

Employee Turnover Intention in Aviation Industry

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Abstract- This empirical study explores the mediation role of organizational embeddedness in the relationship between turnover and quality of work life. The current study investigates how employment variables, such as job satisfaction, organizational commitment, and employee turnover intentions, affect employee perceptions in light of the idea above. The study aims to provide insight into how employees respond to a sense of duty to their employer. The study also seeks to add to existing empirical data on the conflicting influences of intrinsic and extrinsic job-related elements on job satisfaction. The study also seeks to add to existing empirical data on the conflicting influences of intrinsic and extrinsic job-related elements on job satisfaction. Numerous studies have discovered a strong correlation between organizational commitment and job happiness, which has attracted much media attention. For management purposes, it is crucial to understand an employee's physiological and psychological demands to assess how they react to their environment and form attitudes toward their jobs and organizations. This study attempts to explain how the organization and its employees interact in this setting through the lens of reciprocity. This study aims to demonstrate how individuals have high levels of job satisfaction.

Index Terms— Employee commitment, intention to stay, Mediating effect.

I. INTRODUCTION

Recent research on organizational behaviour demonstrates a significant link between employee happiness and organizational effectiveness. To maintain organizational balance, the current human resource management theory strongly emphasizes achieving alignment between the individual employee and organizational goals [1].

Employees are a company's most precious asset that drives it ahead in difficult times; thus, any company needs to value their devotion. To better understand employee attitudes like job happiness, organizational commitment, and employee desire to leave an organization, the current study will help a lot. Organizational commitment has many different focuses, forms, definitions, and measures. For instance, researchers proposed compliance, identification, and internalization as three unique foundations that each stand for a different part of organizational commitment [2].

Employee compliance becomes self-centred due to conforming to norms and utilizing the influence of those in positions of authority, mostly for their own financial and professional gain. Identification occurs when a worker feels a strong connection to his or her organization to maintain a relationship of self-definition as the outcome of a desire for

affiliation with the company when an organization's values align with its employees.

Employee emotional attachment to, identification with, and involvement in the organization and its aims are examples of affective commitment [1]. Consistency between personal and organizational ideals is a cause and an effect of it. People with high affective commitment stick with an organization because they want to [2]. Researchers have long held that three factors influence affective commitment, individual and organizational value correspondence, defined as a worker's acceptance of the organization's goals and values, an obsession with supporting those goals, and a definite desire to stay an organization member voluntarily. Because what can be accomplished through desire cannot be achieved through constant or conventional methods.

Organizations must ensure they have the necessary levels of emotional intelligence and empathy to start creating their employee's affective connections to the organization [3]. Research that identified the antecedents of affective commitment as characteristics that support creating environments for genuinely gratifying workers has validated this. Additional job characteristics on this list include task significance, autonomy, identity, skill diversity, feedback on employee job performance, and the extent of employee



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involvement in goal-setting and decision-making. This list also covers the notion that an organization considers employees' interests when making decisions that impact working conditions, often known as perceived organizational dependency or support. In other words, having a rewarding job is a significant factor in effective well-being.

II. LITERATURE REVIEW DEVELOPMENT

A group of factors called organizational embeddedness has an impact on staff retention [4]. It resembles a social network that links businesses and individuals. Members find it harder to leave the group when there is a stronger sense of group loyalty among them [5]. According to studies, sacrifice, relationships, and fitness are the three main factors that retain people in their current occupations. Fit is the degree to which a person's abilities complement the organization and the environment. Links measure the number of relationships a person has in their place of employment. [6] Sacrifice is the term used to describe the perceived value of any material or psychological advantages someone would have to forgo if they choose to leave their current situation. [7].

Community dimension when it comes to predicting employee behaviour or retention. The relationship between organizational embeddedness and turnover behaviours, including actual withdrawal and intention, has been the subject of numerous empirical investigations. [8] In addition to the effects of perceived job alternatives, work satisfaction, organizational commitment, and job search, researchers found that organizational embeddedness was associated with a decline in voluntary turnover.

