



A model for retaining employees in an organisation within the aviation industry

By

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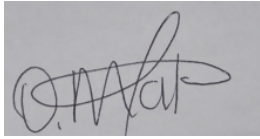
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DECLARATION

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ABSTRACT

Staff turnover affects even the best of organisations. It results in positions with high employee turnover rates being left open for months on end in other cases with other employees being appointed to act in those positions. Even after appointments are made there is a time period before appointees are proficient in the company operations and procedures. Staff turnover not only affects management but the organisation as a whole. It can sometimes lead to a decrease in organisational efficiency and a drop in the performance of the remaining staff. Employee retention is amongst the issues facing organisational managers as a result of a shortage of skilled workers, economic growth and high employee turnover. Organisations can no longer afford to leave the responsibility of retaining skilled and high performing employees to the Human Resources department. Management needs to take accountability for reducing loss of talent.

The aim of this study is to improve employee retention by investigating factors that affect intention to resign in an aviation organisation. The study specifically examined how independent variables such as trust in management, organisational values, growth and advancement opportunities, effective communication, and work-life balance will influence the intent to resign of employees in an aviation organisation.

An empirical study, consisting of a mail survey was conducted amongst 151 employees of an organisation in the aviation industry based across all nine provinces. The purpose was to investigate the determinants of intent to resign among employees in the aviation industry.

The key findings indicate that growth and advancement opportunities and work-life balance are key variables for reducing intent to resign and thereby improving retention in aviation organisations. Trust in management, organisational values and effective communication were found to not have a significant relationship with employees' intent to resign. Recommendations were made to management to ensure that they pay specific

attention to growth and advancement opportunities as well as work-life balance in order to improve the retention of their employees.

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CHAPTER 1

SCOPE OF THE STUDY

1.1 INTRODUCTION

Staff turnover affects even the best of organisations. It results in positions with high employee turnover rates being left open for months on end in other cases with other employees being appointed to act in those positions. This can inadvertently affect morale and increase pressure on the remaining employees of an organisation. The consequence of this can be talented employees being burnt out and leaving the company for a job with less demands (Khelekethe, 2016). This is due to the fact that the business functions linked to the high turnover rates suffer from setbacks introduced by the scarcity of knowledgeable and skilled workers. Even after appointments are made there is a time period before appointees are proficient in the company operations and procedures. In certain instances even after all of this has transpired new employees do not stay in organisations, leaving them with the hurdle of starting the recruitment process all over again. This introduces a cycle of heavy costs associated with recruitment and training of new employees.

This study focuses on an aviation company where there seems to be a lot of unhappiness among employees. There is dissatisfaction with how the organisation operates and how things are conducted internally. As a result, employees are staying in the organisation for shorter periods, with some just using it as a stepping stone to get better opportunities. The highest turnover rates reported are among new employees, longer serving employees do not turnover as much as the new ones. This can be due to the fact that new employees have higher expectations and a lower sense of loyalty towards the organisation.

In order to resolve this problem, specific issues that contribute to employees leaving the organisation need to be pinpointed. These need to be the key areas that the organisation

focuses on in its fight against employee turnover. Some of the factors proposed in this study include communication, organisational values, growth and advancement opportunities, trust in management and work-life balance. The inclusion of these into the organisation's retention strategies could help reduce employee turnover rates.

The intended contribution of the study is a model that will be developed through the identification of factors that cause staff turnover in an organisation within the aviation industry. This model can be useful to management in developing interventions to curb high employee turnover rates in the organisation.

1.2 PROBLEM STATEMENT

According to Ng'ethe, Iravo and Namusonge (2012) the concept of retention gained popularity in the 1970's and early 1980's. Before this, people mostly stayed in organisations for long periods of time, often the duration of their working life. Then there was a dramatic rise in job flexibility and voluntary job changes and this left management with the burden of developing strategies to combat staff turnover. Staff turnover not only affects management but the organisation as a whole. This can sometimes lead to a decrease in organisational efficiency and a drop in the performance of the remaining staff as they have to fill the empty positions until official appointments are done. This can result in a change in the atmosphere within the organisation and present stress on the remaining employees.

Michael (2008) states that employee retention is amongst the issues facing organisational managers as a result of shortage of skilled workers, economic growth and high employee turnover. Solving the problem would mean that the organisation would be able to attract and retain highly skilled, motivated and productive employees. Organisations incur huge amounts of money in the form of replacement costs when an employee decides to leave an organisation (Khelekethe, 2016). These costs include money lost in the recruitment process, skills attained during the stay in the organisation and also replacement costs. Although not easily recognisable loss and replacement of knowledge can result in

significant monetary loss hence the recent adaptation of Knowledge Management amongst organisations.

Khelekethe (2016) states that paying employees high salaries on its own is not enough to retain them, the working conditions have to be surveyed as well. Factors such as treatment in the workplace and nature of relationships amongst employees and management seem to have an impact in the intent to stay or leave an organisation. These relationships especially with management are based on trust, once the trust is no longer there it is easier for employees to lose commitment to the organisation. Communication also seems to have an impact on why employees decide to leave the organisation. When information is not disseminated in a manner that is beneficial to everyone involved it introduces a perception that employees are not important and that the organisation does not value them. This plays a significant role as it can lead to an organisational culture that is different to what is stated by the values. Employees might not feel obliged to follow organisational policies and culture if that is not reciprocated back by management. The issue around development and advancement opportunities is also a contributing factor. Although this point is subjective, when employees for whatever reason feel as though they can no longer grow in the organisation the next step is to look for growth opportunities outside.

There have been many studies conducted in the field on Human Resource Management relating to employee retention and determinants of intent to stay in an organisation. Castellano (2013) highlights that in a study conducted by AchieveGlobal that surveyed 738 managers worldwide three of the most significant factors hindering employee retention were identified. These were insufficient benefits and compensation, lack of growth and development opportunities, and lack of recognition for achievements by management. The managers on the study also agreed that reversing the three causes and adding a fourth strategy which looks at a healthy work-life balance would help build an effective retention strategy. These factors feature in most of the studies done on staff turnover and retention (Castellano, 2013). The issue is that there are not enough studies done in the aviation industry and in South Africa when it comes to dealing with issues of

high staff turnover. Management therefore lacks the relevant information to develop retention strategies that will be effective for the industry and its employees. The gap that this study seeks to fill is unearthing the determinants that affect the intent to stay in an organisation within the aviation industry and devise a model to address these factors.

Organisations can no longer afford to leave the responsibility of retaining skilled and high performing employees to the Human Resources department (Khelekethe, 2016). Management needs to take accountability for reducing loss of talent. A solution model needs to be adopted and management needs to commit to prioritising its execution throughout the entire organisation. This will help the organisation reach out to employees that are currently unhappy and who are considering leaving and those that are still neutral towards the organisation. Developing and executing retention strategies around the results of this study will help employees see that management is in fact concerned about their stay in the organisation and start the process of reversing the negative perceptions of targeted employees. Targeting areas such as manager-subordinate relationships, working conditions and how satisfied employees are will birth the platform and environment for management and employees to discuss issues around these areas and possibly come up with solutions that will be beneficial to all parties involved.

1.3 LITERATURE REVIEW

In today's competitive business environment, it is of high importance that companies pay attention to retention, gain employee commitment, and manage employee turnover (Kgomo & Swarts, 2010). Covella, McCarthy, Kaifi and Cocoran (2017) further state that companies across a range of different industries acknowledge that human capital is crucial in attaining fruitful business objectives. It is therefore important for organisations and industries to gather and exercise strategies that are in line with their own operations and environment. In so doing they will be able recruit, train and retain skilled employees and acquire business success (Covella et al., 2017).

This study seeks to identify factors that affect employees' intent to resign in an organisation operating in the aviation industry. These factors will be guidelines for helping management to tackle staff turnover and assist in retaining employees. Covella et al. (2017) state that losing employees presents a huge burden on organisational resources. Employee turnover results in expenses related to not only replacement costs but also hidden costs and consequences, it is one of the costliest problems that companies face (Kgomo & Swarts, 2010). Taylor (2002) divides the reasons why employees leave organisations into four categories: pull factors, push factors, unavoidable factors and organisational influence. Pull type turnover is a result of employees being attracted by jobs elsewhere. Push type is a result of the perceptions held by the employee about the employer. Unavoidable turnover happens due to reasons beyond the employer's control, such as illness and retirement. Organisational influence is due to the employer terminating employment with the employee (Taylor, 2002). This study will be focusing more on the push type factors. Identifying and studying these will assist in finding problems inherent to the organisation that eventually lead to turnover.

Coetzee and Stoltz (2015) state that some of the organisational practices that may influence staff retention include compensation which can be in both monetary and non monetary rewards. Job characteristics, specifically skill variety and job autonomy also play a role. Training and development opportunities in the form of formal development activities provided by the organisation have an influence on retention. Supervisor support in the form of recognition and feedback to employees is also part of the list. Career opportunities such as internal and external career options available to employees also have a role to play. The work-life balance of employees in terms of them being able to meet both work and family commitments is also one of the factors that influence employees' intent to stay in an organisation. The last factor that they include is organisational commitment which speaks to an employee's emotional attachment to, their identification with, and involvement in the organisation (Coetzee & Stoltz, 2015). Yang et al. (2012) on the other hand divide the major factors for staff retention into five Human Resource Management categories: inappropriate recruiting processes, inappropriate work placement, dissatisfaction with salary, benefits and job opportunities, inappropriate

management of staff and job and stress burnout. Kgomo and Swarts (2010) identified organisational culture, supervisory relationships, compensation and work environment as the factors that influence employee retention. As seen above most of these factors are repeated and related to each other. And as such inspired the independent variables used in this study.

The variables chosen for the study are therefore not new and have been used in retention studies before. The use of these variables will reveal whether they are applicable to employees in the aviation industry. The selected variables are trust in management which according to (Cho & Park, 2011) has a positive influence on organisational commitment while decreasing turnover intention. The second variable to be evaluated is organisational values. Organisational culture which is the values, beliefs and standards of an organisation has a strong effect on the motivation of employees to continue working for their employers (Kgomo & Swarts, 2010). The third variable that has been identified is growth and advancement opportunities. Coetzee and Stoltz (2015) found that the need for career growth and opportunities for advancement are significant for stopping professionally qualified employees from leaving their organisation. The fourth variable that has been selected is work-life balance which should be one of the policies in place if organisations want to retain their employees (Coetzee & Stoltz, 2015). The last variable that has been identified is communication. Tillott et al. (2013) list open communication as one of the important elements that must be present to develop functional and effective organisations.

1.4 THE ENVISAGED CONTRIBUTION OF THE STUDY

The purpose of the study is a theoretical contribution in the form of a solution model that will aid management in the control and reduction of staff turnover. This will be done by first investigating the issues that determine employees' intent to resign organisations in the aviation industry. The results of the study can then be used to determine which of the variables are applicable to the aviation environment. These can be used to facilitate discussions between management and employees around organisational issues and

therefore increase levels of engagement which is critical for employees. The relationship between management and employees can be improved and more importantly the relationship or perception that employees have towards the company will also be improved. These discussions and model can then be used to formulate Human Resource Management strategies around retention. When these strategies are implemented correctly they should then reduce counts of staff turnover in the organisation. Employees will be able to see that the company is taking the initiative and that management is concerned about them and their stay in the organisation.

1.5 RESEARCH QUESTIONS

The following are the research questions that this study will seek to answer.

Main research question: What are the factors that affect intent to resign in an aviation organisation?

In an attempt to answer the main research question, the following secondary research questions will be investigated:

Research question 1: Can intent to resign in an aviation organisation be improved?

Research question 2: How can organisations use the results of the study to reduce staff turnover?

Research question 3: Which independent variable has the most influence on employees' intent to resign in an aviation organisation?

1.6 RESEARCH OBJECTIVES

The primary research objective of this study is to reduce the intent to resign of employees by determining factors that affect intention to resign in an aviation organisation. More specifically, the study investigates the relationship between trust in management, organisational values, growth and advancement opportunities, effective communication, and work-life imbalance, on the one hand, and intent to resign, on the other hand.

In order to achieve the primary objective, the following secondary objectives will be pursued:

1. Conducting a literature review on all the variables of the study
2. Designing a questionnaire from literature to collect the primary data
3. Performing sampling design (Non-probability sampling, population, sample frame)
4. Capturing data from respondents on Microsoft Excel
5. Analysing the data using the STATISTICA computer software program
6. Interpreting the results and drawing conclusions
7. Providing recommendations for management

1.7 THE HYPOTHESES

The following hypotheses will be investigated in this study:

H1: Trust in management has a negative influence on intent to resign (as a surrogate measure of employee retention) within an aviation organisation

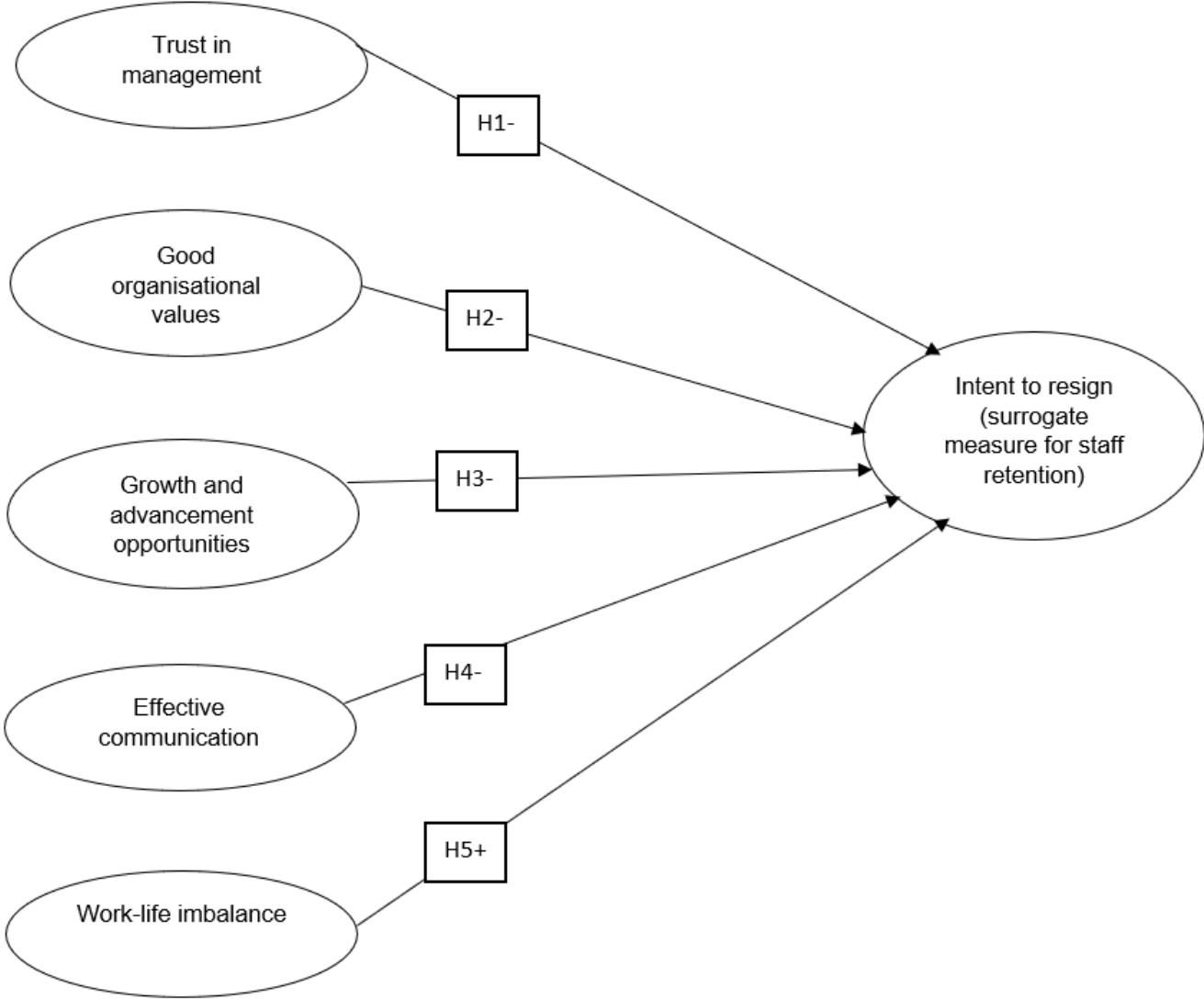
H2: Organisational values have a negative influence on intent to resign (as a surrogate measure of employee retention) within an aviation organisation

H3: Growth and advancement opportunities have a negative influence on intent to resign (as a surrogate measure of employee retention) within an aviation organisation

H4: Effective communication has a negative influence on intent to resign (as a surrogate measure of employee retention) within an aviation organisation

H5: Work-life imbalance has a positive influence on intent to resign (as a surrogate measure of employee retention) within an aviation organisation

FIGURE 1.1: THE HYPOTHESISED MODEL TO IMPROVE STAFF RETENTION IN AN AVIATION ORGANISATION



1.8 METHODOLOGY OF THE STUDY

The sub-sections below seek to clarify the methodology that will be adopted for the study.

1.8.1 The research paradigm

There are two main research traditions, namely interpretivism and positivism which lie at the opposite ends of the research spectrum. This study will make use of the positivism approach which is based on the idea that science is the only way to learn about the truth. Positivism depends on quantifiable observations that lead to statistical analyses. In positivism studies the role of the researcher is limited to data collection and interpretation in an objective way. Positivism is guided by an attempt to validate assumptions and add to the available and acceptable knowledge as a part of the developed strategy. (Collis & Hussey, 2014)

The study will then follow the Quantitative research methodological paradigm which is objective in nature as the researcher is independent from what is being investigated and researched. Quantitative research uses large samples and makes use of hypothesis testing. Statistical analysis of the results produces comprehensive answers to research questions raised and enables examination of whether the objectives of the study have been met or not. It is unbiased, and the results can be generalized to a broader population. The basic assumption of quantitative research is that reliability and validity can be objectively measured. (Collis & Hussey, 2014)

1.8.2 The research approach

In the study, a mail survey methodology will be used to collect primary data where the results will be statistically analysed and then generalised to the entire population. The questionnaire will be in the form of an analytical survey which will test the relationship between the dependent and independent variables of the developed theoretical framework (Collis & Hussey, 2014). Mail surveys in the form of questionnaires will be emailed to targeted employees. The questionnaire will consist of simple close-ended questions. The statements about the variables will be anchored to a five-point Likert-scale ranging from (1) strongly disagree to (5) strongly agree which requires respondents to indicate their level of agreement with the statements that are provided in the

questionnaire. The questionnaire will consist of a section of items to measure the demographics of the respondents. Characteristics such as age, gender, occupation and job tenure will be measured so that the differences in responses between groups can be identified.

1.8.3 The sampling design

A population is a group or body of people who can be used as collection items that are taken into consideration for statistical purposes. According to Cooper and Schindler (2014), sampling design is a subset of the population that is selected in order to draw conclusions for the entire population. There are two types of sampling methods; probability sampling and non-probability (non-random) sampling. The study will make use of non-probability sampling, which can be divided into convenience sampling, judgment sampling, quota sampling and snowball sampling. Convenience sampling will be utilised as the researcher will choose whoever is available to fill in the questionnaire due to the time constraints of the study (Collis & Hussey, 2014).

The population for the study will be employees of an organisation in the aviation industry based across all provinces of South Africa. The organisation has a population of 1300 employees in total, but the targeted employees are low-level managers and general employees. The sampling frame for the study will be 200 employees that fall within the targeted employees.

1.8.4 The data collection process

The questionnaire will consist of close-ended statements which will seek to gain the respondents views on the statements measuring the different themes. This will be emailed to the sample with a stipulated due date in order to allow for sufficient time for analysis of the results. The email will also include reasons why the employees are requested to complete the questionnaire. The questionnaire will have instructions on how to correctly complete the questionnaire and where to direct queries.

The covering letter of the questionnaire will explain what the study is about and what the benefits will be for the organisation. It will explain that participation in the study will not result in any inconvenience, discomfort or raise any risks. It will emphasize the privacy, confidentiality and anonymity of the participants. This will be accomplished by use of an online survey system where responses will be received automatically with no link to the respondent. Participants will also be made aware of their right to withdraw from the study at any given time without any consequence and without the need to provide reasons for the withdrawal. Contact details of the supervisor of the study will also be provided for participants to direct any further queries related to the study. The respondents will also be advised that the results of the study will only be used for academic purposes and that no publication will occur without consent from the participants (Cooper & Schindler, 2014). Consent from the participants will be received on the covering letter to ensure that they understand the nature of the study and that their participation is voluntary and that there will be no negative consequence from their participation or withdrawal from the study.

1.8.5 Data analysis

In the study with the assistance of a statistician, data will be analysed using the STATISTICA computer software program. Components that will be tested in the data analysis include validity, reliability, descriptive and inferential statistics. According to Collis and Hussey (2014), validity measures whether the data collected represents the true picture of the variable under investigation. The study will use content validity to measure the representativeness of the sample against the content measured. A pilot study will also be carried out on a few respondents to determine the effectiveness of the study and to help ensure that quality data will be collected. The reliability of the responses will be measured using the Cronbach alpha test. According to Zikmund et al. (2013), the Cronbach alpha is one example of a reliability test used when multiple item measures of a construct or concept are employed. Descriptive statistics will be conducted on the demographics section of the questionnaire and on the different variables to provide basic information about the sample and to highlight any potential relationships. Inferential statistics will be conducted to measure the degree of association between the dependent

and independent variables, this section will include multiple regression and correlation analysis. (Zikmund et al., 2013)

1.8.6 Reporting and synthesis

Reporting in the study will be in the form of interpretations to explain how the statistical findings relate to the purpose of the study. Recommendations and conclusions supported by the results of the study will also form part of the reporting.

1.9 TERMINOLOGY

The following concepts require clarification in this study:

1.9.1 Employee retention

Employee retention is defined as the effort by an employer to keep desirable workers in order to meet business needs. It is the opposite of turnover (including resignation and retirement), which is the unplanned loss of workers who voluntarily leave and whom employers would like to keep (Frank et al., 2004). In the present study, intent to resign is used to measure employee retention.

1.9.2 Trust in management

Mayer et al. (as cited in Mayer & Gavin, 2005) define trust as the willingness to be vulnerable to another party when that party cannot be controlled or monitored. Thomas et al. (2009) further state that it is part of a relationship between two people and involves the voluntary acceptance by the trustor of risk based on the actions of the other party.

1.9.3 Communication

Berger (2008) defines organisational or employee communications as communications and interactions among employees or members of an organisation. Deetz (as cited in

Berger, 2008) proposed two ways of defining organisational communications: a definition which focuses on internal communications as a phenomenon that exists in organisations and another which sees it as a way to describe and explain organisations.

1.9.4 Growth and advancement opportunities

Samra et al. (2012) define growth opportunities as opportunities for employees to develop their interpersonal, emotional and job skills to help in their current jobs and also prepare for possible future positions. Advancement opportunities refer to opportunities for the upward progression of an employee's career.

1.9.5 Organisational values

Berg and Wilderom (2004) define values as a shared set of ideas on how a particular organisation should operate.

1.9.6 Work-life balance

Dundas (as cited in Noor, 2012) defines work-life balance as effectively managing the juggling act between paid work and all other activities that are important to people such as family, community activities, personal development, voluntary work and leisure and recreation. Work-life imbalance refers to a failure to achieve work-life balance.

1.10 OUTLINE OF THE STUDY

The study will follow the structure outlined below.

