



THE INFLUENCE OF ORGANISATIONAL CLIMATE ON EMPLOYEE
ORGANISATIONAL CITIZENSHIP BEHAVIOUR AND TURNOVER INTENTIONS AT
GIJIMA HOLDINGS (PTY) LTD

BY

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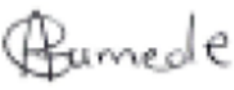
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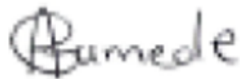
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DEDICATION

I dedicate this study to my life's role models: my late mother, Maureen Zodwa Gumede, and my late grandmother, Mahole Makegu. They were a true inspiration to me. I will always remember, from you, that hard work and dedication pay. I miss you more every day. I also dedicate this study to my children, Thokozane Gumede and Lwandle Gumede, as well as my brother Mbongeni Mahlalela, the Gijima Holdings (Pty) Ltd employees, and the community at large.

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ABSTRACT

Organisational climate, which outlines an organisation's objectives and the methods to accomplish them, is essential in shaping employee behaviour and intentions to leave the company. This study aimed to determine the influence of organisational climate on employee organisational citizenship behaviour (OCB) and turnover intentions at Gijima Holdings (Pty) Ltd. Employing a positivist paradigm due to its structured methodology, the research adopted a quantitative approach to investigate the relationships between organisational climate, OCB, and turnover intentions. An explanatory research design was used to understand why Gijima employees intended to leave or are leaving the company. The study population included 1596 employees from 13 departments at Gijima Holdings. A sample size of 310 employees, calculated using the Raosoft sample size calculator, was used through stratified random sampling. Data was collected via self-administered questionnaires emailed to the respondents and through online Google Forms.

The data was analysed using the Statistical Package for Social Sciences (SPSS) version 28.0. Ethical considerations were paramount in this research. The study explored factors such as perceived autonomy, involvement, rewards and recognition, fairness, and supervisor support to assess their impact on organisational citizenship behaviour and turnover intentions. The study findings show that a positive organisational climate significantly enhances OCB and reduces turnover intentions. Exploratory factor analysis revealed strong correlations with autonomy, involvement, rewards, fairness, and supervisor support, which significantly influence employee attitudes and behaviours. Hypothesis testing confirmed that high levels of these climate dimensions correlate with higher OCB and lower turnover intentions, underscoring the importance of a supportive and fair work environment in fostering positive employee behaviours and reducing turnover intentions. Organisations should periodically assess their organisational climate to identify strengths and areas for improvement. This can involve employee surveys, focus groups, or other feedback mechanisms. By doing that, the organisations can create a more supportive and engaging work environment that fosters positive employee behaviours and reduces turnover intentions.

Keywords: Employees; Gijima Holdings (Pty) Ltd; organisational citizenship behaviour; organisational climate; South Africa; turnover intention.

TABLE OF CONTENTS

DECLARATION.....	i
DECLARATION OF PLAGIARISM	ii
DEDICATION.....	iii
ACKNOWLEDGEMENTS	iv
ABSTRACT.....	v
TABLE OF CONTENTS	vi
LIST OF FIGURES	xiii
LIST OF TABLES	xiv
LIST OF ABBREVIATIONS AND ACRONYMS	xvi
CHAPTER 1: INTRODUCTION AND BACKGROUND TO THE STUDY	1
1.1 <i>Introduction.....</i>	1
1.2 <i>Background to the study.....</i>	1
1.3 <i>Problem statement.....</i>	2
1.4 <i>Aim of the study.....</i>	2
1.5 <i>Objectives of the study.....</i>	3
1.6 <i>Research hypotheses</i>	3
1.7 <i>Justification of the study.....</i>	4
1.8 <i>Delimitations of the study.....</i>	4
1.9 <i>Operational definitions</i>	4
1.9.1. Organisational climate	5
1.9.2 Organisational citizenship behaviour (OCB)	5

1.9.3	Turnover intention	5
1.10	<i>Outline of the study</i>	5
1.11	<i>Chapter summary</i>	6
CHAPTER 2: LITERATURE REVIEW		7
2.1	<i>Introduction</i>	7
2.2	<i>Theoretical framework</i>	7
2.3	<i>Theories underpinning the study</i>	8
2.2.1	Organisational support theory (OST)	8
2.2.2	Social exchange theory (SET)	10
2.4	<i>Link to study variables</i>	11
2.5	<i>The concept of organisational climate</i>	11
2.6	<i>Dimensions of organisational climate</i>	12
2.6.1	Autonomy	13
2.6.2	Involvement	14
2.6.3	Supervisory support	14
2.6.4	Training.....	14
2.6.5	Recognition	15
2.6.6	Rewards.....	15
2.6.7	Fairness	16
2.7	<i>Importance of organisational climate</i>	16
2.8	<i>The concept of organisational citizenship behaviour</i>	17
2.9	<i>Dimensions of organisational citizenship behaviour</i>	18
2.9.1	Altruism	19

2.9.2	Courtesy	20
2.9.3	Conscientiousness	20
2.9.4	Sportsmanship	20
2.9.5	Civic virtue.....	21
2.10	<i>The concept of turnover intention</i>	<i>21</i>
2.10.1	Causes of turnover intentions.....	22
2.10.2	Voluntary turnover.....	23
2.10.3	Involuntary turnover	25
2.10.4	Employee turnover retention strategy	26
2.11	<i>Relationship between organisational climate, organisational citizenship behaviour, and turnover intention.....</i>	<i>27</i>
2.11.1	Organisational climate and organisational citizenship behaviour relationship..	27
2.11.2	Organisational climate and turnover intention relationship.....	28
2.12	<i>Conceptual framework</i>	<i>31</i>
2.13	<i>Chapter summary</i>	<i>32</i>
CHAPTER 3: RESEARCH METHODOLOGY		35
3.1	<i>Introduction.....</i>	<i>35</i>
3.2	<i>Research paradigm</i>	<i>35</i>
3.2.1	Positivist paradigm	35
3.2.2	The interpretivist paradigm	36
3.2.3	The critical theory paradigm.....	36
3.2.4	The pragmatic paradigm.....	37
3.3	<i>Research approach.....</i>	<i>37</i>

3.3.1	Quantitative approach.....	37
3.3.2	Qualitative approach.....	37
3.3.3	Mixed methods approach.....	38
3.4	<i>Research design</i>	39
3.4.1	Exploratory design.....	39
3.4.2	Explanatory research design.....	39
3.4.3	Descriptive design	40
3.5	<i>Research population</i>	40
3.6	<i>Sample and sampling procedure</i>	40
3.6.1	Probability sampling	41
3.6.2	Stratified sampling method	42
3.6.3	Cluster sampling method	42
3.6.4	Multi-stage sampling method	43
3.7	<i>Non-probability sampling</i>	43
3.8	<i>3.7 Data collection method</i>	45
3.9	<i>Measuring instruments</i>	45
3.9.1	Organisational climate scale	45
3.9.2	Organisational citizenship behaviour scale	45
3.9.3	Turnover intention scale	46
3.10	<i>Reliability and validity</i>	46
3.11	<i>Data analysis</i>	47
3.12	<i>Ethical considerations</i>	47
3.12.1	Informed consent	48

3.12.2	Confidentiality	48
3.12.3	Anonymity	48
3.13	Chapter summary	49
CHAPTER 4: ANALYSIS, PRESENTATION AND INTERPRETATION OF RESULTS		
50		
4.1	Introduction.....	50
4.2	Demographic profile of respondents.....	50
4.2.1	Age.....	51
4.2.2	Marital status	52
4.2.3	Working experience in years	53
4.2.4	Department.....	53
4.2.5	Educational qualifications.....	54
4.2.6	Race.....	55
4.2.7	Occupational distribution.....	56
4.2.8	Job-status.....	58
4.3	Item analysis.....	58
4.3.1	Employee perceived autonomy.....	58
4.3.2	Involvement	60
Table 4.10b: Item analysis for involvement (2 nd round).....		62
4.3.3	Rewards and recognition	62
4.3.4	Employees' perception of fairness	63
4.3.5	Employees' perception of supervisor support	64
4.3.6	Organisational citizenship behaviour.....	65

4.3.7	Turnover intentions	66
4.4	<i>Reliability testing summary</i>	68
4.5	<i>Descriptive statistics</i>	70
4.6	<i>Exploratory factor analysis</i>	72
4.6.1	Factor analysis for employee perceived autonomy	72
4.6.2	Factor analysis for involvement	73
4.6.3.	Factor analysis for rewards and recognition	74
4.6.4.	Factor analysis for employees perception of fairness	75
4.6.5.	Factor analysis for employees' perception of supervisor support	76
4.6.6	Factor analysis for organisational citizenship behaviour	77
4.6.7	Factor analysis for turnover intentions	79
4.7	<i>Hypothesis Testing</i>	80
4.7.1	Relationship between organisational climate and OCB (H1)	80
4.7.2	Relationship between organisational climate and turnover intentions (H2).	81
4.7.3	Relationship between organisational climate and altruism. (H1a)	82
4.7.4	Relationship between organisational climate and courtesy (H1b)	83
4.7.5	Relationship between organisational climate and conscientiousness (H1c)	84
4.7.6	Relationship between organisational climate and sportsmanship (H1d)	85
4.7.7	Relationship between organisational climate and civic virtue(H1e).	87
4.7.8	Pearson correlation: Relationship between variables results.	88
4.8	<i>Chapter summary</i>	89
CHAPTER 5: DISCUSSION OF RESULTS, CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS.....		90

5.1	<i>Introduction.....</i>	90
5.2	<i>Discussion of results.....</i>	90
5.2.1	Demographic information results	90
5.2.2	Reliability results	92
5.2.3	Descriptive statistics and normality of data results.....	92
5.2.4	Correlation results: Testing of hypothesis	93
5.2.5	Item analysis results	98
5.2.6	Exploratory factor analysis results.....	98
5.3	<i>Conclusions based on the research hypothesis.....</i>	99
5.4	<i>Limitations of the study</i>	100
5.5	<i>Recommendations for future research</i>	100
5.6	<i>Chapter summary</i>	101
	REFERENCES.....	102
	ANNEXURE A : QUESTIONNAIRE.....	117

LIST OF FIGURES

Figure 2. 1 Dimensions of organisational climate	13
Figure 2. 2 Dimensions of organisational behaviour	19
Figure 2.3 Conceptual framework on the relationship between organisational climate, organisational citizenship behaviour, and turnover intentions	31

LIST OF TABLES

Table 3. 1 Summary of the rule-of-thumb guidelines for assessing reliability and validity using Cronbach's alpha and other relevant criteria (Willis & Riley, 2017).....	47
Table 4.1 Age categories of respondents.....	52
Table 4. 2 Marital Status.....	52
Table 4. 3 Years in current job.....	53
Table 4. 4 Departments	54
Table 4. 5 Highest qualification.....	55
Table 4. 6 Race	56
Table 4. 7 Occupation	57
Table 4. 8 Job-status	58
Table 4. 9 Item-total analysis for employee perceived autonomy	60
Table 4. 10a Item-analysis for involvement (1st round).....	61
Table 4.10b: Item analysis for involvement (2 nd round).....	62
Table 4. 11 Rewards and recognition	63
Table 4. 12 Item analysis for employees' perception of fairness	64
Table 4. 13 Item analysis for employees' perceptions of supervisor support	65
Table 4. 14 Item analysis for organisational citizenship behaviour.....	66
Table 4. 15a: Item analysis for turnover intentions (1st round).....	68

Table4.15b: Item analysis for turnover intentions (2 nd round).....	68
Table4.16: Reliability testing summary.....	70
Table4.17: Descriptive Statistics.....	71
Table4.18: Factor Matrix for Employee Perceived Autonomy.....	73
Table4.19: Factor Matrix for Involvement.....	74
Table4.20: Factor Matrix for Rewards and Recognition.....	75
Table4.21. Factor Matrix for Employees' Perception Toward Fairness.....	76
Table4.22. Factor Matrix for Employees' perception of Supervisor support.....	77
Table4.23: Factor Matrix for Organisational Citizenship Behaviour.....	78
Table4.24: Factor Matrix for Turnover Intentions.....	79
Table4.25: Pearson correlation: Relationship between variables results.....	89

LIST OF ABBREVIATIONS AND ACRONYMS

CCO	Chief Commercial Officer
CEO	Chief Executive Officer
EPA	Employee Perceived Autonomy
EPSS	Employees' Perception of Supervisor Support
EPTF	Employees' Perception of Fairness
GCISS	Gijima Cloud, Infrastructure, and Security Services
GSS	Gijima Specialised Solutions
GTS	Gijima Technology Solutions
HCM	Human Capital Management
I	Involvement
OC	Organisational Climate
OCB	Organisational Citizenship Behaviour
OST	Organisational Support Theory
POS	Perceived Organisational Support
RR	Rewards and Recognition
SDG	Sustainable Development Goal
SET	Social Exchange Theory
SPSS	Statistical Package for Social Sciences
TI	Turnover Intention

CHAPTER 1: INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 Introduction

This chapter briefly outlines how organisational climate influences organisational citizenship behaviour and turnover intentions of the employees. It also outlines the background of the study and the problem statement, the study's aim, objectives, and hypotheses. The study's justification is also highlighted. Lastly, the definitions of significant concepts, the chapter outline, and the summary are also presented.