Their research included a sample of retail Employees and airline personnel. **H1.** Organizational embeddedness has an inverse relationship with

- (1a) turnover intention and
- (1b) actual turnover.

III. FACTORS AFFECTING TURNOVER INTENTION

Baron and Kenny (1986) developed the three-step regression method to evaluate the mediating role of organizational embeddedness [9]. The first evidence shows that the independent variable significantly predicts the outcome variable. There is a close association between the predictor and the mediator, as well as between the mediator and the outcome variable. The mediator is introduced in the third stage, in contrast to the predictor, which does not consider any additional variance in the output variable [10]. The indirect effect must be larger than the direct effect to show full mediation. The prerequisite for mediation is not satisfied because pay, perks, and supervisory behaviour have no bearing on organizational embeddedness [11] Non-mediation is present in certain unique partnerships [12, 13]. The investigation about the mediation testing is given in Tab. I.

TABLE I: Mediation Testing

Paths of mediation	Indirect effect	Direct Effect	Z-value	Type of mediation
Career opportunities-organizational embeddedness-turnover intention	-0.24	-0.08	-3.95	Full
Work life balance- organizational embeddedness-turnover intention	-0.16	-0.004	-3.47	Full
Career opportunities- organizational embeddedness-turnover intention	-0.16	-0.003	-3.41	Full
Job Characteristics- organizational embeddedness-turnover intention	-0.42	-0.02	-4.93	Full

IV. RESEARCH METHODOLOGY

The questionnaires were delivered via the Human Resource managers of each person to the intended respondents using a convenience sample technique. A block diagram of the research methodology is shown in Fig. 1.

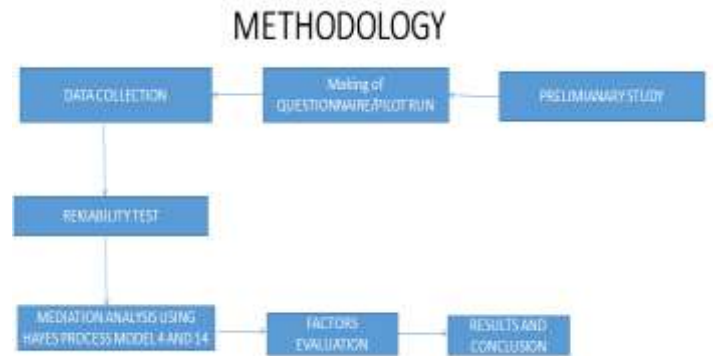


FIGURE 1: Methodology

The study goals and methods were laid out in a cover letter attached to the questionnaire. The survey completion was required as part of research on how employees felt and perceived organizational change. They can choose not to answer the survey questions if they want not to. Of the 520 surveys sent out, 482 were returned, yielding a response rate of 85.4 percent. There was a high level of success since the airline staff reacted immediately as seen in Tab. II.

TABLE II: Demographic Profiles

Variables	%
Gender	
Male	18.2
Female	20.5
Age (years)	
Less than 25	14.5
25-94	39.6
35-44	23.9
45 and over	22
Tenure	
Less than 2	40.8
2-5	19.4

Strongly disagree with (1) Strong agreement was the highest result for each of the six-point Likert scales utilized in this study's measurement techniques (5). The poll was originally written in English before being translated once again into the local respondent's mother tongue.

V. CONCLUSIONS

According to the findings, managers of organizations should pay more attention to factors like the staff in the aviation sector, the increased workload brought on by society ageing, working conditions, and flexibility that fosters success in both personal and professional life. Organizations should consider improving psychological resources (such as job fit, interdependent work design, organizational network, etc.) that best use employees' talents and identities and increase group incentives to stick with their existing jobs. These actions should lessen the likelihood that a worker will consider leaving for greater opportunities. Cornell University Library has downloaded it. So there were 16 additional opportunities. Businesses may find it beneficial to monitor and evaluate employee attitudes regarding their employment.

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The authors declare they have no conflicts of interest to report regarding the present study.

CONFLICT OF INTEREST

The Authors declare that they have no conflicts of interest to report regarding the present study.

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