

The Effect of Human Resources Management Practices in the Aviation Industry on Employees' Belonging to Work and Turnover Intention: Mediating Role of Perceived Supervisor Support

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Abstract— The importance of human resources in today's enterprise environment is an undeniable fact. The importance of human resources varies according to the dynamics of the industries. Enterprises in the aviation industry; whether it is an airline, airport operator, ground handler, they operate in the same technological environment with similar national and international regulations and similar enterprise models. Therefore, it can be said one of the most important factors that make enterprise successful in the industry is human resources.

Human resources practices in enterprises are directly related to employees' motivation, efficiency, loyalty to the organization and turnover intention, consequently enterprise profitability. When the management organization studies on the aviation industry are analyzed, a limited number of studies on human resources practices, more specifically perceived supervisor support, exist. Motivated by this absence, this study focuses on human resource management practices in the aviation industry and the impact of these practices on employees' sense of belonging to work and turnover intention, with the mediating role of perceived supervisor support.

Keywords- *belonging to work; turnover intention; perceived supervisor support*

I. INTRODUCTION

It is not easy to determine when the human resources management emerged. The existence of human resources management has been suggested wherever and whenever there are organized efforts of people. In this regard, although it seems to be a concept that emerged as a result of management theories, it is understood that its origin dates back to very old times [1]. Human resources management (HRM) in enterprise has started to gain importance especially after 1970s. This importance attributed to HRM practices brought two fundamental changes in the literature. The first is the transition

from personnel management to more modern practices and the other is the adaptation of HRM to general strategic models within the organization. Today, the role of HRM in enterprise is addressed strategic by both professionals and academics [2;3].

The mission of human resources management is to provide skilled and well-motivated and qualified personnel who will fulfill the organizational goals for the future, to increase their satisfaction with the work, to reveal their talents and to carry out these activities as much as possible to keep labor costs under control [1].

Turnover intention is an important cost factor for organizations. This cost may vary depending on the decision to remove the vacant position or to hire a new employee. In addition to costs such as finding new employees, selecting, hiring, training, placing, orientation, legal rights for those leaving the job [4], companies may also face with cost of loss of talented employees, losing some of these workers to competitors, corporate image, high levels of stress and low morale among employees [5]. Sense of belonging to work refers employee's commitment to the job and the enterprise. It also means how emotionally connected a worker is to where he works and what he assigned, and it is main variable of the research conducted on organizational performance and turnover intention [6]. On the other hand, turnover intention expresses the behavioral intention of an employee to leave the job with his own willing [7].

Human resource is one of the main success factors in the aviation industry. One of the characteristic features of the industry is the employment of highly qualified employees. On the other hand, labor costs take a significant place among the cost items in the industry. In the view of such information, it can be said that the subject of the research is important for the aviation industry. This study focuses on the impact of HRM

practices on employee's sense of belonging to work and turnover intention and the mediating role of perceived supervisor support in this relationship. In the study, a literature review covers HRM practices was first introduced, then planned research model with purpose, importance, method and limitations is presented. Finally, the planned research process for future studies is summarized.

II. LITERATURE

Although each source of enterprise is important, there is a widely accepted fact in the literature that the performance of human resources directly affects the strategic achievement of the enterprise [8]. Managers should continually review ways to maximize strategic resources for their enterprise. The resource-based approach suggests that enterprise can develop a continuous competitive advantage only if they create unique value in a way that their competitors cannot easily copy. In this context, the decrease in the importance of traditional competition resources has led to the increase of the importance of human resources as a part of the intangible resources of the enterprise with its continuous corporate success potential and has made the human resource strategic [3].

There are many studies conducted in different contexts for HRM practices. Especially after 1970s, an increase is observed in the studies on HRM practices [2]. It can be said that studies on HRM practices are concentrated in two dimensions. The first one is an organizational context that takes a holistic perspective and a dimension of the enterprise and HRM practices. Another is the individual-level work that deals with the enterprise's employees and HRM practices. Although many studies have been carried out on the subject of HRMP both at the individual and organizational level, it is seen that very few studies on the aviation industry have been carried out.

In a study that deals with HRM practices in an organizational dimension, Büyükbeşe et al. [9] found that human resources practices positively affect emotional commitment, attendance and normative commitment, which are the sub-dimensions of organizational commitment. Obeidat et al. [10] found that there is a significant relationship between HRM practices and organizational commitment, but there is no such relationship between HRM practices and experience management process. In a similar study, Savaneviciene and Stankeviciute [8] concluded that talent, motivation and loyalty enhancing HRM practices brought positive working behaviors and directly affected job satisfaction and turnover intention. In another study that deals with HRM practices in an organizational dimension, Konaklıoğlu and Atar [11] examined the relationship between strategic human resources practices and non-financial

organizational performance, and it was revealed that there was a positive relationship. In the study examining the effect of organizational support on the work belonging of the employees, Alijanpour et al. [12] found that there is a significant and positive relationship between perceived organizational support and work belonging. In a study addressing the issue of support at the organizational level, Rhoades and Eisenberger [13] stated that equity, perceived supervisor support, working conditions and rewarding are the main indicators of organizational support. In the study, it was revealed that the highest positive correlation among these was between equity and organizational support, followed by supervisor support. In another study aiming to explain the role of perceived organizational support and perceived supervisor support in employee loyalty, Dabke and Patole [14] found that both perceived organizational support and perceived supervisor support were significantly and positively associated with employee's loyalty.