1.2 Background to the study

Organisational climate is a concept that defines the goals of the organisation and how to achieve them (Mouro & Duarte, 2021). Research by Rožman and Štrukelj (2021) indicates that “organisational climate can account for 30 per cent of the variance of key business performance measures.” Organisational climate is of great importance to organisations, as it plays a key role in motivating valuable employees to stay (Rusyani, 2022). It establishes the organisation's atmosphere and promotes employee engagement (Janiukštis et al., 2024). Additionally, García-Alcaraz et al. (2023) highlight that “assessing organisational climate is crucial because it can directly influence how the organisation operates.”

Organisations continuously seek steps they can take for cost reduction, increase efficiency, and achieve better results and productivity (Alzoubi et al., 2022). Singh et al. (2022) mention that “merger processes (which are a form of organisational restructuring) fundamentally change the climate between organisations and their employees by changing which specific information gets noticed and consequently influences subsequent activities.” The information technology (IT) industry enables firms to be more efficient and productive through improved records protection, faster communication, and electronic data storage. Therefore, computers and IT are now needed in every workplace. Adopting information technology can greatly enhance an organisation's development. As such, many organisations are now adopting IT tools such as artificial intelligence (AI), cloud computing, and big data, and this has expanded the importance and scope of the IT industry in many organisations.

Gijima Holdings (Pty) Ltd (Gijima Holdings), which operates in the IT industry in South Africa, conducted restructuring processes, after which there was a high level of staff turnover, and the company had to recruit more employees to replace those who had left. Even though

authors such as Jnaneswar and Ranjit (2021) have studied the relationship between organisational climate, organisational citizenship behaviour, and turnover intentions, there is still scope for more studies in this sector, especially in organisations like Gijima Holdings. The turnover intention of employees creates a detrimental environment among the remaining staff in the organisation. It can also negatively affect the company, such as by raising training expenses needed to enhance the skills of remaining or newly hired workers. The costs associated with recruiting new employees, the overtime expenses for temporary staff who fill the gaps left by departing employees, and the disruption of workflow due to employee resignations are some of the problems companies must grapple with (Johnson et al., 2021).

Therefore, this study aimed to determine how employee organisational citizenship behaviour and turnover intentions are influenced by the organisational climate at Gijima Holdings.

1.3 Problem statement

Organisational climate is crucial in organisations, influencing employees' perceptions and affecting their behaviours and intentions to leave. In a study conducted in a sports organisation in Tehran, Feizabadi and Rahimi (2021) organisational climate and organisational behaviour of citizenship were significantly, positively correlated. Organisational climate can also play a critical role in employee turnover, which is why this study was conducted to determine if turnover intentions can be influenced by organisational climate. Studies have been conducted in other industries, including banking, health services, educational services, and telecoms (Jamil, 2021).

Ojo et al. (2022), in a study in Pakistan, identified several key factors contributing to high employee turnover intentions, including low salaries and wages, limited support from management, poor employee-supervisor relationships, insufficient training programs, limited opportunities for personal and professional development, and work-related stress. However, there is limited information known about the IT industry, especially in the South African context. The findings from studies like Ojo et al. (2022) suggest that there is a need for similar research focusing on South African IT organisations such as Gijima Holdings. Therefore, the current study will pay particular attention to the organisational climate dimensions (autonomy, involvement, supervisory support, training, recognition, rewards, and fairness) to investigate the impact of organisational climate on employee organisational citizenship behaviour and turnover intentions of employees working at Gijima Holdings.

1.4 Aim of the study

This research aims to determine the influence of organisational climate on employee organisational citizenship behaviour and turnover intentions of Gijima Holdings employees.

1.5 Objectives of the study

The main objectives of the study are:

- To determine the influence of organisational climate on organisational citizenship behaviour at Gijima Holdings.
- To determine the influence of organisational climate on turnover intentions at Gijima Holdings.

The sub-objectives of the study are as follows:

- To determine the influence of organisational climate on the dimensions of organisational citizenship behaviour (OCB), specifically focusing on altruism, courtesy, conscientiousness, sportsmanship, and civic virtue at Gijima Holdings.
- To provide recommendations based on the study's findings to the management of Gijima Holdings, as well as to future researchers, regarding the influence of organisational climate on employee organisational citizenship behaviour and turnover intentions.

1.6 Research hypotheses

The main hypotheses of this study are:

H1: There is a relationship between organisational climate and organisational citizenship behaviour.

Sub-hypotheses are as follows:

H1a: There is a relationship between organisational climate and altruism

H1b: There is a relationship between organisational climate and courtesy.

H1c: There is a relationship between organisational climate and conscientiousness.

H1d: There is a relationship between organisational climate and sportsmanship.

H1e: There is a relationship between organisational climate and civic virtue.

H2: There is a relationship between organisational climate and turnover intentions.

1.7 Justification of the study

This study was carried out within a company operating in the IT sector in South Africa. However, it is anticipated that the findings from the study can be applied by management at this and other companies to develop strategies to improve their respective organisational climates and, by so doing, improve the organisational citizenship behaviour of their employees. Management can also use the lessons learned in this study to address and reduce employee turnover intentions, which can help companies maintain stability and growth.

Additionally, the study's findings are also expected to provide managers with the most effective strategies to give and maintain intrinsic motivation among employees, who in turn, will be more driven to successfully pursue organisational goals. The recommendations from this study will assist organisational leaders in creating a supportive and positive organisational climate that enhances the organisation's image. This environment will enable employees to reach their full potential.

Lastly, the study is expected to add to the existing body of empirical literature on organisational climate, organisational citizenship behaviour, and turnover intentions. The study will also help organisations build knowledge bases on what causes employees to leave and inform the creation of employee retention strategies and the development of desirable working environments. The study is important because it will help South Africa achieve Sustainable Development Goal (SDG) number eight (SDG8), which promotes economic growth, employment, and decent work for everyone, and SDG1, which seeks to eliminate poverty.

1.8 Delimitations of the study

The study focuses on permanent and contractor employees at Gijima Holdings, which operates in the IT industry in South Africa.

1.9 Operational definitions

The main terms used in this dissertation are defined briefly below: organisational climate, organisational citizenship behaviour, and turnover intentions.

1.9.1. Organisational climate

Organisational climate can be understood as a descriptive notion that illustrates the shared perspective and consensus among all members about different aspects of the organisation, including its practices, structure, and systems. (Mouro & Duarte, 2021). In other words, organisational climate refers to the totality of what employees experience within the organisation.

1.9.2 Organisational citizenship behaviour (OCB)

Jnaneswar and Ranjit (2021) define organisational citizenship behaviour (OCB) “as the willingness of participants to strive beyond the formal obligations dictated by their positions if they are recognised as an essential component of effective organisational performance.”

1.9.3 Turnover intention

Turnover intention is defined as an employee’s subjective assessment of their work environment, which leads them to decide that they do not wish to continue in their current employment and therefore, plan to leave the organisation when a suitable opportunity to do so arises in the near future (Farooq et al., 2022).

1.10 Outline of the study

This study comprises five chapters. It focuses on determining the influence of organisational climate on employee organisational citizenship behaviour and turnover intentions of the employees at Gijima Holdings.

Chapter 1: This chapter represents the introduction of the study, the background of the study, the problem statement, the aim of the study, the study's objectives, the hypotheses of the study, the justification of the study, the delimitations of the study, and the operational definition. The chapter also outlines the chapters to follow.

Chapter 2: The literature review chapter defines the three variables examined in this study, namely organisational climate, organisational citizenship behaviour, and turnover intentions. The empirical literature on these variables is reviewed, and a critical evaluation of the applicable theories is presented.

Chapter 3: Research methodology: This chapter shows how the research is conducted. It provides insight into the sampling method, data collection techniques, and various other techniques used to analyse the data.

Chapter 4: Analysis, presentation, and interpretation of results: This chapter shows all the data collected from the research questionnaires. The researcher focuses on the participants' responses. It also evaluates the reliability and validity of the tools used to measure data, ensuring that the information gathered is both accurate and accurate and credible.

Chapter 5: Discussion of results, conclusions, limitations, and recommendations. This chapter provides a thorough discussion of the study's findings. It summarises the results and presents the conclusions, limitations, and recommendations based on the research.

Chapter summary

This chapter provides the background to the study. The study aims to determine the influence of Organisational Climate on employee Organisational Citizenship Behaviour and Turnover Intentions of Gijima Holdings (Pty) Ltd employees. This chapter starts with an introduction to the study, then covers the background, the problem statement, the aim of the study, the objectives, the hypotheses, and the reasons for conducting the study. It also discusses the scope of the study and provides operational definitions. The chapter ends with a summary of the chapters that will be included in this research.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

Chapter 1 addressed the study's introduction, background, problem statement, study aims, objectives, and hypotheses. The justification of the study, delimitations of the study, and operational definitions were also discussed. It summarised the outline of the chapters of the study. The current chapter reviews the literature relevant to this dissertation and gives the theoretical framework underpinning the dissertation. The discussion of the concepts of organisational climate and its dimensions, as well as concepts of organisational citizenship behaviour and its dimensions. The concepts of turnover intentions and their causes are also discussed. The employee retention strategy and the relationship between organisational climate, organisational citizenship behaviour, and turnover intentions are also examined. Finally, a conceptual framework is developed based on empirical literature concerning organisational climate, organisational citizenship behaviour, and turnover intentions.

2.2 Theoretical framework

Organisational climate is identified as an important factor that influences employees' behaviour within an organisation (Rusyani, 2022). Essentially, organisational climate encompasses a range of quantifiable criteria within the working environment, which are understood directly or indirectly by those operating within it. This climate impacts both employee behaviour and motivation. Therefore, examining organisational climate, determining its type, and striving to improve it can enhance various organisational variables (Valéau et al., 2021). By recognising the consequences of the organisational environment on employee behaviour, businesses should consistently aim to change, recognise, and enhance their organisational climate.

A positive organisational climate not only affects employee behaviour but also facilitates the achievement of organisational goals. In today's competitive landscape, the survival and effectiveness of organisations are increasingly influenced by employee attitudes and behaviours, highlighting the importance of organisational climate among scholars of organisational behaviour.

Researchers have examined organisational climate across various contexts, linking it to several outcomes related to the organisation, individuals, and groups. Early studies connected organisational climate to factors such as organisational effectiveness, employee performance,

job satisfaction, productivity, organisational justice, organisational commitment, alienation, anxiety, and turnover propensity (Rusyani, 2022). Furthermore, organisational climate has encouraged favourable behaviours, including innovation, proactivity, creativity, and organisational citizenship behaviour.

Turnover intention mainly involves an individual's personal decision, influenced by various factors such as relationships with superiors, compensation, and the challenges encountered at work. Employees often find the prospect of leaving their jobs distressing. Since turnover intention strongly predicts actual turnover, Jnaneswar and Gayathri (2019) suggest that “an organisation can lower attrition if it can measure and reduce employee turnover intention.” Reducing turnover saves costs and enhances employee happiness and morale, among other benefits for the company.

Turnover intention refers to the desire to quit a job, either voluntarily or involuntarily, or to move from one organisation to another by personal choice. Alam and Asim (2019) view turnover intention as the key factor that leads to someone choosing to leave their job voluntarily. DiPietro and Bufquin (2018) add that “employee turnover can be considered a cyclical process in a particular industry, involving rotations between unemployment situations, employment, and shifts among organisations, occupations, and jobs.” Researchers have extensively studied turnover intention, defining it as an individual's contemplation of the probability of changing jobs within a specific period. When thoughts of turnover arise, the likelihood of actual turnover increases.

At Gijima Holdings, the rate of terminations due to voluntary and involuntary turnover has been on the rise, prompting the question: Why is the termination rate increasing so rapidly? Therefore, this study aims to determine the influence of organisational climate on employee organisational citizenship behaviour and turnover intentions at Gijima Holdings.

2.3 Theories underpinning the study

2.2.1 Organisational support theory (OST)

Eisenberger, Huntington, Hutchison, and Sowa in 1986 developed the organisational support theory (OST), which focuses on the relationship between employees and their organisations. It suggests that employees form general beliefs, referred to as perceived organisational support (POS), about how much value the organisation places on their contributions and how much it

takes an interest in their welfare. These beliefs significantly influence employees' motivation, job satisfaction, and job performance. OST posits that employees are more likely to demonstrate positive behaviours such as increased job satisfaction, commitment, and performance when they feel supported. The theory emphasises the importance of perceived support in promoting employee well-being and organisational effectiveness. By understanding and implementing OST principles, organisations can cultivate a more engaged and motivated workforce.

Key components of OST:

- *Perceived organisational support (POS)*: This shows that employees feel the organisation appreciates their efforts and cares about their welfare. High levels of POS are associated with positive outcomes, including increased job satisfaction and commitment (Eisenberger et al., 1986).
- *Reciprocity norm*: This idea means that when employees feel supported, they are more likely to respond with positive actions, which improves their involvement and performance (Eisenberger et al., 1986).

In the context of OST, employee outcomes refer to the various effects of POS on employees' attitudes and behaviours. Positive employee outcomes are typically associated with high levels of perceived support and can include:

- *Job Satisfaction*: Employees who feel supported are generally more satisfied with their jobs, leading to greater overall happiness in the workplace (Eisenberger et al., 1986).
- *Organisational Commitment*: A strong feeling of perceived organisational support (POS) builds loyalty and dedication to the company, motivating employees to stay longer (Eisenberger et al., 1986).
- *Increased Performance*: Supportive work environments boost employee performance, as individuals are more motivated to contribute positively when they feel valued (Eisenberger et al., 1986).
- *Reduced Turnover Intentions*: Employees who perceive strong support have less chance of thinking about leaving the organisation, thereby reducing turnover rates (Eisenberger et al., 1986).
- *Enhanced Well-Being*: POS is linked to improved mental health and well-being, as employees feel cared for and valued by their organisation (Eisenberger et al., 1986).

