

The Impacts of Job Satisfaction on Employee Turnover: A Case Study of Oman Air in Sultanate of Oman

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Abstract:

The main trust of this study is to investigate the impacts of job satisfaction on employee turnover with the chosen organization, Oman Air. Specifically, it will deal with job satisfaction factors such as general working conditions, general working conditions, pay and promotion, work relationships, use of skills and abilities and work activities in relation to job satisfaction and employee turnover. To achieve the research objective, this study utilized the descriptive research design that employed mainly the survey questionnaires to gather information. Utilizing the convenience sampling, a total of 100 were taken as samples with 100% retrieval rate. Based on the data collected, analysis were made with the use of frequencies and percentages, mean and standard for determining the demographic profile of respondents and impacts of the job satisfaction factors on employee job satisfaction. Correlation and Regression were applied in determining the significant relationships of the job satisfaction factors and employee job satisfaction as well as the relationship between job satisfaction and employee turnover.

Key findings revealed that positive significant correlation on the following factors on job satisfaction: pay and promotion, work relationships and the use of skills and abilities positively correlated to employee job satisfaction with R-values 0.451, 0.398, and 0.253 and

are significant while negative correlation for work activities with - 0.388 and significant at $p=0.004 < 0.5$ level of significance. But there is no relationship between the general working conditions as perceived by employees in Oman Air and employee job satisfaction as evidenced by its p -value of 0.080. Based on these findings conclusion and recommendations were made. The organization should take into major considerations on pay and promotion, work relationships and using the skills and abilities of employees through addressing these areas to ensure job satisfaction and less turnover. The company may institute programs and seminars that centers on these factors as evidenced by positive correlation and as the level increase, satisfaction level also increase.

Key words: Work Relationships, Pay and Promotion, General Working Conditions, Job Satisfaction, Employee Turnover

1. INTRODUCTION

It is necessary to keep track of people that help in building and maintaining a strong organization. The role, position and also the prominence that is given to human resources within any organization is considered to be a reflection of its overall approach and understanding of how human resources drive organizational processes. In most cases, organizations do understand the value and significance that is usually attached with the human resources that they possess. Although in many cases the organization will succeed to get the human resources who are efficient and effective in the tasks and duties that they are doing within the organizational unit but the key point of challenge comes up when organizations try to make sure that the employees who are good in their jobs and duties will be retained within the company itself. This is where the concept of employee turnover is coming into the picture because it is a concept that is revolving around how exactly an organization

will try to capture and keep its workforce with itself rather than letting them leave the organization.

Employee turnover is considered by many as the most talked topic in Human Resource Management. As defined by Farlex (2015) the term employee turnover refers to the ratio between the employees that needs to be replaced over given period of time over the average number of employees. The basis of employee replacement maybe due to resignation, retirement, death and/or interagency transfer.

Employees are important assets of any organization, whether business or non-profit. Several experts noted the role played by employees in creating competitive advantage for the organization (Lepak & Gowan, 2008; Pfeffer, 1994). Employees must be given the support they need in order for them to stay with the organization. Otherwise, this will create a high employee turnover that could undermine the success of the organization.

In this regard, labor-intensive and service-oriented companies like Oman Air should focus on increasing job satisfaction to create organizational commitment. Companies must include issues of employee turnover on its agenda. There is a need for the company to understand the relationship of employee turnover and the job satisfaction of employees. There are several factors to be considered in understanding the percentage of employee turnover in relation to the satisfaction of employees. For example, salary satisfaction of employees could affect their decision to stay or leave the company. Job satisfaction is a major factor that determines the retention of employees within the business organization. This means that if employees find the job satisfying, job retention is also likely to happen.

It is always the challenge for companies to ensure that their employees stay with the organization. The decision making of employees is affected by their security in the

workplace as well as the treatment they get from management. In this regard, the employee turnover is a response of employees on the policies, leadership styles and support the management gives.

1.1. Industry Background

Civil aviation in Oman can be traced back to the early 1970s during the time of which civil aviation in Oman was primarily carried out at a small rudimentary airport located at Beit Al Falaj Airport. However, in line with royal decrees calling for the modernization and development of the civil aviation sector on the basis of its recognition as one of the vital and fundamental sectors that would be pivotal to the extent of facilitating growth and development in Oman a large number of changes began unfolding since 1972. In particular, the shifting of the airport terminal from Beit Al Falaj Airport to that of Seeb Airport provided an immense support to the growth and development of civil aviation in Oman as modern technologies were rolled out in the more advanced airport facility (Allen & Rigsbee, 2014). Moreover, the formulation of Public Authority for Civil Aviation with a mandate of rapid development and expansion of civil aviation sector in Oman has continued to play an important developmental role facilitating the development of Oman aviation industry from its humble origins to one that is serviced by world-class airline companies from all over the globe (PACA, 2015).

During the 1970s and 80s, Oman aviation received tremendous support from Gulf Air as well as British Airways helping in the modernization and restructuring of the civil aviation sector in Oman (Grant, 2007). A momentous occasion in the history of Oman aviation was achieved in 1993 when the government of Oman established its own national aviation Company which was that of Oman Air (Oman Air, 2015). Today, the Oman aviation industry is in line with many of its

well-developed counterparts within the GCC region with a total of 2.2 million air passenger travelers as at the end of 2014. There are a total of five national airports operating in Oman in addition to the several military installations. Global aviation industry organization IATA has predicted growth rates of up to 10% in the civil aviation sector of Oman in the forthcoming years (PACA, 2015).

1.2. Organization Background

Oman Air, the national airline carrier of Oman was established in the year 1993 and replaces the previous arrangement that the Oman government had been Gulf Airways. Ever since its establishment, Oman Air played a pivotal role as far as making the Sultan of Oman, in particular Muscat a popular travel hub in the GCC region. Initially, Oman Air primarily operated only in the regional GCC aviation sector however since the late 90s Oman Air began its international operations making air travel much more accessible to the national as well as expatriate population in Oman (Oman Air, 2015).

Oman Air, has a long-standing agreement with Boeing Airlines as the premier supplier of aircrafts to the company. Currently, Oman Air possesses 135 aircraft fleet with an even vast portfolio of additional resources. Oman Air currently offers flights to more than 215 destinations all across the globe connecting the Sultanate of Oman on a global scale (Oman Air, 2015). In terms of human resource management, Oman Air is a significant employer in Oman given its large size of organizational personnel amounting to nearly 3500 employees. Oman Air gives immense preference to the nationalization of its workforce providing all employees with adequate and suitable training and development opportunities in the field of aviation and also allied functions that are performed at Oman Air.