Chapter 1 – Scope of the study

This chapter provides an overview of the study. It explains the problem statement, background and rationale of the study. The chapter also defines the research objectives, methodology, important terminology and chapter layout of the study.

Chapter 2 – Literature review

This chapter will provide a review of the related literature focusing specifically on the dependent variable; staff retention, and the independent variables; trust in management, organisational values, growth and advancement opportunities, effective communication and work-life balance.

Chapter 3 – Research methodology

This chapter explains the research paradigm and approach of the study. The sampling design, data collection and the measuring instrument for the study are also discussed.

Chapter 4 – Empirical results

This chapter focuses on the results obtained from the quantitative data. The results are analysed to determine the relationship between the respective independent variables and the dependent variable of the study.

Chapter 5 – Findings, conclusions and recommendations

This chapter discusses the results in terms of managerial implications, it provides the conclusions and limitations of the study. It also offers recommendations based on the results of study.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

For organisations to become successful and remain ahead they are dependent on their workforce. Amongst all the factors that could influence the effectiveness of organisations, the foremost driver is talent (Frank et al., 2004). Bussin (as cited in Sutherland & Jordaan, 2004) argues that the issue of increasing retention and decreasing turnover has become paramount in organisational life and that attracting and retaining key talent has become a critical organisational competency. Sutherland and Jordaan (2004) state that for organisations to successfully retain their employees they need to develop and communicate winning employee value propositions.

Some of the determinants of staff retention are compensation and benefits, training and development, career opportunities, work-life balance and management (Coetzee & Stoltz, 2015; Yang et al., 2012; Kgomo & Swarts, 2010). According to a survey conducted by the Society for Human Resource Management (as cited in Cloutier, Felusiak, Hill, & Pemberton-Jones, 2015), employees quit their jobs due to reasons that include lack of opportunities for professional development, inadequate compensation, poor work-life balance and unfair treatment. Organisations need to understand and develop strategies to address these concerns to become employers of choice. This entails recognising that workforce diversity, quality talent and relational growth determine the stability of the workplace (Cloutier et al., 2015). Al-Emadi, Schwabenland and Wei (2015) argue that research demonstrates that turnover can be reduced by factors such as pay satisfaction and promotion opportunities, and employment of high involvement human resource practices such as internal-based promotion, effective employee orientation, employee participatory programs, performance-oriented promotions, cross-training and training focused of future skill requirement.

In this chapter a literature study will be conducted of the dependent variable: intent to resign (as a surrogate measure of staff retention) and the five independent variables: trust in management, organisational values, growth and advancement opportunities, effective communication and work-life balance that have been selected for this study. The importance and measurements of the different variables will also be discussed. Finally, the theory substantiating the hypotheses formulated in the study will be discussed.

2.2 DEFINITION OF EMPLOYEE RETENTION

According to Kossivi, Xu and Kalgora (2016), employee retention is concerned with keeping or encouraging employees to remain in an organisation. Cascio (as cited in Döckel, Basson & Coetzee, 2006) defines retention as initiatives taken by management to keep employees from leaving the organisation, this may include rewarding employees for performing their jobs effectively, providing a safe and healthy working environment, and ensuring pleasant working relations between employees and managers. It is a voluntary move by an organisation to create an atmosphere that engages employees for the long haul. Retention attempts to minimise voluntary turnover to avoid its adverse effects on productivity and service delivery (Ng'ethe et al., 2012).

2.2.1 Different categories of turnover

Allen et al. (as cited in Al-Emadi et al., 2015) discuss three different categories of turnover: voluntary versus involuntary, dysfunctional versus functional and avoidable versus unavoidable. Voluntary turnover is initiated by the employee, while involuntary turnover is activated by the organisation due to poor performance or organisational restructuring. Dysfunctional turnover is destructive to the organisation as it involves the departure of high performing employees with difficult to replace skill sets, functional turnover on the other hand although disruptive, may not be destructive to the organisation as it affects easy to replace employees and may be advantageous as it forces poor performers to leave the organisation. Avoidable turnover occurs for reasons that the organisation may be able to influence, such as higher pay elsewhere, job satisfaction or poor supervision,

unavoidable turnover occurs for reasons that the organisation may have little control over such as health.

2.3 CONCEPTUALISATION OF EMPLOYEE RETENTION

Ng'ethe et al. (2012) state that the concept of retention emerged with regularity in the 1970's and early 1980's. Prior to that employees were not that mobile during their work life. As job mobility and voluntary job changes begun to increase dramatically employers found themselves with the problem of employee turnover and as such a matching management tool known as employee retention begun to be developed (McKeown, 2002). Abassi et al. (as cited in Ongori, 2007) defines employee turnover as the rotation of workers around the labour market; between jobs, occupations and firms; and between the states of employment and unemployment. Employee turnover is a problem for all types of organisations in all kinds of industries. This is not only because of the high costs associated with it but also because of the condition it leaves organisations in, its productivity and the remaining employees.

There are many theories available to explain employee retention. But this section will only discuss three of these due to space limitation, namely, Social Exchange Theory, Human Capital Theory and Maslow's Need Hierarchy Theory.

2.3.1 Social Exchange Theory

The social exchange theory has become a popular theoretical basis in organisational studies used for assessing social behaviour and interactions. It is based on two main writings by Homans and Blau (Al-Emadi et al., 2015). According to Konovsky and Pugh (1994), Blau was among the first to differentiate social exchange from economic exchange. Blau (as cited in Konovsky and Pugh, 1994) refers to social exchange as relationships that entail unspecified future obligations. He continues to say that like economic exchange, social exchange generates an expectation of some future return for contributions but unlike with economic exchange, the exact nature of that return is

unspecified. Al-Emadi et al. (2015) put it this way; in a relationship the one person's behaviour reinforces the other's behaviour and vice versa, thereby maintaining the relationship. They continue to state that the theory is based on the norm of exchange, namely, "we help those who help us". According to Setton, Bennett and Liden (1996), the concepts of social exchange by Blau (1964) and the norm of reciprocity by Gouldner (1960) have long been used by organisational researchers to describe the motivation of positive employee attitudes. One of the basic principles of social exchange theory is that relationships evolve over time into trusting, loyal and mutual commitments. For this to happen, parties must abide by certain rules of exchange (Cropanzano & Mitchell, 2005). According to Allen and Shanock (as cited in Al-Emadi et al., 2015), in a social exchange relationship between the organisation (employer) and the employee, the actions of the employer in availing the needed retention practices to reinforce the employee's decision to stay or leave and the employee's competence and performance indicators may reinforce the employer's decision to increase or decrease the incentives that are critical in retaining the employee. They therefore state that many retention strategies such as training, management involvement etc. can be considered as social exchange concepts, between the employer and the employees.

Settoon et al. (1996) concluded that generally research findings suggest that positive, beneficial actions directed at employees by an organisation and its representatives contribute to the establishment of high-quality exchange relationships which create obligations for employees to reciprocate in positive beneficial ways. However, Cropanzano and Mitchell (2005) proposed that there might be problems of ambiguity and general misunderstandings of the theory. They continue to state that despite the usefulness of the theory's framework, the core ideas that comprise the theory are yet to be adequately articulated and integrated. As a result, tests of the model as well as its applications tend to be using an incomplete set of ideas; leaving out critical theoretical variables and using formulations that are ambiguous leading to multiple interpretations (Cropanzano & Mitchell, 2005).

2.3.2 Human Capital Theory

Huang, Lin, & Chuang (2006) state that this theory considers voluntary turnover as an investment in which costs are incurred in an earlier period to obtain returns over a long period of time. Therefore, the decision to leave or stay involves assessing the costs and benefits, if the current value of the returns associated with turnover surpasses both monetary and psychological costs of leaving, employees will be motivated to change jobs. But, if the discounted stream of benefits does not surpass the monetary and psychological costs employees will be hesitant to move (Al-Emadi et al., 2015). The theory further determines that if costs are shared by both employer and employee, investment in specific human capital reinforces mutual interest of the two parties in maintaining a long-term relationship (Strober, 1990). Advantages associated with staying in an organisation are reduced if a worker is unhappy in the current job, if the immediate cost of leaving is low or if the new job offers a comparable package (Al-Emadi et al., 2015).

2.3.3 Maslow's Need Hierarchy Theory

Ramlall (2004) stated that Maslow believed that human beings aspire to become self-actualising and he viewed the human potential as a vastly underestimated and unexplained territory. He further listed five sets of goals that can be referred to as basic needs, these are physiological, safety, social, esteem and self-actualisation. Maslow (as cited in Ramlall, 2004) argued that people, including employees, are a perpetually wanting group and they are motivated by the desire to achieve or maintain the various conditions upon which these basic satisfactions rest. He states that the satisfaction of these wants is not altogether mutually exclusive but only tends to be. An average member of society is most often satisfied and partially unsatisfied in all their wants. Some of the implications of the theory as identified by Kreitner (as cited in Ramlall, 2004) were that managers need to find ways of motivating employees by developing programs or practices aimed at satisfying employees' unmet needs. Organisations need to implement support programs to help employees deal with stress and take time to understand the needs of their respective employees. Ramlall (2004) concludes that managers have the

responsibility to create the proper climate where employees can develop to their fullest potential. The failure to create such a climate could theoretically increase employee frustration, result in poorer performance, lower job satisfaction and increased withdrawal from the organisation.

2.4 IMPORTANCE OF EMPLOYEE RETENTION

Covella, McCarthy, Kaifi and Cocoran (2017) state that organisations across a wide range of industries understand that a skilled workforce is crucial to achieving successful business objectives. Organisations that can recruit, train and keep these highly skilled employees prosper, while those that focus only on resources merely labour to stay on top. Employee retention is an important issue that leaders should pay attention to for organisations to achieve their stated goals and objectives. The recruiting, selection and training practices developed by leaders should concentrate on recognising those individuals that will prosper in the organisation's culture to increase organisational productivity (Ballaro & Inabinett, 2014). When employees leave an organisation a knowledge gap is created. Successful employee retention helps to preserve this knowledge within organisations (Chen, 2014).

Covella et al. (2017) state that the cost to the organisation of losing valuable employees and the consequent search for suitable replacements introduces an enormous challenge to firm resources. One way to combat the negative business outcomes associated with this process is to explore organisational behaviours that may affect employee turnover. According to Hillmer, Hillmer and McRoberts (as cited in Covella et al., 2017), there are seven tangible and six intangible costs associated with employee turnover. The tangible costs are screening, interviewing, testing, wages, training, orientation and technology. The intangible costs associated with turnover on the other hand are productivity loss, new employee learning curve, increased supervision, immediate costs during hiring, increased stress on remaining employees resulting in reduced productivity and lastly the employee's reduced productivity immediately prior to his or her voluntary termination. Al-Emadi et al. (2015) note that turnover is costly because employers find replacement costs and hidden

organisational costs high while employees find the monetary and psychological costs extremely challenging. They continue to state that the corresponding organisational costs introduced by employees quitting and the subsequent hiring or replacement of employees can be quite significant in terms of personal, work-unit and organisational readjustments. Cloutier et al. (2015) add that on top of the costs related to recruitment, employee turnover leads to missed opportunities for meeting production targets and makes it difficult to maintain positive employee culture and morale. Allen et al. (as cited in Al-Emadi et al., 2015) acknowledged that the work disruptions, and losses of organisational memory and experienced mentors associated with turnover are significant issues that accentuate the significance of employee retention.

2.5 MEASUREMENT OF EMPLOYEE RETENTION

Generally, to effectively measure intention to resign, two major categories of predictor variables need to be included in measurement models. These are job attitudes and job alternatives. Among job attitudes, organisational commitment is a very significant element because of its assumed sensitivity to the characteristics of the work environment. This means that the ties between the employer and employee, that organisational commitment is an indicator of, develop through exchange processes with the organisation. These ties can be strengthened or weakened depending on the perceived benefits or losses accrued during the exchanges. The job alternatives category seeks to predict an individual's intent to stay in an organisation based on the amount of job substitutes they have available to them. The more job alternatives are accessible to an individual the more they are likely to consider leaving their current employer due to competitive compensation and benefits packages. (Bentein, Vandenberg, Vandenberghe & Stinglhamer, 2005)

The intent to stay measurement instrument for this study consists of four (4) items derived from Döckel (2003) and (Lockwood, 2007). Some of the questions were taken from these sources and adapted for this study. The themes captured by this instrument include employees' attitude, engagement and commitment towards their jobs. The questions

touch on whether the respondents have considered resigning, their intentions of looking for alternative employment and how much it would take for them to leave their job.

2.6 TRUST IN MANAGEMENT

The following sections discuss the trust in management variable.

2.7 CONCEPTUALISATION OF TRUST IN MANAGEMENT

According to Boateng and Cox III (2016), trust has been subjected to several definitions and conceptualisations making it difficult for scholars to draw generally acceptable conclusions. As a solution to this, Bigley and Pearce (as cited in Boateng & Cox III, 2016) advise that there needs to be a shift of focus from what trust is to which trust is being dealt with and when. This approach establishes the connection between the condition that defines trust and the functional benefits of trust. This means that trust is then conceptualised from the interpersonal perspective. Boateng and Cox III (2016) continue to state that a concise definition from this perspective is difficult but scholars largely agree that interpersonal trust entails risk-taking, assumed trustworthiness and confident expectation of positive reciprocity. Therefore, trust is a psychological state consisting of a party's nature to accept vulnerability based on the expectation that the intentions and behaviours of another will at least not be detrimental.

Cho and Poister (2013) argue that various definitions of trust are available by different foci and concerns. These include belief, expectation, willingness to be vulnerable and rational assessment. They continue to state that most definitions commonly emphasize a psychological state of trust. Early definitions of trust mostly focused on performance relative to expectations, however recent definitions have introduced an element of vulnerability more explicitly (Bevelander & Page, 2011). Mayer, David and Schoorman (as cited in Bevelander & Page, 2011) define trust as the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other party will perform a particular action important to the trustor irrespective of the ability to monitor

or control the party. According to Doney, Cannon and Mullen (as cited in Bevelander & Page, 2011), trust exists when there is a willingness to take action in circumstances where such action makes one vulnerable to the other party. Trust, particularly in management is defined as the extent to which employees believe that managers can make the right decisions, have strong sense of integrity, behave consistently with words, act according to correct principles and so forth Chen et al. (as cited in Zhang, Lirong Long, & Huang, 2015). Trust emerges in the presence of a mutual relationship where risk exists and where the outcome for one party depends on the actions of the other and when these actions are as expected, trust is reaffirmed (Bevelander & Page, 2011).

2.7.1 Classifications of trust

Trust is classified into two parts, the cognition-based trust and affect-based trust. Cognition-based trust refers to the beliefs of reliability, dependability and competency of individual employees used to evaluate their ability to carry out their responsibilities. Affect-based trust on the other hand reveals the emotional attachment of an individual which results in mutual care among the members of an organisation. (Muneer, Iqbal, Khan & Long, 2014; Gomez & Rosen, 2001; Ferrin & Dirks, 2002)

2.7.2 Antecedents of trust

Mayer et al. (as cited in Brower, Schoorman & Tan, 2000) state that there are three antecedents of trust, namely ability, benevolence and integrity. Ability is defined as the group of skills, competencies, and characteristics that enable a party to have influence within some specific domain. In organisations ability might be measured through performance or credentials. Tan and Tan (2000) state that ability is an essential element of trust and that trust improves when an individual is perceived to be competent. Benevolence is defined as the degree to which the trustee, aside from self-centred motives wants to benefit the trustor. The discernment that the trustee is benevolent comes from friendliness, citizenship behaviours, social interaction, finding commonalities and likings (Brower et al., 2000). Subordinates find it difficult to trust their supervisor until they

have first made a good assessment of the supervisor's motives. Benevolent supervisors are friendly and attempt to help subordinates in their work which consequently results in a benevolent perception and the formation of trust (Tan & Tan, 2000). Integrity is the extent to which the supervisor's actions reflect values acceptable to the subordinate (Brower et al., 2000; Tan & Tan, 2000). Integrity is associated with the consistency, credibility and a strong sense of justice regarding actions. Subordinates are more likely to develop relationships with supervisors who display values and attitudes which are similar to theirs (Tan & Tan, 2000).

2.7.3 Factors affecting trust

Cho and Poister (2013) identified several factors affecting employees trust in management. These are fairness, goal clarity and two demographic factors which are tenure and workplace. Fair practices within organisations determine individual quality of life within organisations and organisational performance. Engaging in fair practices is one of the prominent ways that managers can earn trust from their subordinates. The importance of goal clarity is increasing with the enhanced focus on strategic management. Providing clear goals is a requirement for successful strategic planning and organisational changes. The level of clarity of goals affects employee attitudes. In respect to tenure, the longer employees serve in an organisation, the more they are likely to be invested in it. Employees with positive experiences will stay in organisations and trust its authorities. With regards to workplace, employees working in the field may have higher level of trust in their immediate supervisors than those based at headquarters due to higher interaction with immediate managers than top management. (Cho & Poister, 2013)

Whitener, Brodt, Korsgaard and Werner (1998) state that managerial behaviour is an important influence on the generation of trust relationships between managers and employees. Managers initiate and build relationships by part-taking in trustworthy behaviour as a means of providing employees with social rewards. This managerial behaviour increases the likelihood of employees reciprocating and trusting them which provides the necessary foundation for employees' trust in management. Some of the

factors that influence employees' perceptions of managerial trustworthiness include behavioural consistency, behavioural integrity, sharing and delegation of control, communication and demonstration of concern (Whitener et al., 1998).

2.7.4 Leader-Member Exchange Theory

Leader-Member Exchange (LMX) theory has evolved significantly over the years as researchers refocused conceptually from group differences to a dyad level of research (Covella et al., 2017). Brower et al. (2000) state that the research on dyadic leadership which is most commonly characterised as LMX differs from other theories of leadership that address generalised leader behaviours and traits to all followers. They state that the dyadic outlook makes the research more related to the contemporary theories of interpersonal trust.

The LMX theory had its early roots in Vertical Dyad Linkage (VDL) theory. The basic premise of VDL theory was that leaders differentiate between employees in the way they manage them such that the leader develops a much closer relationship with some subordinates (in group) than with other subordinates (out-group) (Brower et al., 2000; Wayne & Green, 1993). LMX is distinguished as a means of negotiation that leaders provide to subordinates in exchange for a desired behaviour or work outcome. The theory asserts that subordinate relationships are unique and that each interaction between leader-member is seen as a distinct effect (Covella et al., 2017). Brower et al. (2000) state that the theory assumes that leaders differentiate between employees in the establishment of these relationships and describes a role-making process that leads to the development of relationships. Covella et al. (2017) argue that LMX is based on the assertions of role-making, social exchange, reciprocity and equity. Leaders place role expectations on employees and provide tangible or intangible benefits to those who carry out these expectations. Employees then agree to these expectations willingly and can accept, reject or negotiate them relative to their personal values and beliefs.

According to Wayne and Green (1993), some studies have inspected the effects of LMX on supervisor and employee attitudes and behaviours, they suggested that LMX is related

to subordinate career progress, decision influence, subordinate turnover and communication patterns. They further state that high-quality LMX is characterised by high levels of trust, interaction, support, and formal or informal rewards. Low-quality LMX on the other hand is characterised by low levels of trust, interaction, support and rewards. Brower et al. (2000) posit that high LMX relationships are distinguished by mutual trust, loyalty and behaviours that extend above what is stipulated in the employment contract. They state that low LMX relationships however operate within the boundaries of the employment contract such that employees perform their jobs but do not contribute above and beyond that. Wayne and Green (1993) state that because LMX describes the nature of relationship that forms between a supervisor and a subordinate, it influences not only the supervisor's behaviour toward the employee but also the subordinate's behaviour towards the supervisor. According to Covella et al. (2017), LMX has often been explored as a valid predictor of numerous employee outcomes but a direct effect to actual turnover was found to be low and non-significant. However, LMX was found to have a moderately high effect on the intention to turnover.

2.8 IMPORTANCE OF TRUST IN MANAGEMENT

According Cloutier et al. (2015), most employers and business leaders often fail to understand why their employees leave. But unfortunately, many business leaders contribute to high employee turnover due to poor relations between employees and managers. Frank et al. (2004) state that overall traditional Human Resource programs often miss the mark when it comes to retention and engagement. They argue that factors found to most influence commitment are fairness, care and concern for employees and trust, of which are elements most influenced by one's direct leader. So, while organisations focus on traditional HR programs such as compensation, commitment appears to be on a more personal level, subject to the positive influence of one's leader. Employee loyalty starts with trust in the organisation and in its leadership (Frank et al., 2004). Employees' trust in their organisation and leadership is affected by several things ranging from corporate scandals stemming from the highest levels in the organisation to

lack of belief in their direct manager. They further state that employee mistrust is among the leading cause of employee turnover in most industries.

Trust develops through personal experiences and is reciprocal, repetitive and interested (Bevelander & Page, 2011). Fukuyama (as cited in Bevelander & Page, 2011) states that when you trust you cooperate. He further argues that trust is built when people share common values and norms. Brower et al. (2000) argue that although reciprocity is possible it is not essential as trust need not be mutual. Therefore, it is possible for a leader to trust a subordinate whereas the subordinate does not share the same feelings of trust. Muneer et al. (2014) state that the development of employees' trust can be explained as organisational actions and reciprocation. They state that employees who trust their management team are more supportive members to organisational actions. Trust in leadership is essential for individual attitudes such as job satisfaction, organisational commitment as well as organisational citizenship behaviour and performance (Cho & Poister, 2013). Employees need to trust those charged with enacting fair outcomes, policies, and procedures to become fully engaged in organisations. Management generates this trust by credibly guiding the firm and displaying ability, goodwill and integrity (Haynie, Mossholder, & Harris, 2016). Dirk and Skarlicki (as cited in Cho & Poister, 2013) summarise the effects of trust in leadership in two stages: assisting in maximizing individual efforts and performance and then harnessing those efforts towards achieving a common goal or strategy. Frank et al. (2004) state that employees typically see the organisation as they see their supervisor. Therefore, they will stay if they have a good relationship and open communication with their immediate boss. Tzafrir, Harel, Baruch, and Dolan (2004) argue that trust is a critical variable effecting the performance, effectiveness and efficiency of an organisation.

2.8.1 Benefits of trust

Krammer (as cited in Cho & Poister, 2013) identified three major benefits of trust within organisational settings. It reduces transaction costs within organisations, increases spontaneous sociability among organisational members and facilitates appropriate forms

of respect to organisational leadership. High levels of trust reduce the necessity to control every detail of organisational behaviour. Secondly, people with a high level of trust are more cooperative and engaged in unselfish behaviours such as information sharing. Thirdly, given the high level of trust, managers might not need to justify every decision they make. To support these benefits Bevelander and Page (2011) state that from a business perspective, trust lowers transaction costs, fosters intra and inter-organisational relationships and helps with innovation and information sharing (Bevelander & Page, 2011). Cho and Poister (2013) continue to state that outcomes resulting from benefits of trust can be classified into two categories, namely attitudinal and behavioural outcomes. Examples of attitudinal outcomes include job satisfaction, organisational commitment and low turnover intention. Information sharing, organisational citizenship behaviour and increased performance represent behavioural outcomes. Tan and Tan (2000) posit that positive trust in one's supervisor results in positive outcomes for both the individual and the organisation. They further state that two specific behaviours have been shown to result from increased trust in supervisor, satisfaction with supervisor and innovative behaviour.

