisenberger (2002), perceived organisational support should create a felt obligation to care about the organisation's welfare. Perceived organisational support increases affective commitment partly by creating this feeling of obligation. The obligation to exchange caring for caring should enhance employees' affective commitment to the personified organisation. Such need fulfilment produces a strong sense of belonging to the organisation, which involves the incorporation of employees' membership and role status into their social identity (Rhoades & Eisenberger, 2002). Perceived organisational support should thus contribute to employees' sense of purpose and meaning. In comparison, repeated indications that the organisation places little value on one's contributions and well-being would reduce perceived organisational support and lessen the employee's perceived obligations to the employer (Eisenberger et al., 1997). As a result, employees would decrease their affective organisational commitment and lessen their performance of standard job activities (LaMastro, 2008).

Favourable opportunities for rewards convey a positive valuation of employees' contributions and thus contribute to perceived organisational support, which in turn, increases affective commitment (Rhoades et al., 2001). Rhoades and Eisenberger (2002) found that perceived organisational support and affective commitment have a strong, positive relationship. The reciprocity norm encourages employees to reciprocate the organisation's concern with their well-being. Meeting this obligation helps maintain the self-image of those who repay their debts, avoids the stigma associated with reciprocity norm violation, and encourages future favourable treatment by the organisation (Rhoades & Eisenberger, 2002).

2.4 TURNOVER INTENTIONS

2.4.1 INTRODUCTION

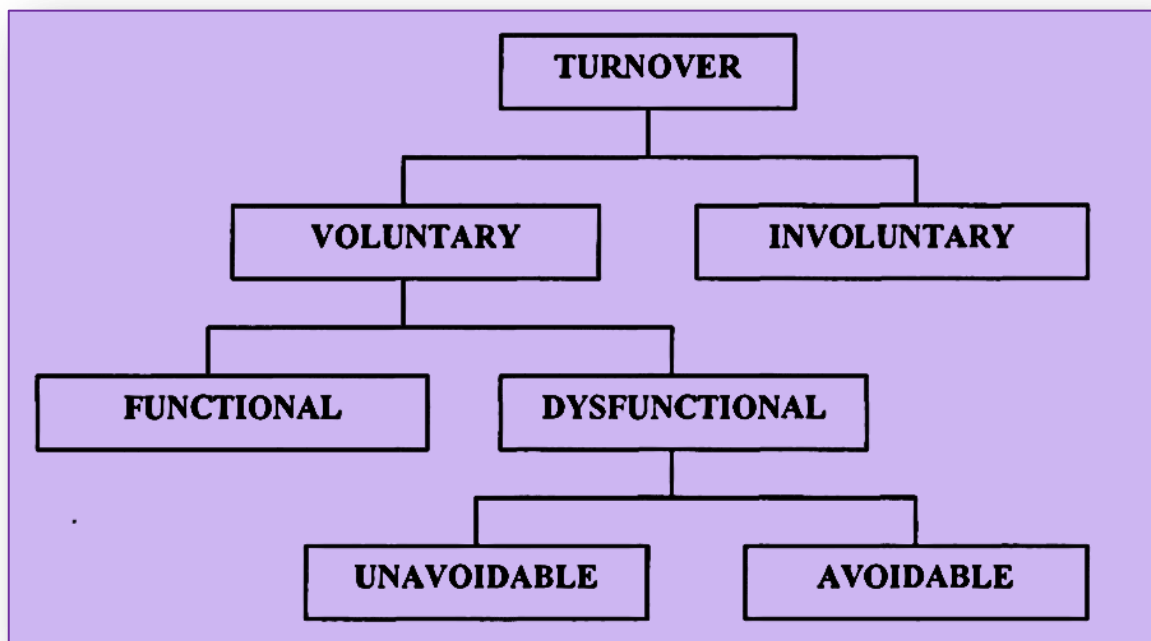
Harris and Cameron (2005) define turnover as the process of separating the individual from the organisation of employment. The turnover decision facilitates either a job-to-job transition or a job-to-non-employment transition. Griffeth and Horn (2001) note that turnover is not always a negative activity as the opportunities for promotion would be severely limited if employees did not leave the organisation. Further, replacements from outside the organisation can infuse new ideas and technology into the organisation (Parry, 2008). It may even be desirable for some marginally productive or overpaid employees to leave the organisation (Griffeth & Horn, 2001).

It is useful to identify clearly what unwanted turnover means. In making such a distinction, Griffeth and Horn (2001) suggest distinguishing initially between voluntary and involuntary quits. Chen and Francesco (2003) assert that voluntary turnover occurs when the employee freely chooses to leave the organisation. In contrast, involuntary turnover is job separation initiated by the employer over which the employee has no control. Griffeth and Horn (2001) are of the opinion that voluntary turnover can be differentiated further into functional and dysfunctional turnover. Functional turnover represents the exit of substandard performers, that is, persons the organisation does not feel are of particular benefit to the achievement of the organisation's goals. Dysfunctional turnover on the other hand, involves the exit of effective performers or highly skilled or trained employees who are not easily replaced and, therefore, their loss is costly for the organisation. According to Chen and Francesco (2003), from the employer's perspective unwanted turnover is both voluntary and dysfunctional.

Literature on turnover also differentiates between avoidable and unavoidable dysfunctional turnover. Unavoidable turnover represents those employee separations that employers cannot

control, such as terminations due to childbirth, full-time care of relatives, migration and death (Griffeth & Horn, 2001). The designation of avoidable and unavoidable voluntary, dysfunctional turnover has helped to clarify this somewhat. Figure 3 below outlines these differences discussed above.

Figure 3: Griffeth and Horn's (2001) Definition of Undesirable Turnover

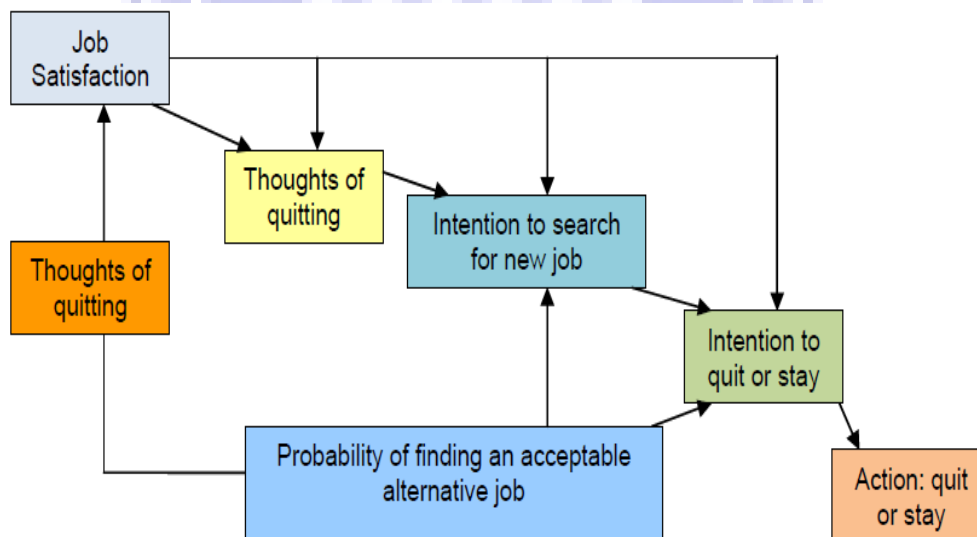


Source: Griffeth & Horn (2001, p. 4).

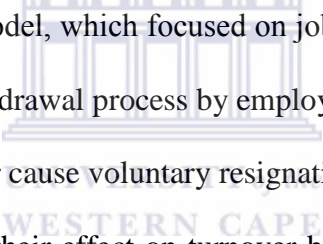
Griffeth and Horn (2001) note that many companies are attempting to exert some control over turnover that was historically deemed unavoidable by providing various family- and lifestyle-friendly programs such as flexi-time, job-sharing, telecommuting, lactation rooms and takeout dinners. To precisely derive the actual rate of undesirable turnover, involuntary, functional and truly unavoidable turnover specific to the particular organisation should not be included in the analysis.

Turnover is an individual choice behaviour, the final step in a psychological process referred to in the literature as the withdrawal decision process (Harris & Cameron, 2005). Mobley (1977) pioneered a comprehensive explanation for the psychological process underlying withdrawal. According to Mobley's (1977) formulation of the decision to withdraw from an organisation, there are a number of possible mediating steps between dissatisfaction and actual quitting. One of the first consequences of dissatisfaction is that it inspires thoughts of leaving. These thoughts, in turn, stimulate consideration of the expected utility of a job search and the costs of quitting. The next step would be the behavioural intention to search, which then is followed by the actual search. Alternatives, where available, are then evaluated and compared to the present job. If an alternative job is perceived to be more favourable than the present job, it will inspire a behavioural intention to quit followed by actual withdrawal (Greenberg & Baron, 1997; Griffeth et al., 2000). Figure 4 below outlines this process.

Figure 4 Mobley's (1977) sequence of withdrawal cognition process

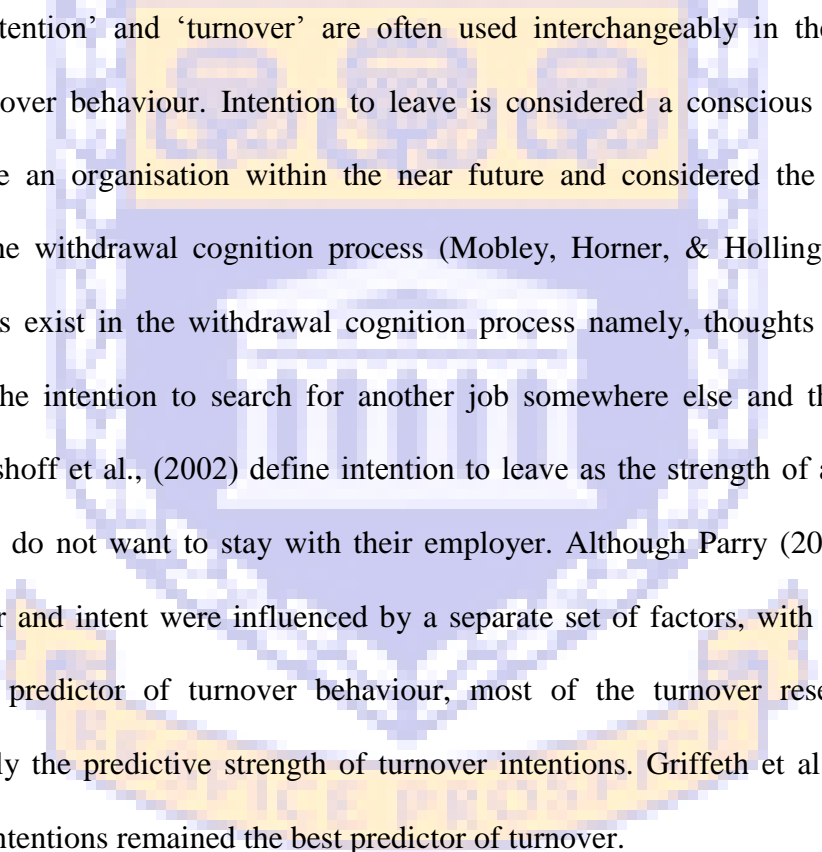


Source: Extracted from Greenberg & Baron (1997)



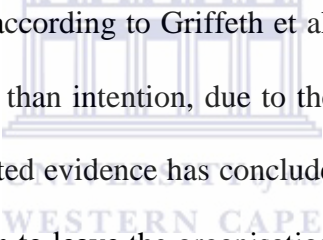
In contrast to Mobley's (1977) model, which focused on job dissatisfaction as the stimulating factor for the initiation of the withdrawal process by employees, Griffeth et al. (2000) identify many other factors that forecast or cause voluntary resignations. Most research has uncovered these factors and the strength of their effect on turnover by the use of survey methodology. The focus of the discussion will now turn to the leading cause of turnover identified in the literature, that being turnover intention, an important variable in this study.

2.4.2 DEFINITION OF TURNOVER INTENTIONS



The terms 'retention' and 'turnover' are often used interchangeably in the literature on employee turnover behaviour. Intention to leave is considered a conscious and deliberate desire to leave an organisation within the near future and considered the last part of a sequence in the withdrawal cognition process (Mobley, Horner, & Hollingsworth, 1979). Three elements exist in the withdrawal cognition process namely, thoughts of leaving the organisation, the intention to search for another job somewhere else and the intention to leave/quit. Boshoff et al., (2002) define intention to leave as the strength of an individual's view that they do not want to stay with their employer. Although Parry (2008) found that actual turnover and intent were influenced by a separate set of factors, with intent to leave being a poor predictor of turnover behaviour, most of the turnover research supports overwhelmingly the predictive strength of turnover intentions. Griffeth et al. (2000) found that turnover intentions remained the best predictor of turnover.

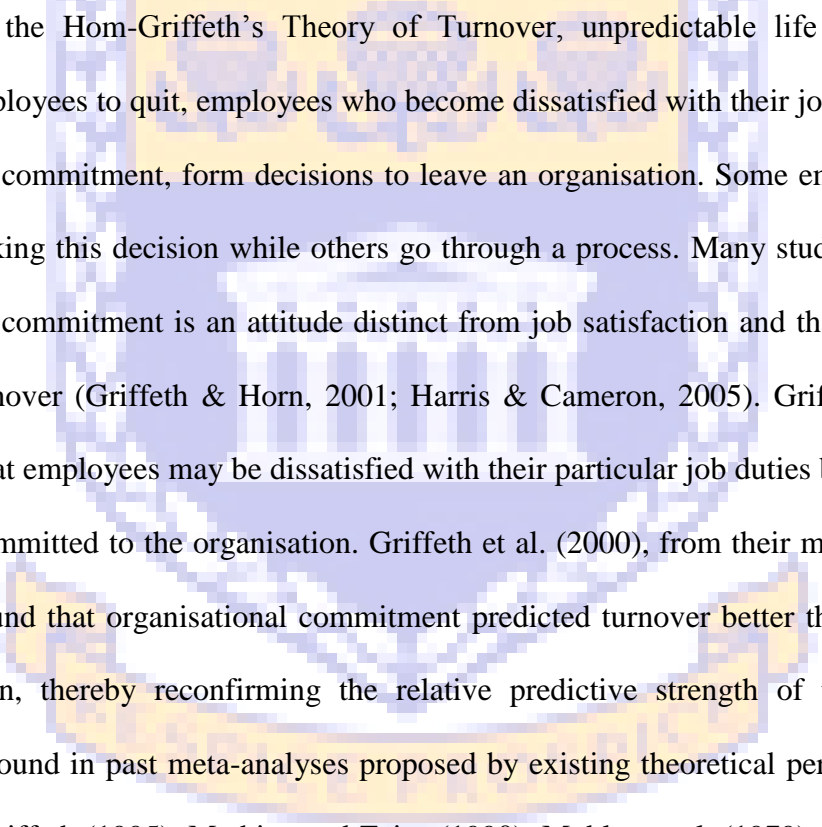
Griffeth et al. (2000) and Mobley et al. (1979) noted that stated intentions are less effective in predicting turnover that transpires in the distant future because people often change their minds about staying or leaving over a long time period. Despite this observation, Griffeth and Horn (2001) still advocated the use of turnover intentions as a surrogate for turnover, as turnover research has shown that employees who express strong intentions to leave



eventually do leave. In addition, according to Griffeth et al. (2000), turnover was deemed to be much more difficult to predict than intention, due to the impact of many external factors on turnover behaviour. Accumulated evidence has concluded that the single best predictor of turnover is an employee's decision to leave the organisation (Boshoff et al., 2002; Griffeth et al., 2000; Steel, 2002).

2.4.3 ANTECEDENTS OF TURNOVER INTENTIONS

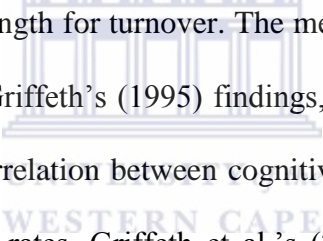
2.4.3.1 Attitudinal Antecedents of Turnover Intentions



According to the Hom-Griffeth's Theory of Turnover, unpredictable life stress events, prompting employees to quit, employees who become dissatisfied with their jobs or lose their organisational commitment, form decisions to leave an organisation. Some employees leave soon after making this decision while others go through a process. Many studies affirm that organisational commitment is an attitude distinct from job satisfaction and that it separately influences turnover (Griffeth & Horn, 2001; Harris & Cameron, 2005). Griffeth and Horn (2001) note that employees may be dissatisfied with their particular job duties but still remain if they feel committed to the organisation. Griffeth et al. (2000), from their meta-analysis of 42 studies, found that organisational commitment predicted turnover better than did overall job satisfaction, thereby reconfirming the relative predictive strength of these turnover determinants found in past meta-analyses proposed by existing theoretical perspectives such as Hom and Griffeth (1995); Mathieu and Zajac (1990); Mobley et al. (1979); and Steers and Mowday (1981).

2.4.3.2 Personal Antecedents of Turnover Intentions

Hom and Griffeth (1995) found that most demographic predictors, including cognitive ability, education, training, marital status, kinship responsibilities, children, gender, age and

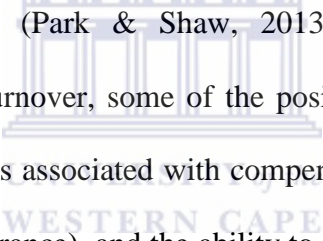


tenure, had modest predictive strength for turnover. The meta-analysis conducted by Griffeth et al. (2000) affirmed Hom and Griffeth's (1995) findings, except for the fact that Hom and Griffeth (1995) never found a correlation between cognitive ability and turnover, as well as no gender difference in turnover rates. Griffeth et al.'s (2000) findings contrast with past estimates which indicate that more intelligent employees are less prone to leave the organisation and that females were more prone to leave the organisation than males.

2.4.4 CONSEQUENCES OF TURNOVER INTENTIONS

Scholars examined the consequences and effects of turnover on organisational performance in studies of psychology, economics, human resource management and sociology (Allen et al., 2003). According to Park and Shaw (2013), the results of studies on the consequences of turnover indicate that there are negative relationships between turnover and organisational outcomes such as sales, customer service, profits, and return on assets. Further, Park and Shaw (2013) propose that all forms of turnover (namely, voluntary, involuntary and reduction-in-force) would hurt organisational performance, as experienced employees depart organisations taking accumulated knowledge and skills with them. According to Nyberg and Ployhart (2013), individual and collective turnover affect the performance, competitive advantage and productivity of organisations. Nyberg and Ployhart (2013) indicate that the consequences of individual turnover (for example, when an employee leaves voluntarily) include lost productivity. Further, when large numbers of employees collectively leave organisations, numerous human capital resources are depleted (Nyberg & Ployhart, 2013; Park & Shaw, 2013).

Researchers attribute losses in productivity to the unplanned transfer of skills and expertise when employees leave. Additionally, when individuals and groups of employees leave voluntarily, organisations incur increased costs as they attempt to recruit and train employees



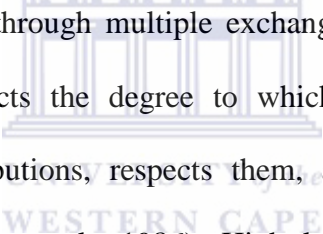
to replace those who departed (Park & Shaw, 2013). Although there are negative consequences tied to voluntary turnover, some of the positive consequences of involuntary turnover include reduction in costs associated with compensation (for example, costs related to base salaries, vacation and insurance), and the ability to eliminate employees who perform poorly (Park & Shaw, 2013).

2.5 TURNOVER INTENTIONS AND PERCEIVED ORGANISATIONAL SUPPORT

An important consequence of perceived organisational support that has been assessed in the literature, and which is relevant to this study, is its relationship to turnover intention (Rhoades & Eisenberger, 2002; Wayne et al., 1997). Rhoades and Eisenberger (2002) found the relationship between perceived organisational support and intention to leave to be the strongest among the withdrawal behaviour variables included in perceived organisational support studies.