1.3. Problem Statement

The resignation or leaving of employees, whether better or low performing, created gaps causing understaffing, deterioration of service quality and further overburdening of remaining employees. Employee turnover creates a downbeat syndrome for remaining staffs, thereby increasing stress among managers resulting to failure in providing clear guidelines to cope with for the stressed workforce (Nzimande 2011).

A preliminary analysis from the HR department of Oman Air has found that the current levels of job satisfaction are the key contributor to the increasing trend of employee turnover at Oman Air. Therefore, it is essential to understand the impact of low employee job satisfaction on the organizational turnover rate. This is important at Oman Air job satisfaction areas have long-term implications on the company. This occurs due to job satisfaction being a preliminary factor of employee turnover within the company. The aspect of searching for the problem and the solution at Oman Air important because knowledge of such a relationship will permit Oman air to focus more on improving job satisfaction and will therefore be successful in reducing employee turnover.

1.4. Research Objectives

This study on the employee turnover of Oman Air aims:

1. To investigate the factors such as general working conditions, pay and promotion, work relationships, use of skills and abilities, and work activities that contributes to employee job satisfaction in relation to employee turnover.
2. To determine the relationship between the factors (general working conditions, pay and promotion, work relationships, use of skills and abilities, and work activities) and employee job satisfaction.
3. To determine the relationship between job satisfaction and employee turnover.

1.5. Research Questions

The following research questions are to be answered:

1. What are the factors that contribute to employee job satisfaction and employee turnover?
2. What is the relationship between the factors (general working conditions, pay and promotion, work relationships, use of skills and abilities, and work activities) and employee job satisfaction?
3. What is the relationship between job satisfaction and employee turnover?

1.6. Research Hypotheses

The following are the hypotheses tested in this research:

H₀1. There is no relationship between the factors such as general working conditions, pay and promotion, work relationships, use of skills and abilities, and work activities on employee job satisfaction.

H₀2. There is no relationship between job satisfaction and employee turnover.

1.7. Research Significance

This research on Oman Air is intended to find out whether employee job satisfaction at the company has an effect on the turnover intentions of employees working across different departments at Oman Air. Moreover, the research will assist in determining the reasons behind high rate of employee turnover at Oman Air and provide recommendations to solve the issue. Examining the factors and conditions at Oman Air in relation to employee turnover is an area an aspect that is considered highly crucial for the continued success in terms of organizational performance at Oman Air. This is because the recommendations that are put forward to Oman Air on satisfaction as well as employee turnover will be highly essential and beneficial to correct the deficiencies and

weaknesses at Oman Air according to these three factors. Moreover, knowledge about satisfaction and turnover especially on local companies in Oman which will be very essential to all HR professionals and other Oman-based practitioners who can use the findings of the study to make sure that within their own organizations the focus is maintained on these two areas of importance.

The findings will make it clear once and for all whether it is possible for turnover within modern day business organizations to be primarily caused on part of the low level of satisfaction on part of the staff and workers. So, the organizational management followed by the HR practitioners will be able to use the findings of the results to formulate effective strategies to first curve job satisfaction in the case that a positive relationship is set in between the variables. This research and its findings on job satisfaction and employee turnover will therefore make a note of the organizational relationships and factors to become much more clear and evident.

This research contributes to the knowledge of managers and professionals on how to deal and evaluate employee turnover within their organization. It is the intent of this research to provide an evaluation and guideline on how employee satisfaction could be used by managers to reduce the rate of employee turnover within their organization. Furthermore, this research is also a foundation for a deeper analysis of other researches on how employee satisfaction affects the decision making of employees especially with regards to the tendency of resigning or retiring from work.

2. LITERATURE REVIEW

2.1. Job Satisfaction

Various studies have already been conducted to investigate the level of job satisfaction as applied to different settings and has identified job satisfaction as dependent to many factors. Studies revealed that employees who have shown satisfaction on their jobs are less likely to commit absences and less turnover (Peeter's, et. al; Mutula, 2002; Tetty, 2006; Jalagat, 2016). On the other hand, these authors exclaimed that dissatisfied employees have tendencies to resign from their jobs and commit more absenteeism, increase in overhead costs as well as poor performance. As utilized in this study, job stress factors will be investigated to determine its relationship on job satisfaction and to employee retention.

2.2. Impact of Job Satisfaction on Employees

Many investigations have been conducted linking job satisfaction to employee job performance and employee turnover where findings concluded that these three variables are significantly correlated even in the contemporary organizations (Schuler & Jackson, 2007; Redman & Wilkinson, 2011; Thomson & Phua, 2012). Moreover, job satisfaction not only benefits employee individual performance but also organizational performance. The study of Bender & Heywood (2006) explored the various factors that relates to job satisfaction and has identified specifically the workplace motivation that has also been affirmed by earlier study conducted by House & Wigdor (1967) which posits that, motivation correlates with job satisfaction and thus, desirable employee performance. Modern studies like that of Mankin (2009) provided the link between motivational theories and job satisfaction theories. Further, studies identified in the area of Human Resource Management had proven the strong link

between job satisfaction and job performance over the past decades and according to Bhatti & Qureshi (2007), job satisfaction has become a critical component to human resource strategies on employee participation, commitment, and employee productivity. As previously identified, job satisfaction has been considered as strong determinant for increase in employee performance regardless of company size (Coomber & Barriball, 2007; Tansel, 2014).

2.3. Importance of Staff Satisfaction

In contemporary businesses most observable is the increasing importance of staff satisfaction in dealing with the company's objective of loyalty and improved performance. Acquiring and retaining highly satisfied people not only boost employee loyalty but will promote pleasant working condition and can lead to better work performance where employees are motivated to work independently.

Based on this premise therefore, the various importance of staff satisfaction within business enterprises are as highlighted below:

In Oman Air, the situation wherein business enterprise comprises of staffs who are highly satisfied with their jobs are seen to have less affinity towards leaving the present jobs thereby providing the enterprise the benefit of being able to reduce staff turnover. Further, he also mentioned that it is important for business enterprise to be able to retain the well-skilled and talented staffs in order to meet the objective of long term growth for the business enterprise with their business activities.