2.2.2 Social exchange theory (SET)

The social exchange theory (SET) was developed by the sociologist George Homans in the 1950s. The theory posits that social behaviour is the result of an exchange process, where individuals seek to maximise benefits and minimise costs in their relationships. Homans' work laid the foundation for further developments in the theory by other scholars, including Peter Blau and Richard Emerson, who expanded on the concepts of exchange and social relationships. SET offers a complementary perspective, explaining social behaviour in terms of the exchange of resources, such as time, money, or services. It posits that human relationships are formed through a subjective cost-benefit analysis and a comparison of alternatives (Blau, 1964). Key components of SET include:

- *Reciprocity*: Social exchanges are built on the expectation that benefits received will be reciprocated. This principle is fundamental in building trust and commitment in relationships (Blau, 1964).
- *Costs and rewards*: Individuals evaluate their interactions based on what rewards they believe they receive (for example, support, recognition) and costs (like effort, time). Positive exchanges lead to greater satisfaction and commitment (Cropanzano & Mitchell, 2005).
- *Comparison level*: People have a standard or expectation of what they should receive in a relationship, influenced by past experiences and social norms. If perceived outcomes exceed this comparison level, individuals are more likely to remain engaged (Thibaut & Kelley, 1959).
- *Comparison level for alternatives*: This aspect refers to the evaluation of potential alternatives to a current relationship. If individuals perceive that they could receive better outcomes elsewhere, they may be more inclined to leave (Rusbult, 1980).

In the workplace, SET helps explain employee behaviour and attitudes, such as:

- *Job satisfaction*: Employees who perceive adequate support from their organisation are likely to feel satisfied with their jobs (Holtom et al., 2005).
- *Organisational commitment*: When employees feel recognised and supported, they start to be more loyal to the organisation (Meyer & Allen, 1997).
- *Turnover intentions*: If employees believe they can receive better rewards or support elsewhere, they may consider leaving their current position (Rusbult, 1980).

2.4 Link to study variables

In the context of this study, OST connects organisational climate and turnover intentions. A positive organisational climate, characterised by supportive relationships and recognition, enhances employees' perceptions of support from the organisation. This perceived support can foster higher levels of organisational citizenship behaviour (OCB), as employees feel recognised and motivated, they keep contributing positively to the organisation. Conversely, a lack of perceived support may lead to increased turnover intentions. Thus, understanding how organisational support influences employee behaviour is crucial for addressing turnover issues at Gijima Holdings.

SET is directly relevant to the study's focus on organisational climate and turnover intentions. A positive organisational climate enhances perceived rewards, such as fair compensation, recognition, and support, while minimising perceived costs, like stress and lack of support. When employees feel that their contributions are adequately rewarded, their commitment and OCB tend to increase. Conversely, unfavourable perceived exchanges may lead to intentions to leave the organisation. By applying SET, this study aims to clarify the dynamics between organisational climate and employee behaviour at Gijima Holdings.

Integrating both OST and SET provides valuable frameworks for exploring the connections between organisational climate, employee behaviour, and turnover intentions. The present study seeks to investigate how a supportive organisational climate can reduce turnover intentions and enhance organisational citizenship behaviour among employees at Gijima Holdings.

2.5 The concept of organisational climate

Organisational climate is seen as a characteristic of the organisation, encompassing a collective of sentiments, behaviours, and views that define the everyday experience within the organisation (Dafe, 2022). Organisational climate is how employees collectively perceive different aspects of their work environment. It arises from their experiences with various elements of the organisation, such as its policies, reward systems, practices, job roles, leadership aims, motivation, structure, working conditions, communication methods, and reliance on technology, among other factors (Gondlekar & Kamat, 2016). Organisational

climate is the culture of the business and the working environment in which employees work. The environment of an organisation and its culture can affect its employees negatively if they are practised negatively because employees might start reducing their commitment, and some employees can form an intention to leave the organisation, and maybe even worse, the organisation itself would have to reduce staff.

2.6 Dimensions of organisational climate

Organisational climate is a complicated concept, and its dimensions are the numerous factors of the workplace that collectively constitute the atmosphere within an organisation. These elements are interconnected and collectively contribute to the organisation's climate, and they aid in evaluating and comprehending the overall climate (García-Alcaraz et al., 2023). Managing and enhancing these aspects can help create a more productive and positive workplace environment. Maintaining a positive and healthy atmosphere requires that organisations evaluate and address these aspects regularly. Here are some common dimensions of organisational climate: autonomy, involvement, supervisory support, training, recognition, rewards, and fairness. These dimensions are illustrated in the figure below.

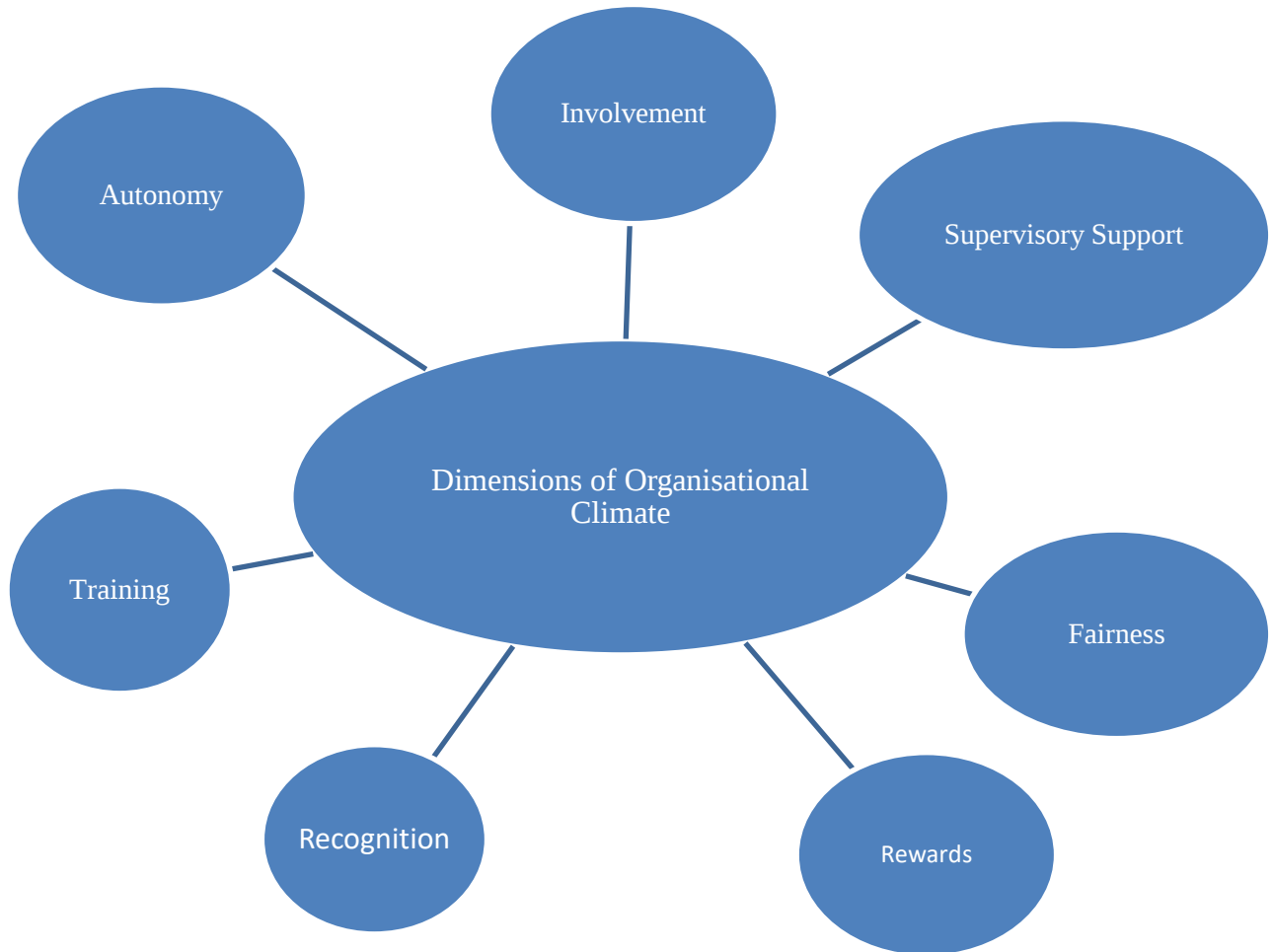


Figure 2. 1: Dimensions of organisational climate

(Source: Researcher work)

2.6.1 Autonomy

Autonomy refers to the degree of freedom an employee has to act as their own supervisor and the authority to make judgements irrespective of managerial consent (Saldaña et al., 2020). Dysvik et al. (2011) state that "job autonomy fosters positive emotions and work vitality, aids employees in attaining self-enhancement and self-development," thereby motivating them to invest their time and energy in their work and show a higher level of work involvement. The work environment is characterised by uncertainty and dynamism. However, despite the diverse attributes of various organisations, employees continue to seek a high degree of happiness in their jobs. Bradley et al. (2014) asserted that "job autonomy is a primary determinant of job satisfaction." When a person experiences job autonomy, there is a significant likelihood of increased engagement.

2.6.2 Involvement

Employee involvement is a key factor that affects how people perceive organisational climate. When employees are given the authority to make decisions and contribute their ideas, they tend to develop a positive attitude towards their work and are more likely to remain with the organisation. McMurray and Scott (2013) note “that involvement can occur at either the organisational level or the individual level, it depends on who includes employees in the decision-making process”. Employees appreciate operating in an environment characterised by recognition and respect. Employee recognition may improve their willingness to engage with the organisation. Employee recognition improves general employee productivity, fosters positive staff relations, and promotes efficient workplace operations.

Byrne (2002), as referenced in Alam et al. (2013), asserts “that for companies to endure the current economic doldrums, they have to improve employee productivity through nurturing, engagement, and recognition rather than through reductions and firing.” Recognition is the identification or acknowledgement provided for a specific achievement.

2.6.3 Supervisory support

A positive organisational climate benefits employee behaviour since supervisors offer the necessary support in the workplace. In particular, managers and supervisors shape the organisational climate by providing support, which significantly affects employees. Wangombe et al. (2014) describe supervisory support as how important employees see the clear and unspoken goals and performance standards. These goals highlight the challenges of personal and team objectives that can usually be met with the assistance provided by supervisors.

The supervisor plays a crucial and significant position in the organisation since it is responsible for overseeing the entire work process, managing employee behaviour, and serving as a liaison between the operator and management parties (Fiernaningsih et al., 2019).

2.6.4 Training

This refers to the training initiatives that employees have undergone, their satisfaction with these programmes, and the presence of training plans. It also includes awareness of promotion criteria, as well as mentoring and coaching programmes, and available opportunities. A dimension of the human relations domain evaluates an organisation's focus on enhancing the

knowledge, skills, and abilities of its employees (van Assen, 2021). The unavailability of opportunities for skill development and training is a factor that affects employee satisfaction and the overall climate and can make it difficult for an organisation to reach its goals. The influence of training on employee turnover must be closely examined to prevent ineffective training investments and activities that can have a detrimental effect on organisational performance or competitive positioning (Jun & Eckardt, 2025).

2.6.5 Recognition

Recognition refers to a distinctive marker and the ability to understand something clearly (Yang et al., 2022). It involves acknowledging someone's efforts or achievements, which can enhance motivation and morale within a workplace. By recognising contributions, organisations can foster a positive environment that encourages further engagement and productivity. Patalas-Maliszewska et al. (2021) further added that “problems with retention and morale occur because management is not paying attention to people's needs and reactions”. When employees are not respected, they will start looking for other organisations that will value their work input. The perception that members' contributions to the organisation are acknowledged will have little effect. Supervisors may employ non-material or material methods, including "personal commendation for exemplary performance," "gratification," and "public acknowledgement of commendable achievements," to informally or formally reward and recognise individuals or teams in both private and public contexts. Employee appreciation can manifest in various forms, consistently conveying to workers that their contributions are esteemed (Clausen et al, 2022).

2.6.6 Rewards

According to Patalas-Maliszewska et al. (2021), rewards are the extra benefits that an organisation provides in addition to recognition and respect, and which motivate employees to put in extra effort and go above and beyond. If workers are happy and don't want to leave the company, they will carry out their responsibilities with greater passion and sincerity (Patalas-Maliszewska et al., 2021). An organisation's incentive program is crucial to maintaining its employees' enthusiasm and high sense of self (Danish & Usman, 2010). One motivating element that might raise employee engagement is reward. A worker becomes satisfied when they receive a fair incentive, and this eventually leads to improved engagement with their organisation.

Employees strive for their own goals in addition to the organisation's aims. Employees can be rewarded according to several criteria. For example, team-based reward systems, performance-related pay, and more. However, if these expectations are not met, there is a good chance that these employees will get disengaged. It is important to remember that, regardless of the type of reward system used in businesses, it must be equitable enough to guarantee employee involvement. In general, the reward can be divided into two categories: intrinsic and extrinsic. The material incentives that businesses provide to their staff are known as extrinsic rewards. Perks, compensation, and bonuses are examples of extrinsic rewards. Since they are outside of the job itself and are controlled by others, they are known as extrinsic incentives. On the other hand, psychological benefits that an employee receives for doing worthwhile work are known as intrinsic rewards. Acknowledgement and appreciation are examples of intangible intrinsic incentives (Okoseimiema & Eketu, 2019).