In previous literature it is reported that a negative connection exists between perceived organisational support and intention to leave an organisation (Paillé, Bourdeau, & Galois, 2010). Employees who feel supported by their employer are less likely to look for outside work opportunities and lack diligence in the workplace (Allen et al., 2003). The assumption is thus that an organisation encourages an employee to remain in its employ when the organisation shows concern for their material and psychological well-being by seeking to establish a serene social context and a positive working climate (Paillé et al., 2010). In line with previous empirical research, the more an employee feels their organisation is developing human resources policies with the focus on professional well-being, the less they are inclined to leave the employ of the organisation (Paillé et al., 2010).

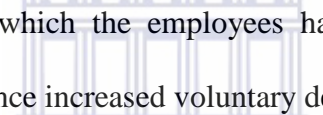
Eisenberger et al. (1990) report that employees with high levels of perceived organisational support are less likely to seek out and accept jobs with alternative organisations. Perceived



organisational support develops through multiple exchanges between employees and their employers over time, and reflects the degree to which employees perceive that their organisation values their contributions, respects them, and genuinely cares about their personal well-being (Eisenberger et al., 1986). High levels of perceived organisational support are thought to engender feelings of trust, long-term obligations and organisational identification among employees (Rhoades & Eisenberger, 2002). In contrast, when employees perceive a lack of support they are likely to display withdrawal symptoms, including intentions to leave the organisation (Wayne et al., 1997).

Rhoades and Eisenberger (2002) report a negative correlation between perceived organisational support and turnover intentions. It is therefore beneficial for organisations to be cognisant of the role of perceived organisational support. Moreover, although human resource practices may not directly affect turnover (Paillé et al., 2010), it may signal to employees that the organisation values and cares about their well-being and contributions (Allen et al., 2003). This may, in turn, result in various favourable outcomes for both the organisation and employees (Allen et al., 2003). As Shore and Shore (1995) purport, the history of treatment and support an employee receives from an organisation has a significant impact on voluntary turnover decisions.

The effects of supportive organisational practices on the negative consequences associated with turnover intentions and behaviours have been the subject of numerous studies. For example, in various studies scholars found that perceived organisational support was tied to reduced turnover (Loi, Ngo, & Foley, 2006; Rhoades & Eisenberger, 2002), and was negatively associated with turnover intentions and behaviours (Allen et al., 2003; Eisenberger et al., 2002; Rhoades et al., 2001). The findings of these and other studies infer that employees were less likely to leave those organisations in which supportive practices (for example, fair pay, promotions, and job security) were part of the organisational culture. In

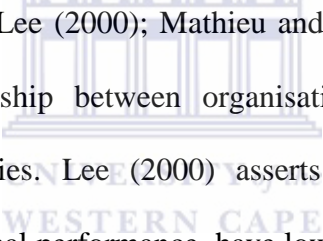


contrast, those organisations in which the employees have low perceived organisational support are more likely to experience increased voluntary departures (Loi et al., 2006).

In addition to the direct effects of perceived organisational support on employees' turnover intentions, some studies examined the effects of perceived organisational support on turnover intentions as mediated through other factors. The empirical findings in several studies indicated that the effects of perceived organisational support on employee turnover intentions were mediated through affective commitment (Aselage & Eisenberger, 2003; Rhoades et al., 2001), normative commitment (Maertz et al., 2007) and job satisfaction (Allen et al., 2003; Tekleab, Takeuchi, & Taylor, 2005). These findings suggest that to keep employees from leaving, organisations need to implement supportive practices that would increase employees' feelings of job satisfaction, moral obligation and emotional attachment to their organisations. For example, an organisation may choose to offer incentives to employees to attract them to stay with the organisation. Regardless of whether perceived organisational support has a direct or indirect effect on turnover intentions, perceived organisational support could possibly lead to felt obligations towards organisations (Meyer & Allen, 1991; Tekleab et al., 2005) and motivate employees to remain, leading to lower turnover intentions (Meyer & Allen, 1991).

2.6 TURNOVER INTENTIONS AND ORGANISATIONAL COMMITMENT

The relationship between commitment and turnover intention has been reviewed and examined extensively by researchers and academics over the last 30 years (Muchinsky, 2003). Parry (2008) examined the relationship between affective commitment, continuance commitment, normative commitment and employee retention among a sample staff nurses. The findings of this study suggest that affective commitment is the most consistent predictor of turnover.



Clayton and Hutchinson (2002); Lee (2000); Mathieu and Zajac (1990); Muchinsky (2003) all report a significant relationship between organisational commitment and turnover intention in their separate studies. Lee (2000) asserts that committed employees are associated with better organisational performance, have low turnover intentions and have low absenteeism. Elangovan (2001) suggests that commitment has a strong negative effect on turnover intention, which suggests that the lower the commitment the higher the propensity for the employee to leave the organisation. Similarly, Luna-Arocas and Camps (2008) as well as Gaan (2007) also report a negative and significant relationship between organisational commitment and turnover intentions among employees.

In a study conducted by Morbarak et al. (2006) amongst a sample of 418 child welfare personnel, low organisational commitment was the greatest predictor of turnover intentions. In another study amongst a sample of 60 employees at an organisation at a food producing organisation, affective commitment, rather than normative and continuance commitment predicted greater turnover intentions (Harris & Cameron, 2005). A study conducted by Trinidad and Tobago reveal findings similar indicating that affective commitment is a significant predictor for intention to leave the organisation (Addae, Parboteeah, & Davis, 2006).

In their meta-analysis studies, Meyer et al. (2002), Clugston (2000) and Meyer and Allen (1996) report that the correlation between all three dimensions of organisational commitment and turnover behaviours (for example, withdrawal cognition, turnover intention and actual turnover) were all negative. Similarly, Chen, Beck and Amos (1998) and Sommers (1995) also report negative relationships between different dimensions of commitment and turnover intentions. Interestingly, both empirical studies found a stronger relationship between affective commitment and turnover intentions than with the other dimensions. According to

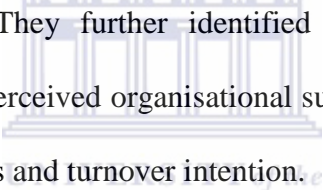
Allen (2003), strongly committed employees are significantly less likely than those with weaker commitment to express their turnover intentions.

Lee, Lee and Lum (2008) and Ostroff (1992) further add that committed employees are associated with low turnover behaviours. Employees who no longer believe in the organisation and its goals are most likely to want to leave the organisation. Therefore, an organisation has to create among its workforce a sense of commitment to the organisation and its goals prior to the stage of intention to leave (Freund, 2005). By reinforcing the relations between the worker and the organisation in this way, a worker who has been considering job alternatives may once again come to believe in the organisation (Cohen, 2000). Based on these assertions, it is clear that it is in every organisation's interest to develop high organisational commitment among their workforce (Allen & Meyer, 1996; Freund, 2005).

2.7 TURNOVER INTENTIONS, PERCEIVED ORGANISATIONAL SUPPORT AND ORGANISATIONAL COMMITMENT

Retention of organisational membership provides an identifiable way for employees to reciprocate perceived organisational support. Additionally, the increase in affective commitment resulting from perceived organisational support also serves to lessen withdrawal behaviour (Rhoades & Eisenberger, 2002). Such perceptions are likely to result in feelings of unspecified obligations. Since people value the norm of reciprocity and often reciprocate in kind, they are likely to express higher levels of commitment and have a strong desire to remain with the organisation (Rhoades & Eisenberger, 2002).

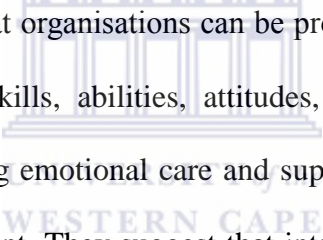
Perryer et al. (2010) observed that commitment and perceived organisational support was an important predictor of turnover intention. Employees with high level of organisational support but low level of commitment will have less possibility to leave the organisation. Makanjee et al. (2006) analysed that perceived organisational support increases the



commitment of radiographers. They further identified the direct relationship between organisational commitment and perceived organisational support, but an indirect relationship between rendering quality services and turnover intention.

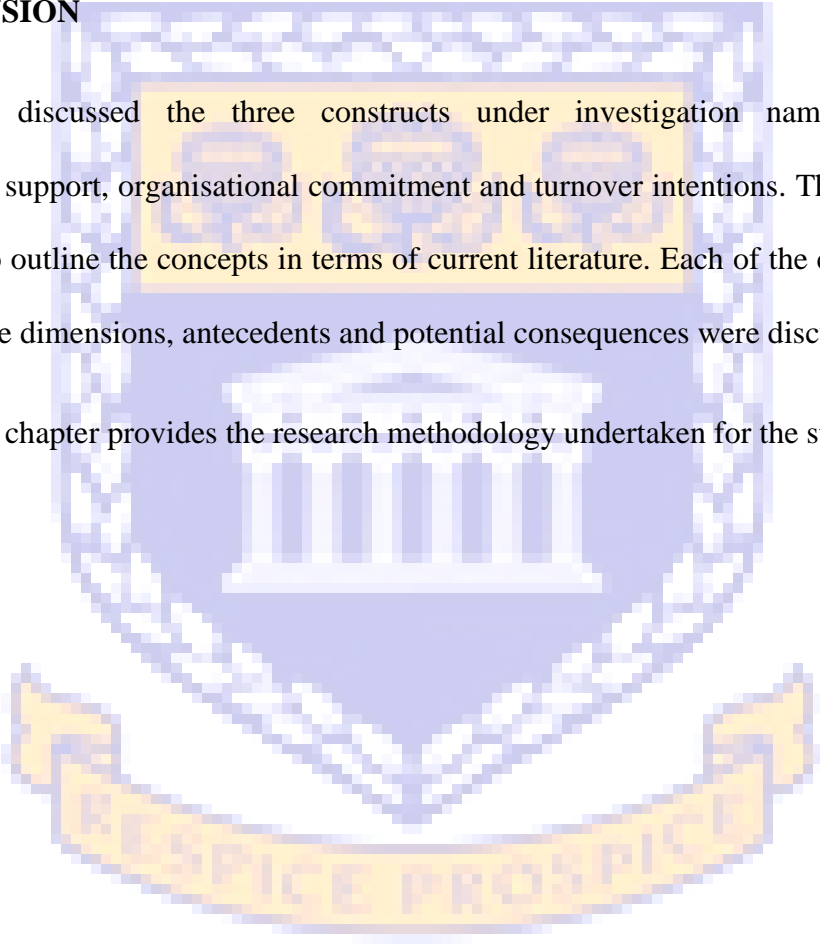
Hom and Griffeth (2001) suggest that organisational commitment increases the relationship between perceived organisational commitment and turnover. Turnover intention has been found to be an outcome of organisational commitment (Blau, 2000). In addition, researchers have substantiated the relationship between affective commitment and perceived organisational support in the turnover process (Wayne et al., 1997). To further extend these results, Rhoades et al. (2001) established commitment as a mediator in the relationship between perceived organisational support and turnover. It was found that, employees with strong feelings of commitment to their organisation and a perception of support from the organisation will have less intent to leave than employees that lack either of these attitudes.

Allen et al. (2003) found that the relationship between perceived organisational support and turnover intention was mediated by commitment and satisfaction, with the path through commitment accounting for most of the relationship. The researchers posit that the relationship between perceived organisational support and turnover is mediated and consistent with many contemporary turnover theories. Griffeth, Hom, and Gaertner (2000) assert that fair procedures, even more than fair pay, encourage employees to stay with an organisation. Fair treatment by employers indicates that they value employees and care about their well-being, which reinforces employees' expectations that they will be fairly treated throughout their tenure. To reciprocate, employees develop stronger commitment to the organisation (Eisenberger et al., 1986; Shore & Wayne, 1993). Ultimately, their desire to remain with the organisation also increases (Meyer & Allen, 1997).



João and Coetzee (2011) posit that organisations can be proactive about retaining employees by matching their knowledge, skills, abilities, attitudes, career needs and values to the requirements of the job, providing emotional care and support, along with the opportunities for further growth and development. They suggest that intrinsic and extrinsic job motivators need to be congruent with employees' own needs, making them feel affectively and normatively committed to their employer to reduce turnover intention.

2.8 CONCLUSION



This chapter discussed the three constructs under investigation namely, perceived organisational support, organisational commitment and turnover intentions. The intent of this chapter was to outline the concepts in terms of current literature. Each of the constructs were defined and the dimensions, antecedents and potential consequences were discussed.

The following chapter provides the research methodology undertaken for the study.



CHAPTER THREE
RESEARCH METHODOLOGY
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3.1 INTRODUCTION

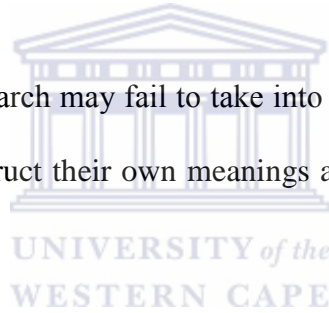
In this chapter, the research framework as well as the research methodology that was used in the investigation of perceived organisational support, organisational commitment and turnover intentions amongst employees in a selected company in the aviation industry will be discussed. More specifically, this chapter will explain the sample selection, the measuring instruments, the reliability and validity of the measuring instruments, the data collection method as well as the statistical methods that were adopted to analyse the research data.

3.2 RESEARCH DESIGN

For the purpose of this study it was considered appropriate to gather data by means of a non-probability design in the form of convenience sampling. The rationale for employing this sampling method was due to the researcher being employed at one of the three centres where the study was conducted, hence ensuring easy access to the respondents, their availability, as well as it being less time consuming and inexpensive to gather the research information. However, its associated shortcoming relates to its restricted generalizability, particularly in terms of the higher chances of sampling errors (Sekaran, 2003). To overcome restrictions with respect to generalizability, Sekaran (2003) maintains that it is advisable to use larger samples.

Data was collected by means of questionnaires. The use of a quantitative approach offers the possibility to repeat the study, lending it greater reliability and validity (Burns, 2000). A limitation of the quantitative approach is the researcher's lack of personal involvement. While this lends objectivity to the study, it also means subtleties related to the fields of

enquiry may be missed. The research may fail to take into account peoples' unique ability to interpret their experiences, construct their own meanings and act on these meanings (Burns, 2000).



3.3 POPULATION AND SAMPLE

According to Neuman (2003), a research population is a specific group of people that a researcher desires to investigate to determine if the identified problem is congruent across the full group of people. The population targeted for this study included all permanent and contract employees (N=240) employed at the organisation. This international aviation organisation consists of three centres which operate in Cape Town, Brno and Istanbul. The focus of this study was on all three operations. All employees employed at the organisation were encouraged to participate in the study. Employees were invited to participate via an email. Links to the survey was sent to each employee's work email address.

3.4 PERMISSION TO CONDUCT RESEARCH

Permission to conduct the study was obtained from the research organisation's General Manager, Cluster managers and Human Resource Business Partner. The organisation is part of an international airline company in the aviation sector whose head office is based in Cape Town. One of the cluster managers provided the researcher with information about the organisation's structure, employee distribution and staffing numbers in Brno and Istanbul to ascertain whether they should be included before inviting them to participate.

3.5 DATA COLLECTION

As a result of the wide distribution across the three centres situated in Brno, Cape Town and Istanbul, an internet-based survey was considered to be the appropriate method to gather the data. The organisation's internal communication process was followed to invite staff to

participate in the research survey. An email was then sent to each employee in all three centres as they all had access to work email and to the internet. The email explained:

- (a) who the researcher is,
- (b) the nature and rationale of the research,
- (c) how to participate in the research,
- (d) that all employees at the research organisation are invited to participate,
- (e) that participation is completely voluntary,
- (f) responses will be anonymous, as no identifying information is required,
- (g) all information will be kept confidential and used only for research purposes and
- (h) that employees can withdraw at any time from the research without repercussions.

The email contained a hyperlink to complete the online survey. It was indicated that if the employee chose to voluntarily participate in the study they should please click on the hyperlink. The staff had two weeks to complete the online survey.

The data from the surveys were collected from respondents who accessed the online questionnaire. The data was then exported from the online database to an Excel spreadsheet and then into SPSS (Statistical Package for Social Sciences) version 22, a computerised statistical package used for the analysis. The data was verified as far as possible by checking for contradictions and obvious misinformation. One hundred and forty four (144) online responses were received however, of these one hundred and thirty one (131) questionnaires were valid, yielding a 55% response rate. It was not possible to determine how many people were absent from work or had viewed the email requesting participation and ignored it. Nonetheless, according to Sekaran (2003), a response rate of thirty percent (30%) is considered acceptable for most research purposes.

3.6 SURVEY METHODOLOGY

The research data came from a consolidated survey consisting of four questionnaires. These questionnaires were a Biographical Survey, the Survey of Perceived Organisational Support, the Organisational Commitment Questionnaire and the Turnover Intentions Questionnaire. The pre-formulated written set of questions allowed respondents to record their answers within closely defined alternatives. Further description of the survey instruments will be discussed in sections later in the chapter.

3.6.1 Advantages and Disadvantages of Survey Methodology

Babbie and Mouton (2009) purport that surveys are more useful than any other method of observation for descriptive, explanatory and exploratory purposes. Surveys are ideal when individual people serve as respondents. In this research, surveys were appropriate as employees' biographical information and individual perceptions were sought. A final benefit of the survey methodology is that the reliability of the survey is assured because of the standardised nature of the questions (Babbie & Mouton, 2009).

There are however, several disadvantages to the survey methodology. Despite the standardised questionnaire items' reliability, Babbie and Mouton (2009) as well as Sekaran (2003) argue that surveys are inflexible and cannot be modified, which reduces their usefulness if respondents do not understand the questions. In addition to this, any language barriers or ambiguity in the measures of perceived organisational support, organisational commitment and turnover intentions could not be amended in order to maintain previously-identified levels of reliability and validity of these measuring instruments.

3.6.2 Advantages and Disadvantages of Web Based Survey

The web-based survey methodology has a number of practical and methodological advantages (Mikulsky, 2005; Solomon, 2001). From a practical perspective, web-based surveys offer several advantages with regards to survey distribution. They enable quick, easy and inexpensive distribution of the survey to a large group of widely-distributed employees (Mikulsky, 2005). In this study, respondents were situated in three countries and the use of the web based survey made the questionnaires easier accessible to all and was also cost effective.

The web-based survey also allows accessibility to anyone in the survey population who has email and internet access. Computerised surveys can also create a sense of greater social distance, increasing the likelihood that people will be more candid in their responses. However, a disadvantage is that slow internet connections may negatively impact on response rates and possibly how respondents answer online surveys (Solomon, 2001). Another concern about web-based surveys is that there is a risk that the same respondent could complete the survey more than once and skew the response data.

3.7 MEASURING INSTRUMENTS

3.7.1 BIOGRAPHICAL QUESTIONNAIRE

A self-developed questionnaire was used to acquire demographic information from the sample. Participants were requested to provide information with regard to their gender, age, marital status, years of service in the organisation, job level as well as whether they were employed in Cape Town, Brno or Istanbul.

3.7.2 SURVEY OF PERCEIVED ORGANISATIONAL SUPPORT

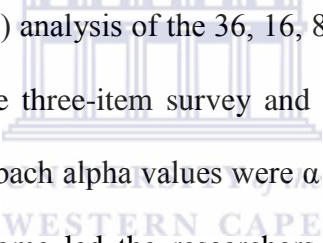
The Survey of Perceived Organisational Support was used to elicit data on the employee's perception of whether their organisation supports them.