2.9 MEASUREMENT OF TRUST IN MANAGEMENT

The management trust measurement instrument was derived from (Tzafrir & Dolan, 2014). The instrument consists of nine (9) scale items which were adapted for this study. The items are rooted on the four dimensions of trust; ability, harmony, concern and reliability as identified by the researchers. Some of the questions measured whether management was consistent, took decisions that favoured employees and were fair in dealing with all employees.

2.10 ORGANISATIONAL VALUES

The following sections discuss organisational values.

2.11 CONCEPTUALISATION OF ORGANISATIONAL VALUES

Personal values can be defined as underlying and relatively stable dispositions which people use to guide their actions and decisions and to help them make judgements about what is right and wrong (Hyde & Williamson, 2000). Individual values can be seen as desirable, trans-situational goals which vary in importance and serve as guiding principles. Values influence a person's beliefs, attitudes and perceptions; they are used to influence the values, attitudes and actions of others and they act as standards for guiding and justifying action and decision-making behaviour (Lawrence & Lawrence 2009; Kleijnen, Dolmans, Muijtjens, Willems, & Hout, 2009).

Sullivan, Sullivan and Buffton (2002) argue that values drive all behaviour, they can be understood as the principles by which both individuals and organisations live. Lawrence and Lawrence (2009) define organisational values as the standards to which reference is made for judging acceptable behaviour of relevance to the company, both the norms of behaviour for individuals within the organisation and tolerable behaviour for the organisation as it interacts with its external environment. According to Hofstede (as cited in Presbitero, Roxas & Chadee, 2016), organisational values refer to broad organisational tendencies which support certain state of organisational affairs or sets of beliefs. Martins and Coetzee (2011) state that the core values of an organisation are the concepts or beliefs that are relevant to desirable end-states or behaviours, they transcend situations and guide selection and evaluations of behaviour. Collins and Porras (as cited in Sullivan et al., 2002) define the core values of an organisation as its essential and enduring tenets; a small set of general guiding principles which are not to be confused with specific cultural or operating practices and not to be compromised for financial gain or short-term convenience.

Rosete (2006) states that values have a long tradition of being linked with shaping, directing and guiding human behaviour in and out of organisations. He further states that there is growing evidence to suggest that values within organisations directly influence individuals to behave in ways that support the organisation's goals and objectives. He therefore alludes to the fact that a strong and relevant organisational cultural system

facilitates the efficient achievement of organisational strategic goals and objectives. Lawrence and Lawrence (2009) argue that values are a key element of an organisation's culture and its ethics. They state that they are inherent in a firm's mission and goals, its strategies and structure, allocation of resources, codes of practice, policies and procedures and its actions. Values guide the decisions and actions of values-led organisations (Sullivan et al., 2002).

2.11.1 Functions of values

Sullivan et al. (2002) argue that both individually and in organisational contexts, values serve two functions. They are the primary driver of motivation and they provide a standard against which actions are evaluated. In looking at motivation, values determine goals and actions and dictate what time and money are spent on. People lean towards the goals and actions they are attracted to while withdrawing from the ones that prevent them from realising their values. This power to drive behaviour comes from the fact that an individual's values have emotions attached to them. Therefore, in values-led organisations there is less need for detailed procedures and management control to ensure that employees' decisions are in line with what the organisation wants. Instead, subordinates are empowered to make decisions within the framework provided by the organisation's values. The values act as a moral compass for both routine decisions and those that are more difficult and complicated. Looking at the second function, individuals constantly assess what they and other people have done using their personal values as yardsticks. Values provide a reference point for deciding whether actions were good or bad, appropriate or inappropriate and whether they were right or wrong. Organisations also judge their corporate behaviour and that of employees within the organisation against their values. (Sullivan et al., 2002)

2.11.2 Espoused versus enacted values

Martins and Coetzee (2011) state that the challenge of managing multi-cultural work forces from different gender, race and generation backgrounds has led to renewed

interest in the understanding of how individuals' values align with those of organisations as reflected in their cultures. They further argue that the fit or misfit between individual and organisational values is essential to an effective and operational organisational culture. Sullivan et al. (2002) posit that there can be a difference between the values an individual or organisation espouses, which is the values that they like to think they live by, and the values that are in evidence. They continue to say that in values-led organisations employees tend to notice disparities between the espoused values and what management does. Therefore, it is critical that management be seen to be living the values and actively working towards correcting the shortfalls in their own behaviour.

Conflicts can arise when there is a mismatch of an individual's values with those of the organisation, and those expected by the organisation, and between the organisation's espoused values and those practiced in the organisation, especially by its management (Miller & Yu, 2003). Lawrence and Lawrence (2009) argue that a distinction must be made between the values the organisation espouses as important through its published mission statements, and the values that are in action, that is the values that are used to guide work activities and as such reflect organisational practices. In some cases these may be different, therefore it is important to examine the employee's perception of the organisation's values in action through the behaviours of the organisation and its constituents rather than just the espoused values. This is because the values in action and behaviours are more likely to predict actual behaviour and provide the cues that guide ethical behaviour in the organisation.

Martins and Coetzee (2011) claim that due to the importance attached to the organisation's culture, management is often concerned with how employees perceive the characteristics of an organisation's culture, of which their perceptions of the actual enactment of the espoused organisational values are core aspects. They state that while espoused values represent the explicitly stated values and norms that the organisation favours, the enacted values represent the values and norms that the organisation exhibits or converts to employee behaviour. They also add that organisations are less likely to achieve their corporate goals when employees observe a disparity between the espoused

values and the behaviours that are practiced within the organisations. Therefore, managers are tasked with the responsibility of reducing the gaps between the espoused and enacted organisational values because they can significantly impact employee attitudes and organisational performance. Ethical conduct stems from the interaction between the employee's characteristics such as values and the organisational context, and the values and behaviours of the organisation's leadership who have key roles in communicating, reflecting and reinforcing ethical values to their employees (Lawrence & Lawrence, 2009).

2.12 IMPORTANCE OF GOOD ORGANISATIONAL VALUES

Martins and Coetzee (2011) argue that research has recognised that organisational culture is central to organisational success. They state that the importance of organisational values has been emphasised for evaluating and understanding organisational cultures. Clarifying individuals' and organisations' values can help create a win-win outcome for all the parties involved. Individuals can find sense in their work and organisations can develop a committed workforce that is able to function well in periods of change (Sullivan et al., 2002). Rosete (2006) argues that values have a long tradition of being associated with shaping, directing and guiding human behaviour in organisations. He states that values within organisations directly influence employees to behave in ways that support the organisations goals and objectives.

Kleijnen et al. (2009) claim that organisational values are an important part of organisational culture. They state that values are one of the most powerful and stable forces that influence an organisation's performance and strategic success. Values are related to effective leadership styles and sources of individual power, to technology and group decision making. Organisational cultural values influence its human resource strategies, including selection and placement policies, promotion and development procedures and reward systems (Sheridan, 1992). Different strategies result in psychological climates that birth varying levels of commitment among employees. Martins and Coetzee (2011) state that the effectiveness of an organisation's culture is often a

function of the values and beliefs that the employees of the organisation hold. The outcome is consistency that arises from shared values and beliefs which provides a basis for coordinated and planned organisational action. According to Sullivan et al. (2002), to get the greatest commitment from employees in an organisation it is important for individuals to become aware of their own values as well as the organisation's values. The organisation's values signal its direction and the individual's values provide their motivation and increase their focus and contribution. A strong and widely internalised corporate culture is often the reason for the success of companies like Google, Disney and 3M. Organisational culture frequently determines the way the policies and best practices are communicated, understood and accepted or rejected (Martins & Coetzee, 2011).

2.12.1 Benefits of being a values-led organisation

According to Presbitero et al. (2016), organisational values can create a source of competitive advantage because of their indistinct and intangible nature which makes it difficult for competitors to imitate or replicate. Martins and Coetzee (2011) state that in a strong organisational culture, employees value the organisations core values and share them. High attachment to the organisation's core values leads to increased levels of commitment and results in stronger and more efficient organisational culture due to the high degree of shared-ness. Sullivan et al. (2002) argue that having shared values with employees enables management to empower employees to make changes on their own. The risk associated with such an approach is low due to the high level of understanding and commitment to the company vision and values, actions taken are therefore likely to be directed towards achieving company goals. Miller and Yu (2003) state that clarifying employee and organisational values can create win-win outcomes for all concerned. Individuals can find meaning in their work and organisations can develop a committed workforce that is able to function well in times of change. They continue to say that according to studies conducted, values-led organisations resulted in higher levels of productivity than non-values-led organisations. According to Lawrence and Lawrence (2009), congruence between personal and organisational values has a positive effect on

work adjustment, career success, on levels of organisational commitment and job satisfaction. They state that it can be argued that congruence between values contributes to the design and maintenance of effective organisational motivation systems and may represent a way in which the integration of business strategy and human resource management can be articulated. Rosete (2006) states that some studies investigating the congruence between individual and organisational values have found linkages with organisational financial performance and employee retention.

2.13 MEASUREMENT OF ORGANISATIONAL VALUES

The organisational values measurement instrument was originally developed by the researcher. It consists of eight (8) items which were inspired by the six espoused values of the organisation that the study is being done on. The values are fairness and consistency, open and effective communication, accountability, safety and customer service, continuous improvement and innovation, employee engagement and development.

2.14 GROWTH AND ADVANCEMENT OPPORTUNITIES

The following sections discuss growth and advancement opportunities.

2.14.1 Training and Development

Dyk, Coetzee and Takawira (2013) state that training and development opportunities include individuals' need for professional development and job-specific training, and opportunities to apply the newly gained skills and knowledge in their work. These opportunities support employee growth and development. Du Toit and Coetzee (as cited in Dyk et al., 2013) discovered that employees' need for learning, developing and applying new knowledge and skills in the work place is positively related to their perceptions of subjective career success. Training provides specialised techniques and skills to employees and assists in rectifying deficiencies in employee performance, while also

equipping the employees with competencies that the organisation might need in the future (Irshad & Afridi, 2011).

2.14.2 Advancement Opportunities

According to Irshad and Afridi (2011), employee career advancement is a phenomenon which is formalised, organised and it is a planned effort to accomplish the balance between the requirements of the organisation and individual career needs. Dyk et al. (2013) state that advancement opportunities may include the internal and external career options that the employee might have. Internal career opportunities may be in the employee's current organisation, for instance a promotion or movement to a different position within the same organisation. External opportunities entail obtaining a position at another organisation. Sinha and Sinha (2012) argue that the purpose of career planning as part of an employee development program is not only to help employees feel like their employers are investing in them but to also help them manage the many aspects of their lives.

2.15 IMPORTANCE OF GROWTH AND ADVANCEMENT OPPORTUNITIES

Organisations providing employees with enough training opportunities should be viewed as an essential investment strategy for employee growth and development (Dyk et al., 2013). This practice constitutes a vital part of the organisation's fulfilment of the informal contract between itself and its employees, it deepens the employees' sense of attachment to the organisation. According to Du Toit (as cited in Coetzee & Stoltz, 2015), the growth processes behind individuals' need for career and personal growth and development are crucial aspects of their subjective career success. Accessibility and availability of training and career pathing are essential to individuals' personal and organisational growth. Sinha & Sinha (2012) posit that since learning and development opportunities appear to be critical for the retention of talented employees, organisations should establish a supportive learning and working climate. Availability and access to training and development programs is vital in facilitating organisational growth, particularly with

performance and technological improvements. They further state that both the organisational benefits and cost savings associated with training programs outweigh the initial cost the organisation incurs. According to Dyk and Coetzee (2012), training and development as well as educational investments aim to offer opportunities for advancement. They might cause employees to perceive that their organisation values them and give them a sense of self-worth and increase their affective commitment. Irshad and Fahad (2011) state that training is a sign of organisational commitment to employees. It reflects that the organisational strategy is based on value adding rather than cost saving. Investing in the development of employees also improves the relationship between the organisation and its employees. According to Sinha & Sinha (2012), access to regular training programs enhances growth, prosperity and retention for both employees and employers.

According to João (as cited in Dyk et al., 2013), the need for career growth and advancement opportunities and challenging work are important aspects that keep professionally qualified employees from leaving their organisations. A lack of growth opportunities (perceived career advancement, training and development opportunities) has been found to have a negative influence on an individual's attitude towards the organisation. When employees perceive that their organisation has failed to fulfil its promised inducements, which may include opportunities for training, development and advancement, feelings of anger and resentment may arise, resulting in lower levels of commitment to the organisation (Kickul, 2001). Nabi (as cited in Coetzee & Stoltz, 2015) states that future career prospects provide a sense of job security which is characterised by a sense of stability about one's job continuity that contributes to perceptions of subjective success. Dyk and Coetzee (2012) state that career growth is essential for improving employees' affective commitment to their organisations and in-turn reducing their intentions to leave. They continue to state that perceived career opportunities significantly predict job performance and turnover. This means that when employees think that there are a lot of career opportunities in their organisations, it could result in them performing better at their jobs and reduce their intentions to leave the organisation. João (as cited in Dyk and Coetzee, 2012) states that employees who feel positive about the

possibility of career advancement opportunities in their organisations are more likely to feel emotionally attached to their organisations. Therefore, increasing employees' overall gratification with the intra-organisational career opportunities available to them may help increase their psychological attachment to the organisation. Affective commitment increases after a move within or between organisations (Dyk & Coetzee, 2012). According to Irshad and Afridi (2011), career development is vital for both the employer and the employees. It is a mutual beneficial process because it gives imperative outcomes to both the employer and employees. To gain and sustain competitive advantage organisations need talented and productive employees and employees need career development to enhance and cultivate their competencies.

2.16 MEASUREMENT OF GROWTH AND ADVANCEMENT OPPORTUNITIES

The growth and advancement opportunities measurement scale was developed by the researcher using results from a pre-test interview that was conducted on a random sample of ten (10) employees within the organisation. Some of the themes captured include ease of movement between departments, succession planning, mentoring and coaching and training opportunities available.

2.17 EFFECTIVE COMMUNICATION

The following sections discuss effective communication in the organisational context.

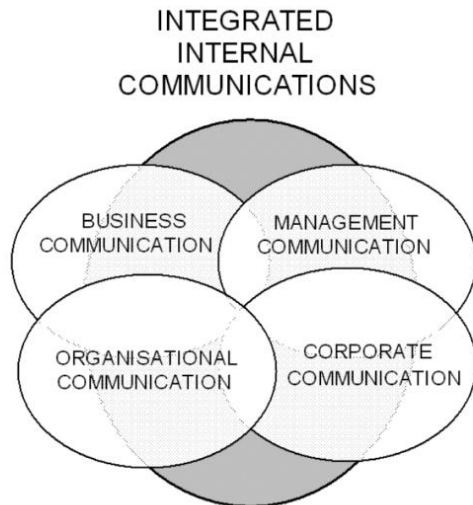
2.18 CONCEPTUALISATION OF EFFECTIVE COMMUNICATION

There are various interpretations of the term communication and at its simplest it can be defined as social interaction through messages (Kalla, 2005). Oliver (as cited in Kalla, 2005) provides a more comprehensive definition of communication as an interchange of ideas, facts and emotions, by two or more persons, with the use of words, letters and symbols based on the technical problem of how accurately the symbols can be transmitted, the semantic problem of how precisely the symbols convey the desired meaning and the effectiveness of how the received meaning affects conduct in the

desired way. Welch and Jackson (2007) when looking at employee communication, define it as communication transactions between individuals or groups at different levels and in different areas of specialisation that are intended to design and redesign organisations, to implement designs, and to co-ordinate day-to-day activities. Internal communication in organisations can also be defined in various ways. For example, Bovève and Thill (as cited in Kalla, 2005) define it as the exchange of information and ideas within an organisation. Kalla (2005) explains it this way, it is integrated internal communications, i.e. all formal and informal communication taking place internally at all levels of an organisation. Effective communication on the other hand she defines as an interactive two-way communication process resulting in an action or decision. It only takes place when participants achieve a shared understanding and are encouraged to think in new ways.

Kalla (2005) lists four domains of internal communications, business, corporate, management and organisational communication. Reinsch (as cited in Kalla, 2005) defines business communication as the study of the use, adaptation, and creation of languages, symbols and signs to carry out activities that satisfy human needs and wants by providing goods and services for private profit. The unifying goal of management communication according to Smeltzer (as cited in Kalla, 2005) is to develop and disseminate knowledge that increases effectiveness and efficiency of managers functioning in contemporary business environments. Argenti and Forman (as cited in Kalla, 2005) define corporate communication as the corporation's voice and the images it projects of itself on a world stage made up of its various constituencies. Organisational communication according to Tourish and Hargie (as cited in Kalla, 2005), is how people attribute meanings to messages, verbal and nonverbal communication, communication skills, the effectiveness of communication in organisations, and how meanings are distorted or changed while employees exchange messages, in both formal and informal networks. Figure 2.1 below visualises the theory on the four domains of integrated internal communications discussed above and seeks to highlight that internal communication draws from theoretical and practical knowledge of all four domains.

FIGURE 2.1: CONCEPTUAL FRAMEWORK OF INTEGRATED INTERNAL COMMUNICATIONS



Source: Kalla (2005)

Boateng and Cox III (2016) state that organisational communication comes in various forms including downward, upward, lateral, strategic, task-oriented and feedback. These different forms of communication can be examined in literature from interpersonal, internal, and external perspectives. In relation to internal communication, interpersonal communication can be defined as the extent of information sharing and clarity of organisational goals among employees of an organisation whose responsibilities are assumed to be mutual and reciprocal. Cloutier et al. (2015) list five levels of communication which must be functional for a healthy work culture to exist, these are intrapersonal, interpersonal, group, organisational and intercultural communication.

2.19 IMPORTANCE OF EFFECTIVE COMMUNICATION

According to Welch and Jackson (2007), practitioners view internal communications as an important and challenging area, a core process, which affects the ability of organisations to engage employees. Communication has a fairly strong effect on commitment, information provided by management on the running and the policy of a

business affects commitment of employees to the organisation (Ridder, 2004). Kalla (2005) states that internal communications has a significant role in organisations based on evidence that companies with effective communication strategies are usually successful and those without tend to fall short of optimal performance. She also insists that an imbalance exists between the perceived importance of communication and the actual attention and resources given towards it. Cloutier et al. (2015) state that an employee's acceptance of the organisation's vision, mission, values and policies comes by way of effective leadership and communication. Communication is a reflection of organisational culture and organisational communication is positively correlated to organisational effectiveness (Tzafrir et al., 2004). According to Cho and Poister (2013) effective communication is a critical element affecting employee commitment and satisfaction.

According to Cloutier et al. (2015), most organisations operate within a multi-level of hierarchy along with a multi-network of human resources. Employees need to know how they fit into the organisation's overall purpose. To aid this, organisations must have a standard process of communication that connects employees to the correct message from the employer. They further state that an organisation's standard of communication points out the importance of transparent and effective channels of communication between executive leadership, management and employees. Tzafrir et al. (2004) believe that organisational communication generates the big picture for employees, helping them understand their role within the organisational system. The level of organisational communication proposes a perception that the employee can easily communicate when they want to, irrespective of the actual level of communication. They further state that employers that help their employees gain general and firm specific knowledge expose their willingness to invest in their employees. According to Sinha and Sinha (2012), effective communications improve employee identification with their organisation and help build a culture of openness and trust. As a result, organisations are increasingly providing their employees with information on values, mission, strategies, competitive performance, and changes that may impact the employees enthuse. Companies are working to provide information that employees want and need by way of better

communication, through the most dependable sources, on a timely and consistent basis. Kalla (2005) urges that an integrated view on internal communication is vital because it helps in justifying the fact that employees receive information from various sources and the balance has to be right for them, i.e. a balance has not been attained if one aspect works well (e.g. organisational communication) while another (e.g. management communication) is failing employee expectations.

The main features of effective communication include goal clarity, candid disclosure, integrity, consultation, and feedback. Although interpersonal communication may not significantly relay the broader organisational goals, the involved informal mechanisms can help reduce the inherent ambiguities, uncertainties and risks. Once informal communication occurs in organisations, members can share and utilise tacit knowledge. In so doing, employees can share responsibilities and channel their individual expectations along a common path, this can result in enhanced affective trust. (Boateng & Cox III, 2016).

2.20 MEASUREMENT OF EFFECTIVE COMMUNICATION

The effective communication measurement instrument was adapted from a tool developed by (Vos & Schoemaker, 2004). The instrument consists of seven (7) items which were inspired by the key success factors for corporate communication listed by the authors. The themes captured are clarity, consistency, responsiveness, environment-orientation and effectiveness and efficiency.

2.21 WORK-LIFE BALANCE

The following sections discuss employee work-life balance.

2.22 CONCEPTUALISATION OF WORK-LIFE BALANCE

Competing demands between work and home have become more relevant for employees in recent years, this owing to demographic and workplace changes such as rising number

of women in the workforce, an ageing population, longer working hours and more innovative communication technology. In response to these changes and the conflict they cause among the multiple roles that employees occupy, organisations are increasingly pressured to introduce work practices to help individuals fulfil both their employment-related and personal responsibilities (Beauregard & Henry, 2009). McCarthy, Darcy and Grady (2010) list changes impacting the work environment such as globalisation of competition, changes in work demands and the fast pace of technological innovations as causes of the extra time demands felt by employees. They further state that in addition to the organisational and work design changes, there is increased female participation rates and an increase in dual-career families, growth in the diversity of family structures, long commuting hours and changing worker expectations. Lockwood (2003) states that the three major factors contributing to the serious consideration of work-life balance are global competition, renewed interest in personal lives or family values and the ageing workforce.

Forsyth and Polzer-Debruyne (2007) define work-life balance in terms of creating a productive work culture where the potential for conflicts between work and other aspects of employees' lives is minimised. It is achieving integration between paid work, unpaid work and personal time. According to Lockwood (2003), work-life balance is a state of equilibrium in which the demands of both a person's work-life and personal life are equal. Lazàr et al. (2010) state that in its broadest form, work-life balance can be defined as a satisfactory level of involvement or fit between the multiple roles in an individual's life. They further state that it is generally associated with equilibrium between the amount of time and effort employees devote to work and personal activities in order to maintain an overall sense of harmony in their lives. Dyk and Coetzee (2012) define it as the ability of individuals to meet their work and family commitments as well as other non-work responsibilities and activities. Döckel (2003) refers to work-life balance as perceiving a satisfactory balance between one's personal life and work schedule with minimal conflict between the multiple roles one must satisfy in both their personal and work lives. Dundas (as cited in Noor, 2011) argues that work-life balance is about effectively managing the juggling act between paid work and all other activities that are important to people such

as family, voluntary work, community activities, personal development and leisure and recreation. Employees who experience high work-life balance are those that display similar investment of time and commitment to both work and non-work domains (Noor, 2011).

Lazàr et al. (2010) state that there is a large variety of work-life policies that organisations can implement including flexible working hours, job sharing, part-time work, parental leave, compressed work-weeks, telecommuting, on-site child care facility. They continue to say that in addition, employers can offer extended health insurance for the employee and dependents, personal days and access to programs that encourage fitness and physical and mental health. Döckel (2003) argues that employers need to accommodate employees by offering telecommuting, childcare centres, referral programmes and employee assistance programmes. According to Downes and Koekemoer (2011) most work-life balance policies fall into five categories, namely, flexitime work schedules, flexi-place or telecommuting, job-sharing, part-time flexi-place and sabbaticals or career breaks.