2.6.7 Fairness

Organisational fairness is the degree to which workers believe they receive equitable treatment at work. It is the perception that organisational practices are equitable and non-arbitrary or capricious. One of the key methods to increase employees' perceptions of organisational fairness at work is through the fairness of organisational practices and standards. The perception of fairness is a crucial component of any business since it increases employee loyalty; as a result, companies that strive to guarantee this fairness will be more likely to accomplish their goals (Afshar Jahanshahi et al., 2022). A fair leader discovers the team members' abilities and strives to involve them. Fairness reinforces that everyone will have an equal chance to be recognised, but it does not imply that everyone will obtain the same acknowledgement (job functions, pay raise, promotion, etc.).

When it comes to matters that affect many people, fair leaders hold themselves accountable for being impartial. Pomirleanu and Mariadoss (2015) advocate that “the continued existence of fairness in decision-making, particularly regarding the equal distribution of resources, should increase organisational citizenship behaviour as employees will see this as the organisation showing concern for their welfare.”

2.7 Importance of organisational climate

When an organisational climate fails to promote cooperation and support, the organisation is unlikely to achieve optimal operational performance (Mouro & Duarte, 2021). Assessing the

climate reflects employees' experiences with important values and processes, which can often predict organisational performance (Rožman & Štrukelj, 2021). The organisational climate sets the tone for the workplace and can either hinder or encourage employee involvement. Janiukštis et al. (2024) state that “measuring organisational climate is important because it can directly influence how the organisation functions.”

A positive working environment is crucial; when employees feel respected and valued, they are more inclined to contribute to the organisation's goals (Valéau et al., 2021). It is vital for organisations to foster supportive behaviours, as these can enhance employees' perceptions of a positive climate, leading to improved and proactive contributions (Gil et al., 2024).

To establish a healthy organisational climate, it is important to focus on factors that shape employee perceptions, such as recognising their efforts, involving them in decision-making, and providing strong leadership (Tambe, 2014). This approach encourages employees to actively pursue organisational success in their roles. Similarly, Montani et al. (2021) found that a supportive organisational climate tends to promote proactive behaviour. Therefore, organisations need to create positive working environments that motivate employees to engage with the organisation's success and tackle challenges strategically (Montani et al., 2021). Organisational climate refers to the features that define a company and set it apart from others. It tends to remain stable over time and affects how people behave. Organisational climate reflects how employees feel about their workplace (Janiukštis et al., 2024).

2.8 The concept of organisational citizenship behaviour

Organisational citizenship behaviour (OCB) refers to actions that positively impact both the members of an organisation and the organisation itself (Tambe, 2014). Wonda (2024) notes that “OCB is characterised by voluntary actions that are not required as part of the job, are not formally recognised by the reward system, and contribute to the overall effectiveness of the organisation.” Mallick et al. (2015) further explain that OCB involves voluntary behaviours by employees that are not included in official job descriptions.

OCB is a complex concept that encompasses a range of behaviours, including those that go beyond standard job roles, positive actions related to the organisation and its members, as well as political behaviours that reflect full and responsible participation within the organisation (Al-Madadha et al., 2021). Priskila et al. (2021) link OCB to individual choices that are not

directly addressed by formal reward systems, suggesting that such behaviour enables organisations to operate more efficiently and effectively.

In a study by Al-Madadha et al. (2021), researchers examined the relationships between two subcomponents of OCB—altruism and compliance—and three types of organisational commitment: affective, continuance, and normative commitment. They found that only continuance commitment had a negative relationship with compliance, while both affective and normative commitment were more strongly associated with altruism than with compliance. Similar results were reported, indicating that continuance commitment is negatively related to organisational citizenship behaviour (Al-Madadha et al., 2021).

2.9 Dimensions of organisational citizenship behaviour

Khaola and Rambe (2021) identified five aspects of organisational citizenship behaviour (OCB): "altruism, courtesy, conscientiousness, sportsmanship, and civic virtue." Figure 2.2 below illustrates these aspects in detail.

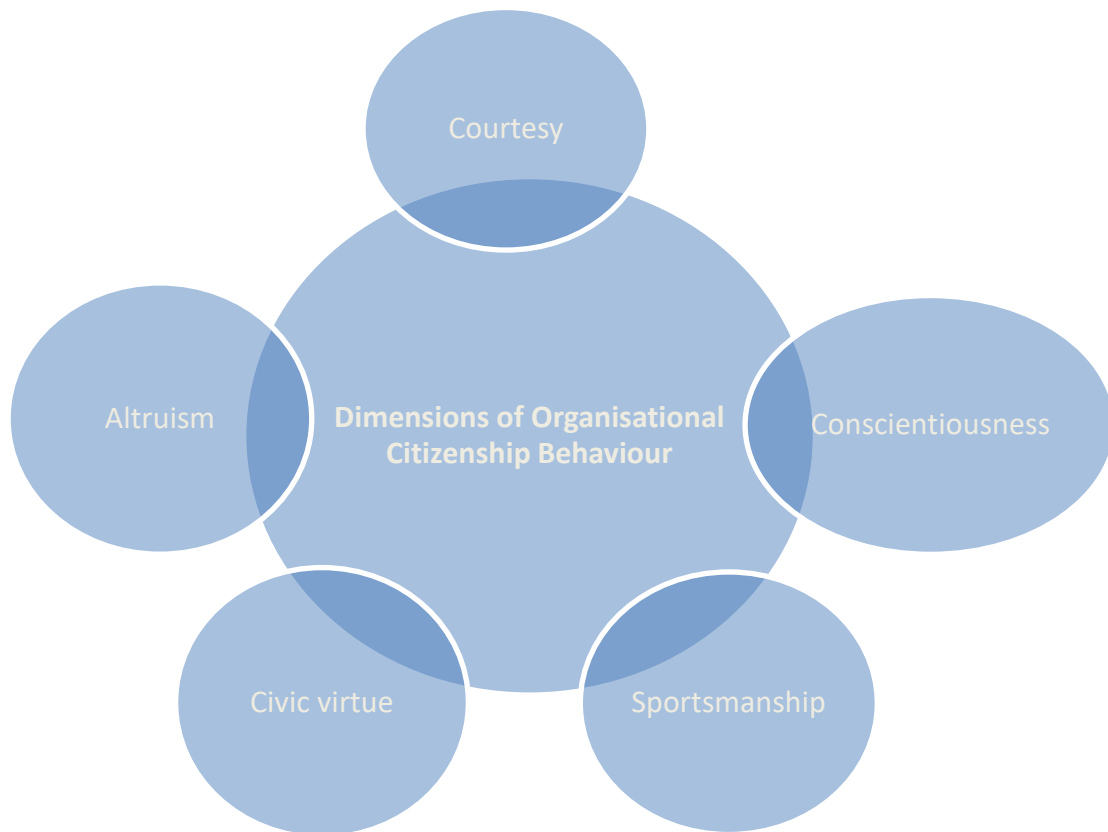


Figure 2. 2: Dimensions of organisational behaviour

(Source: Researcher work)

2.9.1 Altruism

Swati et al. (2012) explain that altruism means assisting colleagues with their tasks. It includes voluntary actions to help co-workers or other members of the organisation with issues they face. Altruism involves helping someone with a specific problem or task, going beyond just what is needed for work to support others around them. While it focuses on helping individuals, it also boosts the group's overall effectiveness and enhances the person's performance. People offer help to new colleagues and willingly give their time. Altruism is linked to actions that help a colleague, either directly or indirectly, with a work-related issue. Workers help each other instead of distracting supervisors from their jobs (Sparrow *et al.*, 2021). In addition, employees may gain advantages by not revealing to their supervisor how frequently they require assistance, as this could affect their performance evaluation.

2.9.2 *Courtesy*

Rahman et al. (2010) describe courtesy as a way to help others avoid potential issues. It involves actions aimed at promoting harmony and preventing conflicts while considering how one's behaviour impacts others and making effective use of time. This includes providing timely reminders and relevant information. Courtesy is seen as an employee's effort to avert work-related problems (Selamat et al., 2017) and involves keeping colleagues informed about decisions that may affect them (Tambe, 2014). Courtesy behaviours encompass briefings, sharing information, and sending reminders (Ozduran & Tanova, 2017). It also reflects actions intended to foster relationships based on kindness and collaboration (Argentero et al., 2008). Shim and Rohrbaugh (2014) noted that “employees who engage in courtesy behaviour are more respectful and considerate of their colleagues.”

2.9.3 *Conscientiousness*

Conscientiousness involves putting in effort to behave in a way that helps the organisation (Selamat et al., 2017). This involves adhering to organisational policies even when there is no supervision (Ozduran & Tanova, 2017). Employees who demonstrate conscientiousness show their satisfaction with the work environment and express their commitment as a way of rewarding the organisation (Saifi & Shahzad, 2017). Arkan (2016) added that “conscientiousness is discretionary behaviours that go beyond the basic requirements of work, in terms of obedience to the rules of work, attendance, and performance at work”. Conscientiousness means following the rules when doing a job. It also refers to employees who go beyond the basic requirements in their work tasks. In addition, these employees stick to regular work schedules, focus on details, and enhance the reliability of the service (Shanker, 2017).

2.9.4 *Sportsmanship*

Sportsmanship refers to when one takes active steps to protect the interests of their team and prevent conflicts among team members. Sportsmanship means that employees are willing to put up with difficulties, challenges in the workplace, and the behaviour of their colleagues. It also involves accepting work-related problems without complaining too much and keeping a positive attitude towards others (Pennington, 2017). In addition, Sportsmanship means being able to handle the inevitable problems and frustrations that can happen at work without grumbling or filing formal complaints. This behaviour leads to more time being dedicated to

organisational activities, as employees spend less time on grievances (Khaola & Rambe, 2021). Those who practise sportsmanship maintain a positive attitude even when facing difficulties and a stressful work environment, demonstrating loyalty to the organisation (Ozduran & Tanova, 2017).

2.9.5 Civic virtue

Civic virtue refers to the willingness to actively engage in the organisation's activities (Selamat et al., 2017). This includes responding to emails, attending meetings, expressing opinions, and staying updated on broader organisational issues (Omar et al., 2009). Employees who exhibit civic virtue are more committed to their roles and carry out their responsibilities effectively (Lee et al., 2016). It shows a deep commitment to and enthusiasm for the organisation (Khan et al., 2020). This can include sharing feedback, suggesting ideas, and taking part in discussions or activities that help achieve the organisation's objectives (Snow, 2018).

Civic virtue greatly benefits the organisation, as employees willingly serve on committees and take part in its events (Dinka, 2018).

2.10 The concept of turnover intention

Turnover intention is the strongest indicator of employee turnover (Allen et al., 2021). Alam and Asim (2019) state that "turnover intention is the main factor in voluntary turnover". It is primarily influenced by personal decisions and various factors, such as relationships with supervisors, salary, and the nature of job challenges. It can be considered as experienced withdrawal when the next behaviour does not meet the future, as pointed out by (Kumar et al., 2012). Similarly, Jnaneswar and Gayathri (2019) asserted that "turnover intention reflects the degree to which employees plan to leave their employment." Tromp et al. (2010) proposed that "an organisation can mitigate attrition by assessing and diminishing individuals' turnover intentions, as such intentions are indicative of actual turnover." Tromp et al. (2010) mooted the idea that an organisation can reduce attrition if it can gauge and reduce the turnover intention of its employees since the turnover intention is a predictor of turnover.

Attracting and retaining talent is one of the foremost challenges firms encounter. The most successful businesses acknowledge the significance of their workforce and consistently seek solutions to retain top performance. A significant portion of employee turnover is managerial relationships and salary, and little adjustments in professional development opportunities,

work-life balance, and overall well-being can yield substantial improvements. The intention to leave is undesirable and painful to employees. Reducing attrition offers numerous benefits for the organisation, significantly enhancing employee morale and satisfaction while also leading to substantial cost savings. A stable workforce creates a feeling of community and belonging among employees, which can enhance teamwork and cooperation (Holtom & Burch, 2016). When employees feel secure in their roles, they are more likely to express job satisfaction and remain committed to their work, ultimately contributing to a positive organisational culture (Michaels & Spector, 2020). Turnover encompasses the permanent elimination of an employee from the organisation, and the elimination can be involuntary or voluntary.

According to Thin et al. (2022), voluntary turnover is the most detrimental to the business as it typically occurs unexpectedly. Numerous studies demonstrate that employee turnover affects organisational performance. According to Brown et al. (2022), turnover increases the expenses related to replacement, training, and separation. Numerous research studies have examined the elements that contribute to turnover (Park & Shaw, 2013). Turnover intentions might adversely affect the organisation by escalating training costs for enhancing the skills of current or newly hired employees. The expenses are associated with recruiting new personnel and the disruption of work patterns resulting from the vacancies created by departing staff. The overtime expenses for the temporary labour filling the vacancies caused by departing employees. (Zaim et al., 2012).

2.10.1 Causes of turnover intentions

Most employees quit because they want higher pay and benefits, their manager is incompetent, they want to advance in their jobs, or they want a better work-life balance. Company culture, which encompasses career possibilities, pay and perks, work-life balance, a company's values, and the influence of senior leadership, might be used to categorize many of these issues. Retention can be forecasted by compensation, organisational culture, and employees' prolonged tenure in the same position (David, 2023). According to Thin et al. (2022), "human resource management practices are manifested in employee behaviour and attitudes". It is a well-accepted principle that an organisation's success is directly correlated with the performance of its personnel.

Mathis and Jackson (2011) identified typical causes of voluntary turnover, including compensation and benefits, supervision, job unhappiness, geographic location, and personal or

familial factors. Unsolicited communications regarding career prospects at other organisations may result in turnover for employees, particularly those in specialised roles like information technology (Mathis & Jackson, 2011).