3.7.2.1 Nature and Composition of the Survey of Perceived Organisational Support

A shortened version of Eisenberger et al.'s (1986) 36-item Survey of Perceived Organisational Support was used to measure employees' perceptions of the extent to which the organisation values their contribution and care about their well-being (Eisenberger et al., 1986). While several shorter versions of this questionnaire exist, the current study used the 17-item survey. These items were the 17 highest-loading items on the original 36-item Survey of Perceived Organisational Support (Eisenberger et al., 1986). Respondents answered using a seven-point Likert scale, ranging from 1 (strongly disagree) to 7 (strongly agree). Eight questions measure the degree to which employees believe the organisation values their contribution and nine questions measure the degree to which employees believe the organisation cares for their well-being. It is however, not indicated which of the items are intended to measure which dimensions. Furthermore, the 17-item survey contains seven negatively worded questions and therefore has to be reverse-scored, the reverse scored items are items 2, 3, 5, 6, 10, 13 and 14 (Fields, 2002).

3.7.2.2 Psychometric properties of the Survey of Perceived Organisational Support

Exploratory and confirmatory factor analyses have demonstrated high internal reliability for the Survey of Perceived Organisational Support (Rhoades & Eisenberger, 2002). Cronbach alpha values for all of the versions of the Survey of Perceived Organisational Support were above $\alpha = .70$ (Eisenberger et al., 2002; Fields, 2002; Harris et al., 2007; Ladebo, 2009; Worley, Fuquo, & Hellman, 2009) indicating that it has sufficient reliability for use.



However, in Worley et al.'s (2009) analysis of the 36, 16, 8 and 3-item measures, there was a significant difference between the three-item survey and the others. In order of highest to lowest number of items, the Cronbach alpha values were $\alpha = .96$, $\alpha = .95$, $\alpha = .93$ and $\alpha = .81$ (Worley et al., 2009). This outcome led the researchers to conclude that there would be implications for the validity of the three-item measure and the use of the three-item version is not justifiable. Worley et al.'s (2009) analysis of four versions of the Survey of Perceived Organisational Support indicated that these versions have significant convergent validity.

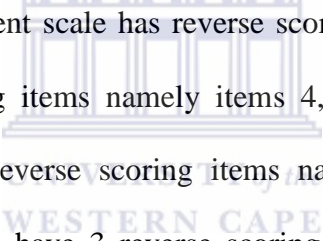
Studies of the 17-item version of the Survey of Perceived Organisational Support resulted in Cronbach alpha values of between $\alpha = .74$ and $\alpha = .95$ (Fields, 2002). Although the 36-item survey has been shown to have the highest reliability at $\alpha = .96$, the 17-item survey has been demonstrated to have very similar reliability at $\alpha = .95$. Therefore, the 17-item survey was chosen for expediency, with negligible loss of reliability.

3.7.3 ORGANISATIONAL COMMITMENT QUESTIONNAIRE

The Organisational Commitment Questionnaire was used to elicit data on the employee's level of organisational commitment.

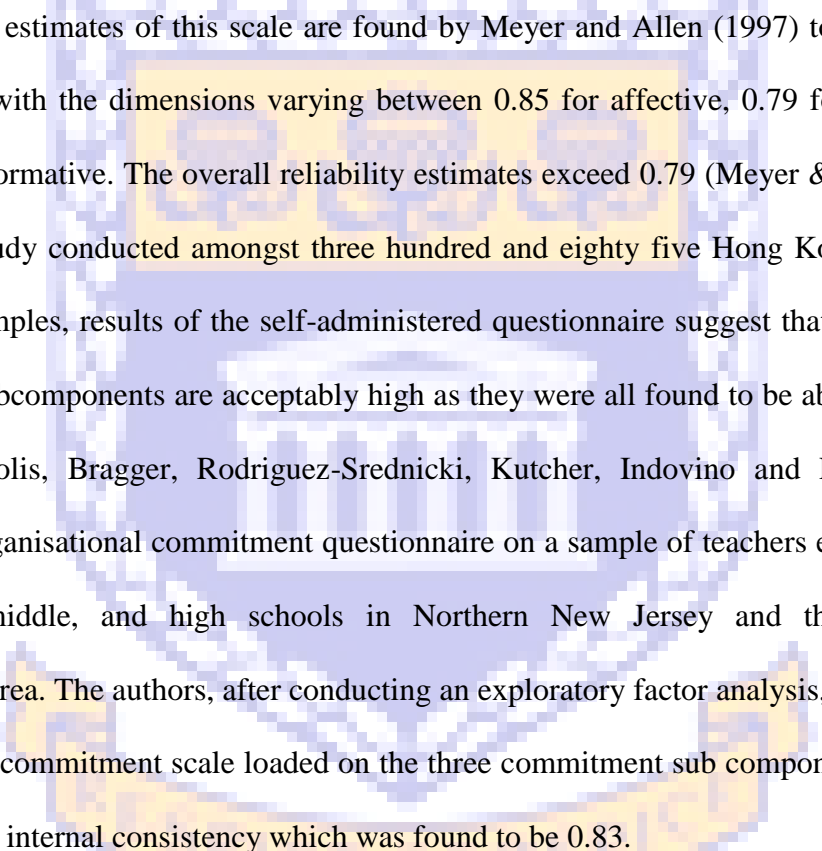
3.7.3.1 NATURE AND COMPOSITION OF THE ORGANISATIONAL COMMITMENT QUESTIONNAIRE

The Organisational Commitment Scale was developed with the aim of measuring organisational commitment as a tri-dimensional construct. The three components of organisational commitment are affective, continuance and normative commitment. This scale has 24 structured questions, 8 items per dimension and is presented in the form of a five point Likert scale ranging from 1 being 'strongly disagree' to 5 being 'strongly agree' (Meyer & Allen, 1997).



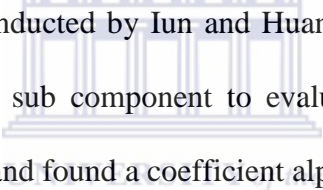
Each dimension of the commitment scale has reverse scoring. The 8 affective commitment questions have 4 reverse scoring items namely items 4, 5, 6 and 8. The 8 continuance commitment questions have 2 reverse scoring items namely items 1 and 4 and the 8 normative commitment questions have 3 reverse scoring items namely, items 2, 3 and 8 (Meyer & Allen, 1997).

3.7.3.2 Psychometric properties of the Organisational Commitment Questionnaire



The reliability estimates of this scale are found by Meyer and Allen (1997) to have internal consistencies with the dimensions varying between 0.85 for affective, 0.79 for continuance and 0.73 for normative. The overall reliability estimates exceed 0.79 (Meyer & Allen, 1997). Based on a study conducted amongst three hundred and eighty five Hong Kong employees across two samples, results of the self-administered questionnaire suggest that the reliability of the three subcomponents are acceptably high as they were all found to be above 0.60 (Siu, 2003). DeNicolis, Bragger, Rodriguez-Srednicki, Kutcher, Indovino and Rosner (2005) utilised the organisational commitment questionnaire on a sample of teachers employed at an elementary, middle, and high schools in Northern New Jersey and the New York Metropolitan area. The authors, after conducting an exploratory factor analysis, found that the organisational commitment scale loaded on the three commitment sub components providing support for the internal consistency which was found to be 0.83.

In a sample of 102 chartered accountants, the internal reliability for the tool was established to be 0.80, with the subscales affective and normative commitment producing scores of 0.83 and 0.70 respectively (Maharaj, 2006). The author posits that the reliability for the sub components and the total scale is suitable. Vandenberghe and Tremblay (2008) found reliability scores ranging from 0.87 and 0.84 for affective commitment, 0.89 and 0.91 for normative commitment and 0.83 and 0.84 for continuance commitment for the two samples



that were assessed. In a study conducted by Iun and Huang (2007), the authors utilised the eight item affective commitment sub component to evaluate the impact of organisational commitment on older employees and found a coefficient alpha of 0.77.

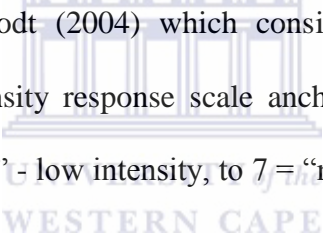
Construct validity of the dimensions of the Organisational Commitment Questionnaire is based on the fact that they correlate as predicted with the proposed antecedent variables (Meyer & Allen, 1997). This provides preliminary evidence that this questionnaire is a valid measure for organisational commitment. Allen and Meyer (1990) found evidence of convergent validity between the full commitment construct and affective commitment and discriminant validity in investigating the relationship between continuance commitment and the full scale. Chen and Francesco (2003) found affective and normative commitment to be distinct constructs. The researchers' opinion is that the instrument shows sufficient evidence for discriminant validity. Results from an investigation into the validity of Allen and Meyer's (1990) three component model with a sample of 226 employees in China, found evidence for discriminant validity of the commitment scale (Cheng & Stockdale, 2003).

3.7.4 TURNOVER INTENTIONS QUESTIONNAIRE

The Turnover Intentions Questionnaire was used to elicit data on employee's intent to exit the organisation.

3.7.4.1 Nature and Composition of the Turnover Intentions Questionnaire

Although turnover intentions are thoroughly covered, there is still a need to validate scales formally to represent turnover cognitions (Martin & Roodt, 2008). Various researchers have used only one item to assess turnover intentions (Jacobs & Roodt, 2008). The approach to use single-item indicators to measure turnover cognitions is criticized as construct validity is unknown (Jacobs & Roodt, 2008). As a result this study made use of The Turnover Intentions



Questionnaire developed by Roodt (2004) which consists of 14 items. The items are measured on a seven point intensity response scale anchored at extreme poles (example, 1=“never/to no extent/low/always” - low intensity, to 7 = “most of the times/to a large extent/ high/ always” - high intensity).

3.7.4.2 Psychometric properties of the Turnover Intentions Questionnaire

Du Plooy and Roodt (2013) conducted a study on 2429 employees from a large South African Information and Communication Technologies sector company and found a Cronbach alpha score of 0.80 for their study. Two earlier studies (Jacobs, 2005; Martin, 2007) proved Roodt’s (2004) questionnaire to be both reliable ($\alpha = .913$ and $\alpha = .895$ respectively) and factually valid.

Jacobs and Roodt, (2008) conducted a study regarding the development of a predictive model of turnover intentions for a sample of 500 nursing employees and also found a Cronbach alpha score of 0.913 for the scale, indicating an acceptable reliability. A Cronbach Alpha of 0.70 or higher is considered acceptable according to Cortina (1993). Jacobs (2005) furthermore found that a high degree of homogeneity exists between the items in the questionnaire and that it has construct validity.

Jacobs (2005) posit that the Turnover Intentions Questionnaire has construct validity. First and second level factor analysis was conducted by Jacobs (2005) and he found that two factors and one factor emerged respectively. The researcher posits that the emergence of one factor constituting 85% of the variance is a significantly high factor load indicating the existence of a single construct namely, Turnover Intentions Questionnaire. Thus, the researcher posits that the instrument has construct validity.

3.7.5 RATIONALE FOR USING THESE QUESTIONNAIRES

The rationale for utilising the Organisational Commitment Questionnaire, the Survey of Perceived Organisational Support and the Turnover Intentions Questionnaire is that they have all shown to be reliable and valid instruments. Furthermore, the motivation for using the Turnover Intentions Questionnaire is that most instruments used within the literature measures turnover intentions on a small number of items (Jacobs, 2005).

3.8 STATISTICAL TECHNIQUES

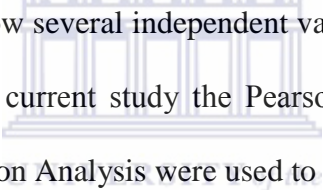
The research data were statistically analysed by means of the Statistical Package for the Social Sciences (SPSS) version 22. The statistical techniques enable the researcher to analyse the raw data obtained from the measuring instruments.

3.8.1 DESCRIPTIVE STATISTICS

Descriptive statistics describe the phenomena of interest (Sekaran, 2003) and is used to analyse data for classifying and summarising numerical data. It includes the analysis of data using frequencies, dispersions of dependent and independent variables and measures of central tendency and variability to obtain a feel for the data (Sekaran, 2003). The means and standard deviations are primarily used to describe the data obtained from the Survey of Perceived Organisational Support, Organisational Commitment Questionnaire and the Turnover Intentions Questionnaire. The results for the biographical questionnaire are presented in the form of frequencies, percentages, means and standard deviations.

3.8.2 INFERENTIAL STATISTICS

According to Sekeran (2003), inferential statistics allow researchers to infer from the data through analysis of the relationship between two variables, differences between variables



among different subgroups and how several independent variables might explain the variance in a dependent variable. For the current study the Pearson's Product Moment Correlation Coefficient and Multiple Regression Analysis were used to test the hypotheses.

3.8.2.1 The Pearson Product Moment Correlation Coefficient

The Pearson Product Moment Correlation Coefficient (the Pearson r) is the most commonly used inferential statistic method where the objective is to identify or confirm the strength and bearing of the relationship between variables (Cooper & Schindler, 2003; Leedy & Ormrod, 2001). Cohen and Swerdlik (2002) further state that the relationship is constant when there is a strong correlation coefficient.

The Pearson Correlation is used for this study to determine whether a significant relationship exists between organisational commitment and turnover intentions, as well as whether a relationship exists between perceived organisational support and turnover intentions. The Pearson Correlation matrix will describe the direction, strength and significance of the relationships.

3.8.2.2 Multiple Regression Analysis

Multiple regressions are commonly used in data analysis to measure linear relationships between two or more variables (Leedy & Ormrod, 2001). Specifically, multiple regression analysis according to Neuman (2003) is used to indicate two things: (i) how well a set of variables explains a dependent variable and (ii) the direction and size of the effect of each variable on a dependent variable.

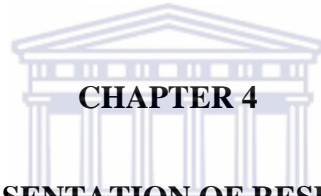
With this study Multiple Regression Analysis is used to determine whether perceived organisational support or organisational commitment (as postulated in the hypothesis) will be

a predictor for intention to quit as well as which dimension of organisational commitment is the best predictor of turnover intentions.

3.9 SUMMARY OF THE CHAPTER

This chapter provided insight into the research methodology used in the study. Detailed explanation was provided with respect to the research design, the sample used, the data gathering procedure, the research instruments used to investigate the constructs of the study and the various statistical techniques used to confirm or dispel the research hypotheses.

Chapter Four will look at the findings that were gathered through the methodology discussed in this chapter. The variables explained in the preceding chapter will be tested in the context of the hypotheses.



CHAPTER 4

PRESENTATION OF RESULTS

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4.1 Introduction

In the previous section, the research methodology and design utilised during the current study were outlined. The information provided and discussed in the previous chapters will serve as a background against which the contents of this chapter will be presented and interpreted and is based on the empirical analyses conducted to test the hypotheses.

The statistical programme used for the analyses and presentation of data in this research is the Statistical Package for the Social Sciences (SPSS) version 22. The descriptive statistics computed for the study are presented first in an outline of the characteristics of the sample with regards to the variables included in the study.

The descriptive statistics calculated for the sample are provided in the sections that follow. That is, the data pertaining to the variables included in the study, as collected by the four measuring instruments employed, are summarised by means of calculation of descriptive measures. In this manner, the properties of the observed data clearly emerge and an overall picture thereof is obtained.

The current chapter concludes the research investigation by outlining the results obtained in the study and providing a comprehensive discussion of these results. The descriptive statistics computed for the study are presented first in an outline of the characteristics of the sample with regards to the variables included in the study. Thereafter, the analyses of the constructs relevant to the study, that is, perceived organisational support, organisational commitment and turnover intentions, are presented with the aid of inferential statistical procedures. Conclusions are then drawn on the basis of the obtained results.

4.2 Descriptive statistics

The descriptive statistics calculated for the sample are provided in the sections that follow. That is, the data pertaining to the variables included in the study, as collected by the three measuring instruments employed, are summarised by means of graphic representation and the calculation of descriptive measures. In this manner, the properties of the observed data clearly emerge and an overall picture thereof is obtained.

4.2.1 Results of the biographical questionnaire

This section outlines the descriptive statistics calculated on the basis of the variables included in the biographical questionnaire. The demographic variables that receive attention are:

- Gender distribution of the respondents
- Age distribution of the respondents
- Marital status of the respondents
- Tenure of the respondents
- Position of the respondents
- Location of the respondents

Descriptive statistics, in the form of frequencies and percentages, are subsequently presented graphically for each of the above-mentioned variables.

Figure 4.1 Gender distribution of respondents

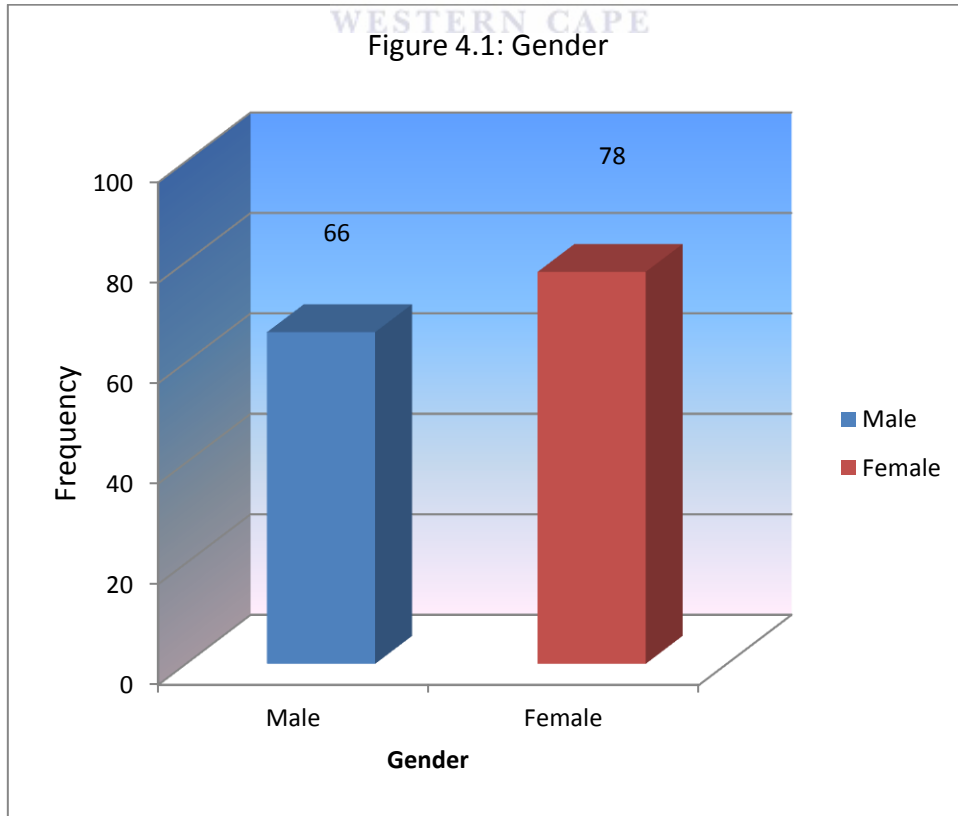
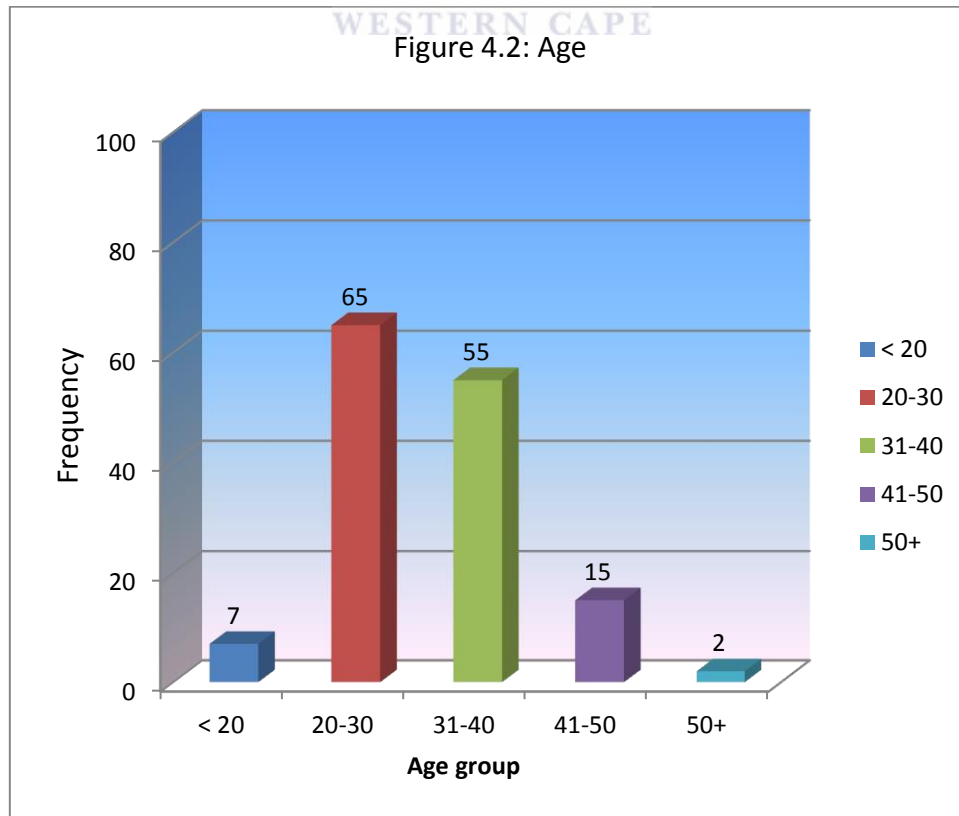


Figure 4.1 presents a graphical representation of the gender distribution of the sample. As can be seen from figure 4.1, the majority of the respondents were female. More specifically, 54.2% (n=78) of the subjects were female, while 45.8% (n=40) were male.