2.23 IMPORTANCE OF WORK-LIFE BALANCE

According to Forsyth and Polzer-Debruyne (2007), employees who perceive that their organisations are supporting the effective integration of work and family responsibilities report higher job satisfaction and organisational commitment. By offering work-life balance practices, organisations attract new members and reduce levels of work-life conflict among the existing employees. This improved recruitment and reduced work-life conflict enhances organisational effectiveness (Beauregard & Henry, 2009). Work-life balance practices assist employees in balancing their work and personal life demands, this can result in improved employee productivity and substantial business improvements. Allowing employees to schedule their time to better balance demands from their personal and work life reduces levels of work-life conflict, thereby enhancing employee performance and organisational effectiveness (Beauregard & Henry, 2009). Yasbek (2004) states that work-life balance policies can reduce the stress associated with work-

life conflict and reduce stress arising from the workplace. Reducing employee stress can improve productivity and play an essential part in creating safe, healthy and productive workplaces. Lazàr et al. (2010) state that work-life balance policies are most effective when they enhance employees' autonomy and improve their capacity to perform well in work and family situations. They further state that successfully linking work and non-work aspects can be beneficial to both employees and the organisation. The ability to achieve satisfying experiences in all life aspects augments the quality of personal relationships and a range of organisational outcomes.

According to Richman, Civian, Shannon, Hill and Brennan (2008), flexible work practices have long been regarded by employees as valuable workplace tools to facilitate work-life management. Employees report that workplace flexibility influences employees' decision on whether to join an organisation, their level of satisfaction with their job and their prospects with the organisation. The culture of a workplace has a significant effect on the usage of work-life balance policies. These policies are not very effective in unsupportive workplace environments because they are either not used due to employees not feeling free to do so or they ruin an employee's prospects within the organisation (Yasbek, 2004). Dyk and Coetzee (2012) state that employees perceive work-life balance policies as organisational care and they therefore have a positive effect on employees' psychological attachment to their employer. Dyk et al. (2013) argue that increasing flexibility around work has become more imperative to dual-income families. As a result, organisations may be perceived as concerned employers when they introduce this flexibility to employees, influencing employees to develop a positive attitude towards the organisation. According to Noor (2011) work-life balance has significant consequences for the lives of employees as well as employee attitudes towards their organisations. It has an influence on the well-being and job outcomes of employees at work.

2.23.1 Benefits of Work-Life Balance

Downes and Koekemoer (2011) state that research supports that benefits of work-life for organisations are significant. Some of them include reduced absenteeism and turnover, increased productivity, successful recruitment and retention, employee satisfaction and

well-being and customer satisfaction. According to Beauregard and Henry (2009), work-life policies can act as a source of competitive advantage when adopting the resource-based view of the organisation. Meyer, Mukerjee and Sestero (as cited in Beauregard & Henry, 2009) argued that employers offering work-life balance practices enjoy increased profit rates. Richman et al. (2008) state that more access to flexible work practices is associated with better mental health and resilience, improved productivity and effectiveness, increased levels of job satisfaction and engagement and lower turnover intention. Yasbek (2004) lists reduced absenteeism and stress, better recruitment and retention rates and improved employee satisfaction and productivity as some of the benefits of work-life policies. According to Lockwood (2003), the key areas where benefits are registered are employee time saved, employee retention, increased motivation and productivity, absenteeism and decreased health care costs and stress related sicknesses. Lazàr et al. (2010) list the benefits to employees as better physical and mental health, reduced job stress levels, improved control over work-life environment, a greater sense of job security and increased job satisfaction. They identify employee loyalty and commitment, enhanced organisational image, better productivity, improvement in absenteeism and lateness and reduction of employee turnover rates as some of the benefits for organisations.

2.24 MEASUREMENT OF WORK-LIFE BALANCE

The work-life balance measurement instrument was adapted from an instrument developed by (Fisher-McAuley, Stanton, & Gavin, 2003) designed to assess the three dimensions of work-life balance: work interference with personal life, personal life interference with work and work/personal life enhancement. The instrument consists of seven (7) items that have been adapted for this study. Some of the measures measured whether employees struggle to juggle work and non-work activities, whether they are effective at work and whether their work suffers because of their personal lives.

2.25 THE HYPOTHESISED MODEL FOR IMPROVING EMPLOYEE RETENTION

The relationships between the elected independent variables and the dependent variable, intent to resign, have been measured extensively in previous retention studies. Results of these studies confirm that these variables are in fact determinants of employees' intent to leave organisations. There are however few studies focusing on retention in the aviation industry. There are even fewer studies looking at retention in aviation organisations within the South African context.

The independent variables were identified from the pre-test interviews which were conducted for the study. The hypothesised relationships are therefore to determine whether the factors of retention chosen for the study are applicable to the organisation that the study is based on.

2.25.1 The relationship between trust in management and employee retention

Cho and Poister (2013) reported that trust in leadership matters for individual attitudes such as job satisfaction, organisational commitment, organisational citizenship behaviour and performance. Tzafirir et al. (2004) found that numerous studies linked trust with a variety of workplace behaviours including organisational citizenship, employee performance, problem-solving, satisfaction, organisational commitment and intention to turnover.

Cook and Wall (as cited in Tan & Tan, 2000) found that trust in management was positively correlated with separate measures of identification, involvement and loyalty. According to Konovsky and Cropanzano (as cited in Tan & Tan, 2000), trust in management is significantly correlated with turnover intentions. When employees trust the organisation, they develop an attachment towards the organisation and have little or no intention to leave.

It is against the arguments above that the below hypothesis is formulated:

H1: Trust in management has a negative influence on intent to resign (as a surrogate measure of employee retention) within an aviation organisation

2.25.2 The relationship between organisational values and employee retention

Several studies propose that the degree of congruence between the organisation's value framework and what an employee believes should be an appropriate framework for their organisation and can have an impact on job satisfaction, organisational commitment and intention to leave an organisation (Rosete, 2006; Martins & Coetzee, 2011). Lawrence and Lawrence (2009) support this by arguing that the congruence between personal and organisational values influences work adjustment, career success, levels of organisational commitment and job satisfaction and is negatively related to turnover intentions.

Robbins and Judge (as cited in Martins & Coetzee, 2011) argue that a strong organisational culture reduces employee turnover because it shows a high level of agreement on what the organisation represents. Such unanimity of purpose results in cohesiveness, loyalty and organisational commitment. Kerr and Slocum (as cited in Sheridan, 1992) believe that the variation in employee retention among organisations could be related to organisational cultural values. Because values influence an organisation's human resource strategies, they result in psychological climates that foster varying levels of commitment and retention among employees working for different employers.

The above discussion is therefore the basis in which the following hypothesis is formulated:

H2: Organisational values have a negative influence on intent to resign (as a surrogate measure of employee retention) within an aviation organisation

2.25.3 The relationship between growth and advancement opportunities and employee retention

Dyk and Coetzee (2012) state that research shows that career growth is vital for growing employees' affective commitment to their organisation and therefore reducing their intentions to leave. João (as cited in Dyk & Coetzee, 2012) reports that the need for career growth and opportunities for advancement as well as challenging work are significant factors that stop professionally qualified employees from leaving their organisations. If employees feel that they are learning and growing, they are less inclined to leave their organisation. On the other hand, once employees feel they are no longer growing, they start looking for alternative employment externally (Govaerts, Kyndt, Dochy, & Baert, 2011).

Moncarz et al. (as cited in George, 2015) argue that professional growth is an essential retention factor and that in organisations where individuals receive proper training needed to assume greater responsibility, turnover rates are normally lower. Coetzee and Stoltz (2015) also found that growth opportunities significantly impact employee attitudes towards their organisations and turnover intention. Dyk et al. (2013) also support this, stating that training and development opportunities are related to commitment, which may lead to higher chances of retention.

The above background is therefore the basis on which the following hypothesis is formulated:

H3: Growth and advancement opportunities have a negative influence on intent to resign (as a surrogate measure of employee retention) within an aviation organisation

2.25.4 The relationship between effective communication and employee retention

Sinha and Sinha (2012) list career development, organisational commitment, communication and superior-subordinate relationship as the factors known for prolonging employee stay in organisations. Kavitha, Geetha and Arunachalam (as cited in Davis

2013) posited that communication is amongst the main components in employee retention together with training, job satisfaction, pay and benefits. Logan (as cited in Sinha & Sinha, 2012) argues that studies indicate that communication is amongst the key factors that need to be managed congruently for retention to take place.

Sandhya and Kumar (2011) conclude that employee retention can be practiced better by motivating employees in the aspects of open communication which encourages loyalty among employees. Cloutier et al. (2015) argue that unhealthy communication practices within organisations can result in a poor work culture, which in turn leads to employee turnover.

It is therefore against these arguments that the below hypothesis is formulated:

H4: Effective communication has a negative influence on intent to resign (as a surrogate measure of employee retention) within an aviation organisation

2.25.5 The relationship between work-life imbalance and employee retention

According to Richman et al. (2008), employers are recognising that workplace flexibility positively influences valued business outcomes such as attracting, motivating and retaining valued talent in competitive labour markets, thereby improving employee satisfaction and engagement as well as enhancing efficiency and effectiveness. According to Downes and Koekemoer (2011), a study conducted by the Roffey Park Institute reported that 38% of the sample employees reported that they would consider leaving their current employer to gain a better work-life balance even if that meant taking a pay cut.

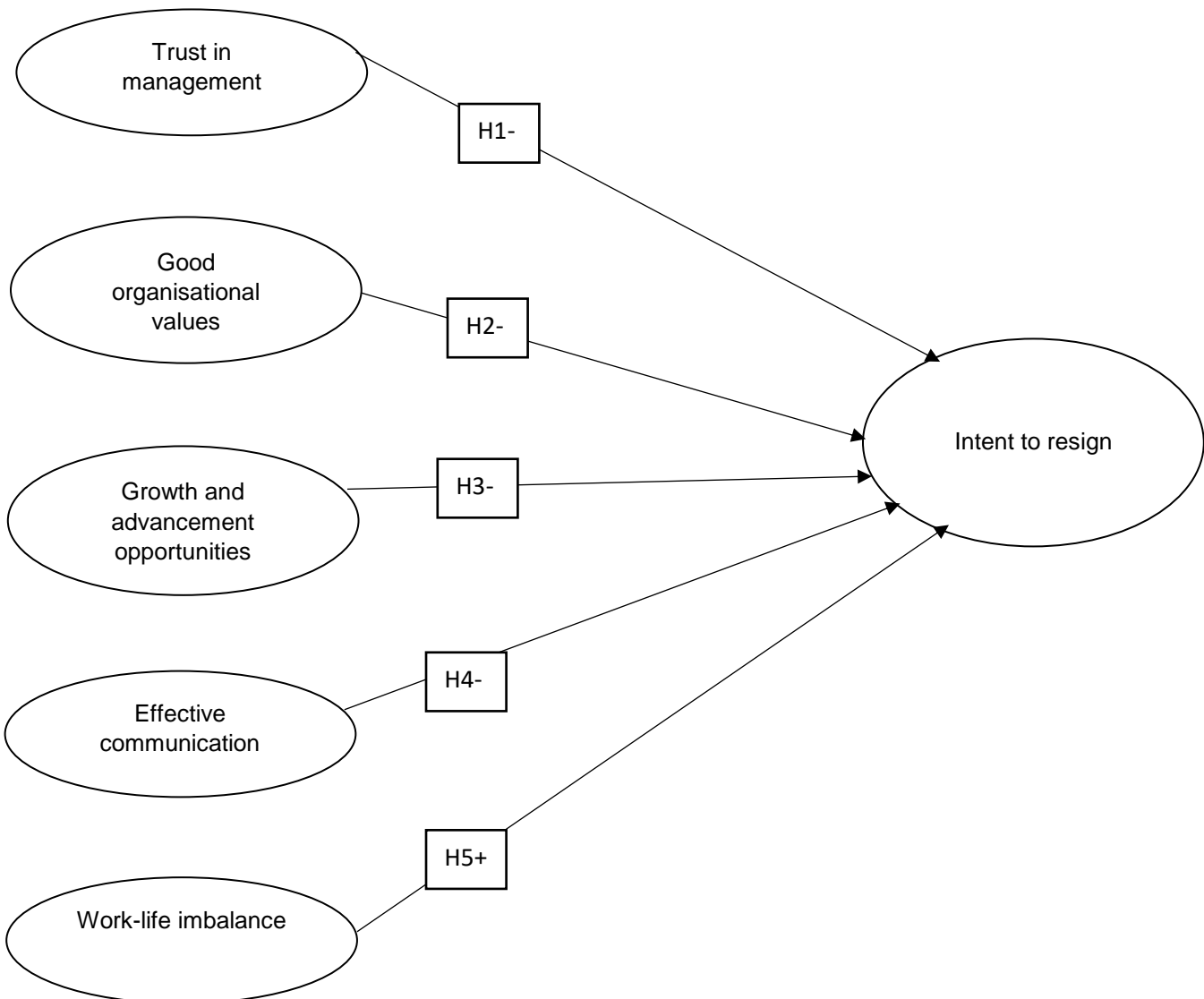
Beauregard and Henry (2009) also found that the use of and satisfaction with workplace flexibility policies increases organisational commitment and reduced turnover intentions. McCarthy et al. (2010) argue that work-life balance is a factor that has potential to influence important workplace issues such as employee turnover, stress, job satisfaction

and productivity. Mayberry (as cited in Downes & Koekemoer, 2011) contends that organisations that deeply invest in work-life balance report lower employee turnover.

The background above is therefore the basis on which the following hypothesis is formulated:

H5: Work-life imbalance has a positive influence on intent to resign (as a surrogate measure of employee retention) within an aviation organisation

FIGURE 2.2: THE HYPOTHESISED RELATIONSHIPS TO IMPROVE EMPLOYEE RETENTION



2.26 CHAPTER SUMMARY

This chapter outlined the definition of employee retention, its different categories and several theories i.e. Social Exchange Theory, Human Capital Theory and Maslow's Need Hierarchy Theory, that form part of the foundation of retention. Some of the common determinants of staff retention identified through literature are compensation and benefits, training and development, career opportunities, work-life balance and management, organisational culture and communication.

The classifications and antecedents of trust were discussed. To form the theoretical base of trust in management, the Leader-Member Exchange theory was studied. The three major benefits of trust as identified from literature were also discussed. The difference between enacted and espoused values and the function of values was also outlined including the benefits of being a values-led organisation. The growth and advancement opportunities variable was broken down into training and development and advancement opportunities in-order to better explain it as relevant to literature. Literature identified four domains of internal communications, namely, business, corporate, management and organisational communication. Some of the benefits of work-life balance and associated policies were discussed. A description of each of the different measurement instruments that were adapted from previous studies and those that were developed by the researcher for this study was given.

CHAPTER 3

METHODOLOGY OF THE STUDY

3.1 INTRODUCTION

This chapter discusses the three main research paradigms of social science, from the guidelines listed a research tradition for the study will be selected. The three main methodological paradigms of research i.e. quantitative, qualitative and participatory action research will also be discussed, and justification of the technique chosen for the study will be given. The research approach that was selected for the study will also be evaluated together with the sampling design of the study. The chapter also looks at the data collection method of the study and the data collection instruments used in the study. The research ethics protocol to be implemented in the study will also be discussed. Finally, the chapter will look at the how the statistical results will be reported and interpreted.

3.2 RESEARCH TRADITION

A research tradition has the following characteristics: it defines the aspects of quantification which are viewed as problematic, it defines the methods which can be used to address these problems, and finally, through the definition of measurement problems and methods, a research tradition has a significant impact on how social science research is conducted. Different research traditions imply different assumptions and different ways of viewing measurement and social science research. Cooper and Schindler (2006) propose that it is an outline for satisfying research objectives and responding to questions. The three research traditions that will be discussed in this paper are positivism, interpretivism and critical theory. Positivism is rooted on the belief that reality is independent of us and studies are based on empirical research (observation and experiment). Knowledge in this tradition is obtained from positive information which can be scientifically proven (Collis & Hussey, 2014). Interpretivism on the other hand is

formulated on the basis that social reality is not objective but highly subjective because it is shaped by our perceptions. According to Creswell (as cited in Collis & Hussey, 2014), the researcher interacts with what is being researched because it is impractical to separate what exists in the social world from what is in the researcher's mind. The focus on positivism is in on measuring social phenomena while interpretivism focuses on exploring the complexity of social phenomena with the aim of acquiring interpretive understanding (Collis & Hussey, 2014). Critical theory accentuates social realities incorporating historically positioned structures. The paradigm's objective is critiquing and transforming social, cultural political, economic, ethnic and gender values. The assumptions made are fundamentally subjective which is why knowledge is based on social and historical routines, making it value dependent and not value free (Healy & Perry, 2000).

This study is located in the positivism tradition, this is because this tradition is able to produce precise and objective quantitative data. It also produces results with reliability and allows for the results of a sample to be generalised to the population.

3.3 METHODOLOGICAL PARADIGM

Three methodological paradigms will be discussed in this paper i.e. quantitative, qualitative and participatory research. Quantitative research is objective in nature as the researcher is independent from what is being investigated and researched. It involves obtaining data from a relatively large number of respondents who have been sampled in a rigorous manner. Quantitative research converts data from conversations, actions, media stories, or any other social or physical activity into numbers. This research employs measurement and statistics to develop mathematical models and predictions. Statistical analysis of the results produces comprehensive answers to research questions raised and enables examination of whether the objectives of the study have been met or not. It is unbiased, and the results can be generalized to a broader population. The basic assumption of quantitative research is that reliability and validity can be objectively measured. (Collis & Hussey, 2014)

TABLE 3.1: DISTINCTION BETWEEN QUANTITATIVE AND QUALITATIVE RESEARCH

Aspect	Quantitative	Qualitative
Purpose	To test hypothesis and make predictions	To gain a deeper understanding of the topic and interpret social interactions
Sample size	Has a larger sample size	Has a smaller sample size
Strategy of enquiry	Experimental designs Non-experimental designs such as surveys	Narrative Phenomenologies Ethnographies Grounded theory Case study
Instrument used	Predetermined instrument based Closed ended questions	Emerging methods Open ended questions Interview data Observation data, document data and audio-visual data
Type of analysis	Statistical analysis	Text and image analysis
Objectivity vs subjectivity	Objectivity is critical	Subjectivity is expected
Biases of the researcher	The biases of the researcher remain unknown to participants	The biases of the researcher may be known to participants
Generalizability of the findings	It has generalizable findings that can be applied to a wider population	It has specified findings that are less generalizable

Source : Donley and Grauerholz (2012)

Qualitative research focuses on the thick description of context and often emerges from situated problems in the field. It offers more than a snapshot of a problem but provides understanding of a sustained process. Qualitative research can also be used to explain, illuminate or reinterpret quantitative data (Tracy, 2013). Qualitative research is diverse and more flexible. Kothari (2009) describes qualitative research as subjective assessment of opinions, behaviours and attitudes. He also argues that this results in the views and impressions of the researcher surfacing. Cooper and Schindler (2006) list four ways in which qualitative data can be collected, these are: secondary data analysis, focus groups, experience surveys and two-stage designs. They continue to add that reliability of a qualitative research is lower than that of quantitative research. Table 3.1 below explains the differences between qualitative and quantitative research.

According to Reason and Bradbury (as cited in Ozanne & Saatcioglu, 2008), Participatory Action Research (PAR) can be defined as a hands-on, democratic process concerned with developing practical knowledge in the pursuit of worthwhile human purposes. It is a systematic approach to seeking knowledge for social action. Baum, MacDougall and Smith (2006) state that at its heart, PAR is a collective, self-reflective inquiry that researchers and participants take-on so as to improve the practices in which they participate and the situations in which they find themselves. They further posit that in PAR the line between the researcher and the researched is blurred, the researched cease to be objects and become partners in the whole research process, including data collection and analysis, selecting research topic and deciding on action to be taken as a result of research outcomes.

This study follows a quantitative research methodology which is associated with the positivism research paradigm which assumes that social phenomena can be measured. According to Collis and Hussey (2014), under the positivist paradigm it is essential that research data is highly specific and precise because measurement is a vital element of the research process under this paradigm.

3.4 RESEARCH APPROACH

In this study a mail survey methodology will be used for the collection of primary data. The questionnaire, in the form of an analytical survey, will test the relationship between the independent variables and the dependant variable according to the developed theoretical framework for this study. The targeted employees will be sent an email with a link to complete the questionnaire online via QuestionPro, an online survey software. The questionnaire has a section to measure the demographics of the respondents, where age, gender, experience and tenure are measured. The rest of the questionnaire is characterised by simple close-ended statements. The statements describing the variables are anchored to a five-point Likert-scale ranging from (1) strongly disagree to (5) strongly agree, which requires respondents to indicate their level of agreement with the statements. The results of the study will then be statistically analysed and generalised to the entire population of the study.

3.5 SAMPLING DESIGN

Lavrakas (2008) describes sample design as a framework or road map that serves as the basis for the selection of a sample, it also affects many other important aspects of the survey as well. It is the choice of methodology and methods that will be used to address research questions.

3.5.1 Population

According to Collis and Hussey (2014), a population can be defined as a body of people or collection of items under consideration for statistical purposes. It is a group of individuals with at least one common characteristic which differentiates that group from other individuals (Best & Kahn, 2006). The population of this study is 1300 employees of an organisation in the aviation industry which operates on all nine (9) provinces of South Africa.

3.5.2 Sampling frame

Cooper and Schindler (2014) describe a sampling frame as a subset of a population that is selected in order to draw conclusions for the entire population. It can therefore be seen as a record of the population from which a sample can be drawn. The sampling frame for the study will be low-level managers and general employees working at the specific organisation chosen for the study.

3.5.3 Sampling method

According to Taherdoost (2016), sampling is taking a subset from a chosen sampling frame or the entire population. He further states that sampling can be used to make inferences about a population or to make generalisations relating to existing theory. The researcher discusses two types of sampling methods, probability or random sampling and non-probability or non-random sampling.

3.5.3.1 Probability sampling

According to Zikmund (as cited in Taherdoost, 2016), probability sampling means that every item in the population has an equal opportunity of being included in the sample. One way of ensuring this is by first constructing a sampling frame and then use a random number generation computer program to select a sample from the sampling frame.

Taherdoost (2016) posits that probability sampling offers the most freedom from bias but can be the most costly in terms of time and energy. Collis and Hussey (2014) discuss five (5) types of probability sampling: simple random sampling, cluster sampling, systematic sampling, stratified random sampling and multi-stage sampling.

- Simple random sampling is where every case of the population has an equal probability of being included in the sample.
- Cluster sampling refers to cases where the entire population is divided into clusters and a random sample is selected from these clusters.

- Systematic sampling occurs when the population is divided by the required sample size (n) and the sample is then chosen by taking every n th subject.
- Stratified random sample is where the population is divided into subgroups and a random sample is selected from each subgroup.
- Multi-stage sampling involves a step by step process of moving from a broad sample to a narrow sample.

3.5.3.2 Non-probability sampling

Non-probability sampling method is largely subjective, this is contrary to probability sampling which provides a more precise estimation of the population parameters owing to the fact that it is based on random selection and every item in the population has an opportunity to be selected. In this sampling method, random selection is not important as samples are selected in a process that does not afford all elements in the population an equal chance of being included in the sample (Taherdoost, 2016). This method is also the most inexpensive and fastest for collecting data. Collis and Hussey (2014) describe four types of non-probability sampling: quota sampling, snowball sampling, convenience sampling and judgement or purposive sampling.