On similar note, in relation to business enterprise, one of the major issue that are faced by enterprises are that of staff attrition, thus individuals at its workplace need to be ensured that they receive respect at its workplace as well as opportunities to grow its career along with being provided with

satisfactory salary and recognition so that they get less time to think about changing its job thereby resulting in satisfactory staff retention. Further, he also mentioned that by retaining well-skilled staff members, business enterprise can gain competitive advantage against their competitors. Hence, he highlighted the fact that it is recommended for business enterprise to ensure that it keeps the staff attrition factor at lower rate within workplace as any staff member who are not satisfied with their jobs may also influence other in a negative way against the enterprise.

In fact, according to Oman Air, staff satisfaction is important for business enterprise as it supports them to earn higher revenues. Further, he also stated that even by providing training and investing upon staffs may not be effective unless they themselves feel loyal and attached with the enterprise. In the same light he also argued that staffs members who are satisfied with their jobs show less interest to indulge in any form of fights or politics within workplace and thus show willingness to help their team members or colleagues to cooperate and work together to go through emergency conditions. Therefore, he mentioned that satisfied staffs are also seen to love their jobs even during emergency or crisis and thereby work together to overcome challenges and support the enterprise to meet its objectives in a successful way.

2.4. Measuring Job Satisfaction

One of the comprehensive studies was done by Saane et al. (2003) focusing on identifying a suitable research instruments to measure job satisfaction. Realization was reached that measurement should be undertaken on specific job performed by employee that relates to the work elements, work demands, as well as occupational and vocational factors. He also developed measures on job satisfaction though using the job satisfaction scales and applied an organizational-wide surveys

as his main methods. Another tool on the other hand was introduced by Thomas, et. al. (2004) which emphasized the use of “Job Diagnostic Surveys” in order to determine the extent and level of employee job satisfaction in the workplace. Similarly, Best and Thurston (2004) introduced the “Index of Work Satisfaction” as his main tool to develop context specific job satisfaction based research measures that specifies evaluation and assessment of workers’ opinions and attitudes towards their jobs in relation to the level of job satisfaction.

Based on the above-mentioned tools this research endeavors to consider in application to the case investigation and are found to be suitable measures in attaining research problem and objectives like the chosen organization, Oman Air.

2.5. Employee Turnover

Employee turnover is considered as common yet critical problem to any businesses not only in Oman but in international scenario. It exist as a result of employee job dissatisfaction that usually arise in the workplace (Taylor, 2008). Accordingly he further stressed that, the causes of employee turnover are prevalently related to designations, salaries, work benefits and others. Pilbeam & Corbridge (2002) also affirmed that there are unstoppable factors or forces that leads to employee turnover as it exists in many organizations and these forces increased the level and cases of turnover like working conditions, salary levels, time factors, working relationships, attitude towards jobs, etc. However, Taylor (2008) strongly expressed his optimism that there are potential strategies that can be applied to organizations that when properly implemented will counter the ill effects of employee turnover.

Specifically, various authors have identified the forces in addition to the above-mentioned factors that negatively influenced the cases of employee turnover based on their

findings which thereby posing the undesirable situations in organizations (Shamsuzzoha & Shumon, 2007; Ton & Huckman, 2008; Tracey & Hinkin, 2008), and; Hancock et al., 2013) :

Economy: For companies that are highly developed, more employment generation is expected that the attractiveness of salaries and benefits will allow employees to switch jobs easily causing problems and dilemma for many businesses that likely result to high incidence of employee turnovers. The presence of job vacancies in the marketplace that offers high salary packages will also cause turnover to other companies who cannot compete with their salary packages.

Nature of the job: The requirements and the nature of the job itself may cause employee turnover. As an example, jobs that requires creative thinking and the like would not be attractive to those employees that are contented with routine jobs and those that are exposed to highly critical and requires creative thinking and innovation may not find the job challenging that might increase the cases of turnovers because of dissatisfaction with the present job conditions.

Demographics: Demographic profiles of the employees may lead to employee turnovers such as age, gender, income and salary levels, etc. Some companies developed gender biases that they might prefer men in the workforce than female. This can cause many females in that company to switch jobs and look for alternative jobs where they sees it fit. Age factors also may directly relates to employee turnover like those companies for example that prefers young workforce than the old ones which may result to replacing the old workforce by new and young age generation employees.

Individual: When employees in their individual capacities are not satisfied with their present jobs would prefer to quit the job and find for better workplace. Searching for new employees would seem easier for employees who have longer job experience and at the same time those companies that can provide future opportunities and career developments that they think beneficial to them in the long-run. While many companies may not consider this scenario, willingness to improve and develop themselves are important consideration for individual in fostering loyalty to the organization. Poor performance will result to eventually employee turnover.

Unmatched job: Job mismatches have been proven by studies to cause turnover. Many companies hire employees and give them responsibilities which are far beyond their educational qualification and knowledge. For employees though they receive salaries but they feel that they have not utilized their knowledge and skills to the jobs that they are presently working resulting to dissatisfaction and possible turnover cases. While money is the consideration to work, satisfaction is also undeniably counted as determinants of less cases of turnovers.

Substandard machines, tools and facilities at workplace: Facilities and equipment being utilized in the workplace needed to be with the standards of quality as well as meets the requirements for maintaining health and safety. Substandard facilities are likely to contribute negatively employee dissatisfaction which also results to employee dissatisfaction. Defective equipment and substandard machineries for example will lead to work delays and non-compliance with deadlines and time wastage of efforts and time to compete.

Lack of opportunity for growth: When employees are not given clear direction of their career paths will not be motivated to work for the organization and are expected to ignore the concept of loyalty. Employees are expectant of their future wherever companies they are working and planning to work with greater benefits in return. If these terms and conditions are not available it will lead to employee's discouragement and will in turn build cases for employee turnovers.

Negative perception: Employees are confined with the notion that every efforts will be well-compensated and appreciated by the top management. If not duly taken consideration, this will lead to negative perceptions that management ignores every employee effort to contribute to the welfare of the organization. This will in turn might cause to employee turnover.