2.10.2 Voluntary turnover

Voluntary turnover is the process in which employees decide to leave an organisation of their own accord rather than being terminated or laid off. This type of turnover can occur for various reasons, including seeking better job opportunities, dissatisfaction with job roles or work conditions, personal circumstances, or a desire for career advancement. Voluntary turnover is important for organisations because it can result in higher costs related to hiring, training new employees, and possible losses in productivity and valuable knowledge. Understanding the factors that drive voluntary turnover is essential for maintaining a stable and engaged workforce (Meyer & Allen, 2020; Koo, 2022).

A. Pay and benefits

The management of benefits and compensation is responsible for maintaining and developing a fair internal salary structure, competitive benefits package, a fair internal salary structure, and performance-related incentives for individuals, teams, or the organisation (Jolly et al., 2021). The concrete rewards individuals obtain for their labour manifest as incentives, benefits, and compensation. Employees often transition from one firm to another in pursuit of superior benefits or income. Employers excel when they provide competitive compensation and benefits, aligning closely with what other employers provide and what individuals perceive as experience, performance, and commensurate with their skills. Compensation is crucial for employees to satisfy their financial requirements. Their behaviours and attitudes may be influenced. Therefore, it is essential that they are satisfied with their overall remuneration. Employee turnover is a significant worry for numerous organisations due to the time and financial resources required to mitigate this issue (Singh & Loncar, 2010). Employee turnover is often attributed to insufficient compensation (Thin et al., 2022).

Cash-based compensation elements such as merit pay, year-end bonuses, base salary, and individual bonuses are the primary motivators for employee retention (Chiu et al., 2002). Human resource incentives account for the majority of variance in turnover intentions (Batt & Valcour, 2023). Incentives and compensation significantly influence employee turnover. Research indicates that insufficient or poorly structured incentives can lead to dissatisfaction,

prompting employees to seek opportunities elsewhere. Conversely, well-designed compensation packages can enhance employee retention by fostering loyalty and motivation. Recognising this link is vital for organisations looking to decrease turnover rates and ensure a stable workforce.

B. Work relationships with co-workers and management

Employee retention is influenced by work connections, namely supervisory or management support and co-worker interactions (Mathis & Jackson, 2011). Professional relationships with supervisors and managers significantly influence an employee's professional experience by assigning duties, establishing expectations, assessing performance, delivering (or neglecting to deliver) feedback, awards, and discipline. Jolly et al. (2021) mention that “colleagues, particularly team members, can also significantly impact an employee's attitude.” Employee turnover is mainly caused by poor supervision (Abugre & Acquah, 2022).

D. Working environment

If the work environment is inadequate and lacks essential amenities such as furniture, restrooms, and other health and safety measures, as well as appropriate lighting, employees will not tolerate the discomfort for an extended period (Shukla & Sinha, 2013). Unfavourable working conditions and stringent rules and regulations can induce stress in employees, leading to heightened unhappiness and an increase in turnover intentions (Babatunde & Onoja, 2023). A range of detrimental working conditions may influence individual workers to decide to leave (Cottini et al., 2011). AlBattat and Som (2013) asserted that “an employee experiencing unhappiness due to an inadequate working environment may contemplate resigning from their current position.”

E. Lack of opportunities and career development

When individuals perceive restricted prospects for professional or personal development in their existing positions, they opt to transition to other firms that may provide substantial career advancement and competitive compensation packages (Iqbal, 2010). Career development obstacles might arise at any point throughout an employee's tenure (Shukla & Sinha, 2013).

Career advancement possibilities aim to cultivate the employee's potential for further development through the provision of various courses. The primary cause of turnover intention is the pursuit of new employment prospects that surpass those of the existing position, which

heightens the intention to resign (Babatunde & Onoja, 2023). Numerous human resource development treatments, such as management development, organisational development, and training evaluation, primarily concentrate on altering employee attitudes or incorporating attitudes as a fundamental element. A prevalent method for evaluating human resource development programs involves examining employee opinions regarding the program and its content (Jolly et al., 2021). Career planning influences the advancement of individuals within an organisation by evaluating organisational requirements, establishing employee success criteria, and assessing the performance, potential, and preferences of individual members (Shukla & Sinha, 2013).

Opportunities enhance an employee's allegiance to their employer, diminishing the probability of voluntary resignation in contrast to the lack of training. The opposing perspective asserts that training enhances employability, hence increasing the likelihood of individuals seeking professional advancement elsewhere. It is posited that expenditures on training are squandered resources, as they eventually advantage competing companies (Mehale et al., 2021).

E. Work-family balance concerns

Žnidaršič and Bernik (2021) define work-family balance as the interplay between personal, social, and professional duties. The term "nonwork" does not imply that roles such as parent or student are devoid of effort. Mwanza (2018) asserts that “deployments of military personnel to distant locations often prompt the pursuit of alternative employment opportunities, ultimately leading to military attrition.” Additionally, Žnidaršič and Bernik (2021) indicated that work-family issues, as components of overarching quality-of-life concerns, represent a significant category of individual difference variables linked to military turnover. Frequent nocturnal duties, extended deployments, and protracted work hours, characteristic of most military occupations, are likely to significantly influence the decision to enlist in or depart from the military. Dissatisfying job accomplishments and excessive workload demands can adversely affect performance and result in turnover. The timing of work schedules and geographic locations may contribute to burnout in some individuals but not in others. Furthermore, employees' capacity to balance work and life obligations influences their job performance and retention rates (Mathis & Jackson, 2011).

2.10.3 Involuntary turnover

Involuntary turnover refers to the process in which employees leave an organisation against their will, typically due to factors such as termination, layoffs, or redundancies (White, 2022). This type of turnover usually takes place when the employer decides to terminate the employment relationship for reasons such as inadequate performance, misconduct, changes in the organisation, or financial difficulties (Mathis & Jackson, 2011). In essence, involuntary turnover denotes the termination of employees due to these infractions or performance issues (Ghosh et al., 2013). Involuntary turnover may also arise from circumstances beyond an employee's control, such as retrenchment, retirement, prolonged illness, physical or mental incapacity, relocation abroad, or even death (Mbah & Ikemefuna, 2012). Typically instigated by the organisation, this type of turnover often stems from inadequate job performance or the need for organisational restructuring (Allen et al., 2010). Involuntary turnover can significantly impact employee morale and workplace dynamics, leading to costs associated with severance, legal issues, and the need for recruitment and training of new staff. Understanding the reasons behind involuntary turnover is crucial for organisations to manage workforce changes effectively (Baker et al., 2022; Kahn et al., 2023).

However, it is essential to understand that not all turnover is harmful to organisations. A further categorisation of turnover distinguishes between functional and dysfunctional turnover. Functional turnover occurs when disruptive or underperforming employees leave while high achievers or significant individuals remain, leading to beneficial transformations within the organisation. Conversely, dysfunctional turnover involves the loss of high-performing employees, which can have negative implications for the company (Mathis & Jackson, 2011). Additionally, turnover can be classified as controllable or uncontrollable. Controllable turnover is influenced by the employer's actions, whereas uncontrollable turnover is beyond the company's influence (White, 2022). Understanding these dynamics is essential for organisations to effectively navigate workforce changes and maintain a productive work environment.

2.10.4 Employee turnover retention strategy

Attracting and retaining great people is more critical now than ever before in management. Various trends, such as the rise of knowledge labour, globalisation, and the rapid pace of technical progress, necessitate that companies acquire and keep human capital. Considering the emergence of novel managerial strategies for retention, the fluidity of the labour market, and advancements in research methodologies and technology, it is unsurprising that employee

turnover remains a dynamic area of inquiry despite over 1500 academic studies on the subject (Scott et al., 2021).

The retention strategy is a crucial component of a good staff management program, akin to other valuable endeavours. Effective retention policies do not arise from a mere formula. They typically arise from rigorous data analysis, systematic data collection, and comprehensive development of problem-responsive strategies. This plan may be targeted or comprehensive (Babatunde & Onoja, 2023). According to Scott et al. (2021), the features of shock that influence employee retention differ by profession and organisation. Consequently, suitable replies will differ depending on the context and organisation. Ultimately, shocks are significant. The research delineates the varied characteristics of shocks and their differential impact on voluntary turnover.

Moreover, it enhances our existing understanding of employee retention management. Increasing research underscores the necessity for companies to meticulously analyse and monitor disruptions. Armed with this knowledge, managers can make evidence-based judgements about when to prioritise shock satisfaction or both. Ultimately, they will actively mitigate their impacts, equipped to foresee disruptions and, therefore, curb the prevalence of dysfunctional turnover (Babatunde & Onoja, 2023). To mitigate employee turnover, management faces challenges related to attrition and has various policy alternatives, including selection, induction, revising recruitment, training, job design, and wage payment policies, with a particular emphasis on enhancing the induction process. Management ought to promote task autonomy, work redesign, selection to retain personnel, task importance, task identity, open book management, employee empowerment, and scientifically based recruiting (Babatunde & Onoja, 2023).

2.11 Relationship between organisational climate, organisational citizenship behaviour, and turnover intention

2.11.1 Organisational climate and organisational citizenship behaviour relationship

Past studies have shown a notable rise in studies examining the link between organisational climate and organisational citizenship behaviour. Priyankara et al. (2018) found a strong positive connection between the two. Additionally, Subramani et al. (2016) highlighted that the organisational climate has a positive impact on organisational citizenship behaviour and its different parts, such as civic virtue, sportsmanship, kindness, politeness, and responsibility.

Setyaningrum (2017) also indicated that “the organisational atmosphere has a positive influence on organisational citizenship behaviour.” This suggests that a better organisational climate leads to greater organisational citizenship behaviour. Dafe (2022) explored how nurses in Noshahr view their organisational climate and its effect on their citizenship behaviour. The study found that creating a positive work environment can boost citizenship behaviour by improving how employees perceive the organisational climate.

To improve the organisational climate, getting employees involved in teamwork can encourage them to perform better. In an innovative climate, employees are more likely to initiate innovations and promote their ideas. Amini (2012) investigated how organisational climate relates to organisational citizenship behaviour in a sports organisation in Tehran. The results showed a strong positive link between the two variables. Moghadam et al. (2012) indicate that “the organisational climate moderates the association between organisational citizenship behaviour and performance, exerting both direct and indirect beneficial effects on organisational citizenship behaviour.”

Pozveh and Karimi (2017) examined the relationship between organisational citizenship behaviour and organisational climate in the Ministry of Science, Research, and Technology. Their findings showed a strong positive connection between the two. The organisational climate has been studied in several situations and is associated with multiple outcomes for individuals, groups, and organisations. In particular, earlier studies, like the one by Al-Madadha et al. (2021), have found a connection between organisational climate and factors such as productivity, job satisfaction, employee performance, organisational effectiveness, fairness within the organisation, commitment, work motivation, feelings of alienation, intention to leave, and anxiety. Organisational climate is believed to foster advantageous behaviours inside organisations.

These advantageous habits encompass organisational citizenship behaviour, along with creative, proactive, and inventive behaviours (Al-Madadha et al., 2021). Based on these results, the subsequent hypothesis is proposed. This study provides an insight into the unique elements of organisational climate in relation to organisational citizenship behaviour.

These favourable behaviours include organisational citizenship behaviour, as well as creative, proactive, and innovative behaviour (Al-Madadha et al., 2021). Given these findings, the following hypothesis is suggested. This study will provide insights into specific aspects of

organisational climate and organisational citizenship behaviour. Based on the discussion about how organisational climate relates to organisational citizenship behaviour, we can propose the following hypothesis:

Hypothesis 1: Organisational climate is positively linked to organisational citizenship behaviour among employees, meaning that improvements in the organisational climate will lead to higher levels of organisational citizenship behaviour, including aspects like civic virtue, sportsmanship, altruism, courtesy, and conscientiousness.

2.11.2 Organisational climate and turnover intention relationship

Organisational climate studies extend beyond merely examining their association with individual characteristics. Some studies investigate how climate affects an organisation's resilience and its ability to handle external and market challenges (Aarons et al., 2021). This research is crucial, particularly under the current global economic crisis, as executives and scholars seek solutions from all perspectives. Aarons et al. (2021) discovered that workplace conditions were linked to the choice to leave in two out of three studies, especially among first-year teachers. A negative workplace culture and a lack of willingness to share knowledge with colleagues are important factors influencing employees' decisions to resign (Aarons et al., 2021).

Stanz and Greyling (2010) found that only organisational factors significantly influence nurses' intentions to leave their jobs. Important factors include the work environment—like communication, independence, relationships with supervisors, job content, perceived status, quality of work life, and daily routines—as well as the physical and emotional costs for employees, their options for resigning, job characteristics, and how involved they are in decision-making. A major reason for this turnover is dissatisfaction with pay. In a study within the banking sector, Mohlala et al. (2012) discovered that IT professionals' intentions to leave were influenced by both situational factors and those specific to the IT field. Mohlala et al. (2012) further elucidated that “the situational factors included: failure to honour commitments, absence of a retention plan, unsuitable management style, senior management lacking authority to address salary concerns, capability to attract but not retain technical expertise, and ongoing restructuring”. The special difficulty faced by IT professionals is outdated technology that lacks attraction to younger individuals, who are disinterested in lifelong employment, compensation, and unappealing salaries.

A study involving senior African managers in South Africa showed that their intentions to leave were affected by factors such as career opportunities, discrimination, management and leadership, and salary (Nzukuma & Bussin, 2011). While this research covered various industries in South Africa, recent studies consistently emphasise the role of organisational climate in influencing turnover intentions. According to Muteswa and Ortlepp (2011), compensation was recognised as the third most significant element affecting managerial personnel's intentions to consider departing from their current organisation. The primary two factors influencing turnover intentions are career paths and management/leadership style.