- Quota sampling is a technique where participants are chosen based on predetermined characteristics to ensure that the total sample entails the same distribution of characteristics as the wider population.
- Snowball sampling uses referrals in order to reach respondents that normally hard to find.
- Convenience sampling selects participants based on their availability at the time of carrying out the study.
- Judgement sampling involves a strategy in which participants are deliberately selected to provide information that cannot be gathered from other choices.

This study will make use of convenience sampling as the researcher will choose whoever is available to complete the questionnaire at the time of issuing it out. According to

Taherdoost (2016), convenience sampling tends to be the most favoured technique among students as it is inexpensive, and an easier option compared to other sampling techniques. It is also appropriate given the time constraints associated with academic research studies.

The sample for the study will be 200 employees excluding high level management, across the various departments within the organisation chosen for the study.

3.5.4 Demographic composition of the sample

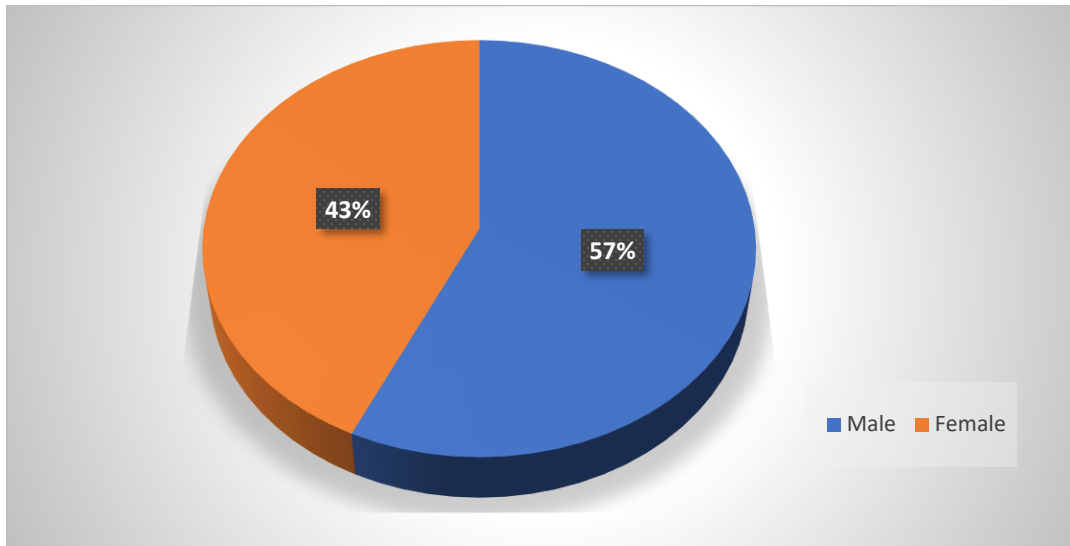
This section of the results consists of the survey items that were used to measure the demographic composition of the participants. The measured items for the study were gender, education, age, tenure total working experience.

The questionnaire link was sent to 200 prospective respondents and of the 200 only 152 completed the questionnaire. Of the 152 respondents, 151 disclosed their gender. This indicated participation from 86 males and 65 females. Table 3.2 and Figure 3.1 demonstrate the demographic composition of the study in terms of gender. Table 3.2 shows that 86 respondents were males and 65 respondents were females. Figure 3.1 shows that 56.95% of the respondents were males and 43.05% of the respondents were females. This illustrates that there were slightly more males than females who participated in the study.

TABLE 3.2: DEMOGRAPHIC COMPOSITION OF THE SAMPLE IN TERMS OF GENDER

Gender	Number of responses	Percentage of responses
Male	86	56.95%
Female	65	43.05%
Total	151	100.00%

FIGURE 3.1: RESPONSE RATE BY GENDER



The educational level of the respondents ranged from Matric to Doctoral level. Table 3.3 and Figure 3.2 show the demographic composition of the study in terms of educational level. Table 3.3 demonstrates that there are 39 respondents with matric, 58 respondents with National Diplomas, 32 respondents with Bachelor's degree, 13 respondents with Honours degree, 7 respondents with Master's degree and 3 respondents who have a Doctoral qualification.

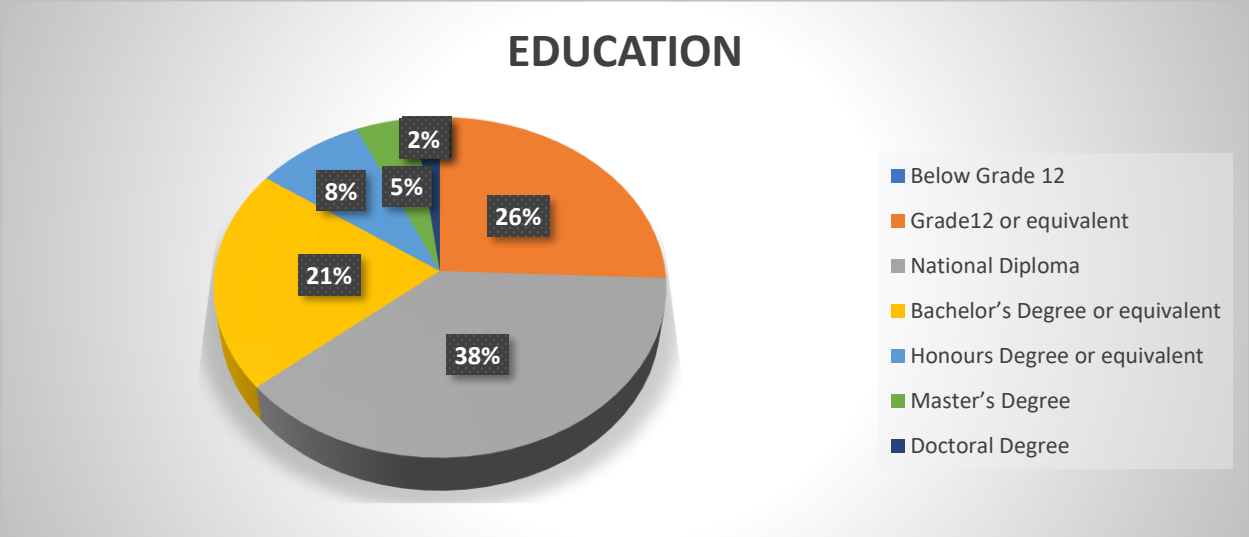
The data on Figure 3.2 indicates that 25.66% of the respondents had matric. The majority of respondents had a National Diploma, which constitutes 38.16% of the participants. Of the remaining respondents, 21.05% had a Bachelor's degree, 8.55% had an Honours degree, 4.61% had a Master's degree and only 1.91% had a Doctoral qualification. These results indicate that 113 of the respondents which constitutes 74% of the participants have more than a Grade 12 qualification. This demonstrates reasonable levels of education among the respondents of the study.

TABLE 3.3: DEMOGRAPHIC COMPOSITION OF THE SAMPLE: EDUCATION

Highest Educational Qualification	Number of responses	Percentage of responses
Below Grade 12	0	0.00%
Grade12 or equivalent	39	25.66%

National Diploma	58	38.16%
Bachelor's Degree or equivalent	32	21.05%
Honours Degree or equivalent	13	8.55%
Master's Degree	7	4.61%
Doctoral Degree	3	1.97%
Total	152	100.00%

FIGURE 3.2: RESPONSE RATE BY EDUCATIONAL QUALIFICATION



The age distribution of the respondents ranged from 18 years to older than 55 years. The age composition of the respondents is illustrated in Table 3.4 and Figure 3.3 below. Table 3.4 illustrates that 6 respondents were between the ages of 18 and 24, 76 respondents fell in the 25 to 34 age group, 48 respondents were between the ages of 35 and 44, 16 respondents were between 45 and 54 years and 5 of the respondents were 55 years and older.

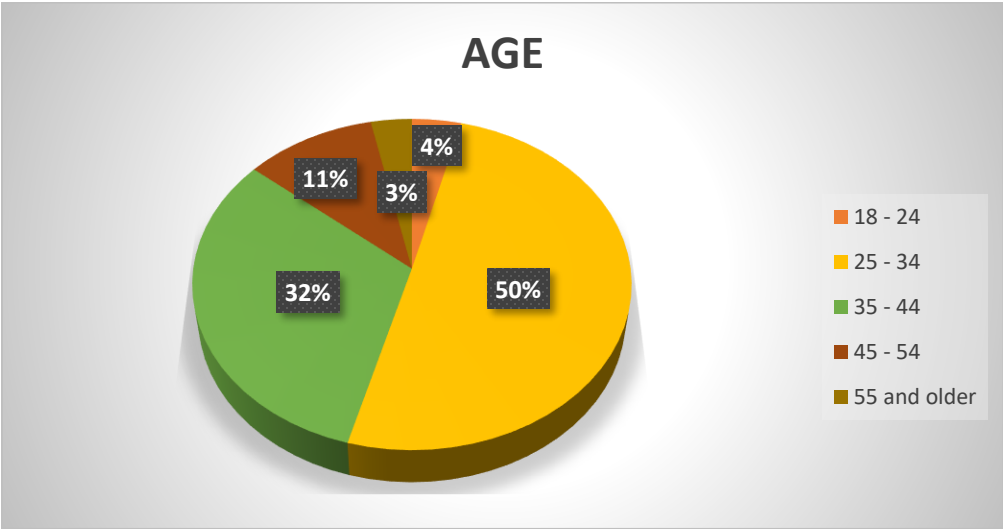
Figure 3.3 indicates that 3.97% of the respondents were in the 18 to 24 years age group, 50.33% of the respondents were between 25 and 34 years, 31.79% of respondents belong to the 35 to 44 years category, 10.60% of respondents were in the 45 to 54 years age group and 3.31% of respondents were 55 years and older. The highest concentration

of respondents lies in the 25 to 34 years category and the 35 to 44 years category. This is representative of the dominant age groups within the organisation.

TABLE 3.4: DEMOGRAPHIC COMPOSITION OF THE SAMPLE: AGE

Age Group	Number of responses	Percentage of responses
18 - 24	6	3.97%
25 - 34	76	50.33%
35 - 44	48	31.79%
45 - 54	16	10.60%
55 and older	5	3.31%
Total	151	100.00%

FIGURE 3.3: RESPONSE RATE BY AGE GROUP



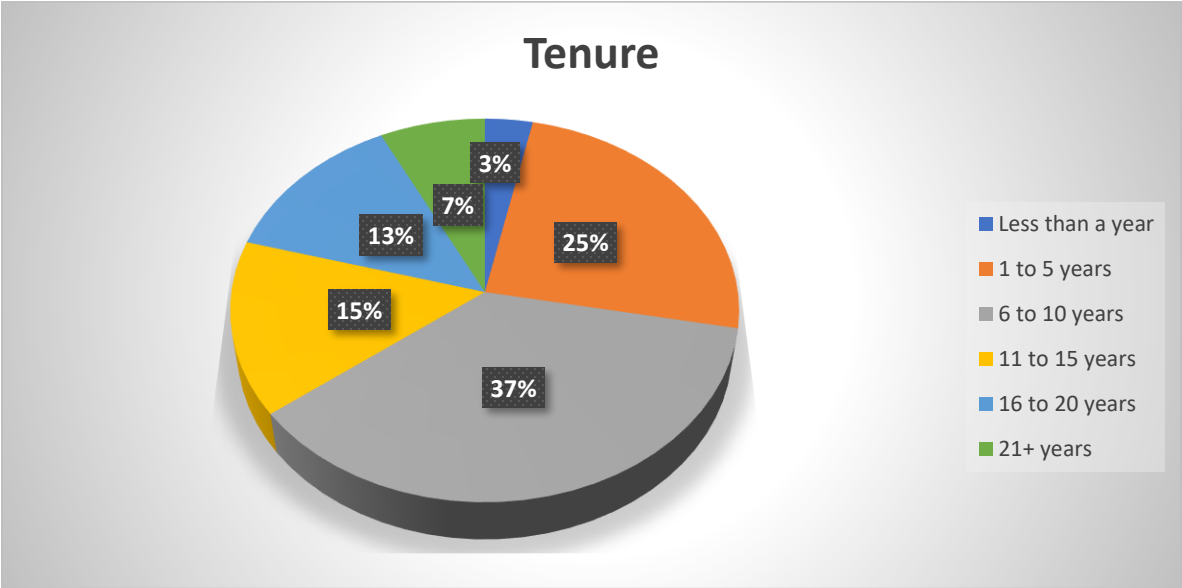
The number of years the respondents have been with their current employer ranged from less than a year to 21 years and more. Table 3.5 and Figure 3.4 illustrate the tenure composition of the participants. Table 3.5 indicates that 5 respondents have been with their current employer for less than a year, while 37 of the respondents have been employed for 1 to 5 years, 55 of the respondents have been with their current employer for 6 to 10 years, while 22 of the respondents have been employed for 11 to 15 years. Of the respondents, 20 have been employed for 16 to 20 years and 11 respondents have been with their current employer for 21 years and more.

Through the analysis of Figure 3.4, it can be seen that 3.33% of respondents have been employed for less than a year and 24.67% of respondents have been with their current organisation for 1 to 5 years. The majority of respondents, which is 36.67%, have been employed by their organisation for 6 to 10 years. The responses also show that 14.67% of the respondents have been employed for 11 to 15 years and 13.33% have been with their employer for 16 to 20 years. Lastly, 7.33% of the respondents have a tenure of 21 years and more. The highest concentration of tenure is in the category of 6 to 10 years and 1 to 5 years. This could indicate that although the organisation’s recruitment process gets employees into the organisation, the retention strategy is not necessarily keeping them within the organisation for long durations.

TABLE 3.5: DEMOGRAPHIC COMPOSITION OF THE SAMPLE: TENURE

Tenure	Number of responses	Percentage of responses
Less than a year	5	3.33%
1 to 5 years	37	24.67%
6 to 10 years	55	36.67%
11 to 15 years	22	14.67%
16 to 20 years	20	13.33%
21+ years	11	7.33%
Total	150	100.00%

FIGURE 3.4: RESPONSE RATE BY TENURE



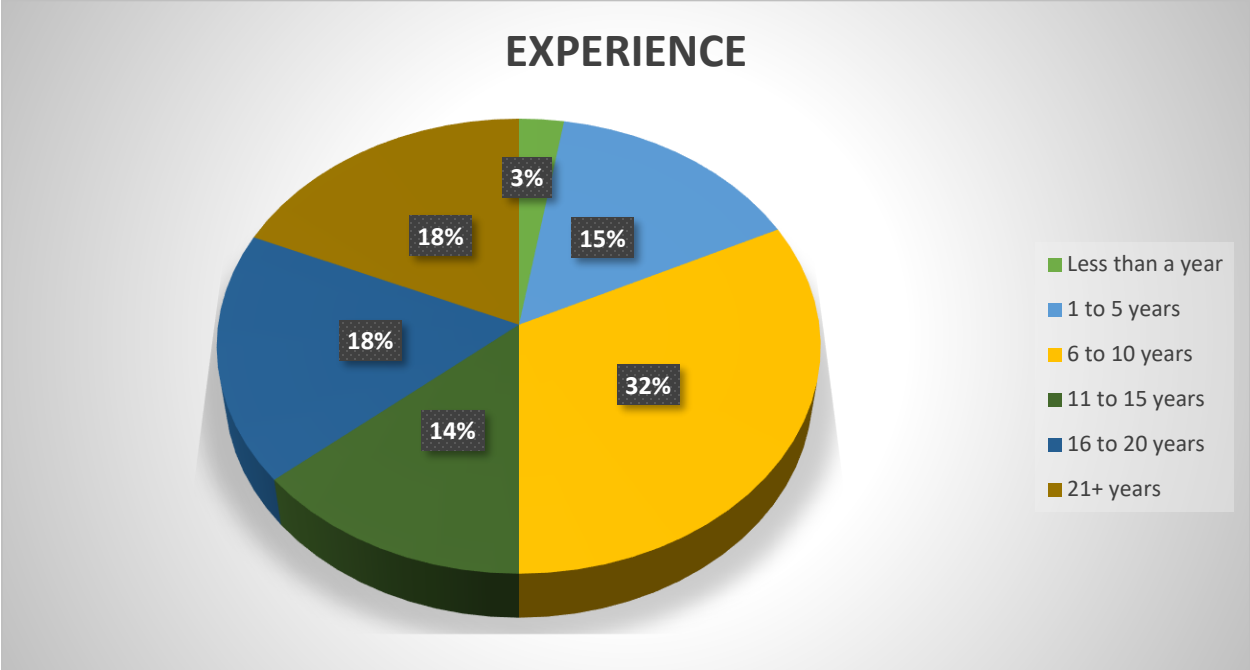
The respondents of the study were required to indicate their working experience from less than a year to 21 years and more. Table 3.6 and Figure 3.5 illustrate the working experience of the respondents of the study. Table 3.6 depicts that 4 of the respondents have less than a year of working experience and 23 of the respondents have between 1 to 5 years working experience. The majority of the respondents, which is 49, indicated that they had 6 to 10 years of working experience. Of the respondents, 21 had 11 to 15 years working experience while 27 of them had 16 to 20 years of experience. The responses also show that 28 of the respondents had 21 years and more of working experience.

Figure 3.5 analysis shows that 2.63% of respondents had less than a year of working experience while 15.13% had 1 to 5 years of working experience. The majority of respondents, which constitutes 32.24%, had 6 to 10 years working experience compared to 13.82% with between 11 and 15 years of experience. The responses indicate that 17.76% of respondents had 16 to 20 years' experience compared to the 18.42% which had 21 years and more of working experience. These results show that the respondents of the study have significant levels of working experience. This can be interpreted as though the recruitment process of the organisation requires substantial experience from new recruits.

TABLE 3.6: DEMOGRAPHIC COMPOSITION OF THE SAMPLE: WORKING EXPERIENCE

Working Experience	Number of responses	Percentage of responses
Less than a year	4	2.63%
1 to 5 years	23	15.13%
6 to 10 years	49	32.24%
11 to 15 years	21	13.82%
16 to 20 years	27	17.76%
21+ years	28	18.42%
Total	152	100.00%

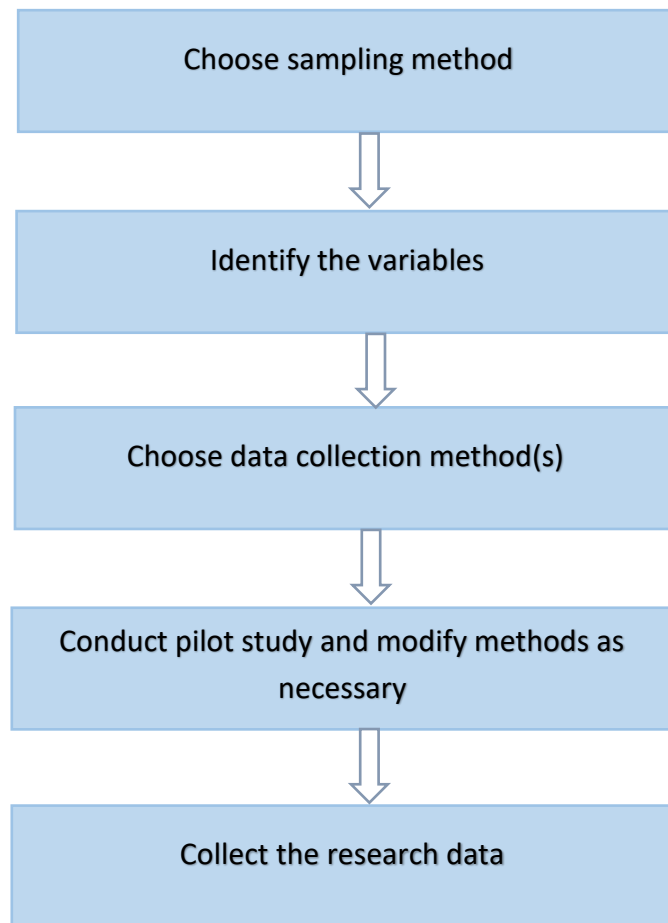
FIGURE 3.5: RESPONSE RATE BY WORKING EXPERIENCE



3.6 DATA COLLECTION METHOD

Data collection in the study will be by means of a questionnaire. The questionnaire will consist of close-ended statements which will seek to acquire the respondents' views on the different constructs being measured. The issue of confidentiality is eliminated as the questionnaire responses are completed online using the online survey software. The data from the responses will then be extracted from the software for statistical analysis. This will make up the primary data collected for the study. According to Collis and Hussey (2014), primary data is research data that is generated from an original source such as experiments, surveys, interviews or focus groups.

FIGURE 3.6: OVERVIEW OF DATA COLLECTION FOR A POSITIVIST STUDY



Source: Collis and Hussey (2014)

Secondary data, which is defined by Collis and Hussey (2014) as data collected from an existing source, was collected by means of accessing and reviewing existing literature related to the research topic from reliable sources such as journal articles, published books and internet articles.

Figure 3.6 above shows the data collection process that was followed for the study.

3.6.1 Data collection instrument

Research instruments are simply devices for obtaining information relevant to the study project you are carrying out (Wilkinson & Birmingham, 2003). The authors further state that there is no definitive method of conducting social research, no single research

instrument is inherently superior to any other. Research instruments can include interviews, questionnaires, observations and reading.

Babbie (as cited in Acharya, 2010) defines a questionnaire as a document containing questions and other types of items to gather information which is appropriate for analysis. Collis and Hussey (2014) on the other hand describe a questionnaire as a method for collecting primary data where participants are asked a list of structured questions chosen after considerable testing with a view of eliciting reliable responses. Acharya (2010) argues that there are roughly two types of questionnaires, structured and unstructured. Quasi-structured questionnaires are a mixture of structured and unstructured questionnaires. The scholar states that structured questionnaires include pre-coded questions with well-defined skipping patterns to follow the sequence of questions. Some of the advantages of such questionnaires are consistency in answers, ease of administration, less discrepancies and easy data management. Unstructured questionnaires on the other hand consist of open-ended and vague opinion-type questions.

For this study, a structured questionnaire was used for data collection, which according to Wilkinson and Birmingham (2003) is the most favoured tool for researchers as it can often provide a cheap and effective way of collecting information in a structured and manageable form. The questionnaire was divided into two sections, Section A and Section B. Section A of the questionnaire consisted of 46 questions measuring the dependent variable, intent to resign (as a surrogate measurement of employee retention), and the independent variables; trust in management, organisational values, growth and advancement opportunities, effective communication and work-life imbalance (see Annexure 2 for the measuring items of these instruments). These questionnaire items were anchored to a five (5) point Likert scale which seeks respondents to indicate their level of agreement with the statements provided in the questionnaire, ranging from strongly disagree to strongly agree. Section B measured the demographic information of the respondents.

3.6.2 Pilot study

The term pilot study is used in two different ways in social science research. It can be used to refer to feasibility studies done in preparation for the major study or used with reference to the pre-testing of a particular research instrument (Teijlingen & Hundley, 2002). According to Hassan, Schattner and Maza (2006) a pilot study can be defined as a small study used to test research protocols, data collection instruments, sample recruitment strategies and other research techniques as groundwork for the larger study. The scholars further state that it is one of the essential stages in a research project as it can identify potential problem areas and deficiencies in the research instruments and protocol before implementation of the full study.

For this study, a pilot study was carried out on 10 respondents who were selected using convenience sampling from the sample frame of the study. The pilot study was in the form of face-to-face interviews and telephone interviews. The attention of the pilot study was on testing whether the variables chosen for the study were relevant to the population. The applicability of the variables was confirmed through the pilot study.