Lack of supervision and training: Supervision and training are important considerations not only to new workforce but even to old workers to enhance their knowledge and skills. So, effective supervision with proper motivation of employees will enable them to perform better and improve the quality of their work. Their performance would also depend on how well managers manages the affairs of the organization including their employees. The absence of attending to these concerns may lead to employee turnovers.

Unequal pay structure: When employees are paid which commensurate their performance and efforts, it is expected that better performance individually and in organization can be demonstrated. However, if there is presence of unequal pay structure this will cause employee dissatisfaction that eventually lead to employee turnover.

2.6. Relationship between Job Satisfaction and Employee Turnover.

Numerous research attempt have been made to bring out the impact of employee satisfaction with respect to employee turnover. Chen et al. (2010) investigated the impact of improving job satisfaction among employees and findings revealed that each of these measures had a positive correlation to a decrease in the cumulative employee turnover rates. Their research confirmed aspects of employee support, pay as well as welfare to be important variables influencing the degree of relationship between employee satisfaction-employee turnovers. Similarly, Mbah & Ikemefuna (2012) in their study in Nigeria identified the level of employee monetary compensation, the nature and type of pass for found by the employee as well as supervisory support to be key influencing factors as far as job satisfaction impacted upon employee turnover. Furthermore, Kazi et al. (2012) also confirmed an inverse relationship to exist between employees who were well satisfied with the job or different elements of their organizational employment and correspondingly their turnover intentions. They identified the essential requirements for corporate organizations to focus on causes and sources of employee dissatisfaction as a measure to critically reduce employee turnover rates.

In another study, Al-Battat & Som (2013) conducted research into employee satisfaction-employee turnover within the Malaysian hospitality industry identifying that employee dissatisfaction remained as the most notable cause of employees looking for better prospects within the hospitality industry mainly because it had a negative influence on employee commitment.

2.7. Dependent and Independent Variables



Figure 1 Conceptual Framework

The diagram above shows the relationship between variables. There are two dependent variables present with the diagram presented. The first phase of the diagram shows job satisfaction as the dependent variable. Job satisfaction is affected by several factors such as work relationships, pay and promotion, work activities, use of skills and abilities and working conditions at Oman Air. This means that job satisfaction is directly affected to the changes of perceptions among respondents on the factors or independent variables as mentioned.

On the second phase of the diagram, it should be noted that job satisfaction becomes the independent variable while employee turnover is the dependent variable. In this regard, the value of employee turnover is directly dependent on the perception among employees or respondents on job satisfaction.

By direct association, it could be said that employee turnover as a dependent variable is directly affected by the basic independent variables: work relationships, pay and promotion, work activities, use of skills and abilities and working conditions at Oman Air.

3. RESEARCH METHODOLOGY

This chapter provides an overview or a description of the research methods, designs and approaches used in conducting the research. Research hypotheses are also presented in this section. Sampling methods and how the research was conducted were also discussed in this chapter.

3.1 Research Design

In this study, it primarily utilized the quantitative research design using the descriptive survey questionnaires as its main research instrument. The basis of using the quantitative approach is mainly based on the research objective to assess the relationship between the job satisfaction factors, job satisfaction and employee turnover as hypothesized (Cresswell & Plano, 2011; Maxwell & Steele, 2003). It was also used to engage in the activities of collection of research data and to get a contextual explanation and understanding of the numerical or quantitative responses among respondents.

The research philosophy applicable to the research of Oman Air is the positivism research philosophy that emphasized deductive reasoning which tends to move from the general to the specific (Cresswell, 2013; Cheng, et. al., 2013; Bergman, 2008).

3.2 Data Collection

3.2.1 Primary Data Collection Methods

The primary data collection applied in this study is patterned after Arokiasamy et al. (2013) and Cherotich's (2012) research where it mainly make use of questionnaires as a main data gathering technique to solicit responses that are quantitative in nature. The questionnaires will serve as the basis of developing contextual information that primarily meets the research

objectives and research questions being considered as the main theme of the study conducted in Oman Air.

Moreover, a simple Likert scale will be implemented to gauge the degree of the responses and this research on Oman Air would be strongly benefited from like scale because it measures variables of motivation and employee perception so the degree of difference between the employees at Oman Air and their responses can be conveniently brought out using this technique.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Numerical Equivalent	5	4	3	2	1

The survey questionnaire as the primary research instrument has statements within five categories: Working conditions at Oman Air, Pay and Promotion, Work Relationships, Use of Skills and Abilities, and Work Activities. The working conditions includes the following factors: the total number of hours, location of employees, and vacation leave. Pay and promotion consists of the level of salary, promotion opportunities, health and medical, job security, and level of recognition. The variable which is the work relationships include co-workers relation, relation with supervisors, relation with subordinates while the use of skills and attitudes comprised of the scope of using new skills, scope of learning new skills, and training opportunities. Lastly, the work activities considers three factors namely: variety of jobs, degree of independence and job rotation.

For the purpose of evaluating the questionnaire's clarity and ability to collect information from respondents, a pretesting process was conducted. There were 10 people who were used as pretesting sample. After answering the questionnaire, pretesting samples were asked in which question or statement

they were not able to understand. This process was conducted to see if the words used are clear and easy to understand. In the same manner, during the pretest, the average completion rate was 3 minutes. This meant that the survey questionnaire was easy to understand and could be finished in just three to five minutes to avoid using much of research respondents' time.

3.2.2. Secondary Data Collection Methods

With the aid of secondary data, the variables used in this study are widely identified and described especially in the related literatures where sources such as books, journals, websites, empirical studies and other related materials served as main considerations. It also established the link of the many variables as identified to achieve the research objectives and in presenting the questionnaires.

3.3. Population and Sampling

Population

For year 2016, Oman Air has 6,500 employees who are serving as pilots, co-pilots, stewards, ground crew, and office staff of the company. Of the total 6,500 employees, aircrew or flight crew is 35% and support team including ground crew and those at offices of the company is 65%.

Sampling for Questionnaire

According to Cohen et al., (2013) apart from choosing an appropriate research methodology, the sampling strategy chosen for the research is a critical determinant of the quality itself. From this perspective the following important considerations relating to population and sampling for the research are as follows:

Given that the proposed research study is being undertaken on the employees of Oman Air, the population of

the study will include all of the employees of the organization given that it's reward strategy applies to each and every employee and that all employees would have individual job satisfaction levels. For the purpose of this research focusing on employees who have completed a minimum of one year will be applied as a criterion for the population mainly due to the reason that those who have not yet completed the given duration would not have had an opportunity of knowing in detail about satisfaction. There were 100 employees who took part as sample members of the study.