Both belonging to work and turnover intention, which are subject of HRM, have been analyzed in many different industries with a quantitative or qualitative approach. However, there is no study that questions the role of perceived supervisor support in these two employees' attitudes in aviation industry.

III. METHODOLOGY

The purpose of this research is to examine the relationship among human resource management practices in the aviation industry and the employees' sense of belonging to work and turnover intention. The study also aims to demonstrate the mediating role of perceived supervisor support in this relationship. In this framework, the hypotheses of the research are formed as follows:

- H1: Human resources management practices have an impact on employees' sense of belonging to work.
- H2: Human resources management practices have an impact on the employees' turnover intention.
- H3: Human resources management practices have an impact on perceived supervisor support.
- H4: Perceived supervisor support has an impact on employees' sense of belonging to work.
- H5: Perceived supervisor support has an impact on the employees' turnover intention.
- H6: Perceived supervisor support has an intermediary role in the impact of human resource management practices on employees' sense of belonging to work.

- H7: Perceived supervisor support has an intermediary role in the impact of human resource management practices on the employees' turnover intention.

The research model structured within the scope of the hypotheses created to examine the mediating role of perceived supervisor support in the impact of human resource management practices on work belonging and intention to quit is as shown in Figure 1. below.

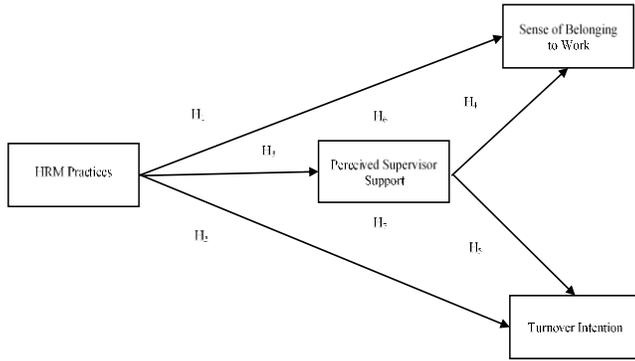


Figure 1. Research Model

As seen in Figure 1, there are four different latent variables in the research. Among these, HRM practice is used as independent variable, whereas sense of belonging to work and turnover intention are used as dependent variables. On the other hand, perceived supervisor support is included in the model as a mediator variable. All the variables in the model will be used in the formative structure.

The positivist paradigm has been adopted since this study aims to test the hypotheses proposed based on the existing theoretical background. Therefore, an exploratory research will be carried out as the cause-effect relationship between the latent variables in the study will be investigated [15]. In this context, statistical analysis will be used, and the model is planned to be handled with the structural equation modeling approach. Structural Equation Modeling (SEM) is a multivariate statistical method used to measure latent structures over observed variables. Today, researchers use SEM intensively to address a causal process on observations on multiple variables and to test / develop the theory.

In the data analysis process to be carried out with SEM, the two-stage implementation procedure proposed by Anderson and Gerbing [16] will be adopted. In this context, after the process of preparing the data for analysis, the measurement model will be tested and then the structural model will be analyzed. In testing the measurement model, reliability and validity conditions will be tested such as internal consistency, convergence validity and discriminant

validity. In the next step, the structural analysis of the proposed model will be performed over the road coefficients between the latent structures. According to the results obtained, hypotheses will be rejected or accepted.

The fact that the research model is based on the literature strengthens the research model. On the other hand, the possibility of a biased answer is also valid for this study due to reasons such as social appreciation, as the mutual interview technique will be used. Although survey participants who show the necessary sensitivity in data collecting are grateful, the assumptions of the survey method should be considered as valid and a limitation for this study.

IV. FUTURE STUDY

On the ongoing stages of the study, following the research proposal, the literature review is planned to be carried out in coordination with the provision and adaptation of scales and obtaining the necessary permissions for sampling. The scales, which are widely used in the literature and most suitable for service enterprise, will be selected for human resources management scale, sense of belonging to work, turnover intention and perceived supervisor support. Human resources professionals and academicians will be benefit for the Turkish translation of foreign language scales. It is foreseen to conduct a pilot research, evaluate the results and test the model following the adaptation of scales. Depending on the results of the pilot study, it is planned to conduct the main research and report the results within 15 months.

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