Figure 4.2: Age distribution of the respondents



From the frequency distribution presented in Figure 4.2 it is apparent that 45.1% of the sample were between 20-30 years old ($n=65$), with a further 38.2% being 31-40 ($n=55$), and 10.4% being between 41-50 years old ($n=15$). Respondents who were less than 20 years constituted 4.9% of the sample ($n=7$), and only 1.4% of the respondents was older than 50 ($n=2$).

Figure 4.3 Marital status of the respondents

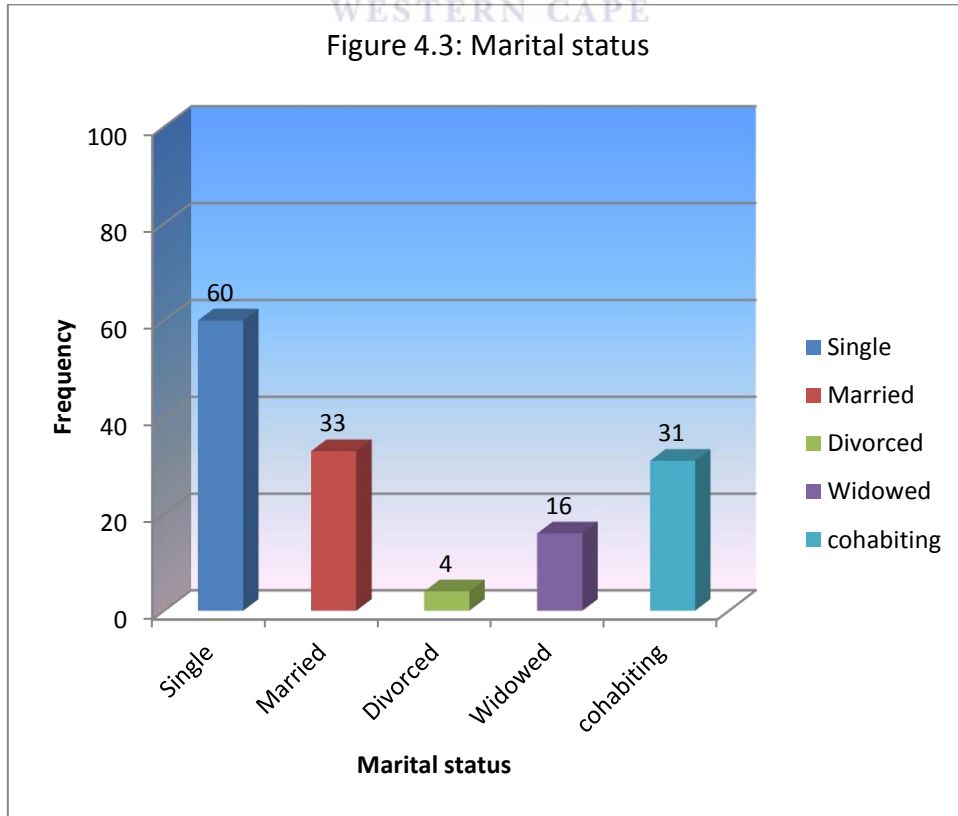


Figure 4.3 indicates that the majority of the sample, 41.7% (n=60), were single. Moreover, 22.9% of the respondents (n=33) were married, 21.5% of the respondents were co-habiting (n=31) and 11.1% (n=16) of the respondents were widowed. Those who were divorced comprised 2.8% of the sample (n=4).

Figure 4.4 Tenure of the respondents

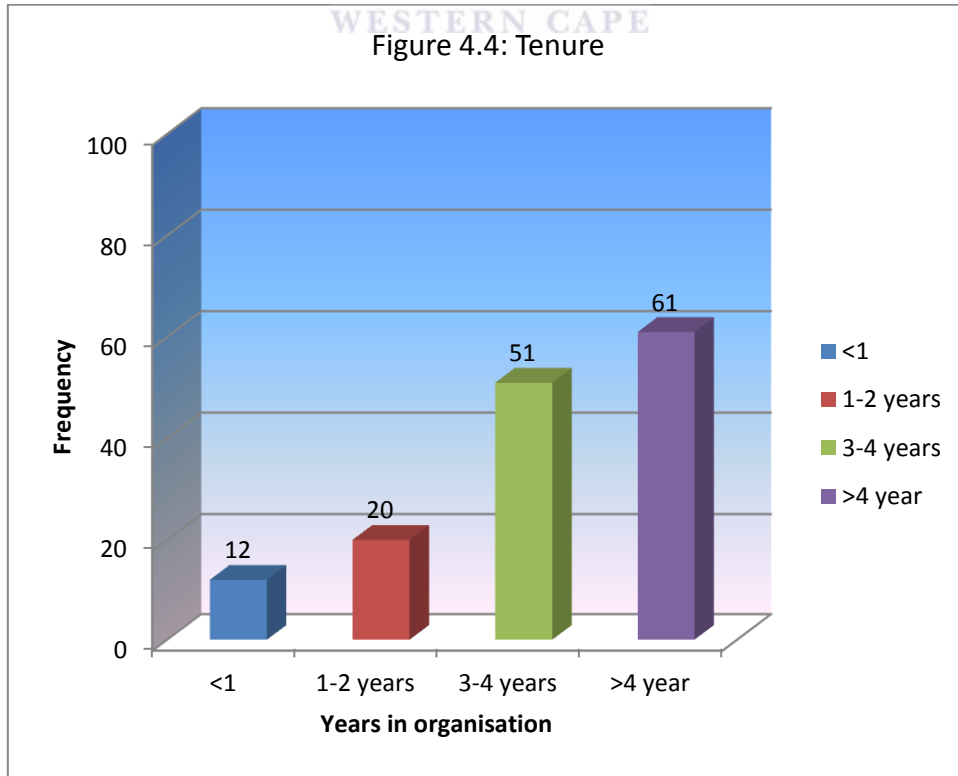


Figure 4.4 indicates that 42.3% (n=61) of the sample were with the organisation for more than 4 years. While those with 3-4 years' tenure constituted 35.4% of the sample (n=51), 13.9% of the respondents had been in the service of the organisation for 1-2 years (n=20). The remaining 8.4% of the respondents were in the service of the organisation for less than 1 year (n=12).

Figure 4.5 Position in the organisation

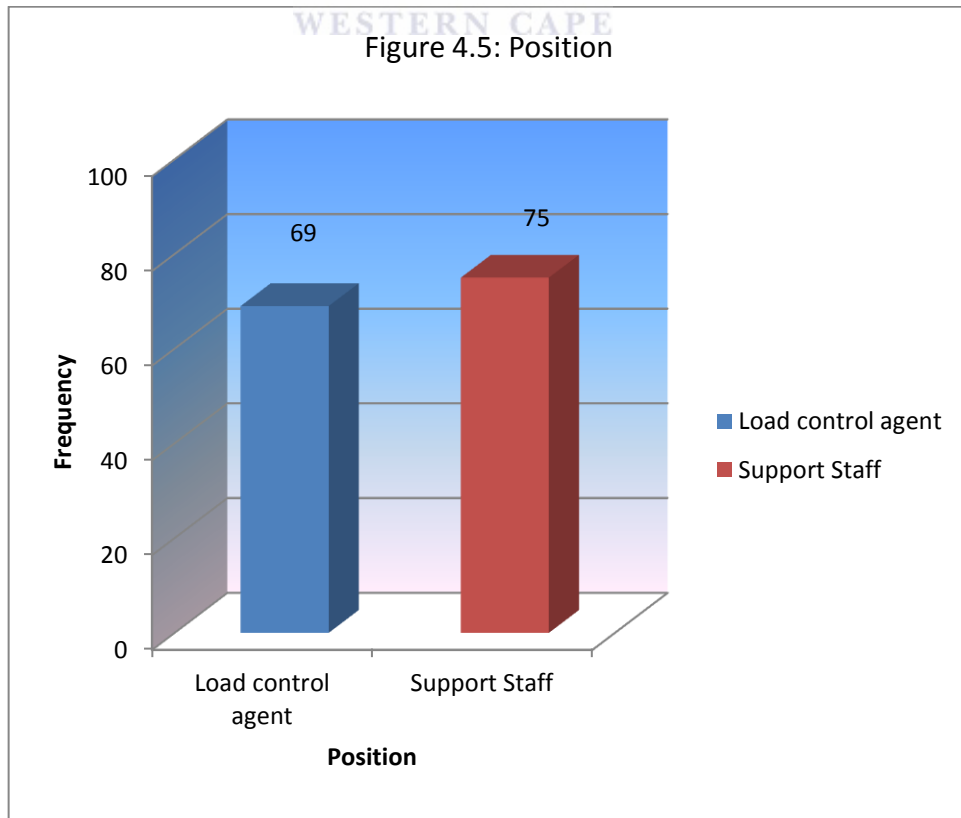
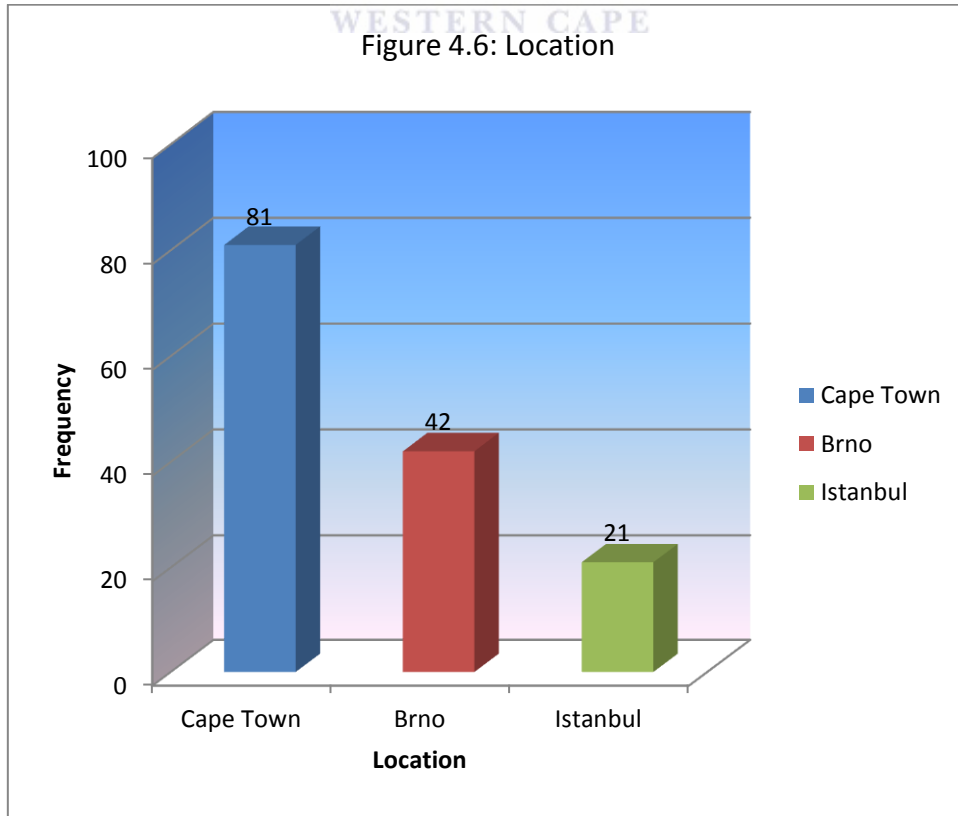
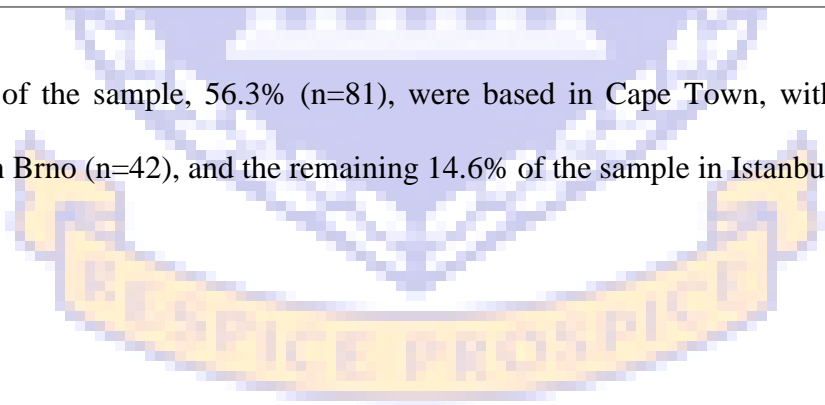


Figure 4.5 indicates that 52.1% of the respondents (n=75) are employed as support staff, while 47.9% of the respondents are employed as load control agents (n=69).

Figure 4.6 Location of respondents



The majority of the sample, 56.3% (n=81), were based in Cape Town, with 29.2% of the respondents in Brno (n=42), and the remaining 14.6% of the sample in Istanbul (n=21).



4.2.2 Descriptive Statistics for Perceived Organisational Support, Organisational Commitment and Turnover Intentions

Descriptive statistics in the form of arithmetic means and standard deviations were computed for the various dimensions assessed in the survey. The results are presented in Table 4.1.

Table 4.1 Means, Standard deviation, Minimum and Maximum scores for Perceived Organisational Support, Organisational Commitment and Turnover Intentions

Variable	N	Min	Max	Mean	Std. dev.
Perceived organisational support	144	1	108	63.58	26.94
Affective Commitment	144	1	45	28.44	10.78
Continuance Commitment	144	1	34	24.80	8.36
Normative Commitment	144	1	42	27.13	9.04
Organisational Commitment	144	1	106	80.37	21.40
Turnover Intentions	144	1	97	48.50	20.03

The mean score (Mean = 63.58) for perceived organisational support suggests that respondents perceived the support from their organisation as average. However, a large standard deviation of 26.94 indicates wide ranging disparities in perceived organisational support, with some respondents perceiving markedly lower than average organisational support and some experiencing very high organisational support.

For both continuance commitment (Mean = 24.80, s.d. = 8.36) and normative commitment (Mean = 27.13, s.d. = 9.04), respondents reported average levels of commitment, although



with respect to affective commitment, their responses (Mean = 28.44, s.d. = 10.78) suggests that they did not feel a sense of emotional commitment to the organisation.

4.3 Inferential statistics

In the sections that follow the results of the inferential statistics employed in the study are presented. For the purposes of testing the stated research hypotheses, Pearson's Product Moment Correlation Coefficient and Regression Analysis were calculated. With the aid of these statistical techniques decisions are made with respect to the research hypotheses.

Table 4.2 The relationship between perceived organisational support and turnover intentions

	Perceived organisational support
Turnover intentions	- 0.090 p = 0.284

In terms of Table 4.2, it may be seen that a weak, inverse correlation ($r = -0.090$) was found between perceived organisational support and turnover intentions. The relationship is not statistically significant and therefore hypothesis one is rejected.

Table 4.3 The relationship between the dimensions of organisational commitment and turnover intentions

	Turnover Intentions
Affective commitment	- 0.061
Continuance commitment	- 0.725**
Normative commitment	- 0.783**
Organisational commitment	- 0.645**

** p < 0.01

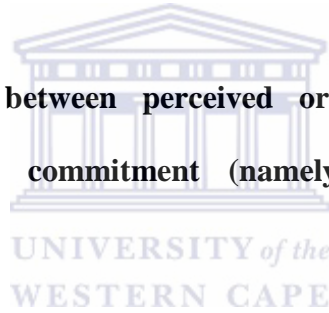
In terms of Table 4.3, it may be seen that a strong, inverse and statistically significant relationship exists between organisational commitment and turnover intentions ($r = -0.645$, $p < 0.01$).

With respect to the dimensions of organisational commitment, there was a strong, inverse and statistically relationship between continuance commitment and turnover intentions ($r = -0.725$, $p < 0.01$). Moreover, there was also a strong, inverse and statistically significant relationship between normative commitment and turnover intentions ($r = -0.783$, $p < 0.01$).

There was a weak, inverse relationship between affective commitment and turnover intentions ($r = -0.061$, $p > 0.05$).

Hypothesis two is thus partially accepted.

Table 4.4 The relationship between perceived organisational support and the dimensions of organisational commitment (namely, affective, continuance and normative commitment)



	Perceived organisational support
Affective commitment	0.199*
Continuance commitment	0.490**
Normative commitment	0.418**
Organisational commitment	0.468**

* $p < 0.05$

** $p < 0.01$

In terms of Table 4.4, it may be seen that a strong, linear and statistically significant relationship exists between organisational commitment and perceived organisational support ($r = 0.468, p < 0.01$).

There was a moderate, direct and statistically significant relationship between continuance commitment and perceived organisational support ($r = 0.490, p < 0.01$). Similarly, the relationship between normative commitment and perceived organisational support was moderate, direct and statistically significant ($r = 0.418, p < 0.01$). Moreover, there was a statistically significant relationship between affective commitment and perceived organisational support ($r = 0.199, p < 0.05$).

The third hypothesis is thus accepted.

Table 4.5: Regression Analysis with Turnover Intentions as dependent variable and perceived organisational support and organisational commitment as independent variables



Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.689	.474	.467	14.629

ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	27206.247	2	13603.123	63.567	.000
Residual	30173.753	141	213.998		
Total	57380.000	143			

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.226	4.825		.668	.505
Comm total	.723	.065	.773	11.179	.000
Pos total	-.202	.051	-.272	-3.932	.000

The results of the regression analysis suggest that both perceived organisational support (POS) and organisational commitment predict turnover intention (adj R squared = .467). This indicates that they explain 46.7% of the variance in turnover intention, with the remaining 53.3% being attributable to factors which were not included in the study.

With a higher Beta-weighting, organisational commitment is a more significant predictor of turnover intention than is perceived organisational support ($p < 0.01$).