This study utilized convenience sampling based on availability and convenience of the respondents. Sample size of 100 was the combination of both frontline employees and support employees divided accordingly. With 2,300 frontline employees or aircrew, the sample size is 50 having confidence level of 95% and confidence interval or margin of error of 5%. With the support employees or ground crew, the sample size is 50 with 95% confidence level and margin of error of 5%.

The convenience sampling method was used due to the geographical location of Oman Air employees as some of them could be at other airports around the world. Convenience sampling allowed the researcher to gather information or data from employees who are at Muscat International Airport as long as they are within the stratification of the samples as shown below.

With 100 employees included in the sample size, the breakdown of categories according to front liners and support staff is shown below. Front-liners include those pilots, steward crews and those who are in the direct engagement with passengers. Support staff includes those who are working in ticketing and other customer care areas of Oman Air.

Table 1. Category of Respondents

Category	Population	Respondents	Response Rate
Front liners	2300	50	100%
Support	4225	50	100%

3.4. Reliability and Validity

According to Cohen et al., (2013) the complete elimination of threats to reliability and validity is not possible however to this extent important measures can be adopted to reduce these threats. Similarly the following measures for reliability and validate will be applied to this proposed research.

External Validity: external validity is established in the study by adequately considering the sample size for the study as indicated in the above context, by keeping the margin of error are low, it level of confidence high as well as maintaining a moderate level of response rate which is not overly optimistic, the study attempts to expand the external validity. **Content Validity:** in order to establish the content validity of the study, achievement tests will be devised and applied in conducting the given proposed research. **Reliability:** in order to establish the reliability of the results, the researcher has proposed to use the test retest tool, under which the results of the test will be measured with the final outcome of the questionnaires used for the study (Maxwell & Steele, 2003).

Although the techniques available for establishing reliability and validity in the context of qualitative research are known to be less precise in comparison to their counterparts, the researcher has chosen to use peer evaluation whereby the inferences drawn would be checked by another researcher. All the questions.

3.5. Data Analysis

In the analysis of the primary and secondary data, it was necessary to use basic research instruments. Statistical frequencies were used in providing an overview of the results

while the correlation being used was for the purpose of linking variables with each other. On the other hand, non-parametric, bivariate, and alternative analysis tools were used in analyzing gathered data. In this case, there are three levels of variable categories to be included: the five factors of job satisfaction namely: General Working Conditions, Pay and Promotion, Work Relationships, Use of Skills and Abilities and Work Activities, job satisfaction and employee turnover. Statistical Package for Social Sciences is used in data calculation. The software has been used by researchers in making accurate calculations of the data gathered to avoid misinterpretation of data.

Pearson correlation is used to test the linear dependence or the impact that a variable can have on another variable. It could yield three results (and their between): 1 for positive total correlation, 0 for no correlation and -1 for total negative correlation. In the same manner, the sig (2-tailed) also tells there is a significant correlation between the two variables being compared.

Inferential discussions were made throughout the result section and they were based on available statistical data and other secondary sources providing credence to the study result. Inferential analysis provided connection, linkage and correlation understanding. In the same manner, non-parametric analysis and other statistical features were used with the help of the SPSS.

4. FINDINGS AND DISCUSSIONS

This section presents the results and findings of the data obtained from respondents. This section is divided into six sections: General Working Conditions, Pay and Promotion, Work Relationships, Use of Skills and Abilities, and Work Activities. Using SPSS software, data were rendered and

calculated to provide a clear understanding of the responses in a way understandable.

4.1. Summary of Tables of Demographic Profile

Based on the demography of the respondents, it is important to note that most employees are within the age brackets of 26 years old to 41 years old. Half of employees are within the age brackets. On the other hand, only a small percentage of employees come from the age bracket of 41 years and above. This demographic profiling is important in noting that only a small fraction of employees of Oman Air are aging. However, this should not be construed that employees are not able to reach their old age in Oman Air. Putting into account the fact that Oman Air was founded 23 years ago, the percentage of employees who reached 41 years old and above is justified. Yet still, the percentage is still small in total with the number of employees the company has.

Looking at the results of the data, it is easy to note what factors can have a strong impact on the job satisfaction of employees thereby contributing to their decisions on whether to stay with the company or not.

Table 2. Impacts of Job Satisfaction Factors on Employee Job Performance

Independent Variables	N	Weighted Mean	Standard Deviation
Degree of Independence	100	4.32	.726
Degree of Control	100	4.32	.723
Training and Education	100	4.32	.712
Job Responsibilities	100	4.28	.817
Promotion Opportunities	100	4.32	.730
Scope for Skills	100	4.28	.817
Vacation and Sick	100	4.28	.822
Working Hours	100	3.93	1.19
Health and Medical	100	3.93	1.17
Relation with Coworkers	100	3.83	1.27

Relationship with Supervisors	100	3.96	1.18
Job Security	100	3.25	1.54
Job Rotation	100	3.25	1.45

Aside from the two factors being mentioned, training and educational opportunities is another factor that must be given careful attention. Training and development is necessary because it is tied up with promotion opportunities. In fact, the scope for the utilization of existing skills is second in terms of the mean registered. Employees want to make sure that they are able to use their skills and enhance them for the purpose of future development. Furthermore, employees are also concerned of their welfare. When they don't get the benefit of vacation and sick leave, they may feel being treated unfairly and unjustly (Iqbal & Waseem, 2012). A workplace that is just and fair can always keep its employees together.

Furthermore, on the third level of the factors that have importance on the job satisfaction of employees as well as on employee turnover and retention are: the working hours and the health and medical benefits employees get. Also, the salary paid by the company is tied up with the level of recognition (which can viewed on the lens of promotion). As much as salaries and wages are material representation on the importance of employees, they can be a factor to the decision making of employees on staying or leaving the company. But it seemed to be ironic that job security falls at the bottom of uncertainty on its importance to employee job satisfaction. Employees do not give much attention to this factor as long as they have all at the top. With the aviation industry having fewer workforces, this is understood that employees are not thinking of being fired by the company. Another non-significant factor is job rotation. While employees want to be at variety of job positions, they don't give much attention to the rotation of the job among them as long as they experience another one.