3.7 ETHICAL CONSIDERATIONS

According to Collis and Hussey (2014), ethics are moral values or principles that form the basis of a code of conduct. They further argue that research ethics focus on the manner in which research is conducted and the results or findings are reported. To ensure ethical consideration is given to this study, the questionnaire has an accompanying covering letter describing the purpose and nature of the study. The contact details of the researcher and research supervisor are provided for verification of the authenticity of the study.

The sample group of the study will not be drawn from an institutionalised population or school learners. Respondents are made aware that participation in the study will not result in any inconvenience, discomfort or risks. The privacy, confidentiality and anonymity of the respondents is also emphasised, this is achieved through the use of an online survey software which provides no link of the responses to the respondents. Consent from the

participants will be received on the covering letter, through accepting details of the study and choosing to proceed to the actual questionnaire. Participants are also made aware that they have the right to withdraw from the study at any given time, without the need to provide reasons, as this will result in no negative consequence. Participants are made aware that the results of the study will only be used for academic purposes and the results of the study may be made available to the organisation under study on request. This study's ethical standards were also assessed in accordance with the Form-E ethics clearance process of the Nelson Mandela University.

3.8 DATA ANALYSIS METHOD

For the study, the services of a statistician will be acquired for the analysis of data through the STATISTICA computer program. Components that will be tested in the data analysis include validity, reliability, descriptive and inferential statistics. In the study content validity will be used to measure whether the instrument measures all the elements of each construct. Descriptive statistics will be conducted on the demographics section of the questionnaire and on the different variables to provide basic information about the sample and to highlight any potential relationships. Inferential statistics will be conducted to measure the degree of association between the dependent and independent variables.

3.9 METHOD OF REPORTING

The method of reporting that will be used in the study will be in the form of reporting, interpreting and discussion of the statistical results. Recommendations and conclusions which are supported by the results of the study will also be offered to management.

3.10 CHAPTER SUMMARY

This chapter discussed the methodology of the study, three traditions of research were mentioned; positivism, interpretivism and critical theory. The chapter also contrasts three methodological paradigms of research, namely quantitative, qualitative and participatory action research. The positivism tradition of research and the quantitative research

methodology were selected for the study and justification for the selection of these was given. The mail survey was chosen as the research approach to be used in the study.

Under sampling design, the description of the population, sampling frame and sampling method utilised in the study were discussed. A discussion on how the research ethics protocol was implemented in the study was also given. The data analysis and the method of reporting and synthesis were also stipulated. Finally, the chapter also discussed the demographic composition of the study with the use of tables and pie charts.

CHAPTER 4

EMPIRICAL RESULTS

4.1 INTRODUCTION

This chapter looks at the quality of the data used in the study by discussing the reliability of the measuring instrument used in the study. This is done through the analysis of the Cronbach's alpha of the various constructs measured. The chapter also looks at how validity of the study will be measured. Thereafter, the empirical results of the study will be discussed by examining the relationship between the different variables. The results of the hypotheses formulated for the study will also be reported and discussed.

4.2 RELIABILITY

Reliability as defined by Heale and Twycross (2015) refers to the accuracy of an instrument. It is the extent to which a research instrument measures the same results each time it is used under the same conditions. According to Roberts and Priest (2006), reliability relates to the consistency of a measure. The scholars further state that internal consistency is the relationship between all results obtained from a single test or survey and it can be measured using statistical procedures such as Cronbach's alpha coefficient. For the study, STATISTICA was used to generate Cronbach's alpha which was used to measure reliability. The results obtained for the Cronbach's alpha are shown in Table 4.1 below:

TABLE 4.1: RELIABILITY OF THE MEASURING INSTRUMENT AS MEASURED BY THE CRONBACH'S ALPHA

Variable	Alpha value
Intent to resign (reduced staff retention)	0.89
Trust in management	0.92
Good organisational values	0.86
Growth and advancement opportunities	0.80
Effective communication	0.88
Work-life imbalance	0.62

Table 4.1 shows that all the Cronbach's alpha scores are above 0.60, which is regarded as fair reliability by Zikmund, Babin, Carr and Griffin (2014). All variables were therefore considered reliable for further analyses.

4.3 VALIDITY

Validity is the degree to which a test measures what the researcher wants it to measure and the results reflect the phenomena under the study (Roberts & Priest, 2006; Collis & Hussey, 2014; Heale & Twycross, 2015). Roberts and Priest (2006) posit that there are two broad measures of validity, external and internal. They describe external validity as the ability to generalise the findings of a study to other people and situations, confidently. Internal validity is the ability of an instrument to measure what it is intended to measure. There are three approaches to internal validity and these are content validity, criterion-related validity and construct validity. This study utilised content validity which is described by Roberts and Priest (2006) as being concerned with the relevance and representativeness of a measure to the intended setting.

4.4 REPORTING AND INTERPRETATION OF EMPIRICAL RESULTS

The empirical results for the study were examined using regression analysis. Regression refers to a set of techniques for studying the straight-line relationships among two or more variables (Uyanik & Guler, 2013). Multiple regression is an extension of simple linear regression analysis. The following section aims to investigate the relationship of the variables in terms of the hypotheses that were developed in Chapter Two.

Table 4.2 below illustrates the empirical results on the relationship between the selected variables in the study.

TABLE 4.2: THE RELATIONSHIP BETWEEN THE SELECTED VARIABLES

Summary of Multiple Regression Analysis of the relationship between independent variables and INTENT TO RESIGN						
R= 0. 609 R ² = 0.372 Adjusted R ² = 0.350 F(5,146)= 17.292 p= 0.000						
	Beta coefficient	Std. Error	B Coefficient	Std. Error	t value	p-value
			3.449572	0.502499	6.86484	0.000000
Effective Communication	-0.119430	0.138268	-0.180083	0.208487	-0.86376	0.389138
Growth & Advancement Opportunities	-0.272666	0.088700	-0.441367	0.143579	-3.07403	0.002521
Organisational Values	0.125574	0.151514	0.199847	0.241130	0.82879	0.408575
Trust in Management	-0.243123	0.152729	-0.341818	0.214729	-1.59186	0.113580
Work-Life Imbalance	0.303517	0.069294	0.625617	0.142831	4.38011	0.000023

Note: P-values in red indicate a significant relationship.

Table 4.2 shows a significant positive relationship between work-life imbalance and intent to resign ($r = 0.303$, $p < 0.001$). This means that the more employees experience work-life imbalance the more their intent to resign will be.

Table 4.2 also shows a significant negative relationship between growth and advancement opportunities and intent to resign ($r = -0.27$, $p < 0.001$). This is a positive finding, as it indicates that the more growth and advancement opportunities employees experience in their jobs, the less they will be inclined to resign.

Effective communication, organisational values and trust in management are not significantly related to intent to resign.

According to the R² value (0.372) the five independent variables explained 37% of the variance in intent to resign, while other variables, not measured in this study, explained 68% of the variance in intent to resign in the selected sample.

4.4.1 The relationship between trust in management and employee retention

The above-mentioned relationships were investigated using the formulated hypothesis below:

H1: Trust in management has a negative influence on intent to resign (as a surrogate measure of employee retention) within an aviation organisation

Table 4.2 above depicts the results of the multiple regression analysis between trust in management and intent to resign. Table 4.2 illustrates that trust in management is not significantly related to intent to resign. This result does not support H1.

4.4.2 The relationship between organisational values and employee retention

The above relationships were investigated using the hypothesis below that was formulated:

H2: Organisational values have a negative influence on intent to resign (as a surrogate measure of employee retention) within an aviation organisation

The results of the multiple regression analysis that show the relationship between organisational values and intent to resign are illustrated in Table 4.2 above. Table 4.2 shows that organisational values are not significantly related intent to resign. This result is not in support of H2.

4.4.3 The relationship between growth and advancement opportunities and employee retention

The above relationships were investigated using the below-mentioned hypothesis which was formulated:

H3: Growth and advancement opportunities have a negative influence on intent to resign (as a surrogate measure of employee retention) within an aviation organisation

Table 4.2 above depicts the relationship between growth and advancement opportunities and intent to resign. The results from Table 4.2 show that growth and advancement

opportunities are negatively related to intent to resign ($r = - 0.27, p < 0.001$). This result supports H3.

4.4.4 The relationship between effective communication and employee retention

The above relationships were investigated using the hypothesis below which was formulated:

H4: Effective communication has a negative influence on intent to resign (as a surrogate measure of employee retention) within an aviation organisation

The results of the multiple regression analysis that show the relationship between effective communication and intent to resign are illustrated in Table 4.2 above. Table 4.2 shows that effective communication is not significantly related to intent to resign. This result does not support H4.

4.4.5 The relationship between work-life imbalance and staff retention

The above-mentioned relationships were investigated using the following hypothesis which was formulated:

H5: Work-life imbalance has a positive influence on intent to resign (as a surrogate measure of employee retention) within an aviation organisation

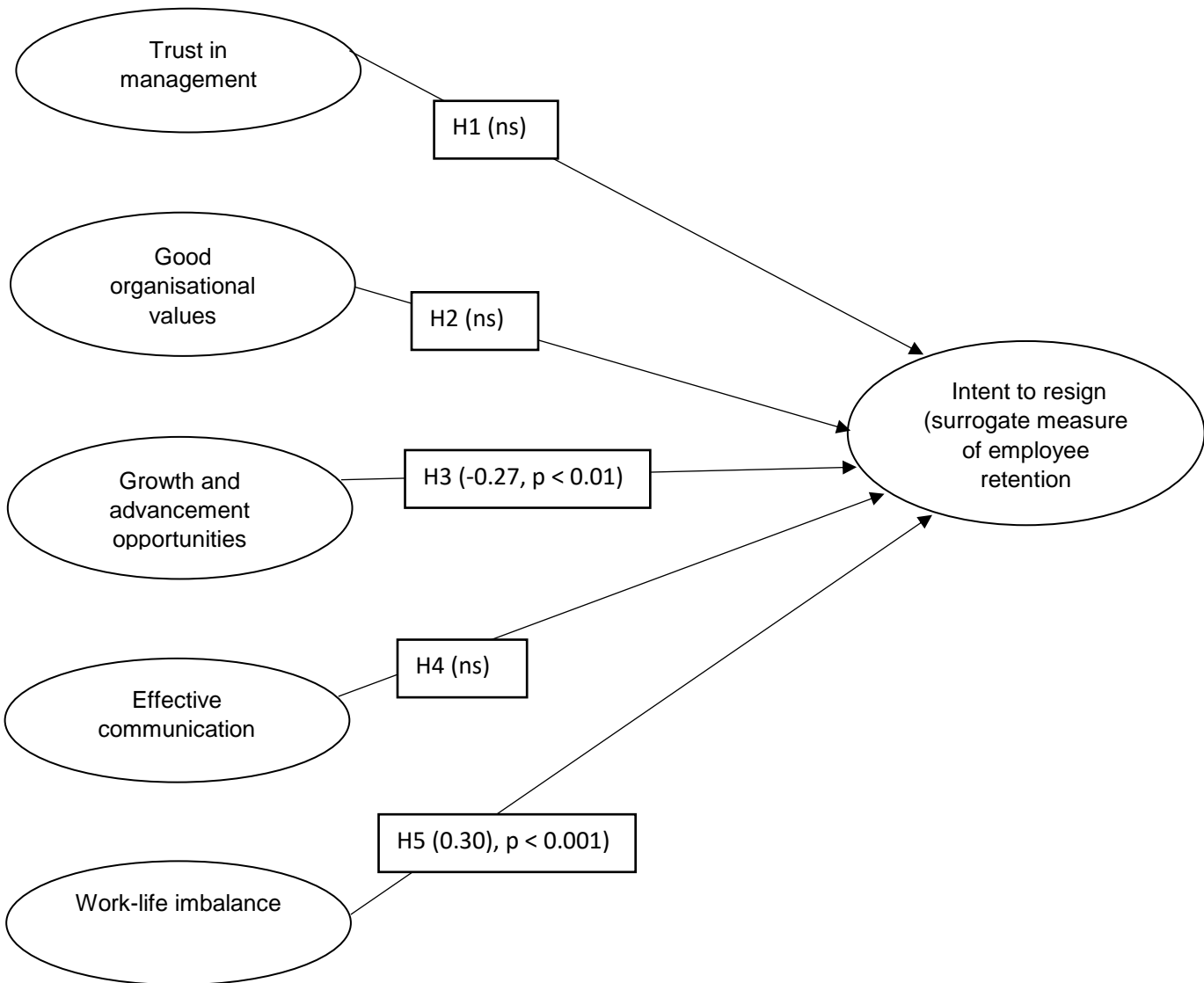
Table 4.2 above shows the multiple regression analysis of the relationship between work-life imbalance and intent to resign. Table 4.2 shows that work-life imbalance is positively and significantly ($r = 0.30, p < 0.001$) related to intent to resign in an aviation organisation. An increase in the work-life imbalance that employees experience seems to increase their intent to resign from an organisation within the aviation industry. This result supports H5.

4.4.6 Summary of the relationship between the chosen variables

The summary of the relationship between the different variables that were selected for the study is illustrated in Figure 4.1 below. The results show that growth and advancement opportunities is the only variable that is most likely capable of positively influencing employee retention. Growth and advancement opportunities are significantly and negatively related to intent to resign, which means that an increase in the former will lead to a decrease in the latter. More growth and advancement opportunities will therefore lead to a reduction in intent to resign (and by implication a strengthening of staff retention). Trust in management, organisational values and effective communication are however not significantly related to intent to resign (and by implication staff retention).

The results also show that work-life imbalance is the only variable that has a significant positive influence on intent to resign. This means that an increase in work-life imbalance results in an increase in employees' intent to resign. Therefore, a decrease in work-life imbalance has a positive effect on employee retention.

FIGURE 4.1: SUMMARY OF THE RELATIONSHIP BETWEEN THE CHOSEN VARIABLES



4.5 CHAPTER SUMMARY

This chapter discussed the reliability of the instrument used for the study. The lowest Cronbach's alpha value was 0.62, measuring the reliability of the work-life balance construct. All Cronbach's alpha scores were above 0.60 which is regarded as fair

reliability. Content validity, which is a type of internal validity was used to establish whether the measure utilised in the study measured what it was intended to measure.

The relationship between the different variables in the study was measured using multiple regression. The multiple regression analysis showed that only one variable, work-life imbalance, would have a significantly positive influence on staff retention. The results revealed that an increase in work-life imbalance was associated with an increase in intent to resign. The result suggests that employees in the aviation industry would want to resign if work-life imbalance was to be increased. This result will be discussed in more depth in Chapter 5.

CHAPTER 5

DESCRIPTIVE STATISTICS

5.1 INTRODUCTION

The previous chapter reported the empirical results and discussed the reliability and validity of the study. The purpose of this chapter is to analyse the data that was collected and present the descriptive statistics of the study. The statistics will be in the form of percentages, mean scores and standard deviations.

5.2 DESCRIPTIVE STATISTICS

This section analyses and interprets the descriptive statistics related to Section A of the questionnaire which covered the dependent variable and independent variables of the study. For convenience, the responses were grouped into three categories, disagree, agree and neutral. The disagree category consists of all the strongly disagree and disagree responses. The agree category is made up of all the strongly agree and agree responses. Lastly, the neutral category consists of the responses that were neither agreeing or disagreeing with the statements. The responses indicate the respondents' views on the various variables being tested.

5.2.1 Trust in management

The extent to which respondents had trust in their management was tested and the results are illustrated in Table 5.1 and Figure 5.1 below.

TABLE 5.1: DESCRIPTIVE STATISTICS ON TRUST IN MANAGEMENT

Code	Statement	Disagree	Neutral	Agree	Mean	Std. Dev
		Percentages				
TM1	Employees' needs and desires are important to management	45.63	25.50	28.86	2.80	1.34
TM2	Managers take actions which are consistent with their words	53.95	35.53	10.53	2.32	1.08

TM3	Management cares about employees	60.52	25	14.47	2.26	1.10
TM4	Management takes the best decisions for employees	62.91	25.17	11.92	2.18	1.07
TM5	It is easy to communicate with management about personal matters	52.98	30.46	16.55	2.45	1.09
TM6	In dealing with management, there is no fear of judgement or ill-treatment	73.51	17.88	8.61	1.99	1.01
TM7	Management treats all employees equally	66.22	21.85	11.92	2.08	1.16
TM8	Management keeps the promises they make to employees	58.27	32.45	9.27	2.22	1.01
TM9	Management is upfront with employees	61.18	27.63	11.18	2.27	1.00
AVERAGE MEAN SCORE					2.29	

FIGURE 5.1: DESCRIPTIVE STATISTICS ON TRUST IN MANAGEMENT

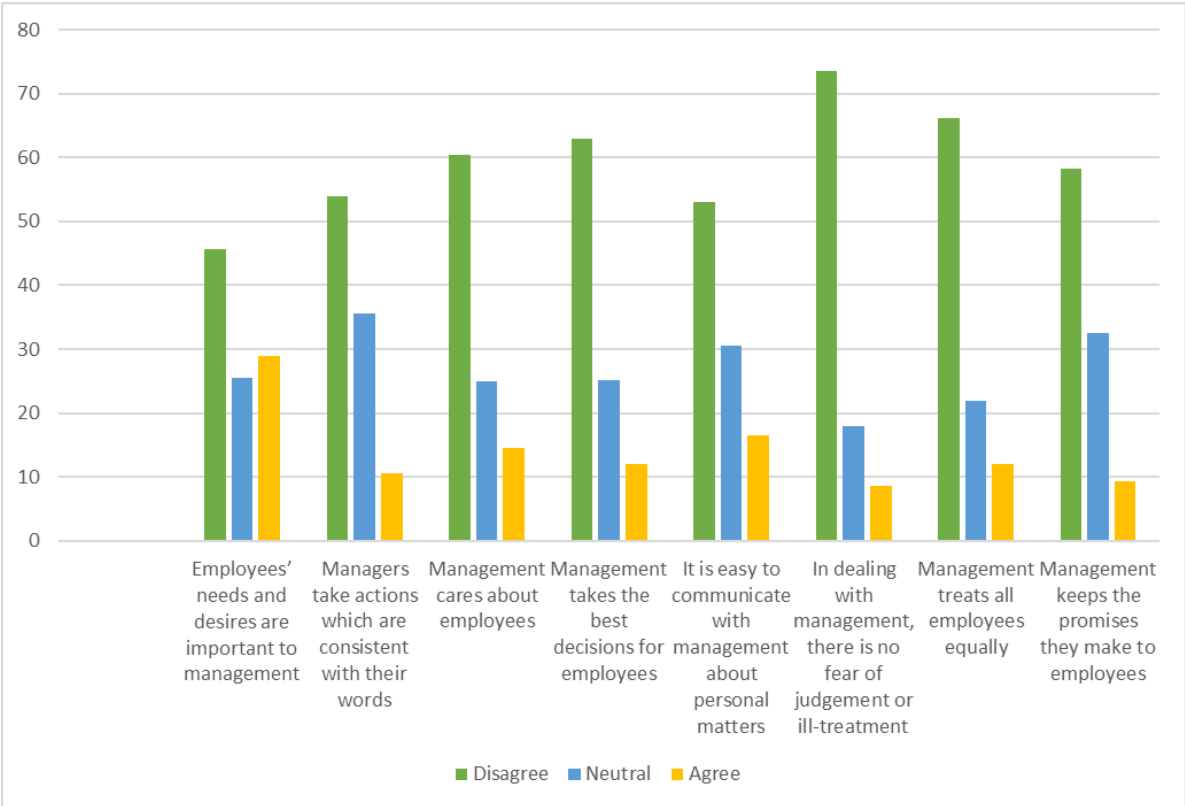


Table 5.1 and Figure 5.1 indicate that the responses received for the trust in management variable were all negative. The results showed a tendency towards disagreeing responses. A high percentage of respondents which constituted 73.51% disagreed that there is no fear of judgement or ill-treatment when dealing with management, 66.22% of respondents feel that management does not treat all employees equally. A further 62.91% does not believe that management takes the best decisions for employees, with 25.17% of respondents choosing to remain neutral on that statement. The only statement that yielded a significant positive result was employees' needs and desires being important to management, with just 28.86% respondents agreeing with it while 25.50% elected to remain neutral.

The mean scores for trust in management ranged from 1.99 to 2.80 with an average mean score of 2.29, which indicates low levels of trust in management among the respondents of the study. The standard deviations for this variable were moderately broad, ranging from 1.00 to 1.34, indicating that the respondents were in moderate disagreement among themselves.

5.2.2 Organisational values

The extent to which the organisation's espoused values are practiced was tested and the responses from the respondents are illustrates in Table 5.2 and Figure 5.2.

TABLE 5.2: DESCRIPTIVE STATISTICS ON ORGANISATIONAL VALUES

Code	Statement	Disagree	Neutral	Agree	Mean	Std. Dev
		Percentages				
OV1	Employees are given recognition for their efforts	47.68	31.13	21.19	2.62	1.12
OV2	All employees take accountability for their actions	50.00	32.24	17.76	2.50	1.20
OV3	There is transparency and honesty in dealing with critical issues within the organisation	72.19	21.19	6.62	2.00	0.99
OV4	Employees are engaged on major issues	61.84	28.29	9.86	2.26	0.97

OV5	There is consistency when it comes to dealing with issues	64.23	28.48	7.29	2.11	1.00
OV6	Employees practise ethical behaviour in the organisation	30.26	48.68	21.06	2.85	0.95
OV7	There is fairness in dealing with issues within the organisation	59.21	30.92	9.87	2.26	0.98
OV8	Employee development is important to the organisation	36.84	36.84	26.32	2.84	1.23
AVERAGE MEAN SCORE					2.43	

FIGURE 5.2: DESCRIPTIVE STATISTICS ON ORGANISATIONAL VALUES

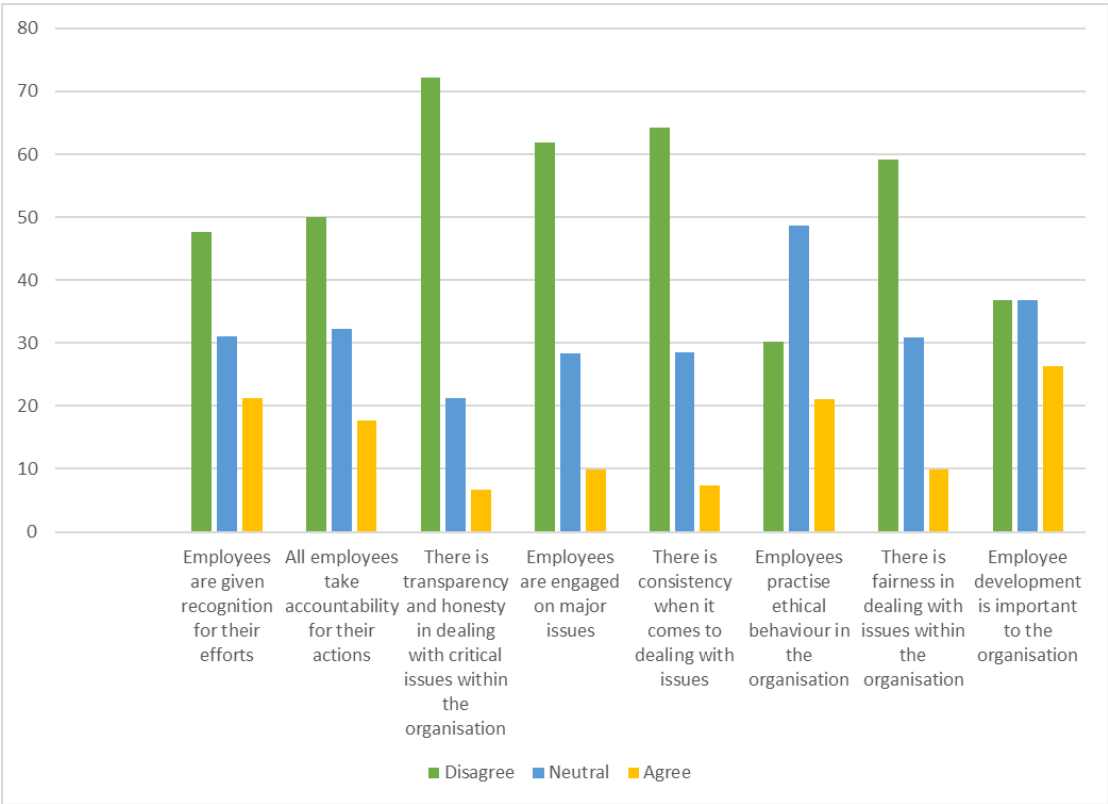


Table 5.2 and Figure 5.2 indicate that the responses received in all the statements were negative. The responses showed a tendency towards disagreeing responses on whether the espoused organisational values are practiced in the organisation. A high percentage of 72.19% disagreed that there is transparency and honesty in dealing with critical issues within the organisation. A significant 64.23% disagreed that there is consistency in dealing with issues internally, with 28.48% of respondents choosing to remain neutral. A further

61.84% disagreed that employees are engaged on major issues, with 28.29% opting to remain neutral. The only statement that produced some positive result was employee development being important to the organisation, with only 26.32% of respondents agreeing with the statement and 36.84% choosing to remain neutral.

