

# **Human Resource Management Progression, Organizational Commitment, And Turnover Rates of the Employees in The Aviation Industry**

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## ***Abstract***

***Purpose:*** The main objective of this study is to emphasize the human resource management progression, organizational commitment, and turnover rates of employees in the aviation industry.

***Design/ methodology/ approach:*** This study used a quantitative analysis based on the survey forms. Twenty employees working in the aviation industry were recruited for this study. The questionnaire was designed on a 3-point Likert scale strategy. The final draft of the questionnaire comprised fourteen questions.

***Findings:*** The results suggested that an employee who experiences positive human resources practices in the company is positively interested in continuing to work for the company. However, it was also observed that employees of the aviation.

*industry is likely to show lesser commitment and considerable turnover intention when they sense that their organization's human resource management practices are poor*

**Originality:** This research encompasses the reimbursements of organizational commitment mediated through human resource management progression on turnover intentions of employees in the aviation industry.

**Keywords:** Human Resource Management, Organizational Commitment, Turnover Intentions, Aviation Industry

## Introduction

Organizations in the aviation industry have experienced higher turnover rates as a result of failing to retain skilled flight attendants. Worldwide, aviation organizations face challenges such as a lack of skilled flight attendants, low retention rates, and high turnover rates. According to the available research (Bhatti *et al.*, 2016; Rawashdeh and Tamimi, 2019), rising turnover rates can raise monetary and non-monetary costs for an organization. On the one hand, finding and hiring the best new employees costs money. On the other hand, one of the non-monetary costs is losing skilled and knowledgeable employees to other organizations.

Due to the constant hiring of new flight attendants, aviation organizations have been forced to incur additional costs as turnover rates have increased. As a result, aviation companies must look for ways to lower employee turnover intentions (TOI) and boost retention rates for flight attendants who are highly skilled and well-trained. Employee turnover has been well-known and widely predicted by organizational commitment (ORC). However, in recent years, academics have echoed the potential implications of human resource development (HRD) for ORC, turnover, and related work outcomes (Kareem and Hussein, 2019).

The HRD framework aims to assist employees in developing and acquiring new competencies, knowledge, and skills that ultimately improve organizational effectiveness. In particular, HRD combines activities like training development, compensation, career advancement, performance evaluations, and firm development to improve individual and organizational effectiveness. Therefore, HRD and ORC ought to be included in the model for predicting TOI (Nawaz and Pangil, 2016).

Through ORC, HRD has had a significant impact on TOI, either directly or indirectly. However, very little research has

been done, and its scope remains limited. Because the findings would provide valuable guidance for managerial practices, it requires supplementation with additional analysis in other regions, industries (such as aviation), and contexts (such as developing nations). According to Indradevi (2020), who proposed that individuals enter into a relationship with a company in exchange for benefits, social exchange theory (SET) supports the intervening role of ORC on the causal link between HRD and TOI.

This theory says that employees are more committed to the company and less likely to leave when they think their relationship or bond with the hiring organization is good. Shehawy *et al.* (2018) looked into the factors that influence airline workers' job embedment in Egypt. A study on aviation security workers' levels of job satisfaction, TOI, and anxiety on the job was carried out by Rawashdeh *et al.* (2022). Human resource practices' impact on employee engagement in the Jordanian airline industry was studied by Alola and Alafeshat (2021).

## Literature Review

HRD is a set of interconnected internal activities to improve people's skills, knowledge, and abilities. The efficiency of an

organization's human capital and activities, particularly the skills and competencies of its employees, are critical to its survival and effectiveness. HR procedures that align with the strategy of the company place emphasis on achieving positive outcomes within a reasonable amount of time. Because it improves employees' motivation, skills, knowledge, and ORC and reduces TOI, investing in HR practices is a crucial source of positive organizational performance.

People's commitment and performance can also be boosted by HR practices that are implemented well. When looking at an employee's ORC, HR practices are often used as one of the best predictors. Numerous studies have been carried out in a variety of settings and countries. All of them documented a significant link between ORC and various HR practices. For example, Koç *et al.* (2014) examined HR practices, job satisfaction, and ORC in Turkish private businesses and found a positive correlation between the studied variables. Suifan (2015) researched a few public and private organizations in Jordan. According to the study, ORC was found to positively and significantly correlate with HR practices (such as training, person-organization fit, and rewards).