Table 4.6: Regression Analysis with Turnover Intention as dependent variable and dimensions of organisational commitment (namely, affective, continuance and normative commitment) as independent variables

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.788	.621	.613	12.455

ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	35661.264	3	11887.088	76.625	.000
Residual	21718.736	140	155.134		
Total	57380.000	143			
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.792	4.070		.686	.494
Normative commitment	1.420	.244	.641	5.821	.000
Continuance commitment	.404	.265	.169	1.524	.130
Affective commitment	-.100	.098	-.054	-1.018	.311

The results of the regression analysis reveal that the dimensions of organisational commitment (normative, affective and continuance commitment, respectively) explain 61.3%

of the variance in turnover intention ($R^2_{\text{adjusted}} = 0.613$). The remaining 38.7% could potentially be attributed to factors which were not included in the research. It is interesting to note that, of the three dimensions, the only significant predictor of turnover intentions is normative commitment.

4.4 RELIABILITY

Table 4.7 Reliability of the Perceived Organisational Support Questionnaire, Organisational Commitment Questionnaire and the Turnover Intentions Questionnaire

Scale	Number of items	N	Cronbach
Perceived organisational support	17	144	0.963
Affective commitment	8	144	0.943
Continuance commitment	8	144	0.858
Normative commitment	8	144	0.877
Job Satisfaction Survey	24	144	0.956
Turnover intentions	14	144	0.924

The alpha coefficients computed for perceived organisational support, organisational commitment (normative, affective and continuance and total), as well as for turnover intentions which were administered can be regarded as satisfactory in terms of the reliability of the instruments. George and Mallery (2003) argue that coefficients above 0.8 can be considered to be good indicators of the reliability of an instrument. Hence with the current study, this was exceeded, indicating a high degree of reliability.

4.5 VALIDITY

In order to establish the validity of the 3 measuring instruments, factor analysis was performed. The results are depicted below:

4.5.1 PERCEIVED ORGANISATIONAL SUPPORT

Table 4.8: Principal Component Analysis: Perceived Organisational Support

	Initial	Extraction
pos1	1.000	.719
pos2	1.000	.370
pos3	1.000	.579
pos4	1.000	.855
pos5	1.000	.851
pos6	1.000	.729
pos7	1.000	.635
pos8	1.000	.757
pos9	1.000	.626
pos10	1.000	.808
pos11	1.000	.762
pos12	1.000	.675
pos13	1.000	.619
pos14	1.000	.795
pos15	1.000	.717
pos16	1.000	.786
pos17	1.000	.646

In Table 4.8, all scores are above 0.05 indicating that the questionnaire is valid. The lowest score (0.370) is for question number two, “If the organisation could hire someone to replace me at a lower salary it would do so.” This score is still above 0.05 indicating that it is still valid. The highest score (0.855) is for question number four, “The organisation strongly considers my goals and values.” Hence indicating that the questionnaire is measuring what it supposed to be measuring.

4.5.2 ORGANISATIONAL COMMITMENT

Table 4.9: Principal Component Analysis: Organisational Commitment

	Initial	Extraction
aff1	1.000	.524
aff2	1.000	.667
aff3	1.000	.663
aff4	1.000	.660
aff5	1.000	.787
aff6	1.000	.815
aff7	1.000	.725
aff8	1.000	.818
con1	1.000	.758
con2	1.000	.603
con3	1.000	.734
con4	1.000	.718
con5	1.000	.673
con6	1.000	.626
con7	1.000	.546
con8	1.000	.660
nor1	1.000	.622
nor2	1.000	.697
nor3	1.000	.788
nor4	1.000	.784
nor5	1.000	.768
nor6	1.000	.780
nor7	1.000	.803
nor8	1.000	.696

In Table 4.9, all scores are above 0.05 indicating that the questionnaire is valid. The lowest score (0.524) is for question number one, “I would be very happy to spend the rest of my career with this organisation.” This score is still above 0.05 indicating that it is still valid. The highest score (0.818) is for question number eight, “I do not feel a strong sense of belonging to my organisation.” Hence indicating that the questionnaire is measuring what it supposed to be measuring.

4.5.3 TURNOVER INTENTIONS

Table 4.10: Principal Component Analysis: Turnover Intentions

	Initial	Extraction
TI1	1.000	.675
TI2	1.000	.655
TI3	1.000	.763
TI4	1.000	.630
TI5	1.000	.788
TI6	1.000	.700
TI7	1.000	.785
TI8	1.000	.727
TI9	1.000	.625
TI10	1.000	.724
TI11	1.000	.719
TI12	1.000	.751
TI13	1.000	.791
TI14	1.000	.679

In Table 4.3, all scores are above 0.05 indicating that the questionnaire is valid. The lowest score (0.625) is for question number nine, “How often do you think about starting your own business?” This score is still above 0.05 indicating that it is still valid. The highest score (0.791) is for question number thirteen, “How often is your current job affecting your personal well-being?” Hence indicating that the questionnaire is measuring what it supposed to be measuring.

4.6 CONCLUSION

This chapter objectively presented the results of the study using descriptive statistics to describe the results and inferential statistics to make inferences about characteristics of the population based on the sample solicited to participate in the study. The next chapter provides a discussion of the results as well as juxtaposing it against previous research in this area.



CHAPTER 5

DISCUSSION, RECOMMENDATIONS AND CONCLUSION

5.1 INTRODUCTION

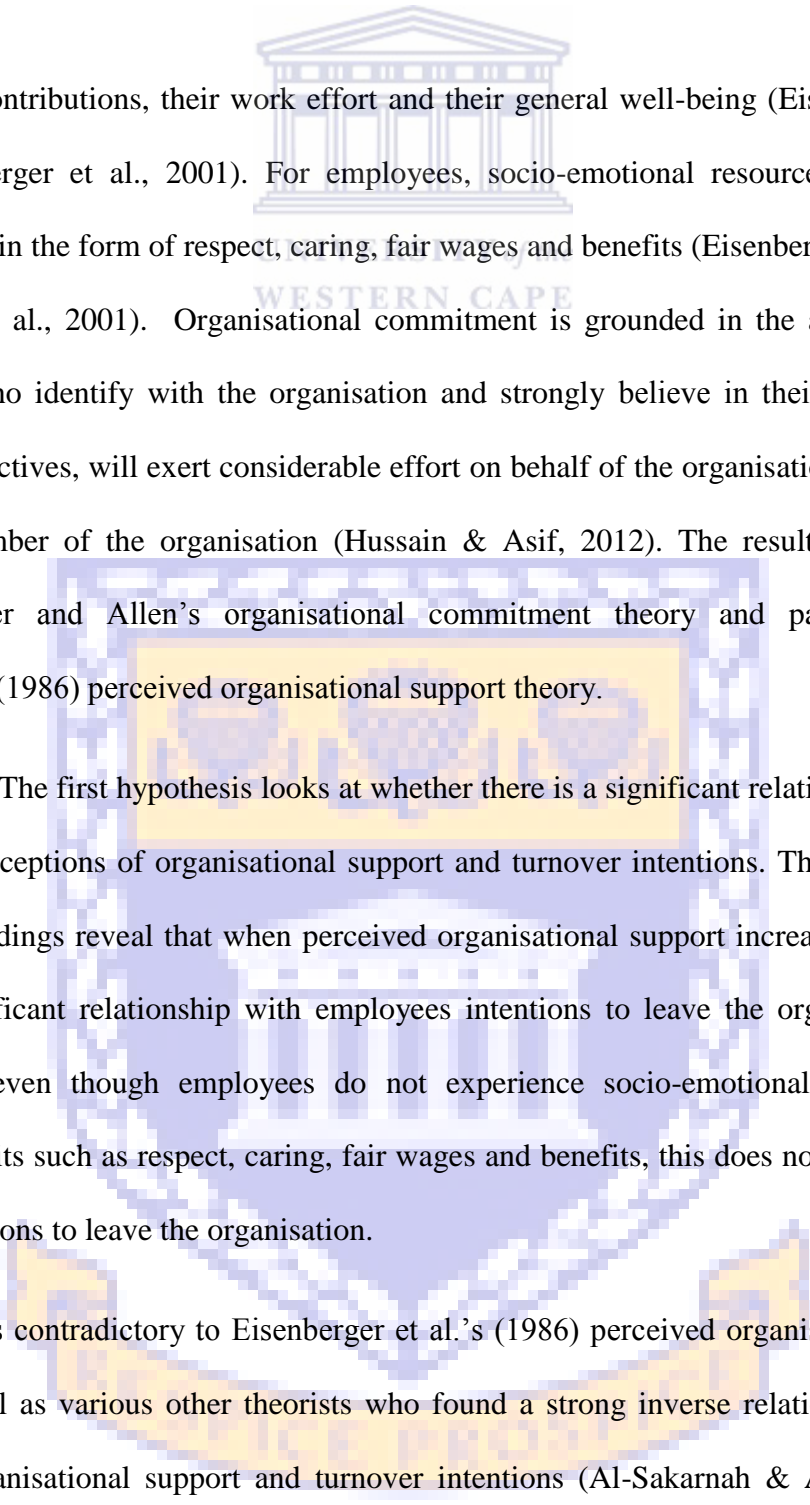
This chapter will discuss the findings in relation to the findings of previous studies conducted. Due to the paucity of studies in the aviation industry, reference will be made to other service professions. Thereafter, limitations of the study will be discussed with possible recommendations for future research. Conclusions are then drawn based upon the obtained results, and recommendations for the organisation are put forth.

5.2 OVERVIEW OF STUDY

The purpose of this study was to examine employees in a selected company in the aviation industry with regard to: (1) the relationship between employees perceived organisational support and turnover intentions; (2) the relationship between the dimensions of organisational commitment namely, affective, normative and continuance commitment and turnover intentions; (3) the relationship between employees perceived organisational support and the dimensions of organisational commitment namely, affective commitment, continuous commitment and normative commitment; (4) whether either perceived organisational support or organisational commitment is the strongest contributor to turnover intentions and lastly (5) which of the dimensions of organisational commitment namely, affective commitment, continuous commitment and normative commitment is the strongest contributor to turnover intentions.

5.3 SUMMARY AND INTERPRETATION OF FINDINGS

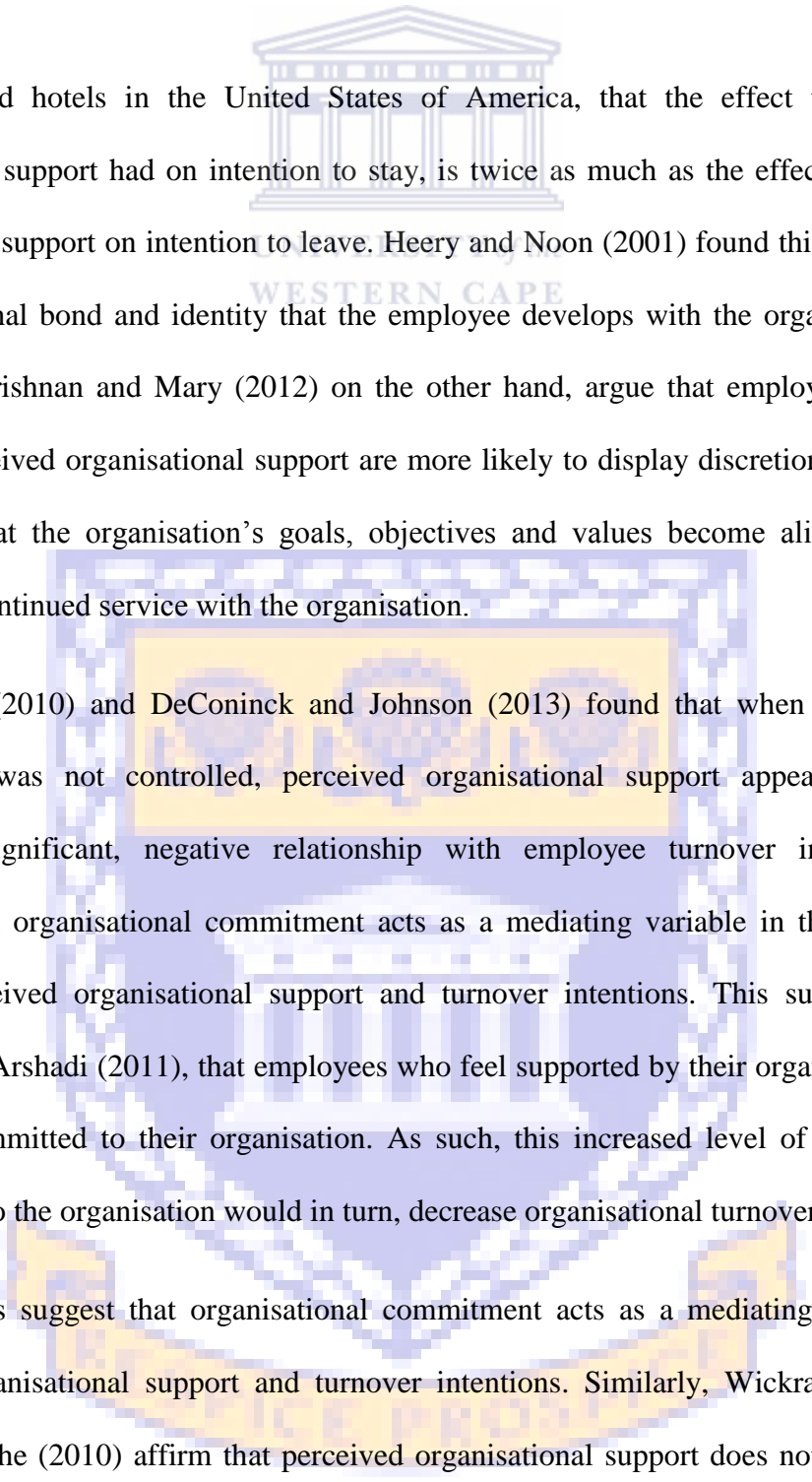
Perceived organisational support is grounded in the assumption that in order to meet, and access socio-emotional and tangible benefits, employees must perceive that the organisation



values their contributions, their work effort and their general well-being (Eisenberger et al., 1986; Eisenberger et al., 2001). For employees, socio-emotional resources and tangible benefits come in the form of respect, caring, fair wages and benefits (Eisenberger et al., 1986; Eisenberger et al., 2001). Organisational commitment is grounded in the assumption that individuals who identify with the organisation and strongly believe in their organisation's goals and objectives, will exert considerable effort on behalf of the organisation and desire to remain a member of the organisation (Hussain & Asif, 2012). The results of this study support Meyer and Allen's organisational commitment theory and partially support Eisenberger's (1986) perceived organisational support theory.

Hypothesis 1: The first hypothesis looks at whether there is a significant relationship between employees perceptions of organisational support and turnover intentions. This hypothesis is rejected as findings reveal that when perceived organisational support increases, it seems to have no significant relationship with employees intentions to leave the organisation. This implies that even though employees do not experience socio-emotional resources and tangible benefits such as respect, caring, fair wages and benefits, this does not have an effect on their intentions to leave the organisation.

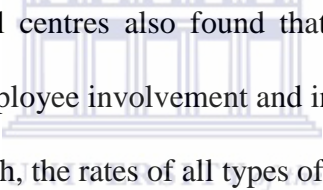
This finding is contradictory to Eisenberger et al.'s (1986) perceived organisational support theory, as well as various other theorists who found a strong inverse relationship between perceived organisational support and turnover intentions (Al-Sakarnah & Alhaway, 2009; Batt & Colvin, 2011; Cho, Johnson, & Guchait, 2009; Islam, Khan, Ahmed, Ali, Ahmed, & Brown, 2013; Nasyira et al., 2014). To elaborate, Foong-ming (2008) in his study with 357 Malaysian knowledge workers, found perceived organisational support to be related to turnover intentions suggesting that perceived organisational support could be closely linked to turnover intentions rather than job satisfaction and affective organisational commitment. Similarly, Cho et al. (2009) found in their study amongst non-managerial employees of



restaurants and hotels in the United States of America, that the effect that perceived organisational support had on intention to stay, is twice as much as the effect of perceived organisational support on intention to leave. Heery and Noon (2001) found this to be a result of the emotional bond and identity that the employee develops with the organisation. Liou (2008) and Krishnan and Mary (2012) on the other hand, argue that employees with high levels of perceived organisational support are more likely to display discretionary effort due to the fact that the organisation's goals, objectives and values become aligned with the employee's continued service with the organisation.

Tumwesigye (2010) and DeConinck and Johnson (2013) found that when organisational commitment was not controlled, perceived organisational support appears to have a statistically significant, negative relationship with employee turnover intentions thus indicating that organisational commitment acts as a mediating variable in the relationship between perceived organisational support and turnover intentions. This suggests, and is concurred by Arshadi (2011), that employees who feel supported by their organisation would feel more committed to their organisation. As such, this increased level of organisational commitment to the organisation would in turn, decrease organisational turnover.

These findings suggest that organisational commitment acts as a mediating variable with perceived organisational support and turnover intentions. Similarly, Wickramasinghe and Wickramasinghe (2010) affirm that perceived organisational support does not have a direct impact on turnover intentions, but on other variables such as job involvement and organisational commitment. These variables then impact employee perceived organisational support, which then, in turn, affects employees' turnover intentions. Other studies found that effects of perceived organisational support on employee turnover intentions were mediated through affective commitment (Aselage & Rhoades, 2003), normative commitment (Maertz et al., 2007) and job satisfaction (Allen et al., 2003; Tekleab et al., 2005). Batt and Colvin's

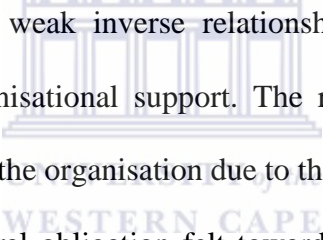


(2011) longitudinal study on call centres also found that where antecedents of perceived organisational support such as employee involvement and incentives, (that is, promotions, job training) and fair salaries were high, the rates of all types of turnover were low.

In the current study employees' level of commitment is negatively related to employees' turnover intentions. Employees perceiving higher levels of organisational support also tend to express higher levels of commitment to the organisation. In addition, those expressing a stronger commitment to the organisation tend to report fewer intentions of leaving the organisation (hypothesis two and three). These findings suggest that perceived organisational support may be indirectly associated with turnover intentions, through its positive relationship with organisational commitment, as found in previous studies carried out by DeConick and Johnson (2013) and Tumswesigye (2010).

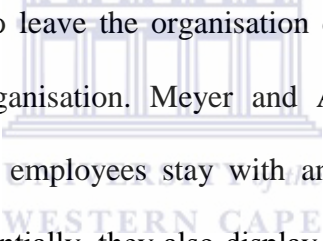
It is essential for employees to feel valued and cared for by the organisation. Cho et al. (2009) has identified that those who are not, are often less committed and are more likely to leave the organisation. Employees who do perceive a climate of support will also tend to experience higher levels of commitment, as well as fewer intentions to leave the organisation (Batt & Colvin, 2011). Furthermore, regardless of whether perceived organisational support has a direct or indirect effect on turnover intentions, researchers suggest that perceived organisational support could possibly lead to felt obligations towards organisations (Meyer & Allen, 1991; Tekleab et al., 2005) and motivate employees to remain with the organisation leading to lower turnover intentions (Meyer & Allen, 1991).

Hypothesis 2: The second hypothesis looks at the dimensions of organisational commitment namely, affective, continuous and normative commitment, and its relationship to turnover intentions. This hypothesis was partially substantiated as it found a strong inverse statistically significant relationship with both continuous and normative commitment and employees'



turnover intentions. However, a weak inverse relationship was found between affective commitment and perceived organisational support. The results of this study suggest that employees are less likely to leave the organisation due to the costs associated with leaving the organisation, as well as their moral obligation felt towards the organisation, as opposed to them being attached to the organisation. Thus, they are more likely to suppress their feelings of turnover intentions and continue to work for the organisation as they may not have alternative employment opportunities (Meyer et al., 2002) or due to the fact that employees receive particular rewards in advance (Allen et al., 2003).