The mean scores for the organisational values ranged from 2.00 to 2.85 with an average mean score of 2.43, meaning that the responses to statements in this variable were mostly negative and employees do not feel that the espoused organisational values are being practised within the organisation. The standard deviations for all the questions were relatively broad, ranging from 0.95 to 1.23. This is an indication that the respondents were in moderate disagreement amongst themselves.

5.2.3 Growth and advancement opportunities

Table 5.3 and Figure 5.3 demonstrate the extent in which respondents agreed they have growth and advancement opportunities available in their current workplace.

TABLE 5.3: DESCRIPTIVE STATISTICS ON GROWTH AND ADVANCEMENT OPPORTUNITIES

Code	Statement	Disagree	Neutral	Agree	Mean	Std. Dev
		Percentages				
GAO1	There are training opportunities available to me	23.84	31.13	45.03	3.25	1.13
GAO2	I have access to study assistance	26.32	26.97	46.71	3.32	1.24
GAO3	It is easy to change jobs between the different departments	70.86	22.52	6.63	1.99	0.99
GAO4	Everyone has an equal chance at getting an advertised position	51.31	28.95	19.74	2.39	1.29
GAO5	There is adequate succession planning	69.08	21.71	9.21	2.03	1.06
GAO6	There are mentoring and coaching opportunities	51.32	34.21	14.48	2.41	1.10

GAO7	Internal employees are considered for new appointments	24.34	33.55	42.11	3.20	1.17
GAO8	There are job vacancies available for my progression	50.00	30.26	19.74	2.55	1.17
AVERAGE MEAN SCORE					2.64	

FIGURE 5.3: DESCRIPTIVE STATISTICS ON GROWTH AND ADVANCEMENT OPPORTUNITIES

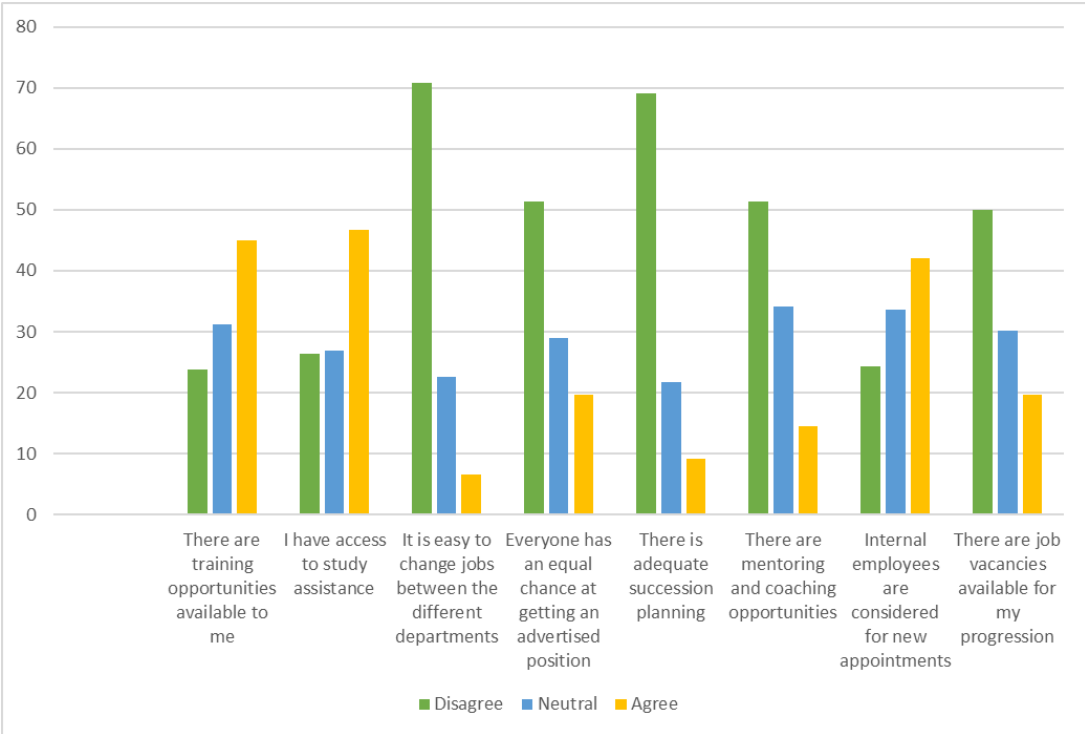


Table 5.3 and Figure 5.3 show mixed responses towards the growth and advancement opportunities variable. Five out of eight statements show a tendency towards disagreeing responses, with the highest percentage of respondents, 70.86%, disagreeing that it is easy to change jobs between the different departments. A total of 69.08% disagreed that there is adequate succession planning in the organisation. Of the eight statements, only three showed a tendency towards agreeing responses. The first statement is where 46.71% of the respondents agree that they have access to study assistance. The second statement is where 45.03% agree that there are training opportunities available to them.

The last statement had just 42.11% respondents agreeing that internal employees are considered for new appointments with 33.55% respondents remaining neutral.

The mean scores for growth and advancement opportunities ranged from 1.99 to 3.25, with an average mean score of 2.64 indicating low perceived levels of growth and advancement opportunities within the organisation. The standard deviations for this variable were moderately broad, ranging from 0.99 to 1.24 indicating moderate disagreement amongst the respondents.

5.2.4 Effective communication

Table 5.4 and Figure 5.4 illustrate the extent in which respondents agree that communication in their organisation is effective.

TABLE 5.4: DESCRIPTIVE STATISTICS FOR EFFECTIVE COMMUNICATION

Code	Statement	Disagree	Neutral	Agree	Mean	Std. Dev
		Percentages				
EC1	Information shared by the organisation is clear and easy to understand	41.44	42.76	15.71	2.65	1.02
EC2	Communication is a two-way process between the organisation and the employees	50.00	25.66	24.34	2.71	1.28
EC3	Communication within the organisation is open and transparent	72.48	19.46	8.06	2.01	1.03
EC4	Issues are communicated in a timely manner	67.11	28.29	4.60	2.08	0.94
EC5	Organisational communication achieves the desired results and behaviours	50.00	38.16	11.84	2.40	1.06
EC6	Feedback is provided on important issues	63.16	26.32	10.53	2.25	1.02
EC7	Information shared within the organisation is consistent and not conflicting	52.98	37.75	9.27	2.34	0.97
AVERAGE MEAN SCORE					2.35	

FIGURE 5.4: DESCRIPTIVE STATISTICS FOR EFFECTIVE COMMUNICATION

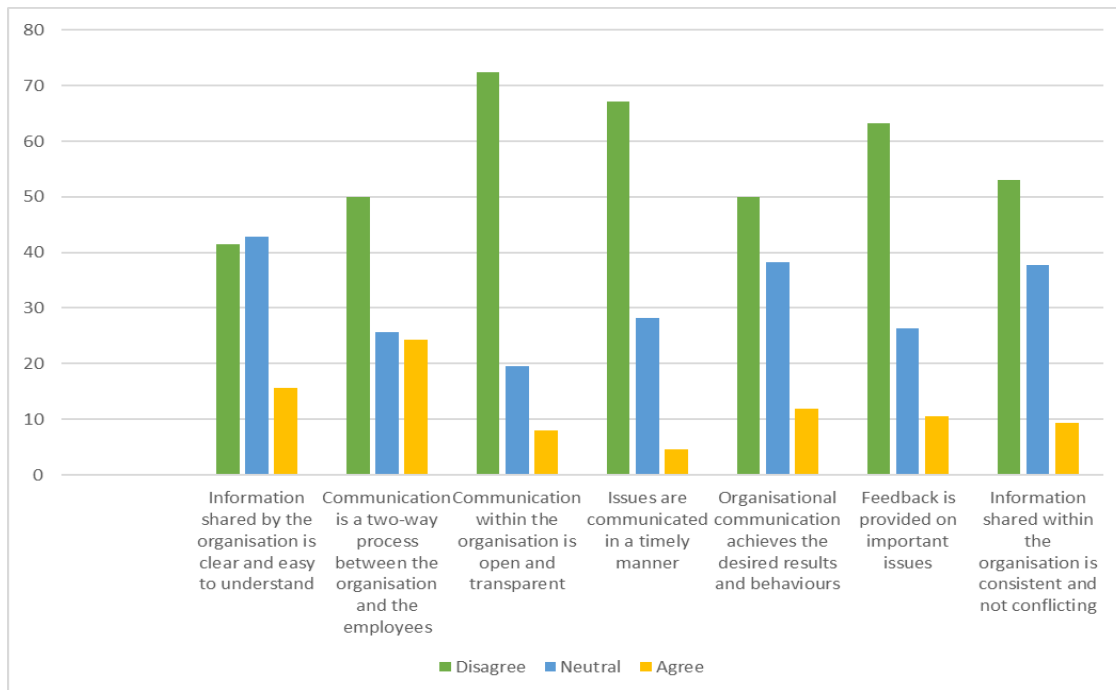


Table 5.4 and Figure 5.4 indicate that the responses received in all statements were negative. The results showed a tendency towards disagreeing responses on how effective communication is within the organisation. A high percentage of 72.48% respondents disagreed that communication within the organisation is open and transparent. A further 67.11% disagreed that issues being communicated in a timely manner. A significant 63.16% of respondents disagreed that feedback is provided on important issues. The highest percentage of respondents to agree with a statement is 24.34%, this is in support of communication being a two-way process between the organisation and the employees. The other significant percentage of agreeing responses is 15.71%, in support of information shared by the organisation being clear and easy to understand but a substantial 42.76% opted to remain neutral for the statement.

The mean scores for effective communication ranged from 2.08 to 2.71, with the average mean score being 2.35, this means that the responses to the statements in this variable were mostly in the disagree zone and that communication in the organisation is not

perceived to be effective. The standard deviation for the statements ranged from 0.94 to 1.28 indicating moderate disagreement amongst the respondents.

5.2.5 Work-life imbalance

The respondents' responses on whether they experienced issues with work-life imbalance in their current workplace are illustrated in Table 5.5 and Figure 5.5 below.

TABLE 5.5: DESCRIPTIVE STATISTICS FOR WORK-LIFE IMBALANCE

Code	Statement	Disagree	Neutral	Agree	Mean	Std. Dev
		Percentages				
WLB1	My personal life suffers because of work	50.66	28.95	20.4	2.58	1.15
WLB2	I am too tired to be effective at work	65.13	24.34	10.52	2.13	1.07
WLB3	I struggle to cope and be effective at work	69.74	21.71	8.56	1.99	1.02
WLB4	My job makes my personal life difficult	59.21	27.63	13.16	2.31	1.05
WLB5	My mood improves because of my work	35.53	40.79	23.69	2.78	1.04
WLB6	I struggle to juggle work and non-work activities	56.95	31.13	11.92	2.30	1.07
WLB7	My work suffers because of my personal life	79.60	14.47	5.92	1.85	0.95
AVERAGE MEAN SCORE					2.23	

FIGURE 5.5: DESCRIPTIVE STATISTICS FOR WORK-LIFE IMBALANCE

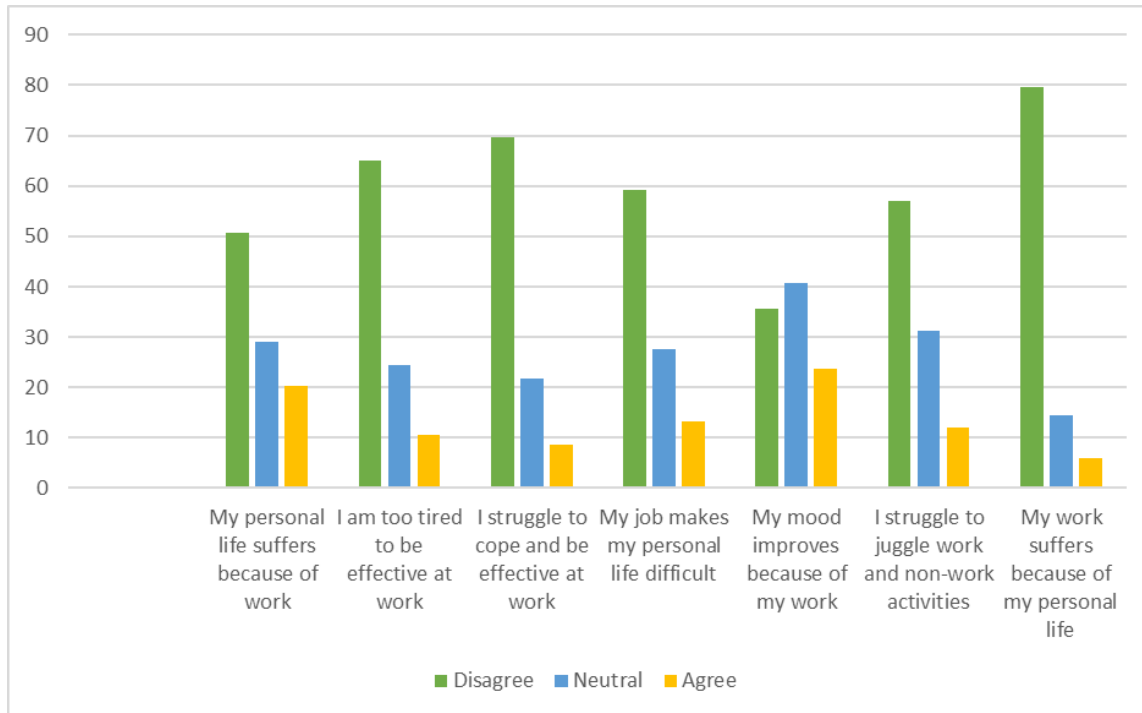


Table 5.5 and Figure 5.5 indicate that the majority of responses received in all work-life imbalance statements were disagreeing responses. The results illustrate a tendency towards disagreeing responses on all statements. A very high percentage of 79.60% disagreed that their work suffers because of their personal life. A significant 69.74% disagreed that they struggle to cope and be effective at work. A further 65.13% disagreed that they are ever too tired to be effective at work. The only statement to result in a substantial percentage of positive results is employees' mood improving because of their work, with only just 23.69% agreeing with the statement and 40.79% of the respondents chose to remain neutral. The other statement with high levels of agreement is employees' personal lives suffering because of work, with 20.4% respondents agreeing with the statement and 28.95% opting to remain neutral.

The mean scores for the work-life imbalance variable ranged from 1.85 to 2.78 with the average mean score being 2.23. This illustrates that the respondents were in disagreement with the work-life imbalance statements. This can be interpreted as the

respondents of the study having work-life balance. The standard deviations ranged from 0.95 to 1.15, this indicates a slight disagreement amongst the respondents.

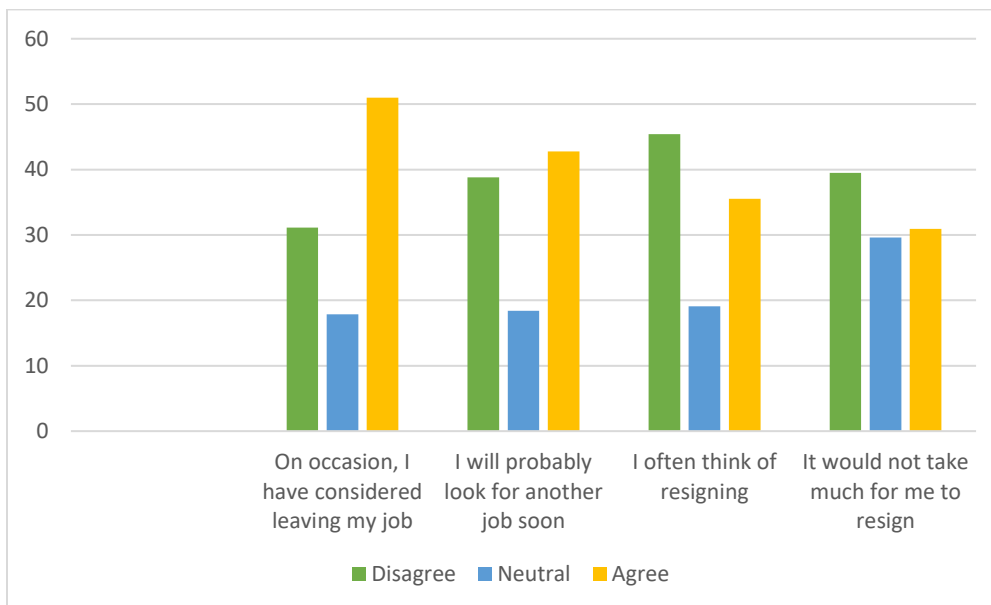
5.2.6 Intent to resign

The respondents' intentions to resign from their current employer was tested and the results obtained from the responses are demonstrated in Table 5.6 and Figure 5.6.

TABLE 5.6: DESCRIPTIVE STATISTICS ON INTENT TO RESIGN

Code	Statement	Disagree	Neutral	Agree	Mean	Std. Dev
		Percentages				
IS1	On occasion, I have considered leaving my job	31.12	17.88	50.99	3.28	1.39
IS2	I will probably look for another job soon	38.81	18.42	42.76	3.05	1.44
IS3	I often think of resigning	45.40	19.08	35.53	2.78	1.46
IS4	It would not take much for me to resign	39.47	29.61	30.92	2.86	1.26
AVERAGE MEAN SCORE					2.99	

FIGURE 5.6: DESCRIPTIVE STATISTICS ON INTENT TO RESIGN



The intent to resign of employees was tested and the results from the responses are presented in Table 5.6 and Figure 5.6. The results show mixed responses about employees' intentions of resigning. A high percentage of 50.99% agreed that they have considered leaving their job, with 17.88% remaining neutral on the statement. A significant 42.76% of respondents admitted that they would probably be looking for alternative employment soon, with 18.42% choosing to remain neutral. Of the respondents, 45.40% disagreed that they often think of resigning, with 35.53% agreeing with the statement. A further 39.47% of respondents disagreed with the statement "It would not take much for me to resign", while 30.92% agreed with it and 29.61% opted to remain neutral on it.

The mean scores for the intent to resign variable ranged from 2.78 to 3.28 with an average mean score of 2.99, indicating that most of the responses disagreed with the statements in this variable. However, the descriptive statistics above show reason for concern, with a substantial number of respondents agreeing with the statements, indicating some level of intent to resign. The standard deviations for the statements ranged from 1.26 to 1.46. This indicates moderate disagreement amongst the employees.

5.3 CHAPTER SUMMARY

This chapter discussed the statistical outcomes of this research study. The results showed that all the variables had statements that received disagreeing responses. Trust in management, organisational values, growth and advancement opportunities, effective communication, work-life imbalance and intent to resign all had average mean scores lower than three. Their average mean scores ranged from 2.23 to 2.99, with the variable having the lowest average mean score being work-life imbalance. The next chapter will discuss the managerial implications and provide conclusions for the study.

CHAPTER 6

CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

Chapter five (5) reported and analysed the results of the descriptive statistics of the study. Employees' perceptions on trust in management, organisational values, growth and advancement opportunities, effective communication, work-life imbalance together with the extent of employees' intent to resign was presented and examined in-depth.

The purpose of this chapter is to present conclusions drawn from the study and management implications. The conclusions will be drawn in relation to the recommendations for improving employee retention in an organisation within the aviation industry. The limitations of the study and future research areas to be considered will also be highlighted in this chapter.

6.2 OVERVIEW OF THE STUDY

The primary objective of the study was to improve employee retention by investigating factors that affect intention to resign in an aviation organisation. The rationale behind this investigation is that strategies can be formulated and implemented to reduce the employees' intent to resign and thereby increasing their retention as employees. The study examined how independent variables such as trust in management, organisational values, growth and advancement opportunities, effective communication, and work-life imbalance will influence the intent to resign of employees in an aviation organisation.

In order to address the research problems, the following research questions were formulated:

- *Can intent to resign in an aviation organisation be reduced?*

To address this research question, some selected determinants of employee retention were identified from the literature. In Chapter Two (2), determinants such as compensation, job characteristics, training and development opportunities, work-life balance, management or leadership, work environment, communication and organisational values amongst others were listed amongst the critical retention factors (Döckel et al., 2006; Kossivi et al., 2016; Cloutier et al., 2015; Frank et al., 2004). However, there are various other factors which are related to employees' intent to resign which were not measured the study.

An empirical study was also conducted to investigate the hypothesised relationships between the identified factors and intent to resign as a surrogate measure of employee retention. A sample of 151 participants was drawn. The research approach and design of the study were listed in Chapter Three (3). The chapter also presented the demographic composition of the sample. The majority of the respondents were males, the educational qualifications ranged from grade 12 to doctoral degrees and most respondents had a job tenure of 6 to 10 years. The data that was obtained from the survey was statistically analysed and presented in Chapter Five (5). The dependent and independent variables of the study were tested and analysed by means of frequency tables and charts. The conclusions, management implications and recommendations on how to reduce the intent to resign of employees (and by so doing increase their retention) as per the findings of the study presented in the subsections that follow.

- *How can organisations use the results of the study to improve staff retention?*

To address this sub-problem, empirical research was conducted on 151 respondents. Respondents' views on the various issues covered by the various constructs of the questionnaire were measured. The results which were statistically analysed reveal which variables are most relevant for the improvement of staff turnover for organisations within the aviation industry. They provide insight on what influences employees' intent to resign in an aviation organisation. The statistical analysis of the results is presented in Chapter Five (5) while the empirical results of the study are discussed in Chapter Four (4). The

recommendations, management implications and conclusions on how organisations can use the results of this study to improve staff turnover are discussed in the subsections below.