HR procedures can also be geared toward lowering employee turnover. Individuals' skills and capabilities are enhanced, and TOI is reduced when businesses effectively implement HR practices. Employees who accept and value HR initiatives like training and development, compensation, and performance evaluations are typically more likely to stay with a company rather than leave. According to some previous studies, employee TOI may be influenced by HR practices. Latvian research by Ozolina-Ozola (2014) demonstrated how HR practices (such as training, rewards, performance evaluation, internal communication, involvement, equal opportunities, employment security, and prestige) significantly impact TOI among employees. According to Bangladesh' study by Joarder *et al.* (2011), HR practices and provisions like supervisory support, rewards, and assurance of job security are significant factors in TOI. HR practices (recruitment and selection, benefits, and training and development) are significantly linked to TOI, according to da Silva and Shinyashiki's (2014) conclusion. To this end, the current research intends to emphasize the progression of human resource management, organizational commitment, and turnover rates of employees.

## **Methodology**

### ***Research Design***

The main objective of this study was to emphasize the human resource management progression, organizational commitment, and turnover rates of employees in the aviation industry. A quantitative analysis based on the survey forms has been executed to approach this aim.

### ***Data Collection***

The research participants included twenty employees working in the aviation industry. An authorized survey questionnaire was distributed to each one of them by hand. Before extracting the data from these questionnaires, the initial draft was first reviewed with the help of general staff working in the aviation industry, and immediate changes were made that were intended to be altered. The questionnaire comprised all possible measures of HRD, organizational commitment, and turnover rates.

### ***Creating a Questionnaire***

The final catalog of the questionnaire comprised fourteen questions. These questions were divided into four sections.

The first section included questions about demographic characteristics. The second section consisted of questions about human resource development. The third section included organizational commitment-related questions, and the final section comprised questions about the turnover rates measures. The questionnaire was designed on a 3-point Likert scale strategy where the respondents were given three options, i.e., "Agree," "Not sure," and "Disagree" to choose from.

### ***Ethical Considerations***

Before conducting the study, an electronic consent form was given to fill out by whoever wanted to participate so that participants' willingness was taken before proceeding to work on the study. This form was mandatory to be filled out before filling in the survey questionnaire. The study did not reveal any personal information about the participants except their demographic characteristics. Respondents' confidentiality was kept anonymous until the end of the

study.

## **Results**

### ***Demographic Characters of Respondents***

The study sample primarily comprised only 20 questionnaires, as only 20 aviation industry employees were willing to take part in this study. The first section of the questionnaire included demographic-related queries. The demographics characters which were used in this study were gender, age, work experience, and the highest level of education. The demographic characteristics

of the respondents are shown in

Table I.

<b>Parameters</b>	<b>Respondents (n-20)</b>	<b>Average (%)</b>
<b>Age</b>		
20-30 years	8	40
30-40 years	10	50
40-50 years	2	10
<b>Gender</b>		
Male	12	60
Female	8	40
<b>Work Experience</b>		
3-6 years	3	15
6-9 years	11	55
9-12 years	6	30
<b>Level of education</b>		
Diploma	8	40
Bachelors	7	35
Masters	5	25

After the extraction of data, it was observed that most of the employees who filled out the questionnaire were 30-40 years old. Most of them were male respondents. Female respondents were eight in total. The majority of the respondents had experience working in the aviation industry for 6-9 years. The highest level of education among the respondents was Diploma in a related field.

### *Questions about Human Resource Development Management*

The second section of the survey included statements about Human Resource Development Management. The results are shown in Table II

**Table II.** Assessment of statements about Human Resource Development Management

Statements	Frequency of Responses				
	Frequency (%)			Mean	Std.
	Agree	Not Sure	Disagree	Frequencies	Deviation
The company is concerned about employees' needs and uses a fair incentive system	80	15	5	1.25	0.54302
The company increases the personal and career-related benefits of training	82.5	7.5	10	1.275	0.64001
The company supports employees development and considers employees' accountable for their work	87.5	5	7.5	1.2	0.56387

This section opened with a question about employees' needs and the usage of a fair system among employees. After the interpretation of the data, it was noted that many employees (80%) agree that the industry provides a fair incentive system to each and every individual working there. Moreover, it was also noted that 82.5% of employees believe that the organization increases personal and career-related benefits of training, and 87.5% agree with the

statement that the company supports employees' development and considers employees accountable for their work.

### *Questions about Organizational Commitment*

The third section of the questionnaire included statements about organizational commitment. These statements are depicted in Table III.'