Contrary to the above, Omar, Anuar, Majid and Johari (2012) study show that out of the three dimensions of organisational commitment, affective commitment is the only significant and negative relationship to employees' intention to leave the organisation. The current study found that employees have little/lowered emotional attachment to the organisation, but this does not seem to have an effect on their intentions to leave the organisation. There could be various reasons for this, namely: (i) employees may stay with the organisation due to the costs associated with leaving the organisation and because they feel a moral obligation to stay, rather than because they have a strong desire to remain with the organisation or (ii) because they share the same values and objectives of the organisation (Omar et al., 2012). Similar results found in this study were found by Culpepper (2011) in his study with 366 employees of a home improvement retailer situated in 14 store locations in the south eastern U.S. The findings of his study indicate that employees displayed normative commitment to the organisation, but if the organisation decrease feelings of obligation that caused employees to display normative commitment to the organisation, the employees were more likely to display an increase in turnover intentions. Furthermore, Culpepper (2011) found that when employees had no affective commitment to the organisation, in their first 6 months of being employed, employees postponed leaving because they felt obligated to. However, after six

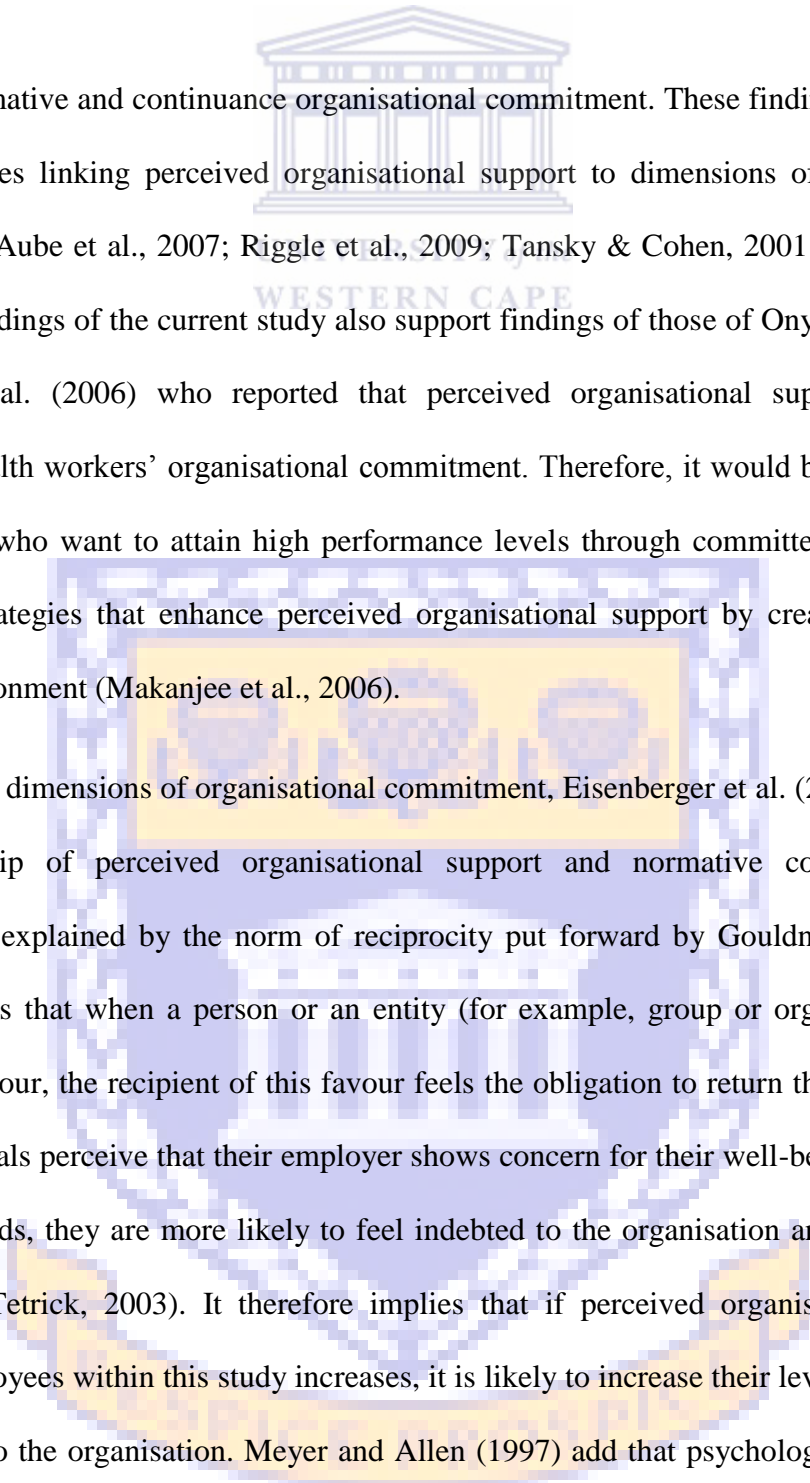


months, they were more likely to leave the organisation due to the fact that there was no emotional attachment to the organisation. Meyer and Allen (1997) propose that if an emotional attachment is present, employees stay with an organisation for longer periods because they 'want to'. Consequentially, they also display an improved involvement in their role as well as good citizenship behaviours become apparent (Liou, 2008).

Although the current study found a significant relationship for continuance and normative commitment and turnover intentions, Culpepper (2011) in his study identified continuance and normative as insufficient constructs for employees to possess. He purports that it may suppress employees' intent to leave for a short period, but it does not result in long term reasons to stay with the organisations. The organisation used in this study would have to look at increasing employees' emotional attachment (affective commitment) to ensure that they are retained for longer periods as Yang et al. (2011) point out that employees who share the same values and goals of the organisation, are more likely to stay with the organisation. Al-Aameri (2000) also asserts that employees who experience high affective commitment will work hard for the organisation and want to continue their membership with the organisation, unlike normative and continuous commitment that causes employees to stay out of obligation or due to lack of alternatives (Meyer & Herscovitch, 2001).

Hypothesis 3: The third hypothesis explored the relationship between perceived organisational support and the dimensions of organisational commitment. The research hypothesis was substantiated as all three constructs of organisational commitment were significantly related to perceived organisational support. However, of the three constructs affective commitment had the strongest relationship with perceived organisational support.

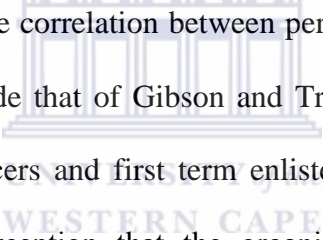
The results of the current study suggests that when employees feel that their organisation values their contribution and cares about their well-being, they will express higher levels of



affective, normative and continuance organisational commitment. These findings concur with previous studies linking perceived organisational support to dimensions of organisational commitment (Aube et al., 2007; Riggle et al., 2009; Tansky & Cohen, 2001; Ucar & Otten, 2010). The findings of the current study also support findings of those of Onyinyi (2003) and Makanjee et al. (2006) who reported that perceived organisational support positively influenced health workers' organisational commitment. Therefore, it would be beneficial for organisations who want to attain high performance levels through committed employees to implement strategies that enhance perceived organisational support by creating a positive working environment (Makanjee et al., 2006).

Looking at the dimensions of organisational commitment, Eisenberger et al. (2004) argue that the relationship of perceived organisational support and normative commitment can essentially be explained by the norm of reciprocity put forward by Gouldner (1960). This norm stipulates that when a person or an entity (for example, group or organisation) does someone a favour, the recipient of this favour feels the obligation to return the favour. Thus, when individuals perceive that their employer shows concern for their well-being and seek to meet their needs, they are more likely to feel indebted to the organisation and show loyalty (Gakovic & Tetrick, 2003). It therefore implies that if perceived organisational support amongst employees within this study increases, it is likely to increase their level of normative commitment to the organisation. Meyer and Allen (1997) add that psychological attachment will then develop to the organisation rather than an emotional attachment.

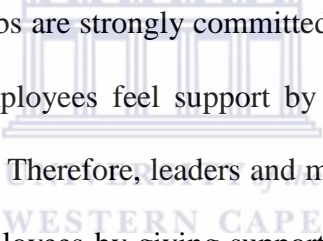
Furthermore, results of the current study reveal that out of the three dimensions of organisational commitment, affective commitment has the strongest significantly positive relationship with perceived organisational support. Similarly, Eisenberger et al. (2001) found perceived organisational support to be positively and directly related to affective commitment, which they attributed to social identification with the organisation. Other



research conducted to examine the correlation between perceived organisational support and organisational commitment include that of Gibson and Tremble (2006), who examined the commitment of junior army officers and first term enlisted soldiers. The findings of their study indicate that soldiers' perception that the organisation cared a great deal about employees and supported them, had a direct relationship with employees' level of affective commitment. Eisenberger et al.'s (1990) study investigating perceived organisational support (regarding employee diligence) also found that employees having high perceived organisational support conveyed greater affective commitment to the organisation.

Consistent with findings reported by Abdulkadir and Orkan (2009), Eisenberger et al. (1986), Eisenberger et al. (1990), Muse and Stanmper (2007) and Rhoades and Eisenberger (2002), the belief is that employees who are cared for and valued by their organisations will attach to their organisation in a manner consistent with affective commitment. Brown and Bardoel (2003) found that employees with strong affective commitment would be motivated to higher levels of performance and make more meaningful contributions than employees who expressed continuance or normative commitment. Employees who are attached to their organisation show better performance and more meaningful contributions due to the fact that the organisations goals and objectives are perceived by the employee as an extension of themselves (Meyer & Allen, 1997).

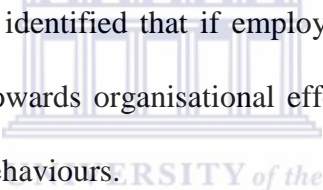
Aube et al. (2007) and Ucar and Otten's (2010) findings thus suggest that employees with high perceived organisational support are likely to view organisational goals as an indication of respect and consideration on the part of their employer; employees then appear to develop a positive attitude towards the organisation, increasing their level of affective commitment (Aube et al., 2007). Perceived organisational support is likely to be high because the completion of tasks is associated with the achievement of organisational objectives (Lau et al., 2008). Chuebang and Boatham (2011) allude that employees who have high perceived



organisational support for their jobs are strongly committed to their organisations. According to Ucar and Otten (2010), if employees feel support by their organisation, they will feel commitment to their organisation. Therefore, leaders and managers have an important role as they can positively influence employees by giving support and vision, and make employees feel that they are important to the organisation.

Hypothesis 4: The fourth hypothesis examined whether perceived organisational support or organisational commitment was the best predictor of turnover intentions. Results of this study found that both perceived organisational support and organisational commitment were both found to be predictors of turnover intentions. However, organisational commitment was a stronger predictor of turnover intentions. The results also suggest that 53.4% of the variance is attributed to factors which were not included in this study. The results suggest that if employees do not view the organisation as caring or respecting their well-being, they would leave the organisation. However, if employees do not feel committed to the organisation, this would be a stronger reason for them to leave the organisation.

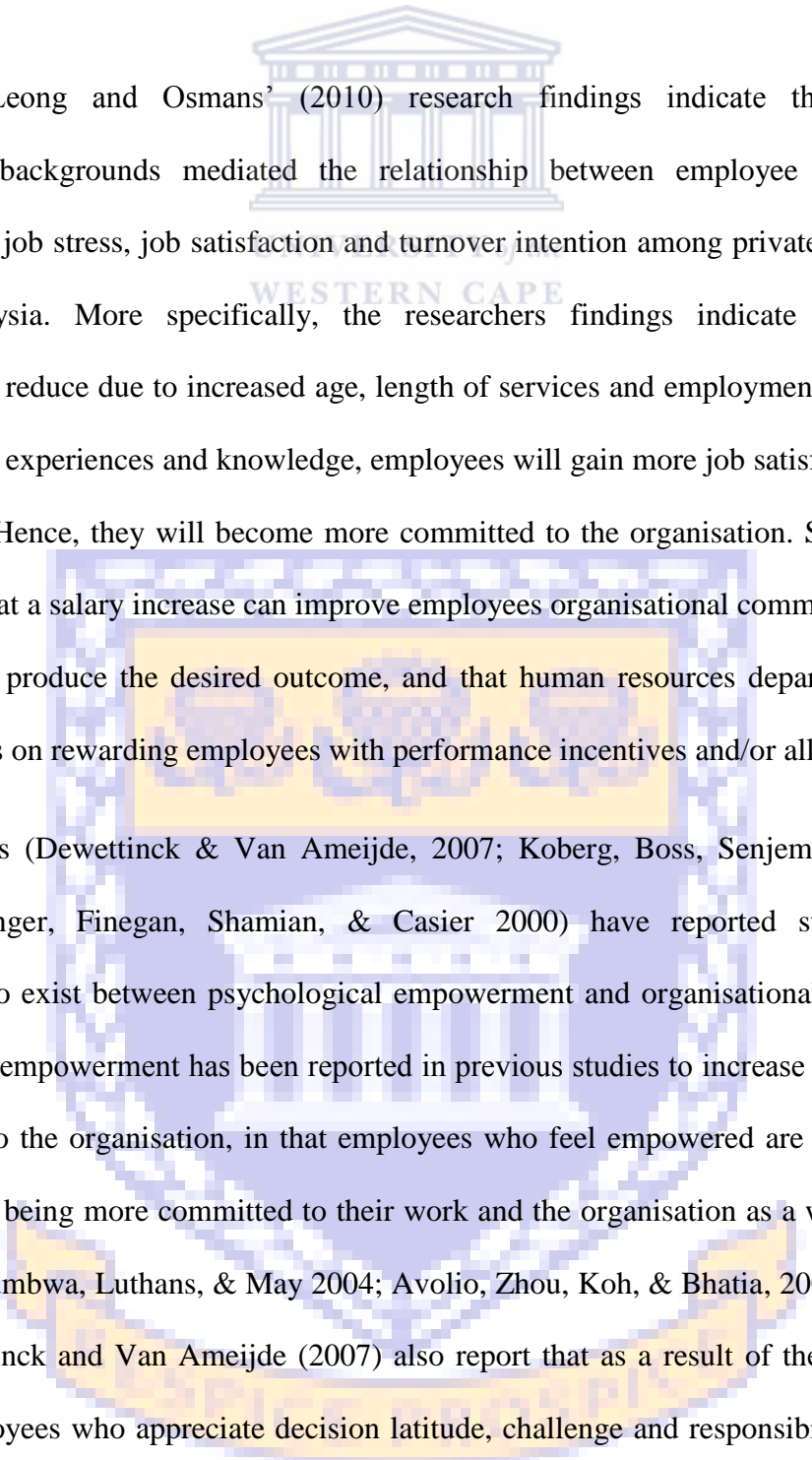
Dawley et al. (2010) in their study on 346 individuals in a manufacturing firm, also found perceived organisational support to be a predictor of turnover intention. Their findings identified that when organisational leaders demonstrated that they care for their employees, turnover was minimal. Similar to the findings of the current study, Perryer et al. (2010) found in their study that both organisational commitment and perceived organisational support was a significant predictor of turnover intentions. They found that employees with low levels of commitment, but high levels of support from the organisation, are less likely to leave the organisation. They purport that perceived organisational support created a feeling of trust and value, thus decreasing turnover and ultimately increasing organisational commitment. Similarly, Aryee, Wyatt and Min (2001) found organisational commitment to be a significant predictor of turnover intentions amongst a sample of 245 professional accountants in



Singapore. In their research they identified that if employees do not feel committed to the organisation, they do not work towards organisational effectiveness and are more likely to engage in increased withdrawal behaviours.

In a study conducted by Msweli- Mbanga (2004) organisational commitment was also found to be the strongest predictor of turnover intentions. Morbarak et al. (2006) conducted a study on a sample of 418 child welfare personnel and found low organisational commitment to be the greatest predictor of turnover intentions. Research conducted by Nasyira et al. (2014) on perceived organisational support, perceived supervisory support and organisational commitment found organisational commitment to be the most influential factor in affecting employees' intention to stay or leave an organisation. This was due to the fact that employees developed a particular emotional attachment to the organisation (Nasyira et al., 2014). Other research that also found organisational commitment being predictive of turnover and turnover intention was that carried out by Vandenberghe and Tremblay (2008) and Williams et al. (2006).

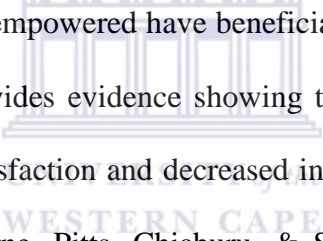
The variance found in this study could be related to various factors, as several researchers found evidence for interactive or moderator effects which assist in the linking of organisational commitment and turnover intentions. Job satisfaction was included in a model testing the relationship between organisational commitment and turnover intentions (Morrison, 2004). Morrison (2004) found that job satisfaction led to organisational commitment which, in turn impacted on turnover intention. Addea et al. (2006) similarly found job satisfaction to be a mediator of the relationship between turnover intentions, and organisational commitment for a sample of employees in Trinidad and Tobago. Yoa and Wang (2008) on the other hand, found organisational citizenship behaviour to affect the relationship between organisational commitment and turnover intentions.



Foon, Chee-Leong and Osmans' (2010) research findings indicate that employees demographic backgrounds mediated the relationship between employee organisational commitments, job stress, job satisfaction and turnover intention among private employees in Petaling-Malaysia. More specifically, the researchers findings indicate that turnover intentions will reduce due to increased age, length of services and employment history. With the increase of experiences and knowledge, employees will gain more job satisfaction and job performance. Hence, they will become more committed to the organisation. Secondly, their study found that a salary increase can improve employees organisational commitment and job satisfaction to produce the desired outcome, and that human resources departments should therefore focus on rewarding employees with performance incentives and/or allowances.

Several studies (Dewettinck & Van Ameijde, 2007; Koberg, Boss, Senjem, & Goodman 1999; Laschinger, Finegan, Shamian, & Casier 2000) have reported strong positive relationships to exist between psychological empowerment and organisational commitment. Psychological empowerment has been reported in previous studies to increase an employee's commitment to the organisation, in that employees who feel empowered are more likely to reciprocate by being more committed to their work and the organisation as a whole (Avolio, Gardner, Walumbwa, Luthans, & May 2004; Avolio, Zhou, Koh, & Bhatia, 2004). In another study, Dewettinck and Van Ameijde (2007) also report that as a result of the reciprocation process, employees who appreciate decision latitude, challenge and responsibility as well as the feelings of meaning, impact, self-determination and mastery are more likely to reciprocate by feeling more committed to the organisation.

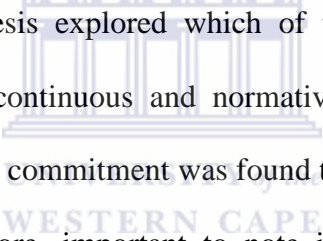
In a meta-analysis performed by Spector (1986), results also show a relationship between psychological empowerment and turnover intention. In addition, Wilkinson (1999) reports that psychological empowerment increases job satisfaction and reduces turnover intention as employees feel more committed to the organisation's values and goals. Koberg et al. (1999)



suggest that employees who feel empowered have beneficial effects for both the organisation and individuals. Their study provides evidence showing that feelings of empowerment are associated with increased job satisfaction and decreased intentions to leave the organisation. Various research conducted (Byrne, Pitts, Chiaburu, & Steiner, 2011; Tan & Tan, 2000) reveal that employees' trust to the organisation was also found to mediate the relationship between perceived organisational support and organisational commitment.

Martin and Roodt (2008) on the other hand, conducted an analysis of the relationship between organisational commitment, job satisfaction and turnover intentions and found that a combination of both job satisfaction and organisational commitment to predict turnover intentions amongst academic staff in a South African tertiary institution. The researchers suggest that both commitment and job satisfaction will need to be considered when attempting to prevent intention to leave the organisation.