They are not concern if others are reassign for the rotation or not.

4.2. Correlation and Other Analysis

Analysis below shows the ranking and comparison of the factors being mentioned as to their relevance and impact to employee satisfaction, thus to employee turnover. The result shows that among the factors that could affect employee satisfaction and turnover, employees give more value to training opportunities that they could get with the highest mean. This is followed by the location of the workplace (as to basis of convenience among employees) and the total number of hours that should be dedicated to the work.

Based on the same result, the relation with supervisor and co-workers are at the bottom. This means that employees could bear the fact that there are conflicts and problems arising in the workplace. These are things that are part of the deal that should be taken care of. In the same manner, the job rotation is not a big problem for employees as they can work with their task or positions the same all the time. At the bottom of the list of the level of recognition that could be afforded unto them. For employees, as long as they are doing their job, even if they are not being recognized, it is fine.

However, in general sense, due to the fact that the means of these factors are above the neutral level, it is noted that these factors are very important to the employee satisfaction of employees as well as their turnover. In this regard, it is necessary to ensure that employees are provided with all these concerns.

Table 3. Descriptive of Variables

		Satisfaction	Turnover
N	Valid	100	97
	Missing	0	3
Mean		4.00	3.76
Std. Deviation		.876	.899

The table above shows the descriptive of the two variables being correlated as to their importance or impact to each other. On the other hand, the table below shows the correlative values using Pearson and two-tailed sig.

Table 4. Correlation between the Job Satisfaction Factors and Employee Job Satisfaction

Factors	Coefficient	Probability	Significance
General Working Conditions	0.098	0.080	NS
Pay and Promotion	0.451	0.002	S
Work Relationships	0.398	0.048	S
Use of Skills and Abilities	0.253	0.047	S
Work Activities	-0.388	0.004	S

S-significant NS-non-significant *Correlation is significant at the 0.05 level (2-tailed)

Table 8 displays calculated values of Job Satisfaction factors on employee job satisfaction. It can be clearly gleaned that the following factors: pay and promotion, work relationships and the use of skills and abilities positively correlated to employee job satisfaction with r-values 0.451, 0.398, and 0.253 and are significant while negative correlation for work activities with -0.388 and significant at $p=0.004 < 0.5$ level of significance. But there is no relationship between the general working conditions as perceived by employees in Oman Air and employee job satisfaction as evidenced by its p-value of 0.080.

Table 5. Correlation between Employee Satisfaction and Employee Turnover

		Employee Satisfaction	Turnover
Employee Satisfaction	Pearson Correlation	1	-.440*
	Sig. (2-tailed)		.028
	N	100	100
Turnover	Pearson Correlation	-.440*	1
	Sig. (2-tailed)	.028	
	N	100	100

*. Correlation is significant at the 0.05 level (2-tailed).

The Pearson correlation value of the two variables being correlated as to ascertain their relationship is .440. This means that there is negative significant correlation between the two variables as it is below the 0.05 of the sig (2-tailed) correlation formula. With the correlation (Pearson) below 0 or negative, employee satisfaction is said to have a direct impact to the turnover of employees within the organization. This implies that when employees are satisfied with their jobs, the incidence of employee turnover is expected to decrease. Hence, there is moderate correlation between job satisfaction and employee turnover.

To further confirm this, the correlation of two variables that affect employee satisfaction is noted below:

Table 6. Regression Model

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.768(a)	.590	.498		.621

A Predictors: (Constant), Job Rotation, Health & Medical, Variety of jobs, Co-workers relation, Vacation leave, Degree of control, Relation with supervisors, Total number of hours, Levels of recognition, Training opportunities, Location of employees, Job security, Relation with subordinates, Degree of

independence, Scope of using skills, Scope of learning new skills, Promotion opportunities, Level of salary.

As shown in table 10, the R Square value of 0.590 or 59% indicates that the independent variables causes about 59% of the variation of the dependent variables. While 41% cannot be explained. This means that the model is acceptable in explaining the variation of dependent variables namely the job satisfaction and employee turnover.

Table 7. ANOVA Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.812	18	2.490	6.466	.000(a)
	Residual	31.188	81	.385		
	Total	76.000	99			

A Predictors: (Constant), Job rotation, Health & medical, Variety of jobs, Co-work relation, Vacation leave, Degree of control, Relation with supervisors, Total numbers of hours, Levels of recognition, Training opportunities, Location of employees, Job security, Relation with subordinates, Degree of independence, Scope of using skills, Scope of learning new skills, Promotion opportunities, Level of salary

B Dependent Variable: Satisfaction

Using the ANOVA regression shows that this model is fit and appropriate in analyzing the independent and dependent variables used in this study with 0.000 significance and with F-value of 6.466.

Table 8. Regression

Mode:1		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	.655	1.218		.538	.592
	Total number of hours	.184	.079	.204	2.331	.022
	Degree of control	.095	.095	.097	1.001	.320
	Location of employees	.085	.101	.086	.839	.404
	Vacation leave	.264	.100	.253	2.640	.010
	Level of salary	.294	.132	.299	2.231	.028
	Promotion opportunities	.205	.130	.200	1.568	.121
	Health & medical	.011	.108	.012	.106	.916

Mode:1	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	B	Std. Error
Job security	-.083	.101	-.084	-.826	.411
Levels of recognition	-.225	.092	-.220	-2.449	.016
Coworkers relation	-.210	.113	-.212	-1.866	.066
Relation with supervisors	.184	.090	.184	2.049	.044
Relation with subordinates	-.536	.102	-.554	-5.235	.000
Scope of using new skill	.060	.110	.063	.547	.586
Scope of learning new skills	.218	.113	.227	1.928	.057
Training opportunities	.083	.121	.078	.685	.496
Variety of jobs	-.411	.102	-.407	-4.033	.000
Degree of independence	.694	.112	.705	6.200	.000
Job rotation	-.053	.103	-.047	-.512	.610

A Dependent Variable: Satisfaction

Based on the ANOVA result of the regression shown below, the model created fits with the assumptions on the interrelated and impact of the variables on the dependent variable which is the satisfaction of employees on their jobs.