Building on these findings, recent research has further investigated the factors influencing turnover intentions in South Africa. For instance, Selesho and Matjie (2024) examined turnover intentions within a government education council, identifying factors such as micromanagement, inadequate communication, and low pay as critical influences on employee retention. Their study highlights the importance of organisations creating a supportive environment that boosts employee satisfaction and lowers turnover intentions. Based on the findings about how organisational climate affects turnover intentions, the following hypothesis was suggested:

Hypothesis 2: A positive organisational climate is negatively related with turnover intentions among employees, such that improvements in organisational climate factors, such as communication, autonomy, management style, and employee involvement, will lead to a reduction in employees' intentions to resign, particularly in response to factors like compensation dissatisfaction and career development opportunities.

2.12 Conceptual framework

The conceptual framework is informed by the research hypotheses derived from the empirical literature review. The relationships among these three variables (organisational climate, organisational citizenship behaviour, and turnover intentions) are depicted in Figure 2.3 below.

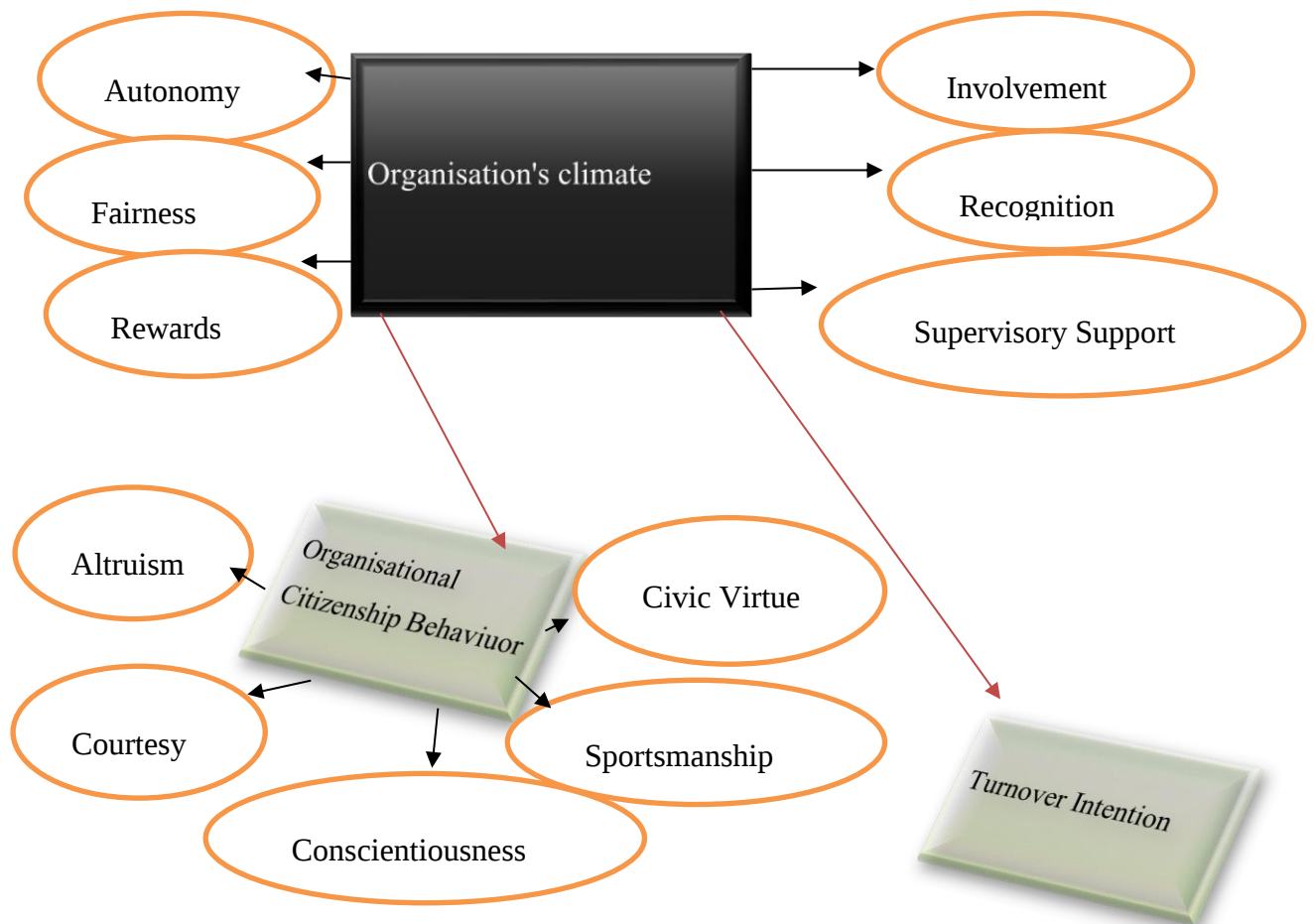


Figure 2.3: Conceptual framework on the relationship between organisational climate, organisational citizenship behaviour, and turnover intentions

(Source: Researcher work)

Considering the discussions, the following hypotheses are proposed to guide the study:

The main hypotheses of this study are:

H1: There is a relationship between organisational climate and organisational citizenship behaviour.

Sub-hypotheses are as follows:

H1a: There is a relationship between organisational climate and altruism

H1b: There is a relationship between organisational climate and courtesy.

H1c: There is a relationship between organisational climate and conscientiousness.

H1d: There is a relationship between organisational climate and sportsmanship.

H1e: There is a relationship between organisational climate and civic virtue.

H2: There is a relationship between Organisational Climate and Turnover Intentions.

2.13 Chapter summary

The chapter provides a comprehensive overview of the existing literature on three critical concepts: organisational climate (OC), organisational citizenship behaviour (OCB), and turnover intentions (TI).

Theoretical framework

The chapter begins by establishing a theoretical framework that contextualises the study within the broader field of organisational behaviour. Key definitions and conceptualisations of essential terms are presented to ensure clarity and precision in understanding the relationships being investigated. This foundational knowledge prepares the ground for the study's hypotheses.

Organisational climate

The literature on organisational climate is explored in depth, highlighting its significance in shaping employee behaviours and attitudes. Various studies indicate that organisational climate influences not only individual characteristics but also the overall resilience of an organisation, particularly in navigating external challenges. The chapter stresses that a positive

organisational climate fosters beneficial behaviours, such as OCB, while a negative climate can lead to increased turnover intentions.

Organisational citizenship behaviour

The relationship between organisational climate and OCB is examined, with evidence suggesting a strong positive correlation. Key components of OCB, including Civic Virtue, Sportsmanship, Altruism, Courtesy, and Conscientiousness, are discussed in relation to how a supportive climate enhances employees' willingness to engage in discretionary behaviours that benefit the organisation.

Turnover intentions

The chapter further delves into the factors influencing turnover intentions, particularly within various industries, including education and banking. Research indicates that dissatisfaction with compensation, inadequate communication, and poor management practices are significant predictors of employees' decisions to leave their organisations. The findings highlight the critical role of organisational climate in shaping these intentions, suggesting that a supportive environment can reduce turnover rates.

Related studies

The literature review encompassed a range of studies examining the relationship between organisational climate, organisational citizenship behaviour (OCB), and the intentions to leave. It synthesised findings from different contexts and sectors, reinforcing the idea that a positive climate enhances employee satisfaction and reduces the likelihood of turnover. Key studies are cited to illustrate these relationships, providing empirical support for the proposed hypotheses.

Conclusion and hypotheses

The chapter concluded by summarising the key insights gained from the literature review and reiterating the hypotheses of the study. These hypotheses posit that a positive organisational climate is associated with increased OCB and decreased turnover intentions. The chapter sets the stage for further exploration of these relationships in the context of the current research, emphasising the importance of understanding how organisational dynamics influence employee behaviours and organisational outcomes.

In summary, this chapter not only frames the study within the existing body of knowledge but also highlights the practical implications of fostering a positive organisational climate to enhance employee engagement and retention.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

The previous chapter examined the relevant literature on the study variables. This chapter focused on the research paradigm, design, and approach used in the study. It also discussed the research population, sample, sampling procedure, and the reasons for the chosen sampling strategy. Additionally, the chapter provided an overview of the data collection methods, and the techniques used for data analysis. Finally, it outlined the ethical guidelines adhered to throughout the study.

3.2 Research paradigm

Brown and Dueñas (2020) describe a research paradigm as a collection of shared beliefs and agreements among scientists regarding how to understand and tackle problems. Kelly et al. (2018) suggest that research paradigms shape the ideologies that affect a researcher's perspective, interpretation, and behaviour within that framework. Ugwu et al. (2021) noted that there are various research paradigms, which were discussed next.

3.2.1 *Positivist paradigm*

The positivist paradigm is an epistemic framework that promotes the utilisation of quantitative research methodologies. Iddris et al. (2018) asserted that “the positivist paradigm underpins the researcher's capacity for precision in describing the parameters and coefficients of the collected, analysed, and interpreted data.” The positivist paradigm neglects human conduct and unexplained phenomena (Pham, 2018). The positivist researcher must examine manifestations of the unique phenomenon under investigation and generalise expectations applicable in other locations globally. Rahi (2017) asserts that “within this framework, the inaccuracies in gathered scientific data must be meticulously examined since they are likely to impact the outcomes of the hypotheses. Rahi (2017) further asserts that “this may occur in instances where respondents select arbitrary answers instead of providing genuine responses.” The respondents were not permitted the option to provide replies that were more relevant to their circumstances.

This paradigm, in contrast to interpretivism, is legitimate, dependable, objective, and free from personal biases (Kelly et al., 2018). Consequently, one may consistently maintain realism and rely on it for an extended period. The researcher aimed to gain information through the

acquisition of valid and reliable outcomes in this investigation. The positivist paradigm seeks to deliver a genuine and trustworthy comprehension of reality and favours a quantitative research methodology (Rahi, 2017).

3.2.2 The interpretivist paradigm

The interpretivist paradigm, frequently referred to as the constructivist paradigm, is employed to comprehend the subjective realm of human experience (Kelly et al., 2018). Kivunja and Kuyini (2017) assert that “the interpretive paradigm prioritises comprehending the individual and their perception of their surrounding environment”. This paradigm posits a subjectivist epistemology, wherein the researcher derives meaning from data through cognitive processing mediated by interactions with participants (Iddris et al., 2018). Interpretivism aims to achieve a profound comprehension and insight into occurrences within the intricacies of participants’ environments rather than generalising these findings to other individuals and settings (Cohen et al., 2011).

Additionally, Irshaidat (2019) claims that “data collected in the interpretivism paradigm is comprehensively impacted by personal perspective and values; hence, it cannot be generalised. Interpretivists’ paradigm aims to judge, evaluate, and refine interpretive philosophies rather than generate a new philosophy”. This contradicts the positivist paradigm, which holds that reality exists independently of context and can be studied scientifically using standardised measurements (Irshaidat, 2019). Dean (2018) contends that “interpretivism emphasises the qualitative research approach over the quantitative research approach”.

3.2.3 The critical theory paradigm

It is occasionally termed the transformative paradigm, which seeks to change politics to address social inequality and enhance social justice (Kivunja & Kuyini, 2017). Kelly et al. (2018) assert that “the critical theory paradigm concentrates on social justice issues and seeks to address the political, social, and economic challenges that underpin power structures, conflict, social injustice, and struggle at all levels. Critical theory relies on social values, while empirical legal theories pursue an objective reality. This framework posits a transactional epistemology, wherein the researcher engages with participants through a synthesis of observation and interviews, among additional methodologies that promote dialogue and reflection (John, 2018). Asghar (2013) contends that “this research paradigm is more suitable for qualitative research designs than for quantitative and mixed research designs.”

3.2.4 The pragmatic paradigm

Pragmatic approaches argue that you cannot discover the truth about the real world using just one scientific method, as suggested by the positivist approach, nor can you fully understand social reality as it is shaped within the interpretive approach (Tashakkori & Teddlie, 2010; Creswell & Plano Clark, 2018). The pragmatic paradigm supports employing hybrid methodologies to comprehend human behaviour (Brierley, 2017).

In this context, the researcher seeks to gain knowledge by obtaining results that are both valid and reliable. The positivist paradigm aims to offer a credible and dependable understanding of reality and tends to favour a quantitative research approach. It overlooks human behaviour and unexplained phenomena (Pham, 2018). Consequently, in this study, the researcher adopted a positivist research paradigm, which prioritised objective measurement and the use of quantitative methods to investigate the relationship between organisational climate, employee behaviours, and turnover intention. The rationale for selecting this paradigm was rooted in its emphasis on empirical evidence and the ability to generalise findings across similar contexts (Creswell, 2014). The study aimed to find the influence of organisational climate on organisational citizenship behaviour, which is human behaviour, as well as to find the influence of organisational climate on turnover intentions.

3.3 Research approach

Mahajan (2017) views a research approach as a plan of action that gives direction to conducting research systematically and efficiently. According to Flick (2018), there are three types of research approaches: quantitative, qualitative, and mixed methods. These are explained below.

3.3.1 Quantitative approach

The quantitative research method focuses on measurable aspects of social behaviour rather than just understanding the meanings that people attach to their actions (Merriam & Tisdell, 2016). This approach can investigate the relationships between different variables using statistical techniques (Bryman, 2017). Data analysis involves using statistical methods to evaluate scores in order to answer research questions or test hypotheses (Creswell & Creswell, 2018).