**Table III.** Evaluation of statements about Organizational Commitment

Statements	Frequency of Responses				Mean	Std. Deviation
	Frequency (%)			Frequencies		
	Agree	Not Sure	Disagree			
One of the few negative consequences of leaving this company would be the scarcity of 100 available alternatives	-	-	-	1	0	
Staying with the company is a matter of necessity as much as desire, and there are few options to consider leaving this company	82.5	17.5	-	1.175	0.38481	
There is not any obligation to remain with the company as there is also not any strong sense of belonging	97.5	2.5	-	1.025	0.15811	



After going through this section, it was observed that almost all of the respondents (100%) agree that one of the few negative consequences of leaving the organization would be the scarcity of available alternatives. 82.5% gave a positive response to the statement that staying with the company is a matter of necessity as much as desire, and there are few options to consider leaving this company. Also, it was noted that 97.5% of respondents agree that

there is not any obligation to remain with the company as there is also not any strong sense of belonging.

### *Questions about Turnover Intention*

The last and final section of this survey included questions about employee turnover intention rates. These statements are given in Table IV.

**Table IV.** Estimation of employee turnover intention rates

Statements	Frequency of Responses				Mean	Std. Deviation
	Frequency (%)					
	Agree	Not Sure	Disagree			
Availability of alternative better-paying jobs	72.5	25	2.5	1.3	0.5164	
Lack of promotions and clarity in procedures for promotions, along with a lack of career development opportunities	92.5	5	2.5	1.1	0.37893	
Lack of recognition for better-performing staff	100	-	-	1	0	
The insufficient salary and benefits current job do not satisfy employees' personal needs. Also, not any opportunity is given at work to achieve personal work-related goals	100	-	-	1	0	



to succeed.

It was observed that 72.5% of the respondents agree that there are better options available that pay better than the current organization, and 92.5% of the employees agree with the statement that there is a lack of career development opportunities along with a lack of promotions and clarity in procedures for promotions. 100% of the respondents agreed with the statement that there is a lack of recognition for better-performing staff. The ending question of this survey was about insufficient salary and not any opportunity given at work to achieve personal work-related goals, to which all of the respondents (100%) agreed.

## Discussion

Through the intermediary role of organizational commitment, this study investigated the effect of HRD on aviation employees and their turnover problem. This effect suggests that an employee who is aware of the company's human resources department is more likely to stay employed there. HRD, as found in a study by Nawaz and Pangil's (2016), has the potential to positively influence employee attitudes, resulting in high ORC. According to Kareem and Hussein (2019), HRD can help employees retain their jobs by giving them the knowledge, skills, and abilities they need

When employees have a strong emotional attachment and identification with their organization or feel an obligation to repay in return for the services those organizations provide, there are various sources of employee engagement. They tend to be more dedicated, which makes them less likely to quit (Bonds, 2017; Ekhsan, 2019; Hung *et al.*, 2018; Labrague *et al.*, 2018). From the perspective of flight attendants, this study added to the existing body of research on this relationship in the airline industry of developing nations.

Engaging in TOI is less likely for employees who feel obligated and attached to their employer. The current result is consistent with previous outcomes. According to Nawaz and Pangil (2016), for instance, investments in HRD may result in lower rates of TOI and higher ORC. Therefore, it has been demonstrated that businesses can reduce TOI by effectively implementing HR practices by strengthening individuals' skills and capabilities (Mira *et al.*, 2019).

The aviation sector is frequently affected by high staff turnover, which results in high labor costs for finding and

training new employees. The findings of this study have a number of practical implications for industry managers. Given its utility in ensuring the long-term viability of labor activities and outcomes, employee ORC is important for many businesses, resulting in increased productivity. The findings demonstrate how managers in the aviation industry can maximize HRD as a resource and medium for nurturing ORC. This study has important managerial implications regarding the impact of HRD on crucial employees and work outcomes. Through increased attachment and identification, a means of obligation, and growth opportunities, organizations that invest in HRD activities tend to nourish workforce commitment.

Employees are more likely to stay because HRD practices are supportive. Employees are less likely to leave if an employer is supportive, fair, and objective when it comes to compensation and performance reviews. To reduce TOI, multilateral efforts may also be beneficial. Therefore, managers should invest in HRD to encourage ORC among their employees and reduce undesirable work outcomes like TOI.

## Conclusion

The progression of human resource management, organizational commitment, and employee turnover rates in the aviation industry were examined in this study. According to the findings, organizational commitment plays a mediating role and indirectly affects employee turnover intention through human resource management. The findings suggest that when employees in the aviation industry perceive poor human resource management practices, they are more likely to show less commitment and a greater intention to leave the company. However, there is a need for additional research in the current field. In order to better explain the theorized connections between human resource management and organizational commitment, future research might include mediating criteria like career advancement and organizational engagement.

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