Based on the table on the linear regression result, it could be said that factors that have significant positive impact to the job satisfaction of employees are (according to their impact) ranked in order of priority: (1) degree of independence in the workplace that they could have, (2) the level of salary, (3) vacation leave employees could get from the management, (4) the scope of learning new skills, (5) promotion opportunities, and; (6) the total number of hours and relation with supervisors. These variables carry higher t-values and standardized coefficients relating to their impact to the dependent variable (satisfaction). With these positive impacts, an increase of the management's attention and action on these concerns could immediately raise the satisfaction level of employees. For instance, when the organization uses a new salary grade system thereby providing employees higher compensation, employees would positively respond to this development, thereby increasing their commitment to stay within the organization as well. These factors work positively

for employees who are desirable or those functional retention employees.

On the other hand, factors that have significant impact to the dependent variable in a negative manner include (according to rank): (1) relationship with subordinates, (2) variety of jobs, (3) levels of recognition, (4) co-workers relation, (5) job security, and; (6) job rotation. These variables could have direct impact to the satisfaction of employees within the workplace. But on this case, these factors could negatively impact job satisfaction. For instance, when the management increases its control over the variety of jobs that employees could have within the organization can be a corresponding negative impact to the satisfaction of employees. In fact, a unit of increase on this factor could directly decrease the satisfaction of employees at -0.411. These factors should be given attention by the management in order to avoid dysfunctional turnover.

5. CONCLUSION AND RECOMMENDATIONS

5.1. Summary of Findings

This study mainly investigates the effects of job satisfaction on employee turnover as applied to the chosen organization, the Oman Air. Main findings revealed that among the main factors namely the general working conditions, pay and promotion, work relationships, use of skills and attitudes, and work relations both positive and negative correlations were derived when analyzed in details the specific variables under these main variables. Generally, factors such as positive significant correlation on the following factors on job satisfaction: pay and promotion, work relationships and the use of skills and abilities positively correlated to employee job satisfaction with r-values 0.451, 0.398, and 0.253 and are significant while negative correlation for work activities with -0.388 and significant at $p=0.004 < 0.5$ level of significance. But there is no relationship

between the general working conditions as perceived by employees in Oman Air and employee job satisfaction as evidenced by its p-value of 0.080.

Further, it shows that based on the table on the linear regression result, it could be said that factors that have significant positive impact to the job satisfaction of employees are (according to their impact): (1) degree of independence in the workplace that they could have, (2) the level of salary, (3) vacation leave employees could get from the management, (4) the scope of learning new skills, (5) promotion opportunities, and; (6) the total number of hours and relation with supervisors. On the other hand, negative correlations exist in such variables such as (1) relationship with subordinates, (2) variety of jobs, (3) levels of recognition, (4) co-workers relation, (5) job security, and; (6) job rotation. These variables could have direct impact to the satisfaction of employees within the workplace. But on this case, these factors could negatively impact job satisfaction. However, in determining the relationship between job satisfaction and employee turnover, result showed that there is negative correlation between these two variables with 0.028 significance.

Specific findings relate to pay structure and levels significantly correlates to job satisfaction according to the current study conducted by Singh and Loncar (2010) and Ikeemefuna (2012) as cited in the research of Jalagat (2016) indicating that salary levels impacts job satisfaction. Moreover, results affirmed with Chen, et. al. (2010) study stressing that, improved or good job satisfaction will decrease employee turnovers.

5.2. Conclusion

For an employee, it is very important to enjoy a certain degree of independence for them to learn something and for to be explore other things in the workplace. In fact, tracing all other

factors included in the data, it can be said that they are connected with the degree of independence, autonomy and professional flexibility they get in the workplace. This is discussed by Eaton-Walley & Lowe (2004) on the need of giving employees the opportunity to grown on their own and to learn ropes of the business organization without the direct intrusion of the management.

For a carrier-oriented person, it is always necessary to learn something in the workplace. Based on the data, this is given high attention by employee at Oman Air. When employees are not able to get the necessary learning process for them to grow and learn new things, they will also have the tendency to leave the company for a better one. This is also supported by the factor on variety of job responsibilities as part of the learning process. While it is necessary to bet at various job responsibilities for them to learn and use existing skills, employees don't give much attention to their location and posting as long as they are learning and getting the necessary support they as part of the career development.

As part of the responsibility and commitment of Oman Air, it is necessary to give employees the best treatment they deserve for them to stay. Making them overwork won't do any good for them or not giving health and medical benefits will give them a boost on their jobs. Part of the factors that could affect employee job satisfaction is their relationship at the workplace. If they have conflicts with each other, there is also a likelihood that they will resign from their job. A conducive workplace is always a setting for people to work together and make the best out of their jobs.

These factors are directly tied up with the satisfaction of employees. Medina (2012) noted that if employees are satisfied with their jobs, they will not leave the company thereby reducing employee turnover. In this regard, employee turnover could be construed as having the same factors as employee job

satisfaction. For the organization to reduce employee turnover, it needs to focus on degree of autonomy, career development for promotion opportunities, employees' benefits, as well as in ensuring the workplace is harmonious.

5.3. Recommendations on Staff Turnover

- **Training:** It can be recommended that staffs of business enterprise should be provided with training facilities in order to ensure that the management supports the staffs in working towards meeting their goals and thereby receive better understanding with respect to their job activities within workplace.
- **Mentoring:** It can also be recommended that management of business enterprise should introduce mentoring oriented program whereby it aims to develop a structured system for establishing a strong relationship at workplace so that it enables them to retain the skilled and competent staffs. In fact, with mentoring program, business enterprise can pair staff members in such a manner that if one is well experienced with the concerned work and its partner has less experience they both can work together to meet the group goals and thereby help each other to develop their career plan within workplace.
- **Establish a positive culture:** Further, it can also be mentioned that business enterprise should focus upon establishing a work culture comprising of values such as honesty, positive attitude, respect, teamwork, excellence so that the staffs adopts such culture and feels comfortable at their workplace thereby enabling management to retain the skilled staffs.
- **Use communication to build credibility:** Further, it can also be recommended that business enterprise need to focus upon establishing a good communication system irrespective of what size of enterprise it is in order to

maintain credibility. Therefore, there should be the presence of certain groups at workplace such as staff advisory council who can receive the opinions of the staff members and thereby can pass them on to higher management of the enterprise. Thus, such system enables staff members to know that their opinions and concerns are given importance and responded accordingly thereby enabling them to stay with the enterprise for a longer term.