3.3.2 Qualitative approach

Qualitative research methodology prioritises qualitative language above quantifiable numerical data in both collection and analysis (Bryman, 2017). Flick (2018) contends that “the data obtained via a qualitative research methodology is contingent upon the researchers' experiences throughout the study process.” Furthermore, responses derived from this study methodology are not subject to measurement or quantification (Brenne, 2017). Brenne (2017) indicated that this approach permits only comparisons, which may result in data duplication over time. Qualitative research is not suitable when statistical data is necessary (Schoonenboom & Johnson, 2017). Dean (2018) asserts that “this research methodology is intrinsically associated with interpretivism and the critical theory paradigm.”

3.3.3 Mixed methods approach

The mixed methods research approach combines elements of both qualitative and quantitative research approaches (Brannen, 2017). Schoonenboom and Johnson (2017) explain that this approach is typically employed when there is limited knowledge about a research topic. Initially, the researcher uses a qualitative research method to identify the relevant variables and then investigates those variables with a larger sample using a quantitative approach. While the mixed methods approach provides comprehensive information, it has the disadvantage of needing a longer timeframe for data collection due to the two distinct phases involved (Bryman, 2017). Brierley (2017) argues that “the mixed methods approach becomes more appropriate in the pragmatic paradigm.”

This study used the quantitative approach, examining the relationship between organisational climate, organisational citizenship behaviour, and turnover intentions. A quantitative research approach was deemed the most suitable for this study since it minimises conjecture by evaluating the research hypotheses and elucidating causal links among the variables (Bryman, 2017; Satardien & Mahembe, 2019). Furthermore, the quantitative approach was more suitable because of the following:

Objective Measurement: A quantitative approach allowed for the objective measurement of organisational climate, citizenship behaviour, and turnover intentions using numerical data. This enabled clear comparisons and analysis.

Statistical Analysis: This method facilitated the use of statistical techniques to examine the relationships between variables. Researchers quantified how changes in organisational climate influenced employee behaviours and intentions (Bryman, 2017).

Hypothesis Testing: The quantitative approach proved effective for testing specific hypotheses related to the study. For example, it assessed whether a positive organisational climate led to increased organisational citizenship behaviour and reduced turnover intentions (Creswell & Creswell, 2018).

Generalisability: By collecting data from a larger sample of employees, the findings could be generalised to a broader context, providing insights that applied to similar organisations (Merriam & Tisdell, 2016).

Clear Results: The results derived from quantitative analysis were typically presented straightforwardly, making it easier for stakeholders to understand the implications of the findings and make informed decisions.

In summary, a quantitative research approach was appropriate for this study as it provided a robust framework for measuring and analysing the influence of organisational climate on employee behaviours and intentions clearly and objectively.

3.4 Research design

A study design defines a strategy outlining the methods, timing, and locations for data collection and analysis (Couper, 2017). Sileyew (2019) asserts that “the research design process involves selecting the research technique, as it dictates the method of acquiring pertinent information for a study.” Kumar (2019) recognised three primary types of study designs: exploratory design, explanatory design, and descriptive design, which are elaborated below.

3.4.1 Exploratory design

Merriam and Tisdell (2016) contend that “exploratory design is used to either examine a domain with limited knowledge or to assess the feasibility of doing a research project.” An exploratory design is employed when there is little research available to forecast an outcome (Sileyew, 2019). Couper (2017) states that “researchers frequently employ exploratory designs to comprehend the optimal approach for investigating a problem and to identify the most effective means for collecting relevant information.”

3.4.2 Explanatory research design

The explanatory design, also referred to as causal research, focuses on issues that have not been thoroughly studied previously. It creates operational definitions and offers a well-researched

model (Masango, 2019). Couper (2017) states that “the explanatory research design helps to understand why the world works the way it does by proving a causal relationship among variables and eliminating other possibilities”. Kumar (2019) asserts that “causation can only be inferred, not demonstrated, due to the challenges in concluding causal links arising from several extraneous and confounding variables present in a social context.”

3.4.3 Descriptive design

The descriptive design aims to clearly outline a situation, problem, or phenomenon. It offers details about a community's living conditions or describes people's attitudes towards a specific issue (Creswell & Plano Clark, 2018). Roy (2019) proclaims that “the purpose of descriptive design is to describe issues as precisely as possible without influencing them in any way”. Descriptive design aligns closely with the positivism paradigm, which seeks to provide a valid and reliable understanding of reality (Rahi, 2017). In this approach, research variables are measured quantitatively, although control over the research situation is often limited (Masango, 2019). This combination allows researchers to capture a snapshot of phenomena, contributing valuable insights while acknowledging the constraints of the method.

In the context of the present study, the researcher employed an explanatory research design to investigate the causal relationships between organisational climate, employee behaviours, and turnover intentions. This design was chosen specifically to gain a deeper understanding of how and why these variables interacted, which was essential for developing effective interventions within organisations. According to Johnson and Christensen (2017), explanatory research designs were particularly useful for exploring complex relationships and providing insights into the mechanisms that drove these interactions. This was especially relevant for the current research, as the aim was to uncover the reasons why employees at Gijima intended to leave or were leaving the organisation. By utilising this approach, the researcher sought to provide valuable insights that could inform strategies to improve employee retention and enhance the overall work environment.

3.5 Research population

The target population for the study included all employees at Gijima Holdings, which had a total headcount of 1,596 individuals. This population size was crucial for determining the sample from which data would be collected. Information regarding the employee count and the

organisation could be referenced from the company's profile, which outlined its operations and workforce.

Having a clear understanding of the target population was essential for accurate statistical analysis and research design, as it influenced the sampling method and the overall research outcomes. The population size of 1,596 employees provided a solid foundation for conducting a comprehensive study that accurately reflected the views and experiences of the workforce at Gijima Holdings. This approach ensured the findings would be relevant and insightful, contributing valuable knowledge to the organisation.

3.6 Sample and sampling procedure

Flink (2019) defines a sample as a group of individuals selected to take part in a research study, particularly when the population size is too large to study in its entirety. The sampling procedure, on the other hand, involves the method of selecting a sample from the overall population in a way that ensures the participants accurately represent the larger group from which they were drawn (Alvi, 2016).

In research, sampling procedures can be broadly divided into two categories: probability sampling and non-probability sampling. Each category has its own techniques and uses, which greatly affect the validity and generalisability of the research findings (Kumar, 2019).

3.6.1 Probability sampling

Probability sampling is a method where a sample is selected at random, making sure that each individual in the population has a known chance of being chosen to take part in the study (Bellet et al., 2018). This approach ensures that the sample truly represents the population. This procedure enhances the representativeness of the sample and supports statistical inferences. Etikan and Bala (2017) discussed five types of probability sampling methods as follows:

Simple random sampling method

Etikan and Bala (2017) describe simple random sampling as a method where every individual and every possible group of individuals in the population has the same chance of being chosen for the sample. Simple random sampling is the most recognised form of probability sampling. Although it may not be deemed the most optimal sampling technique, the outcomes derived from a basic random method exhibit superior external validity relative to alternative sampling

methods (Alvi, 2016). This sampling approach is typically employed when limited information is available regarding the study population. When additional information regarding the research population is available, alternative sampling techniques, such as stratified sampling, are employed to address the variations within the population, including age, race, and gender (Bryman, 2016).

Systematic random sampling method

Systematic sampling is a method where one unit is chosen from the sampling frame, and subsequent units are selected based on a predetermined interval size (Etikan & Bala, 2017). The researchers additionally noted that this sampling strategy necessitates comprehensive information regarding the population. This method involves selecting every "nth" participant from a comprehensive list (Alvi, 2016). In systematic random sampling, combinations of elements possess varying probabilities despite each individual element having an equal chance of selection, in contrast to basic random sampling. This sampling strategy is typically utilised only when the study population possesses uniform characteristics because of systematically distributed sample units throughout the population.

3.6.2 Stratified sampling method

This sampling approach is seen as an improvement over systematic sampling. The stratified sampling approach is typically employed when the population comprises units that exhibit variability in features, indicating that no single unit possesses all the attributes of the targeted population (Palinkas et al., 2015). Consequently, the population is split into smaller groups (strata) based on particular traits (such as age or gender). Random samples are then taken from each group to make sure all categories are represented (Creswell & Creswell, 2018).

3.6.3 Cluster sampling method

The cluster sampling method is an effective random sampling technique wherein the population is initially segmented into clusters, followed by the random selection of samples from these clusters (Alvi, 2016). In contrast to stratified sampling, clusters should exhibit heterogeneity internally and homogeneity externally (Fowler, 2014). Each cluster possesses distinct traits; however, all clusters exhibit similarities. Furthermore, the researchers indicated that when the clusters are homogeneous, the margin of error would be reduced, or conversely. This strategy

is primarily applicable in scenarios involving heterogeneous populations distributed across various regions.

3.6.4 Multi-stage sampling method

Multistage sampling employs a combination of various probability sampling methods to optimally and efficiently choose a sample (Etikan & Bala, 2017). Alvi (2016) asserts that “this strategy involves segmenting the population into groups at multiple levels.” A subgroup within a larger group and another subgroup within a different larger group. The sample is chosen from the smallest group among all groups. This sampling technique is typically employed to enlist participants in experimental and observational research (Fowler, 2014).

3.6 Non-probability sampling

In contrast, non-probability sampling does not use random selection. Therefore, it cannot ensure that the sample truly represents the population. Kumar (2019) contends that “unlike probability sampling, non-probability sampling utilises non-random techniques for sample selection, leading to a process that does not provide all units in the population with an equal chance of being chosen”. Common techniques include:

Purposive sampling is a non-probability method where participants are chosen according to certain criteria that are important for the research (Etikan et al., 2016). This approach is particularly useful for obtaining insights from individuals who possess particular knowledge or experiences that are pertinent to the study's objectives. By focusing on specific characteristics, researchers can gather rich qualitative data that enhances the depth of understanding regarding the research topic (Palinkas et al., 2015; Kelly, 2010). This method allows researchers to target specific groups or individuals who are most likely to provide valuable information, thus improving the overall quality and relevance of the findings. Purposive sampling is often employed in qualitative research, where the goal is to explore complex phenomena in detail (Kelly, 2010).

Accidental or convenience sampling means choosing participants based on how easily they can be reached and their availability. This method is fast and inexpensive, but it may not be very reliable for accurately representing the larger population, as it does not guarantee that the sample reflects it (Etikan et al., 2016).

The present study utilised a probability sampling method, ensuring that all participants had an equal chance of being selected. Specifically, stratified random sampling techniques were employed due to the heterogeneity of the population. The probability sampling method ensured that every employee had a known chance of being selected. This approach was chosen to improve the reliability and validity of the findings, as it reduced selection bias and allowed the results to be generalised to the larger employee population.

By using this method, the researcher aimed to capture a wide variety of perspectives and experiences that accurately reflected the organisation's dynamics. This diversity was important for understanding what influences employee behaviours and the reasons for leaving the company. Additionally, using a probability sampling method allowed for strong statistical analysis, which helped me identify important relationships between the work environment and turnover intentions, providing reliable and useful insights. Overall, choosing a probability sampling method was a careful decision in my research design, aimed at increasing the credibility of the study's findings and helping to develop targeted solutions for the organisation (Palys & Atchison, 2014).

The population consisted of employees from various departments, including the Bid Centre, CCO Commercial, GCISS, Group Facilities Management, Group Finance, Group Human Resources, Group Legal Services, Group Marketing and Comms, Group Sales, Group Technology, GSS, GTS, and HCM. To accurately represent the entire workforce, the sample size was derived from representatives of these 13 distinct departments.

To determine the appropriate sample size, an online Raosoft sample size calculator was utilised (Raosoft, n.d.), which recommended a minimum of 310 employees to achieve reliable results. This strategic approach not only ensured that the sample accurately reflected the perspectives of the diverse workforce but also enhanced the credibility and validity of the findings.

By employing stratified random sampling, the study effectively captured the varied experiences and insights of employees across different departments, thereby reinforcing the importance of the chosen sampling method in yielding comprehensive and reliable data. This careful consideration of the sampling methodology was crucial for drawing meaningful conclusions that could inform organisational practices and policies. One of the main strengths of stratified random sampling was that it improved how well the sample represented the entire population.

By ensuring that each department was included, the researcher could consider the different cultures and work styles that might have affected employee behaviours and their reasons for wanting to leave the organisation. For example, employees in different departments may have received varying levels of support, experienced different leadership styles, and encountered differing levels of job satisfaction, all of which could have influenced their decisions to stay or leave the company. Additionally, this method allowed for a more detailed analysis. By examining the data from different groups, I was able to spot specific trends and patterns that might not have emerged in a more uniform sample. For instance, if employees in one department showed much higher intentions to leave than those in another department, this information could help create targeted solutions to address the specific problems in that department.

3.7 Data collection method

A self-administered questionnaire was employed to gather data from the participants. Kinsinger et al. (2022) explain that “this type of questionnaire allows respondents to fill it out independently, without any input from the researcher.” Biographical details were collected to gain insights into the respondents' age, gender, highest level of education, length of service, division of employment, and job status. Various scales were utilised to measure the study variables, as will be discussed next.