- *Which independent variable has the most influence on employees' intent to resign in an aviation organisation?*

To address this sub-problem, a theoretical study was conducted in Chapter Two (2). Various scholars provided arguments for which factors are most important in order to reduce employees' intent to resign in an aviation organisation. Tzafrir (2004) argues that communication is positively related to organisational effectiveness which greatly improves employees organisational trust which leads to reduced intentions of resigning. Lawrence and Lawrence (2009) argued that research proved that perceived organisational values can predict organisational commitment and job satisfaction. Frank et al. (2004) posits that factors that impact commitment are mostly influenced by employees' direct leadership.

In their study, Dyk et al. (2013) found that a lack of perceived career advancement and training and development opportunities has a negative influence on an individual's attitude towards the organisation, which in turn influences intent to leave. Irshad and Afridi (2011) agree with this, stating that as long as employees are learning and growing, intent to resign is reduced, making learning and development critical for attracting and retaining employees. Boswell et al. (2004) also argued that there was a negative relationship between intent to resign and perceived development and advancement opportunities.

Empirical research was also conducted amongst 151 respondents to address this sub-problem. The data from the study was analysed statistically and a multiple regression analysis was performed and presented in Chapter Four (4). The results of the multiple regression analysis showed that growth and advancement opportunities are significantly and negatively related to intent to resign. More growth and advancement opportunities lead to reduced intent to resign. It can therefore be concluded that for this sample, growth and advancement opportunities have the most influence on employees' intent to resign.

6.3 MAIN CONCLUSIONS AND MANAGERIAL IMPLICATIONS

As previously mentioned, the main objective of the study was to reduce the intent to resign of employees by determining factors that affect intention to resign in an aviation organisation. For the study a sample of 200 respondents was identified, however, the total number of respondents were 151. This means that the study yielded a total response rate of 76%. Respondents for the study were selected by means of convenience sampling. The subsections below seek to provide conclusions about all the variables which were selected for the study.

6.3.1 Trust in management

The results for trust in management indicated low levels of trust in management among the respondents of the study. The mean scores for trust in management ranged from 1.99 to 2.80 with an average mean score of 2.29. This means that a low trust in management is prevalent in the sampled respondents.

Management implication and recommendation:

Even though the results show that trust in management is not significantly related to intent to resign, management should be concerned with employees having such low levels of trust in the organisation's management. Employees feel that management does not care about them, that employees are not treated equally and that there is always fear of judgement or ill-treatment when dealing with management. Trust plays a significant role in the quality of relationships that managers have with their employees (Gomez & Rosen, 2001). If left unattended, these low levels of trust in management can have negative effects on the working relations between management and employees.

Management needs to take a more active role in improvement of employees' trust. Tzafrir et al. (2004) argue that trust is a critical variable which influences the performance, effectiveness and efficiency of organisations. An improvement in employees trust in

management will not only improve their performance and commitment but may also lead to a reduction in employees' turnover intentions.

6.3.2 Organisational values

The results show that responses to this variable were mostly negative. The mean scores for organisational values ranged from 2.00 to 2.85 with an average mean score of 2.43. This indicates a variance in the organisation's espoused values and its enacted values. The results of the multiple regression indicate that organisational values are not significantly related to employees' intent to resign.

Management implication and recommendation:

Hyde and Williamson (2000) state that translating core values into behavioural patterns transforms performance and may lead to employee retention. Therefore, even though organisational values are not significantly related to employees' intent to resign, management needs to be concerned with employees' perceptions of the actual enactment of espoused organisational values. An improvement in this area may lead to higher levels of commitment, more effective organisation culture and reduced turnover intentions (Martins & Coetzee, 2011). Management needs to be at the forefront of driving this change in perception, leading by example and living the company values in their everyday interactions with stakeholders at all levels. This will help ensure that the organisation's culture is a reflection of its core values and that employees are able to relate to the desired organisational behaviour.

6.3.3 Growth and advancement opportunities

The mean scores for growth and advancement opportunities ranged from 1.99 to 3.25 with an average mean of 2.64 which indicates that employees perceive low levels of growth and advancement opportunities within the organisation. The results of the multiple regression analysis presented in Chapter Four (4) show that growth and advancement opportunities are significantly and negatively related to intent to resign. This indicates that

an increase in growth and advancement opportunities would result in reduced turnover intentions. This finding supports the view shared by George (2015) that developmental opportunities increase commitment to stay and that there is a significant negative relationship between career development support and turnover intentions.

Management implication and recommendation:

As per multiple regression analysis results, growth and advancement opportunities are a significant determinant of employees' intent to resign. The statistical results however indicate that employees perceive low levels of growth and advancement opportunities in the organisation. Management therefore that needs to re-evaluate human resource management strategies that are related to the training and development of employees. Aspects such as succession planning, mentoring and coaching, and the ease of changing between the different departments need to be reviewed. Management needs to ensure that there are sufficient opportunities for employees to advance in the organisation and that internal employees are actually considered for advertised positions. This will assist in changing employees' perception on their professional growth and career success in the organisation.

6.3.4 Effective communication

The results showed a tendency towards disagreeing responses, indicating low levels of the effectiveness of communication in the organisation. The average mean score for the variable as presented in Chapter Five (5) is 2.35. The results of the multiple regression analysis presented in Chapter Four (4) indicate that effective communication is not significantly related to intent to resign.

Management implication and recommendation:

Cloutier et al. (2015) argue that unhealthy communication within organisations leads to a poor work culture, which in turn leads to employee turnover. This suggests that improving

communication within the organisation might be beneficial to the development of a positive work culture and reducing turnover intentions from employees. All the responses on the effective communication variable were disagreeing, indicating that employees perceive communication as very ineffective in the organisation. Aspects such as open and transparent communication, timely sharing of information and provision of feedback on important need to be improved. Such improvements can better employee relations and organisational effectiveness.

6.3.5 Work-life imbalance

The results show that the responses had a tendency towards disagreeing responses. The mean scores for the work-life imbalance ranged from 1.85 to 2.78 with the average mean score being 2.23. This result indicates that employees disagree that they are experiencing a lack of work-life balance within their employing organisation. This is a positive result, which should motivate management to further enhance, or at least maintain this situation.

Management implication and recommendation:

Noor (2011) argues that work-life balance has important consequences for employee attitudes towards their organisation as well as for the lives of employees. This implies that work-life balance influences employees' attitudes towards their organisation. The results of the multiple regression show that work-life imbalance is significantly related to intention to resign. The relation is positive, suggesting an increase in work-life imbalance results in increased intent to resign. Management must continually design and implement strategies to reduce work-life imbalance.

6.3.6 Intent to resign

Respondents indicated low levels of intent to resign. The average mean score for intent to resign was 2.99. This is a positive result which indicates that employees' intent to resign is currently low in the organisation.

Management implication and recommendation:

The results indicate that although the respondents exhibited low levels of intent to resign, they are indicating that the main factors that would increase their intent to resign are a lack or reduction in growth and advancement opportunities and an increase in work-life imbalance. Management therefore needs to pay special attention to these factors in order to maintain low levels on intent to resign in the organisation.

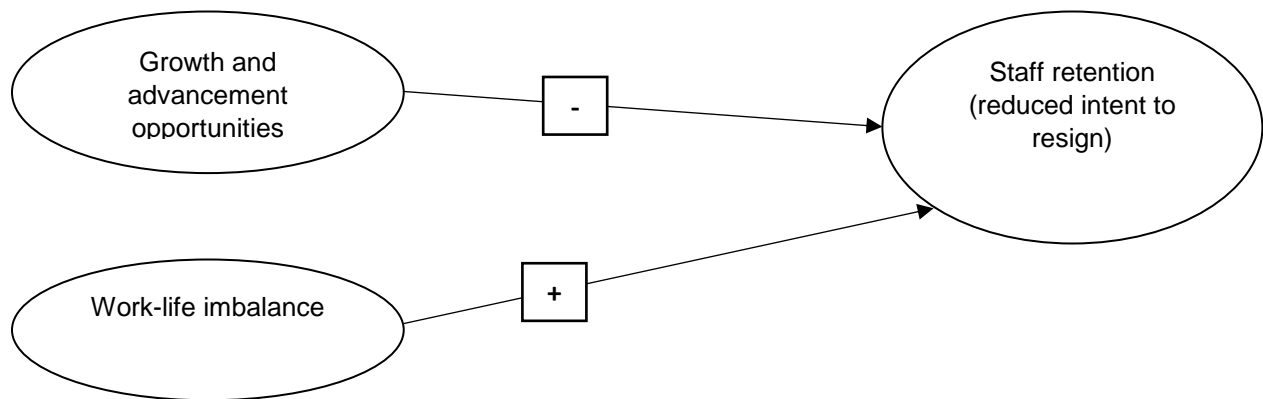
6.4 SUMMARY OF EMPIRICAL RESULTS

The main conclusions in the sections above indicate that growth and advancement opportunities and work-life balance are very important variables. They indicate that organisations need to focus on these in-order to experience reduced intent to resign from employees. Management must revise their human resource strategies in-order to allow for more open recruitment and placement policies. Focus also needs to be placed on employees' development, taking into account aspects such as coaching, mentoring and succession planning. Employees need to have adequate training opportunities available to them so that they are continuously learning and can perceive that the organisation cares about their development and growth. Work-life balance seems to be well maintained in the organisation, but regular reviews can be carried out to ensure the organisation is on par with employees' perceptions and attitudes on it.

Trust in management, organisational values and effective communication were found to not have a significant relationship with employees' intent to resign.

As per the above recommendations, the variables that have an influence on intent to resign are illustrated in Figure 6.1:

FIGURE 6.1: RECOMMENDED MODEL FOR STAFF RETENTION (REDUCED INTENT TO RESIGN)



The empirical results illustrated in Figure 6.1 show that growth and advancement opportunities were negatively related to intent to resign. In others, the more growth and advancement opportunities were provided to employees, the less their intent to resign would be. This is an indication to managers that they would be able to retain employees in the aviation industry if they provide more growth and advancement opportunities to their employees. Growth and advancement opportunities could be provided in the following ways:

- Through training opportunities;
- facilitating access to study assistance;
- by making it easy to change jobs between the different departments;
- ensuring that everyone has an equal chance at getting an advertised position;
- ensuring adequate succession planning; and
- ensuring the availability of mentoring and coaching opportunities

The empirical results also revealed that work-life imbalance was positively related to intent to resign. This means that the more employees experience a work-life imbalance, the higher their intent to resign would be in the aviation industry (at least for this sample).

In the context of the present study, in which the work-life imbalance was measured, the empirical results mean that the more work-life imbalance is experienced, the stronger the intent to resign would be. Management in the aviation industry is advised to reduce or eliminate work-life imbalance by doing the following:

- ensuring that employees' personal lives do not suffer disproportionately because of work;
- ensuring that employees are not disproportionately tired to be effective at work;
- ensuring that employees do not struggle to cope and be effective at work;
- ensuring that job demands do not make employees' personal lives difficult;
- ensuring that jobs also foster positive emotions in employees;
- assisting employees in how to juggle work and non-work activities; and
- sensitive to signs that employees' work suffer because of issues in their personal lives.

6.5 ACCEPTANCE OR REJECTION OF THE HYPOTHESES

In Chapter One (1), five (5) hypotheses were formulated. Based on the main findings of the study, this section reveals whether these hypotheses are accepted or rejected.

Hypothesis 1 (H1)

H1: Trust in management has a negative influence on intent to resign (as a surrogate measure of employee retention) within an aviation organisation.

The results revealed that trust in management is not significantly related to intent to resign. The hypothesis, therefore, cannot be accepted.

Hypothesis 2 (H2)

H2: Organisational values have a negative influence on intent to resign (as a surrogate measure of employee retention) within an aviation organisation.

The results reveal that organisational values are not significantly related to intent to resign. Therefore, the hypothesis cannot be accepted.

Hypothesis 3 (H3)

H3: Growth and advancement opportunities have a negative influence on intent to resign (as a surrogate measure of employee retention) within an aviation organisation.

The results reveal that growth and advancement opportunities are negatively and significantly related to intent to resign. The hypothesis can, therefore, be accepted.

Hypothesis 4 (H4)

H4: Effective communication has a negative influence on intent to resign (as a surrogate measure of employee retention) within an aviation organisation.

The results reveal that effective communication is not significantly related to intent to resign. Therefore, the hypothesis cannot be accepted.

Hypothesis 5 (H5)

H5: Work-life imbalance has a positive influence on intent to resign (as a surrogate measure of employee retention) within an aviation organisation.

The results reveal that work-life imbalance is positively and significantly related to intent to resign. The hypothesis is therefore accepted.

6.6 LIMITATIONS OF THE STUDY

There were no major challenges encountered during the course of this research, however, the following limitations must be highlighted:

- Not all the factors which might have an impact on employees' intent to resign were investigated
- There was a very rigid timeframe due to the nature of the study which was conducted as a requirement of the Master of Business Administration (MBA). This might have rushed the execution of the study
- A larger sample could not be accommodated due to the time constraints that were associated with the study
- Although not necessarily poor, only 151 out of 200 respondents completed the questionnaire, which equates to 76% response rate

6.7 RECOMMENDATIONS FOR FUTURE RESEARCH

The above-mentioned limitations introduce prospects for future research. The following opportunities for future research can be explored:

- The study can be conducted with a different set of variables in-order to discover other factors which are determinants of intent to resign in organisations in the aviation industry
- The study can also be carried out on more than one organisation in the aviation industry to give a more comprehensive view on the perceptions of employees in the industry

- Future quantitative and/or qualitative studies can be conducted focusing on the impact of employees' intention to resign on their performance
- To address the issue of time constraints, future research can investigate how students can efficiently conduct their research within the limited timeframe afforded taking into consideration the various tools available

6.8 CONCLUSION

The purpose of the study was to reduce the intent to resign of employees by determining factors that influence intention to resign in an aviation organisation. Chapter One (1) entailed the problem statement, hypothesised model for intent to resign and the research questions of the study. Chapter Two (2) outlined the five variables that were considered important and applicable to the study, these were identified as trust in management, organisational values, growth and advancement opportunities, effective communication and work-life imbalance. The methodological paradigm and research approach of the study were discussed in Chapter Three (3). Ethical issues related to the study were also discussed in the chapter.

Chapter Four (4) reported the empirical results of the study and addressed the reliability and validity of the study. The empirical results that revealed that growth and advancement opportunities and work-life imbalance were significantly related to intent to resign were also presented in the chapter. Chapter Five (5) reported the descriptive statistics of the study which showed that trust in management, organisational values, growth and advancement opportunities, effective communication and work-life imbalance all received disagreeing response while intent to resign received mixed responses from the respondents.

It can therefore be postulated, based on the empirical study, that growth and advancement opportunities and work-life imbalance play a significant role on intent to resign. It is encouraged that management in aviation organisations develop strategies

that facilitate the development and progression of employees. Not only should management foster the development of such strategies but also be at the forefront of their implementation. Employees can only perceive career growth within an organisation if there are policies in place aimed at addressing such. It can further be postulated that a decrease in work-life imbalance will result in reduced intent to resign in this study.

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ANNEXURES

ANNEXURE 1

COVERING LETTER

Dear Respondent

I am studying towards my MBA (Master in Business Administration) degree at the Nelson Mandela University Business School. I am conducting research on the factors that influence staff retention in an organisation in the aviation industry. I believe that my study will make an important contribution to staff retention in the industry.

You are part of our selected sample of respondents whose views we seek on the above-mentioned matter. We would therefore appreciate it if you could answer a few questions. It should not take more than twenty minutes of your time and we want to thank you in advance for your co-operation.

There are no correct or incorrect answers. Please answer the questions as accurately as possible. For each statement, tick the number which best describes your experience or perception. For example, if you strongly agree with the statement, tick the number 5. If you strongly disagree with the statement, tick the number 1 and if not sure, tick the number 3. **Tick only one answer for each statement and answer all questions please.** Please also note that your participation in this study is entirely voluntary and that you have the right to withdraw from the study at any stage. We also guarantee your anonymity and the confidentiality of information acquired by this questionnaire. Neither your name nor the name of your firm will be mentioned in the study.

Thank you very much.

Contact details: Odwa Makalima at 041-5015905 or odwam@atns.co.za

To verify the authenticity of the study, please contact Prof CA Arnolds at 041-5043807 and cecil.arnolds@mandela.ac.za.

ANNEXURE 2

MEASURING INSTRUMENTS

TRUST IN MANAGEMENT

TM1 Employees' needs and desired are important to management

TM2 Managers take actions which are consistent with their words

TM3 Management cares about employees

TM4 Management takes the best decisions for employees

TM5 It is easy to communicate with management about personal matters

TM6 In dealing with management, there is no fear of judgement or ill-treatment

TM7 Management treats all employees equally

TM8 Management keeps the promises they make to employees

TM9 Management is upfront with employees

ORGANISATIONAL VALUES

OV1 Employees are given recognition for their efforts

OV2 All employees take accountability for their actions

OV3 There is transparency and honesty in dealing with critical issues within the organisation

OV4 Employees are engaged on major issues

OV5 There is consistency when it comes to dealing with issues

OV6 Employees practise ethical behaviour in the organisation

OV7 There is fairness in dealing with issues within the organisation

OV8 Employee development is important to the organisation

WORK-LIFE IMBALANCE

WLB1 My personal life suffers because of work

WLB2 I am too tired to be effective at work

WLB3 I struggle to cope and be effective at work

WLB4 My job makes my personal life difficult

WLB5 My mood improves because of my work

WLB6 I struggle to juggle work and non-work activities

WLB7 My work suffers because of my personal life

GROWTH AND ADVANCEMENT OPPORTUNITIES

GAO1 There are training opportunities available to me

GAO2 I have access to study assistance

GAO3 It is easy to change jobs between the different departments

GAO4 Everyone has equal chance at getting an advertised position

GAO5 There is adequate succession planning

GAO6 There are mentoring and coaching opportunities

GAO7 Internal employees are considered for new appointments

GAO8 There are job vacancies available for my progression

EFFECTIVE COMMUNICATION

EC1 Information shared by the organisation is clear and easy to understand

EC2 Communication is a two-way process between the organisation and the employees

EC3 Communication within the organisation is open

EC4 Issues are communicated in a timely manner

EC5 Communication achieves the desired results and behaviours

EC6 Feedback is provided on important issues

EC7 Information shared within the organisation is consistent and not conflicting

INTENT TO RESIGN

IS1 On occasion, I have considered leaving my job

IS2 I will probably look for another job soon

IS3 I often think of resigning

IS4 It would not take much for me to resign

ANNEXURE 3

ETHICS CLEARANCE - FORM E

NELSON MANDELA
UNIVERSITY

FORM E

ETHICS CLEARANCE FOR TREATISES/DISSERTATIONS/THESES

Please type or complete in black ink

FACULTY: BUSINESS and ECONOMIC SCIENCES

SCHOOL/DEPARTMENT: BUSINESS SCHOOL

I, (surname and initials of supervisor) _____

the supervisor for (surname and initials of candidate) MARALINA OV

_____ (student number) 210240504

a candidate for the degree of MASTER OF BUSINESS ADMINISTRATION

with a treatise/dissertation/thesis entitled (full title of treatise/dissertation/thesis):

Exploring a staff retention strategy for the South African aviation industry.

considered the following ethics criteria (please tick the appropriate block):

	YES	NO
1. Is there any risk of harm, embarrassment or offence, however slight or temporary, to the participant, third parties or to the communities at large?		X
2. Is the study based on a research population defined as 'vulnerable' in terms of age, physical characteristics and/or disease status?		X
2.1 Are subjects/participants/respondents of your study:		
(a) Children under the age of 18?		X
(b) NMMU staff?		X
(c) NMMU students?		X
(d) The elderly/persons over the age of 60?		X

(e) A sample from an institution (e.g. hospital/school)?		X
(f) Handicapped (e.g. mentally or physically)?		X
3. Does the data that will be collected require consent of an institutional authority for this study? (An institutional authority refers to an organisation that is established by government to protect vulnerable people)		X
3.1 Are you intending to access participant data from an existing, stored repository (e.g. school, institutional or university records)?		X
4. Will the participant's privacy, anonymity or confidentiality be compromised?		X
4.1 Are you administering a questionnaire/survey that:		
(a) Collects sensitive/identifiable data from participants?		X
(b) Does not guarantee the anonymity of the participant?		X
(c) Does not guarantee the confidentiality of the participant and the data?		X
(d) Will offer an incentive to respondents to participate, i.e. a lucky draw or any other prize?		✓
(e) Will create doubt whether sample control measures are in place?		X
(f) Will be distributed electronically via email (and requesting an email response)?		X
Note:		
• If your questionnaire DOES NOT request respondents' identification, is distributed electronically and you request respondents to return it <i>manually</i> (print out and deliver/mail); AND respondent anonymity can be guaranteed, your answer will be NO.		
• If your questionnaire DOES NOT request respondents' identification, is <i>distributed via an email link and works through a web response system (e.g. the university survey system)</i> ; AND respondent anonymity can be guaranteed, your answer will be NO.		
Please note that if ANY of the questions above have been answered in the affirmative (YES) the student will need to complete the full ethics clearance form (REC-H application) and submit it with the relevant documentation to the Faculty RECH (Ethics) representative.		

and hereby certify that the student has given his/her research ethical consideration and full ethics approval is not required.




 SUPERVISOR(S)

26/4/2018

 DATE

 HEAD OF DEPARTMENT

 DATE



 STUDENT(S)

25/04/2018

 DATE

Student(s) contact details (e.g. telephone number and email address):

Cellphone Number: 0714950541 Email: odwram@qtns.co.za






Please ensure that the research methodology section from the proposal is attached to this form.

ANNEXURE 4

TURNITIN REPORT

My Submissions

Part 1

Title	Start Date	Due Date	Post Date	Marks Available
MBA Treatise Final Submission - Part 1	2 Mar 2018 - 11:59	9 Mar 2019 - 11:59	9 Mar 2019 - 11:59	100
 Refresh Submissions				
Submission Title	Turnitin Paper ID	Submitted	Similarity	Grade
 View Digital Receipt 210240504	1051437085	12/12/18, 15:47	22% 	--
Submit Paper 				 --

NELSON MANDELA UNIVERSITY

PERMISSION TO SUBMIT A TREATISE/DISSERTATION/THESIS FOR EXAMINATION

FACULTY: Business and Economic Sciences
 SCHOOL/DEPARTMENT: Business School
 DEGREE: Master of Business Administration
 SURNAME, INITIAL: MAKALWA .O.V.
 STUDENT NUMBER: 210240504

1. Has this treatise/dissertation/thesis been submitted with your knowledge and support?

YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>
---	-----------------------------

(Please tick the appropriate response clearly)

2. Submission Recommendation:

A. Permission Granted for submission for examination	<input checked="" type="checkbox"/>
B. Permission Granted for submission for examination with reservations	<input type="checkbox"/>
C. Submission against advice of Supervisor	<input type="checkbox"/>

(Please tick only the applicable response clearly)

3. Did the candidate's research involve animal experimentation or human subjects as defined in the Nelson Mandela University Policy on Ethics in Research?

YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>
------------------------------	--

(Please tick the appropriate response clearly)

If YES, has clearance been obtained from the relevant Ethics Committee?

YES <input type="checkbox"/>	NO <input type="checkbox"/>
------------------------------	-----------------------------

(Please tick the appropriate response clearly) If YES, kindly provide ethics clearance reference number)


 SUPERVISOR

14/12/2018
 DATE

N/A
 CO - SUPERVISOR

N/A
 DATE

N/A
 CO - SUPERVISOR

N/A
 DATE

N/A
 CO - SUPERVISOR

N/A
 DATE