- **Show appreciation by means of compensation and benefits:** Another recommendation can be made in terms of implementing strategies by management in terms of following competitive salaries, bonus programs, pension, health plans, overtime payments for the staffs so that they receive the message of being given importance by the business enterprise. Furthermore, the rewards need to be planned in such a manner that it establishes a meaningful perception among the staffs regarding the business enterprise and thus impacts in retention of staffs.

- **To encourage referrals and recruit from within:** Business enterprise also should try to adopt recruitment system with respect to referrals from staffs as well as internal recruitment process whereby it can minimize the confusion in aspect of job expectations. Further, through referrals from current staff members they can also provide the relevant and realistic working environment to the new staff members and thereby help them to adjust with the working place in a better manner. Similarly, by means of hiring from within the workplace, a business enterprise can reduce the staff turnover as they will see their career growth within the workplace and stay loyal to the enterprise for long term.

- **Making staffs feel valued:** On similar note, management also should establish a working condition wherein the staffs are felt valued and provided with

recognition for their effort thus it will enable them to give extra efforts in their assigned tasks and also reduce the staff turnover. Further, in relation to this, the staffs should be rewarded so that it increases their motivational level to perform better in their assigned tasks. Therefore, the rewards can be of monetary form as well as nonmonetary form of giving recognition to the staffs for their hard work. In addition to these, the staffs should be provided with a platform wherein their concerns and opinions are listened in respect to the rewards that they expect and what are the best possible reward systems that can be adopted to motivate them to perform better within the workplace.

- **Provide growth opportunities:** Similarly, business enterprise should also provide growth opportunities for their staffs by means of conducting various workshops, training activities to improve the skills and competencies of the staff so that they can meet their career objectives while working for the concerned business enterprise. Thus, by doing so, it can enable staff members to take up challenged jobs for the enterprise and thereby it can be seen that business enterprises that invests upon the welfare of human resources receives well skilled and committed staffs for their business activities.

- **Foster trust and confidence in senior leaders:** By means of establishing strong relationships by management with their staffs, a business enterprise can inspire the confidence level of the staffs by means of enabling them to participate in the decision making activities as well as improve their trust level in management.

- **Considering a trial period:** It can also be suggested that business enterprise should have a trial period in terms of hiring new staff whereby it can assess their compatibility with the workplace. Thus, by adapting such trial periods strategy it enables management to increase the loyalty level

of the staff towards the enterprise and thereby minimize the staff turnover.

- **Offer flexibility:** Additionally, management should also provide flexibility with respect to working conditions whereby the staffs feel valued and receives recognition and respect for contributing their efforts in the accomplishment of business tasks of the enterprise. Further, it can also be seen that such factors are very much looked by job seekers and thus by providing flextime and work-life balance by enterprise it can attract well skilled individuals as well as reduce staff turnover in an effective manner.

- **Implementing on boarding program:** Further, business enterprise should also adopt the strategy of conducting on board program in the hiring activities thereby indicating the difference of objectives of retaining well skilled staff for longer term or letting them leave the enterprise after two months of service. Thus, it can be viewed that business enterprises who adopts such program for first three months while hiring new staffs have seen to experience 30% less staff turnover as compared to the business enterprise who have not adopted such strategy. Additionally, it can be seen that on board programs is significant for business enterprise as it shows the newly hired staff the working culture followed by the concerned business enterprise and the expectations based on which the individuals are provided with required training and information system.

5.4. Recommendations on Job Satisfaction

- **Work on The Culture:** Since it can be observed that organizational culture within a business enterprise is impacted by the behaviors and attitude expressed by the leaders in their leadership style. Moreover, staffs also expect to be respected within the workplace, Therefore,

leaders of business enterprise should set good behavioral examples by giving respect to the staffs as well as showing positive approachable attitude within workplace which in turn will enable staffs to follow the same and thereby improve their job satisfaction level with their respective jobs.

- **Expand job benefits:** Business enterprise should also look for providing certain job benefits to their staffs that meets their expectations such as benchmarking the complete package of benefit to staff ensuring that it is competitive enough for them to work better in their jobs. Some of such benefits can be in terms of health and medical aspects, pension benefit plans, work-life balance benefits as well as family benefits too.
- **Offer competitive compensation:** Moreover, business enterprise should also ensure that it offers competitive compensation in terms of making sure that the pay package as well as benefits of pension and retirement aspects are competitive in nature so that the staffs stay motivated to perform better as well as stays satisfied with their job within the enterprise.
- **Foster job security:** In business enterprise, the main interest that is seen to be present among staff is in relation to their job security therefore, leaders or management of business enterprise should ensure that it communicated the financial condition of the business to their staffs as well as the strategic plans, goals and performance of the enterprise so that the staffs stay aware of their jobs condition and feels a part of the enterprise to face certain challenges with the enterprise and participate in finding solution for the growth and success of the enterprise.
- **Strengthen staff relationships:** Furthermore, management also need to focus upon strengthening the staff relationships in terms of working as a team and solving

issues as a team which creates a perception of being important for the enterprises among staffs and thereby improves the job satisfaction level among them.

- Provide opportunities for career advancement: Management of business enterprise should also provide a platform for staffs in terms of providing them opportunities to develop their career within workplace by means of adopting coaching, mentoring as well as leadership skill development programs thus ensuring that staffs are trained to take up higher level jobs within the enterprise thereby improving their job satisfaction level.

- Provide professional development opportunities: In addition to the above, business enterprise should also invest upon career development of their staffs in terms of providing them training and various degrees to enhance their skills and professional knowledge so that they can grow professionally within the workplace thereby making the staffs to feel being valued and thus have a higher job satisfaction level.

- Strengthen relationships with immediate supervisor: Further, business enterprise should also ensure that staffs have a healthy and strong relationship with their supervisors in terms of communicating their concerns as well as being guided effectively with their tasks. Therefore, in relation to this, the supervisors need to be provided with effective training so that they can maintain the strong relationship with their staffs and improve their job satisfaction level within workplace.

- Recognize staff job performance: Furthermore, management should also take steps to recognize the effective performance being performed by staffs with their jobs and thus such action impacts the performance level of the staffs and in terms of increasing the job satisfaction level among them within workplace.

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