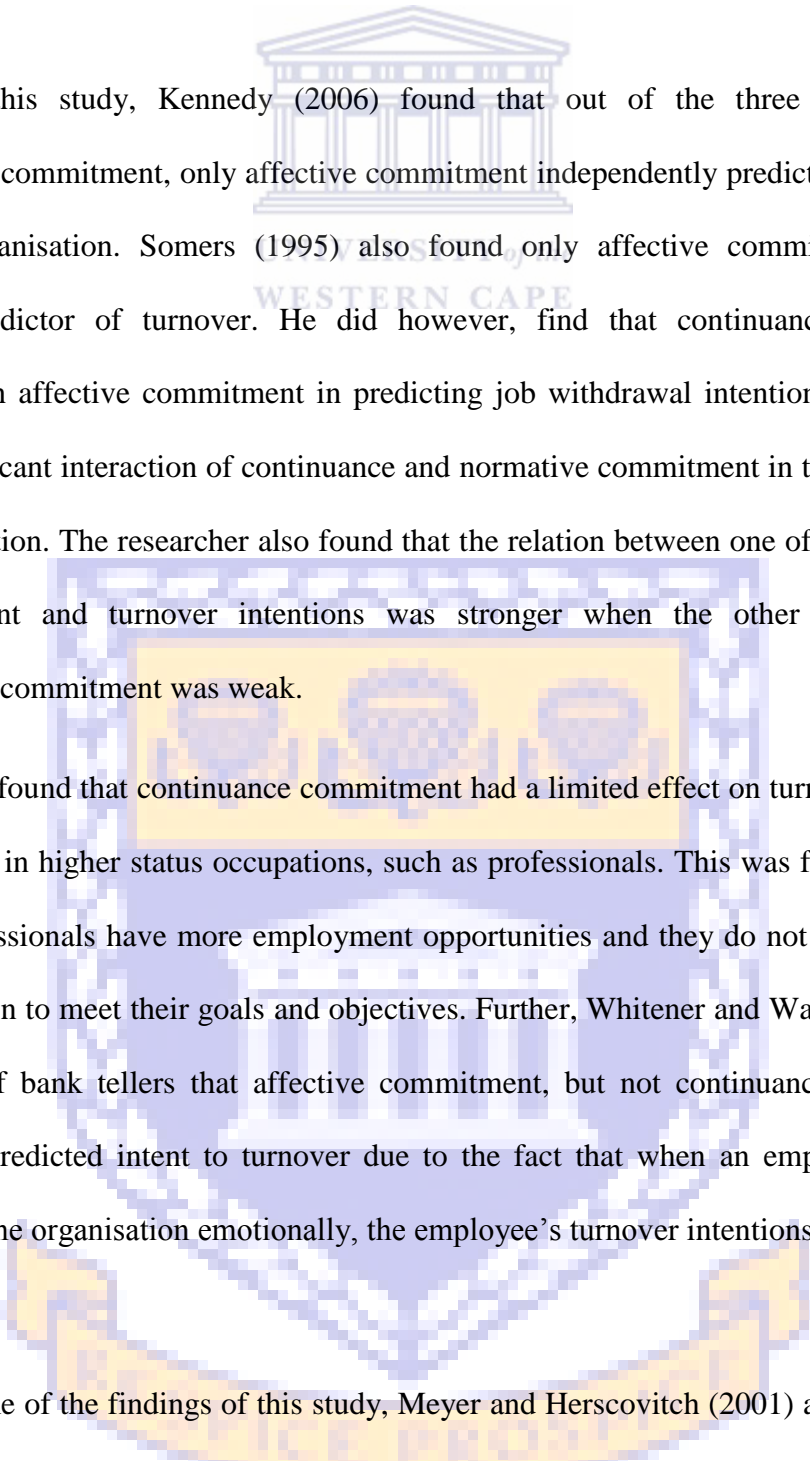
Lambert (2001) also reports that the factors that influence turnover intentions and actual turnover include alternative employment opportunities, job satisfaction, organisational commitment, work environment forces and employee characteristics. Siong et al. (2006) found that employees' commitment to the organisation, job satisfaction, job stress, supervisor support, self-esteem and the perceived stressors in the job accounted for 52 percent of the variance in intention to quit. Several other studies have also identified specific job-related attitudes such as perceived leader behaviour (Bertelli, 2007; Dewettinck & Van Ameijde, 2007; Kelty, 2005; Lee, 2000; Siong, Mellor, Moore, & Firth, 2006), job satisfaction (Gutknecht, 2005; Holt, Rehg, Lin, & Miller, 2007; Kelty, 2005; Siong et al., 2006), psychological empowerment (Benson, 2006; Kelty, 2005) and organisational commitment (Holt et al., 2007; Kelty, 2005; Ladebo, 2005; Lee, 2000; Lok & Crawford, 2004; Siong et al., 2006), to have a direct impact on intentions to leave an organisation.



Hypothesis 5: The fifth hypothesis explored which of the dimensions of organisational commitment namely, affective, continuous and normative commitment predicts turnover intentions. In this study normative commitment was found to be the only significant predictor of turnover intentions. Furthermore, important to note is that 38.7% of the variance in predicting turnover could be attributed to variables that were not included in this study.

The results of this study suggest that employees are more likely to leave the organisation if their feelings of obligation to continue employment disappear. Employees internalised normative beliefs of duty and obligation will cause employees to sustain membership with the organisation (Allen et al., 2003). Thus, regardless of how much ill treatment, disrespect or lack of trust the employee receives from the organisation the employee will stay with the organisation as he/she believes that it is the morally righteous thing to do (Allen & Meyer, 1999).

Other studies carried out by Meyer et al. (2002) and Felfe, Yan, & Six (2008) concur that organisational commitment is one of the major predictors of turnover intentions. Similar to the results found in this study, Al-Hussami, Darawad, Saleh and Hayajneh (2013) found that of the three dimensions, the only significant predictor of turnover intentions was normative commitment, as employees stayed with the organisation because they felt obligated to do so. However, majority of the studies conducted found contrasting results, for example, Harris and Cameron (2005) found amongst a sample of 60 employees at a food processing organisation, that affective commitment rather than normative and continuance commitment predicted greater turnover intentions. Similarly, Begraim (2010) and Stallworth (2004) found affective commitment to be a significant predictor of turnover intentions in that employees are more likely to leave the organisation if they never identified with the organisation and internalised the organisation's goals.



Contrary to this study, Kennedy (2006) found that out of the three dimensions of organisational commitment, only affective commitment independently predicted intentions to leave the organisation. Somers (1995) also found only affective commitment to be a consistent predictor of turnover. He did however, find that continuance commitment interacted with affective commitment in predicting job withdrawal intentions. Jaros (1997) found a significant interaction of continuance and normative commitment in the prediction of turnover intention. The researcher also found that the relation between one of the dimensions of commitment and turnover intentions was stronger when the other dimensions of organisational commitment was weak.

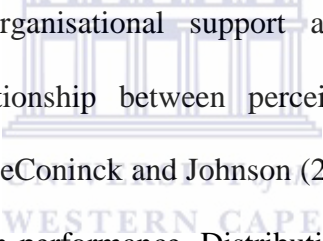
Cohen (1991) found that continuance commitment had a limited effect on turnover behaviour for employees in higher status occupations, such as professionals. This was found due to the fact that professionals have more employment opportunities and they do not rely heavily on the organisation to meet their goals and objectives. Further, Whitener and Walz (1993) found in a survey of bank tellers that affective commitment, but not continuance commitment, significantly predicted intent to turnover due to the fact that when an employee does not identify with the organisation emotionally, the employee's turnover intentions would increase significantly.

Similar to some of the findings of this study, Meyer and Herscovitch (2001) argue that of the three dimensions of organisational commitment, normative and continuance commitments are better predictors of turnover intentions than affective commitment as they tend to specify continued employment as the focal behaviour. In providing a possible explanation for the strength of the affective commitment and turnover intentions, Meyer and Herscovitch (2001) propose that the individuals who are committed primarily out of desire, might have a stronger inclination to follow through on their commitment than those who are committed primarily out of obligation or to avoid costs. They report that those who are committed primarily to

avoid incurring the costs of leaving might be inclined to find ways to get out of their commitment.

The variance found in this study could be related to many factors, as several researchers found evidence for interactive or moderator effects when predicting turnover intentions. A detailed study of the moderating effects of career commitment on the relationship between affective organisational commitment and turnover intention by Chang (1999) revealed different degrees of turnover intentions, depending on the nature of the career commitment-affective commitment relationship. It was observed that when individuals are committed to the organisation they are less willing to leave the company, and the degree of the relationship between organisational commitment and intention to leave was found to be stronger for those highly committed to their careers. Individuals low in both types of commitment had the highest turnover intentions because they did not care about either the company or their current careers (Chang, 1999). Individuals with high career commitment and low affective commitment also tend to leave the company because they did not believe that the current company was satisfying their career needs or goals. This was found to be consistent with the assertion by Bedian, Kemery and Pizzolatto (1991) that high career committed employees consider leaving the company if growth opportunities are not provided by the current organisation. These individuals however, are not apt to leave and are likely to contribute to the company if their organisational commitment is increased (Bedian et al., 1991).

DeConinck and Johnson (2013) in their study found that perceived organisational support was an indirect predictor of turnover intentions through other variables. Their study examined the effects of three dimensions of organisational justice on salespersons' perceived organisational support namely, perceived supervisor support, performance and actual salesperson turnover in a business-to-business setting using a sample of 384 salespeople. Results indicate that perceived supervisory support is an indirect predictor of turnover

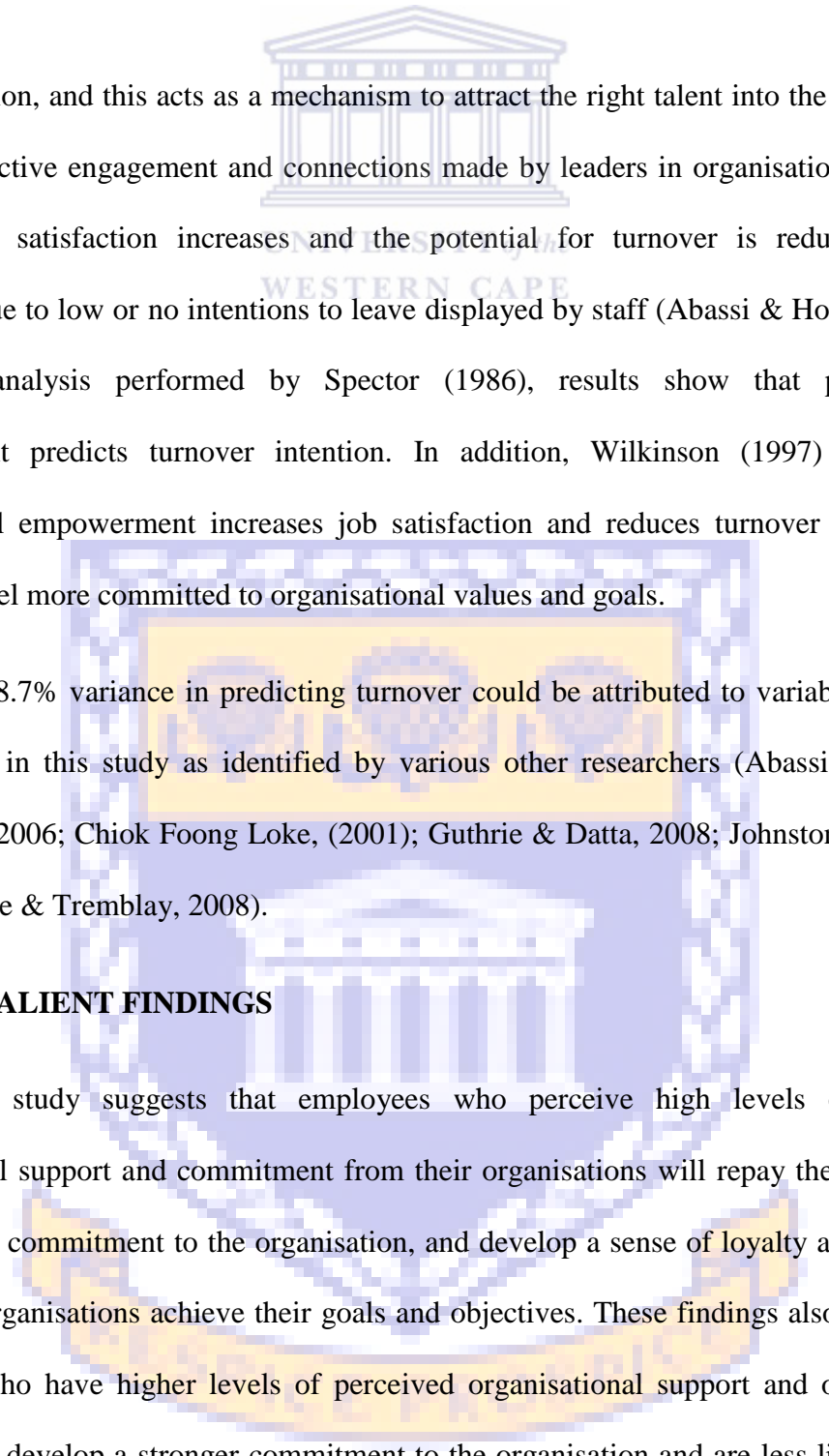


intentions through perceived organisational support and performance. Organisational commitment mediated the relationship between perceived organisational support and turnover intentions. In addition, DeConinck and Johnson (2013) found that procedural justice had a direct, positive influence on performance. Distributive justice, procedural justice, and interactional justice were indirect predictors of turnover through other variables. The salespersons' performance was thus related directly to both turnover intentions and turnover.

Furthermore, Vandenberghe and Tremblay (2008) studied the relationship between pay satisfaction and voluntary turnover intentions using a two-sample study. This study was the first of its kind and was therefore conducted in order to establish the roles of pay satisfaction and organisational commitment in predicting voluntary turnover intentions. Results indicate that affective and continuance commitment mediates pay satisfaction and voluntary turnover intention whereas normative commitment did not. The international research conducted by Vandenberghe and Tremblay (2008) therefore suggests that affective commitment and continuance commitment mediate the relationship between pay satisfaction and voluntary turnover intention (Vandenberghe & Tremblay, 2008).

A study by Johnston, Parauraman, Futrell and Black (1989) showed that a lack of higher salary and role expectations were the best predictors of turnover. Furthermore, skill-based pay systems have been found to improve employee retention, whereas group incentive plans have been associated with high turnover (Guthrie & Datta, 2008). Moreover, economists' research has proven that investing in pay and benefits reduces voluntary turnover (Shaw, Deliry, Jenkins, & Gupta, 1998).

In a study by Chiok Foong Loke (2001), it was confirmed that commitment to stay with an organisation was predicted by the role of leadership. This is achieved when the role of leaders facilitates loyalty and retention due to alignment between staff and their leader and profit for

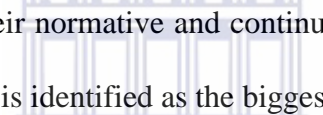


the organisation, and this acts as a mechanism to attract the right talent into the organisation. Through effective engagement and connections made by leaders in organisations, the levels of employee satisfaction increases and the potential for turnover is reduced or even eliminated due to low or no intentions to leave displayed by staff (Abassi & Hollman, 2000). In a meta-analysis performed by Spector (1986), results show that psychological empowerment predicts turnover intention. In addition, Wilkinson (1997) reports that psychological empowerment increases job satisfaction and reduces turnover intentions as employees feel more committed to organisational values and goals.

Hence, the 38.7% variance in predicting turnover could be attributed to variables that were not included in this study as identified by various other researchers (Abassi & Hollman, 2000; Chen, 2006; Chiok Foong Loke, (2001); Guthrie & Datta, 2008; Johnston et al., 1989; Vandenberghe & Tremblay, 2008).

5.4 MOST SALIENT FINDINGS

The current study suggests that employees who perceive high levels of perceived organisational support and commitment from their organisations will repay the organisation with stronger commitment to the organisation, and develop a sense of loyalty and obligation by helping organisations achieve their goals and objectives. These findings also suggest that employees who have higher levels of perceived organisational support and organisational commitment, develop a stronger commitment to the organisation and are less likely to leave their current organisation. The findings of this study support the findings of Dawley et al.'s (2010) research. Furthermore, the current study indicates that employees do not feel supported by the organisation, and as a result have no emotional attachment to the organisation. Employees are currently staying with the organisation as a result of their normative and continuance commitment to the organisation, and employees would most



likely leave the organisation if their normative and continuance commitment levels dropped. However, normative commitment is identified as the biggest predictor of turnover intentions.

It therefore follows that employees feel a sense of obligation to stay with the organisation due to a sense of loyalty, or due to the fact that they may have very little or no alternatives after leaving the organisation. As such, if the current employees found other attractive alternatives they would probably leave the organisation. It is imperative for employers to identify factors that could increase employees' affective commitment and find ways to make them feel that they are being recognised and supported by the organisation. As perceived organisational support reinforces employees' beliefs that the organisation values their contributions and cares about their well-being, they are likely to reciprocate with positive attitudes and behavioural intentions (Rhoades & Eisenberger, 2002). Scholars also suggest that perceived organisational support fulfils employees' socio-emotional needs (including approval, affiliation and self-esteem) and develops a sense of unity with the organisation, involving the incorporation of organisational membership into their social identity (Wickramasinghe & Wickramasinghe, 2011). Therefore, employees with a high level of perceived organisational support tend to express stronger feelings of affiliation and loyalty to their organisation (Loi, Hang-yue, & Foley, 2006) and reduce their intentions to leave the employing organisation. It is thus imperative for the current organisation to identify various interventions that can be implemented to increase employees' affective commitment and perceived organisational support to the organisation, to ensure that employees want to work for the organisation and ultimately display discretionary effort and improve performance (Panaccio & Vandenberghe, 2009).

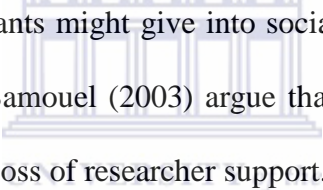
5.5 LIMITATIONS AND RECOMMENDATIONS FOR FUTURE RESEARCH

As with all empirical research, this study has limitations and the finding should therefore be interpreted with this in mind. The most important of these will be discussed here.

The study made use of non-probability sampling for the purpose of convenience and swiftness with which information can be collected. The convenience sampling method does however lend itself to the possibility that a fair representation is not made of all participants in the aviation sector. A possible recommendation to alleviate this would be to make use of stratified random sampling, as a predetermined number of representatives are selected from each category (Terre Blanche & Durrheim, 1999) and would enable generalizability from the sample findings to the larger population which would ultimately improve the validity of the study (Carr, 2005).

Although all employees at the selected company in the aviation industry were invited to participate in this research (N=240) only 141 surveys were received but 131 questionnaires were valid, thereby representing a 55 percent response rate. The sample in this study included international employees with English not necessarily being their first language, which could have been a contributing factor to this low response rate. A larger sample size would have increased the strength of the research results.

Quantitative methods were used to gather information. A method where both qualitative and quantitative methods, also known as triangulation, could have been used to validate the findings or data collected. A qualitative methodology (making use of interviews) could add richness to the data gathered from the questionnaire as it allows one to probe for more information where needed. The current study made use of self-reported questionnaires which lend itself to the possibility of biases and misrepresentations such as under reporting behavioural tendencies. Self-reported versions might also compromise the results of the



investigation because the participants might give into socially desirable responses (Neuman, 2003). Hair, Babin, Money and Samouel (2003) argue that the disadvantages of using self-report questionnaires can include loss of researcher support.

In addition to this, longitudinal studies involve the evaluation of constructs over a period of time (Terre Blanche & Durrheim, 1999). This type of study would provide the researcher with the opportunity to view the behaviour on several different occasions. By possibly making use of a longitudinal study, the current study would have been able to evaluate the samples behaviour over a period of time, thus collecting additional substantial data and possibly achieving different outcomes.

Furthermore, several researchers have highlighted other variables (such as job satisfaction, organisational commitment, organisational citizenship behaviour, self-esteem, pay, etcetera) as possible confounding variables that may help explain the variance found in perceived organisational support, organisational commitment and turnover intentions. Hence, further studies could explore the role of these variables. Added to this, future research could also investigate biographical variables such as age, gender and tenure as these variables were not explored in the current study.

5.6 RECOMMENDATIONS FOR THE ORGANISATION

The intention to stay or leave the organisation is the final cognitive step in the decision making process of voluntary turnover (Dewettinck & Van Ameijde, 2007; Lambert 2001; Steel & Lounsbury, 2009). Therefore, by identifying the determinants of employees' intention to leave, turnover behaviours could be predicted more precisely and measures to prevent turnover could be taken in advance (Van Schalkwyk, Du Toit, Bothma, & Rothmann, 2010). The findings of this study suggest that employees from the selected company in the aviation industry who perceive a lack of support from their organisation will feel less

committed to their organisation and a lack of commitment will induce stronger turnover intentions.

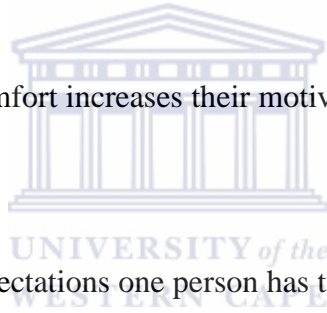
Employees were found to have low emotional attachment to the organisation and also viewed the organisation as not supporting them or caring about their well-being. It would thus be imperative for the organisation to identify interventions that would increase employees' affective commitment and perceived organisational support to ensure that employees' turnover intentions are reduced. There are various interventions that could improve these factors amongst employees. McShane and Van Glinow (2009) reported that by ensuring that processes and systems are just, that employees are supported, and that they trust and share the same values of the organisation, affective commitment and organisational support are bound to increase.

Some of the factors for the current organisation to consider to increase affective commitment and perceived organisational support are briefly explored below:

Justice and support: When organisations fulfil their obligations to employees and abide by humanitarian values, such as fairness, courtesy, forgiveness and moral integrity, they would increase employee commitment and perceived organisational support (Travaglione & Cross, 2006). Similarly, organisations that support employee well-being tend to cultivate higher levels of loyalty in return (Panaccio & Vandenberghe, 2009).

Shared values: Once an organisation creates a shared value system between an employee and the organisational goals, a feeling of identification develops towards the organisation. Affective commitment is highest when employees believe their values are congruent with the organisation's dominant values (Rhoades & Eisenberger, 2002). Furthermore, employees experience more comfort and predictability when they agree with the values underlying

organisational decisions. This comfort increases their motivation to stay with the organisation (Westerman & Cyr, 2004).



Trust. Trust refers to positive expectations one person has toward another person in situations involving risk (Finegan, 2000). Trust means putting faith in another person or group. It is also a reciprocal activity: To receive trust, you must demonstrate trust. Employees have stronger commitment to the organisation when they trust their leaders and are less likely to leave their organisation. Additionally, when employees have less job security, they feel less trust in their employer and the employment relationship (Panaccio & Vandenberghe, 2009).

Organisational comprehension. Organisational comprehension refers to how well employees understand the organisation, including its strategic direction, social dynamics, and physical layout (Bauer, 2007; Cooper-Thomas & Anderson, 2005). This awareness according to Begraim (2010) is a necessary prerequisite to develop affective commitment in employees because it is difficult to identify with, or feel loyal to something that you do not know very well. Furthermore, lack of information produces uncertainty, and the resulting stress can distance employees from that source of uncertainty (for example, the organisation).

Managerial/Supervisory Support: Employees' relationships with their immediate manager or supervisor play a significant and strong role in influencing perceived organisational support (Rhoades & Eisenberger, 2002). Management actions that have a direct and positive impact on perceived organisational support include involving employees in decision-making, including them in privileged communication and recognising their work efforts (Wayne et al., 2002). Support from supervisors improves both the employee-organisation relationship and the employee-manager relationship (Eisenberger et al., 2004). As they are an important source of information for employees, immediate managers influence employees' positive or negative beliefs about managerial or organisational behaviour (Eisenberger et al., 2004),

therefore supervisors should ensure that a meaningful relationship develops between themselves and the employee.

In addition to the above, many organisations in their search for new ways to strengthen employees' affective commitment have adopted employee support programs (Grant, Dutton and Rosoo, 2008). Employee support programs are formalised practices designed to improve employees' experiences at work by providing emotional, financial, and instrumental assistance beyond the scope of standard human resource pay, benefit, recognition, and training and development programs. These increasingly common programs, ranging from employee assistance programs to work-family programs such as child care and elder care, provide employees with various forms of help and aid (Cascio, 2003). Furthermore, organisational programs which include corporate volunteer programs and corporate social responsibility initiatives, would also assist in increasing affective commitment as these programmes provide employees with opportunities to give and contribute (Grant et al., 2008).

5.7 CONCLUSION

This chapter discussed the findings of the hypotheses and compared results to previous studies. The chapter concludes with limitations of the study, recommendations for future research and recommendations for the organisation.

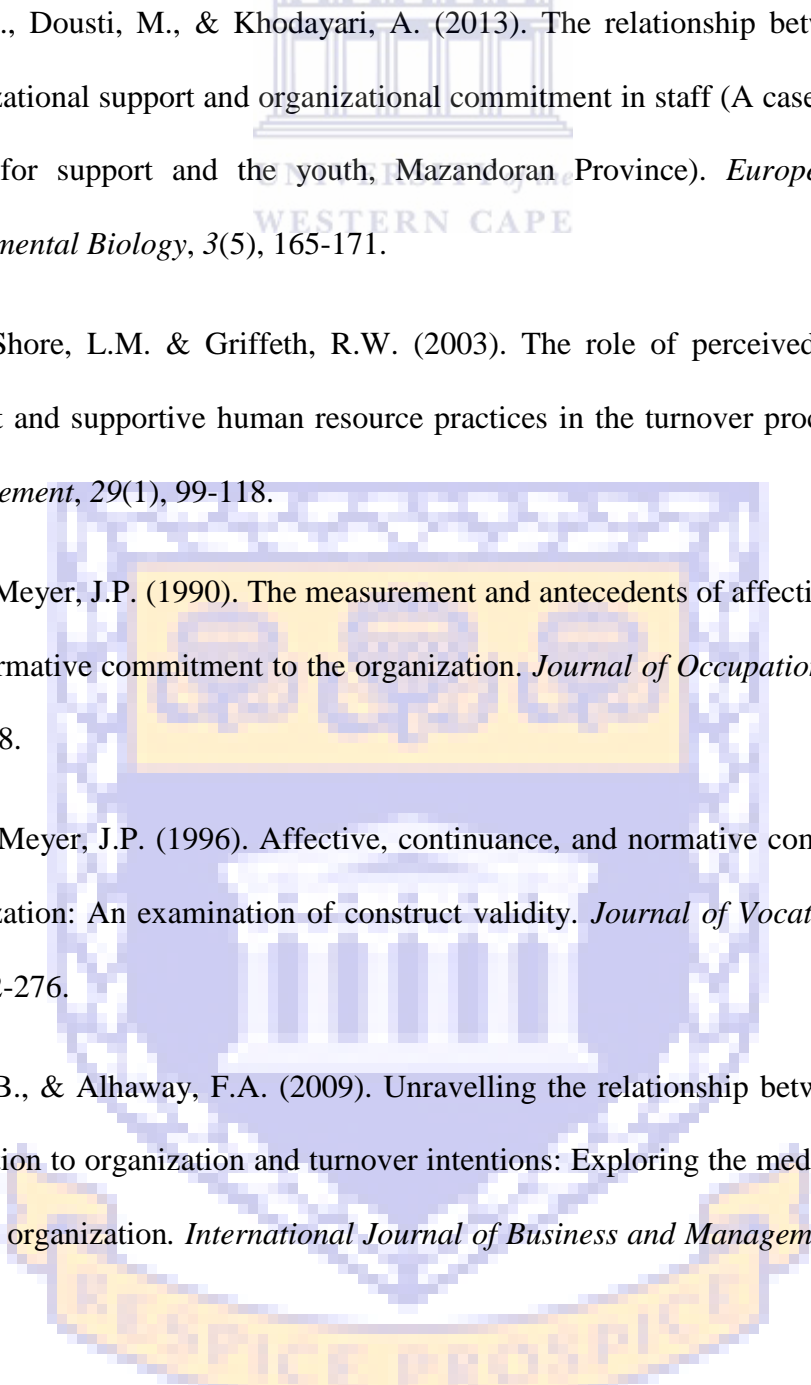
This research also aimed to add to the existing body of knowledge on the constructs of organisational support, organisational commitment and turnover intentions. In this regard, several suggestions have been made so that the organisation may begin to implement programs aimed at increasing levels of organisational support and organisational commitment for their employees. As employees have been leaving the organisation increasingly over the period of 2012-2014, the organisation would benefit from evaluating possible reasons other

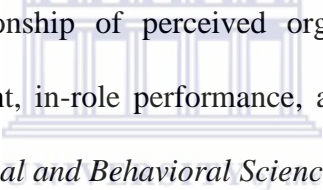
than perceived support and organisational commitment which could account for this turnover and take into consideration the recommendations put forth for the organisation.



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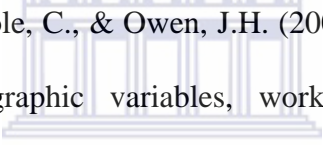
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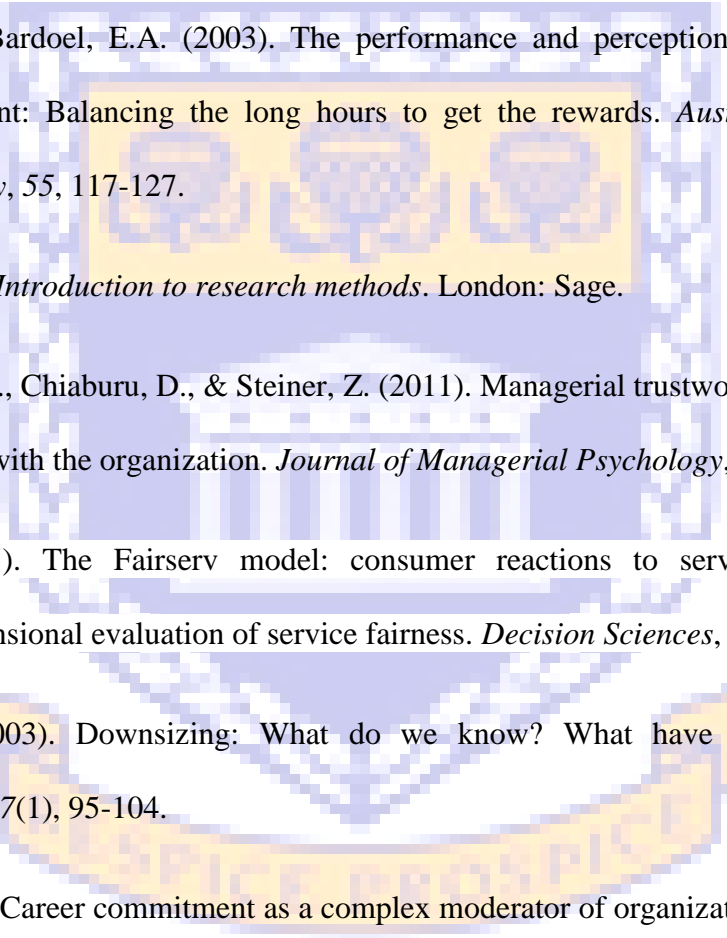
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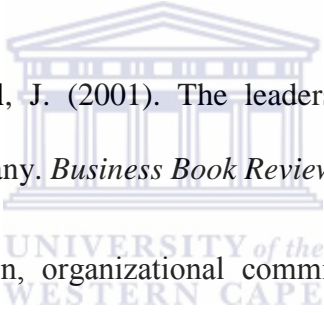
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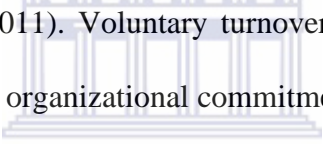
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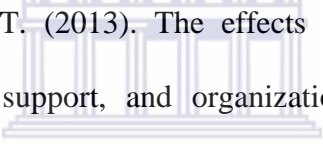
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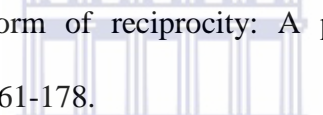
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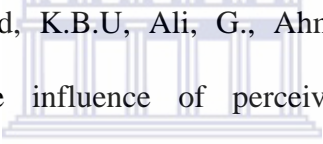
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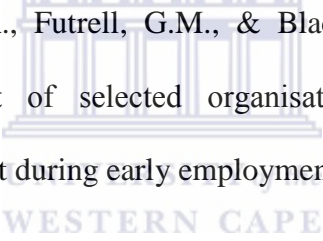
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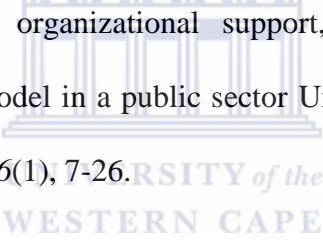
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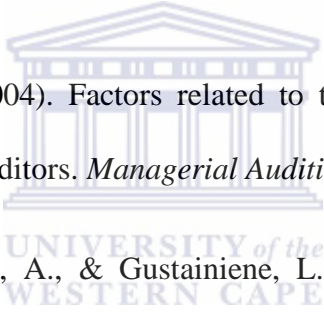
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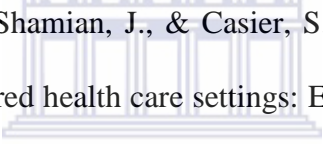
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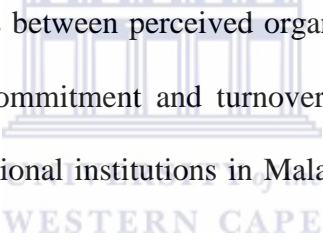
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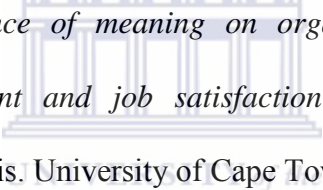
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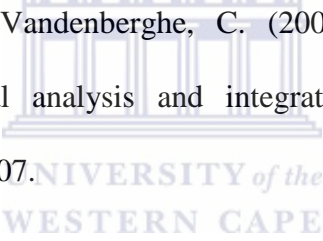
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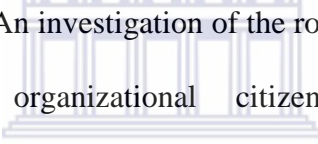
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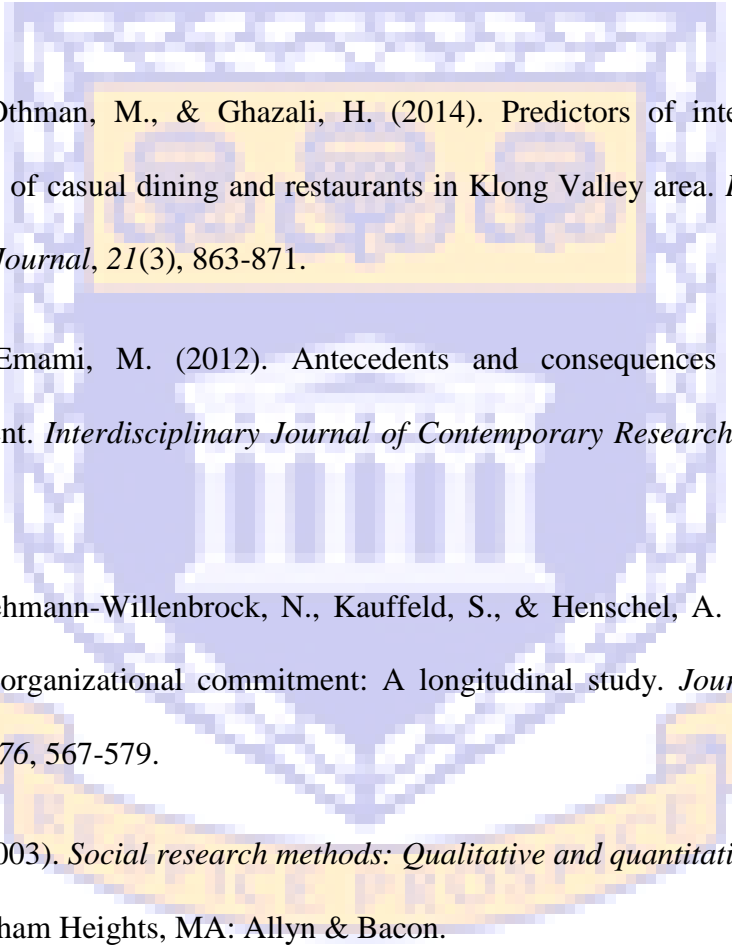
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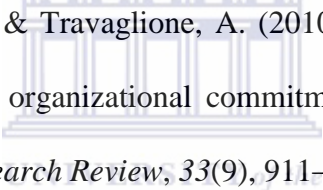
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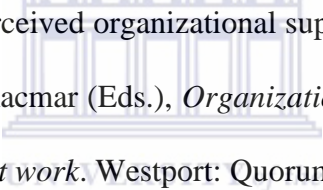
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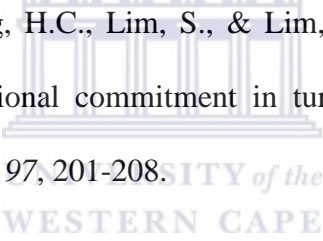
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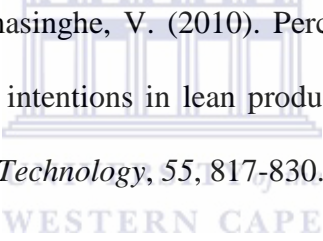
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FACULTY OF ECONOMIC AND MANAGEMENT SCIENCES

Department of Industrial Psychology

Private Bag X17, Belville, 7535
South Africa
Tel: +27 (0) 21 959 2779 / 3184
Fax: +27 (21) 959-2578
E Mail: rjano@uwc.ac.za

APPENDIX A: INFORMATION LETTER

DEAR PARTICIPANTS

Title of Research Project: Perceived organisational support, organisational commitment and turnover intentions among employees in a selected company in the aviation industry.

This is a research project being conducted by Maahierah Satardien (as part of my master's degree) under the supervision of Rukhsana Jano, a lecturer of the Industrial Psychology department at the University of the Western Cape. We are inviting you to participate in this research project as a result of your involvement in the aviation industry. The purpose of this research project is investigate whether perceived organisational support and organisational commitment has an impact on employees' turnover intentions.

You will be asked to complete an on-line consolidated survey comprising of four sections related to perceived organisational support, organisational commitment and turnover intentions as well as some demographic information. Participation is completely voluntary and you are under NO obligation to take part. Participation is completely anonymous and is not a requirement by your employer. Your employer will not receive any of this information unless consent is given. The information on this questionnaire will be used for research purposes only.

You may choose not to take part at all. If you decide to participate in this research, you may stop at any time. If you decide not to participate or if you stop participating at any time, there will be no consequences. Should you participate, please click on the link provided below.

https://qtrial2013.qualtrics.com/SE/?SID=SV_bjiLYcfwiLNewPr

If you have any questions about the research study itself, please contact: Maahierah Satardien, 2555646@myuwc.ac.za, or Ms Rukhsana Jano , 021-959 2779.

Thank you for your time and participation.

Maahierah Satardien



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APPENDIX B: CONSENT DECLARATION

I freely and voluntarily agree to participate. I understand that my identity will not be disclosed and information obtained from this study will only be used for research purposes. I am aware of the fact that I may withdraw from the study without giving a reason at any time and this will not negatively affect me in any way.

By clicking on the link provided I agree to partake in the research.

https://qtrial2013.qualtrics.com/SE/?SID=SV_bjiLYcfwiLNewPr