3.8 Measuring instruments

3.9.1 Organisational climate scale

Organisational climate was measured using a 27-item instrument developed through the adaptation and modification of instruments from previous studies (Dafe, 2022). This instrument revealed a Cronbach alpha of 0.93. Each item was rated on a five-point Likert scale, with responses ranging from (1) strongly disagree to (5) strongly agree. For instance, one of the items in this section was related to involvement: “*Management involves people when decisions that affect them are made.*”

3.9.2 Organisational citizenship behaviour scale

Birhane's (2017) scale of 16 items measured organisational citizenship behaviour. Each item was scored on a five-point Likert scale with responses ranging from (1) strongly disagree (1)

to (5) strongly agree. Examples of items used in this section include *"I help other colleagues who have been absent from their job."* and *"I express loyalty toward the organisation."*

3.9.3 Turnover intention scale

The turnover intention was measured by a five-item scale adapted from Al Shbailand's (2020) modified scale. This scale measures the strength of the respondent's intention to leave the present work situation. Each item was scored on a five-point Likert scale with responses ranging from (1) strongly disagree (1) to (5) strongly agree. Examples of items used in this section include *"If I had the chance to leave this organisation, I would resign immediately."* and *"There is not much to be gained by sticking indefinitely with my organisation."* The items of this construct previously achieved a good Cronbach's alpha of 0.911 (Pallant, 2016).

3.9 Reliability and validity

Reliability refers to the consistency of a measurement. A reliable instrument produces identical results under uniform conditions. However, a questionnaire that lacks internal validity is questionable and may fail to adequately address the research questions.

According to Kumar (2011), validity refers to how well research questions are measured. A valid tool should provide accurate values for the variables it aims to assess. Internal validity is particularly important because it ensures that data collection effectively captures the relevant concepts linked to the research variables (Willis & Riley, 2017). If internal validity is weak, doubts arise about a questionnaire's capability to answer research questions. Furthermore, validity is key in research, as it shows whether the evidence supports the study's claims. To check the reliability of questions regarding organisational citizenship behaviour, researchers often use Cronbach's alpha. This statistical method evaluates how consistent the responses are to a set of questions.

Diggines and Wiid (2013) suggest that for trustworthy research results, Cronbach's alpha should be at least 0.70. An alpha value below 0.60 suggests weak reliability, making the data unreliable and not meeting acceptable standards.

In summary, both reliability and validity are essential for effective research, with internal validity ensuring that the measurement tools accurately reflect the constructs of interest.

Table 3.1 below provides a clear overview of the ranges and their interpretations, helping researchers quickly assess the reliability and validity of their measurement tools (Kumar, 2011).

Table 3. 1: Summary of the rule-of-thumb guidelines for assessing reliability and validity using Cronbach's alpha and other relevant criteria (Diggines & Wiid ,2013).

Metric	Range	Interpretation
Cronbach's Alpha	0.90 and above	Excellent reliability
	0.80 - 0.89	Good reliability
	0.70 - 0.79	Acceptable reliability
	0.60 - 0.69	Weak reliability; may be questionable
	Below 0.60	Unacceptable reliability: data may be unreliable

3.10 Data analysis

Sharma (2022) describes data analysis as the systematic use of statistical and logical methods to describe, clarify, summarise, and evaluate collected data. In this study, the analysis was conducted using the Statistical Package for Social Sciences (SPSS) version 28.0. Descriptive statistics were utilised to summarise both the sample profile and the dataset, concentrating on essential metrics such as frequencies, means, and standard deviations. This approach offered a clear picture of the data's central tendencies and variability. The Pearson correlation analysis was carried out to explore the relationships among the three main variables: organisational climate, organisational citizenship behaviour, and turnover intentions. This thorough analytical strategy facilitated a deeper understanding of how these constructs interact within the study's framework.

In conclusion, this structured analysis not only highlighted the characteristics of the sample but also provided significant insights into the relationships among the primary variables, enhancing the understanding of the organisational dynamics involved.

3.11 Ethical considerations

Ethical considerations refer to the moral principles and guidelines that researchers must follow when conducting studies involving human participants or sensitive data. These considerations are crucial for protecting the rights, dignity, and welfare of individuals involved in research. For this study, the researcher obtained permission from the Deputy Chief Executive Officer

and the Acting Chief Human Resources Officer of Gijima Holdings to proceed with the investigation involving the organisation's employees. This step underscores the importance of institutional approval in the research process. As noted by Akaranga and Makau (2016), "ethics are guidelines, rules, or principles that regulate and recommend behaviour as morally unacceptable or acceptable." This definition highlights the role of ethical frameworks in guiding researchers toward responsible conduct.

Moreover, ethical considerations are among the most significant aspects of research (Flick, 2018). By adhering to these principles, researchers not only uphold the integrity of their work but also foster trust and respect within the research community and among participants.

The following ethical guidelines were followed in this study:

3.12.1 Informed consent

Yip et al. (2016) characterise informed consent as an ethical prerequisite for research involving human subjects. It requires that participants are fully informed about all aspects of the study, including potential risks. In this study, informed consent was obtained from every employee at Gijima Holdings. Employees were made aware of their right to abstain from participation and were informed that they can withdraw at any time if they felt their rights were being violated or for any other reason. This policy ensures that participation is voluntary and respects the autonomy of each individual. Clearly communicated rights and the voluntary nature of participation empower participants and uphold ethical standards.

3.12.2 Confidentiality

Kumar (2019) states that confidentiality relates to the privacy of information, including the consent required for its access, sharing, and use. Maintaining the confidentiality of data collected during research is a critical ethical obligation (Farrugia, 2019). In this study, participants were informed that all information shared would remain confidential and would be used solely for academic purposes. Access to this information is restricted to the researcher, ensuring that individual responses are not disclosed to unauthorized parties. This approach protects the privacy of participants and fosters trust in the research process. Emphasising controlled access to data reinforces the commitment to protecting participants' privacy.

3.12.3 Anonymity

Anonymity is an important measure for safeguarding the confidentiality of personal information and records (Cox, 2019). The researcher guaranteed that respondents would not be asked to provide any personally identifiable information, such as their names, on the questionnaires. This practice ensures that individual responses cannot be traced back to specific participants, thereby enhancing the protection of their privacy. Anonymity reassures participants, encouraging honest and open responses, which is vital for the integrity of the research findings. Ensuring no personal identifiers are collected strengthens the protection of participant information and encourages truthful participation.

By addressing informed consent, confidentiality, and anonymity, the research adheres to ethical principles that respect and protect participants, thereby enhancing the credibility and reliability of the study.

3.12 Chapter summary

This chapter discusses the research methods used in the study. The research paradigm, methodology, framework, population, sample, criteria for selection, measurement instruments, statistical methods for hypothesis testing, and ethical considerations were all examined. The research design and all processes related to data collection, including the population, respondent identification, sampling procedures, data gathering methods, and data analysis techniques, were also discussed. In summary, research design encompasses the entire process of doing quantitative research. This chapter outlined the research design, the location of the study, the methods used, and how respondents were chosen.

CHAPTER 4: ANALYSIS, PRESENTATION AND INTERPRETATION OF RESULTS

4.1 Introduction

The previous chapter focused on the methodology used in this study and the ethical guidelines followed. This chapter presents the analysis and interpretation of the data collected from Gijima Holdings respondents. This study focuses on determining the influence of organisational climate on employee organisational citizenship behaviour (OCB) and turnover intentions. Organisational climate encompasses factors such as perceived autonomy, involvement, rewards and recognition, fairness, and supervisor support, which are crucial in shaping employees' attitudes and behaviours. The data analysis is structured into several sections, beginning with the demographic profile of the respondents, followed by an item analysis of the aforementioned factors. The relationships between organisational climate, organisational citizenship behaviour, and turnover intentions are examined and interpreted to provide insights into the impact of the organisational climate at Gijima Holdings.

This study aims to determine the influence of organisational climate on Gijima Holdings employees' OCB and TI.

- The main objectives of the study:
- To determine the influence of organisational climate on organisational citizenship behaviour at Gijima Holdings (Pty) Ltd.
- To determine the influence of organisational climate on turnover intentions at Gijima Holdings (Pty) Ltd.
- Sub – objectives of the study are as follows:
- To determine the influence of organisational climate on the dimensions of organisational citizenship behaviour (OCB), specifically focusing on altruism, courtesy, conscientiousness, sportsmanship, and civic virtue at Gijima Holdings.
- To provide recommendations based on the study's findings to the management of Gijima Holdings, as well as to future researchers, regarding the influence of organisational climate on employee organisational citizenship behaviour and turnover intentions.

4.2 Demographic profile of respondents

This section presents the demographic characteristics of the respondents, including age, marital status, years in the current job, department, highest qualification, race, occupation, and job status. Understanding these factors is essential, as they may influence organisational climate, organisational citizenship behaviour, and turnover intentions at Gijima Holdings (PTY) LTD. Analysing these demographics provides valuable context for interpreting the study's findings and their implications for the organisation.

4.2.1 Age

Age is an important demographic factor that can influence organisational climate, organisational citizenship behaviour, and turnover intentions. Different age groups may have varying work expectations, levels of engagement, and career priorities. Younger employees may prioritise career growth and skill development, while older employees may focus on job stability and organisational commitment. The age distribution of respondents indicates a diverse workforce, with 96 employees falling within the 30–39 age group (47.5%). Employees under 30 years old were 39 and represent 19.3% of the sample, suggesting a relatively young workforce. Meanwhile, 24 employees, representing 11.9% of the total sample, are aged 40–49, and smaller proportions of 14 employees are seen in the 50–59 (6.9%), and 29 employees who are over 60 years of age represent 14.4% of the total age group.

The dominance of employees aged 30–39 suggests that a significant portion of the workforce is in a mid-career phase, likely balancing career growth and job stability. The relatively smaller number of employees over 50 may indicate potential challenges in retaining older, more experienced staff or a workforce with fewer long-tenured employees. The presence of a younger workforce (under 30) suggests that turnover intentions may be higher in this group due to career mobility and early-stage job exploration. From an organisational climate perspective, the diverse age range allows for a broad spectrum of experiences and workplace expectations. It is crucial for Gijima Holdings to implement strategies that cater to both younger employees seeking development opportunities and older employees who may value stability and leadership roles. Understanding these dynamics can help in fostering a positive organisational climate that enhances job satisfaction and reduces turnover intentions.

Table 4. 1: Age categories of respondents

Category	Frequency	Percentage (%)
<30	39	19.3
30 – 39	96	47.5
40 – 49	24	11.9
50 – 59	14	6.9
60+	29	14.4
Total	202	100.0

4.2.2. Marital status

Marital status is a significant demographic factor influencing employees' work-life balance, job commitment, and overall organisational behaviour. As shown in 4.2, the majority of respondents, 97 (48.0%), are married, followed by single employees, 71 (35.1%). A smaller proportion of respondents are separated 23 (11.4%) or divorced 11 (5.4%). The high percentage of married employees suggests that a substantial portion of the workforce may prioritise job stability due to financial and family responsibilities, which can positively impact organisational commitment and citizenship behaviour. In contrast, single employees, representing more than a third of the workforce, may be more career-mobile and open to job changes, potentially contributing to higher turnover intentions. Divorced or separated employees may face additional work-life balance challenges, which could influence their engagement and perception of the organisational climate. Recognising these dynamics can help Gijima Holdings tailor its employee support initiatives, such as flexible work arrangements and well-being programs, to enhance organisational commitment and reduce turnover risks across different marital groups.

Table 4. 2: Marital Status

Category	Frequency	Percentage (%)
Single	71	35.1
Married	97	48.0
Divorced	11	5.4
Separated	23	11.4
Total	202	100.0

4.2.3 Working experience in years

Respondents' tenure in their current job positions was examined to assess workforce stability and its potential impact on organisational climate and associated behaviours. As shown in Table 4.3, 115 employees (56.9%) have been in their current roles for 3–6 years, indicating a relatively stable workforce. A significant proportion of 60 (29.7%) have held their positions for over 10 years, reflecting long-term employment and organisational commitment. In contrast, only a small proportion of 9 (4.5%) have been in their roles for less than 2 years, suggesting a low rate of recent hires. These findings highlight that most employees have substantial organisational experience, which may contribute to a well-established organisational climate. Longer tenure is often associated with greater familiarity with workplace culture, more assertive organisational citizenship behaviour, and lower turnover intentions. However, the relatively low percentage of new employees may indicate limited recent hiring, affecting workforce renewal and innovation. Understanding these patterns can help Gijima Holdings develop strategies to maintain employee engagement across different tenure groups while fostering a dynamic and adaptive work environment.

Table 4. 3: Years in current job

Category	Frequency	Percentage (%)
< 2	9	4.5
3 - 6	115	56.9
7 - 9	18	8.9
10+	60	29.7
Total	202	100.0

4.2.4 Department

The departmental distribution at Gijima Holdings reflects a diverse organisational structure, with varying workforce sizes across different functional areas. As shown in Table 4.4, the largest department is Group Facilities Management, with 48 employees (23.8%), highlighting its significant role in managing company resources and operations. Other major departments include GSS 27 (13.4%) and GCISS 26 (12.9%), emphasising their importance in supporting business functions. The HCM department 20 (9.9%) also constitutes a notable portion of the workforce, indicating its role in human capital management. Departments such as Group

Finance 15 (7.4%), Group Human Resources 16 (7.9%), and Group Technology 16 (7.9%) each account for a similar share, underscoring their critical contributions to financial, technological, and workforce-related functions. Smaller departments, including CCO Commercial 11 (5.4%), Group Sales 11(5.4%), and Group Legal Services 5 (2.5%), represent more specialised business areas. Meanwhile, Bid Centre 2 (1.0%) and Group Marketing and Communications 2 (1.0%) have the smallest representation, reflecting their niche or support-focused roles. This distribution provides insight into the organisational structure and resource allocation at Gijima Holdings, illustrating how workforce composition across departments may influence organisational climate, employee engagement, and operational efficiency.

Table 4. 4: Departments

Category	Frequency	Percentage (%)
Bid Centre	2	1.0
CCO Commercial	11	5.4
GCISS	26	12.9
Group Finance	15	7.4
Group Facilities Management	48	23.8
Group Human Resources	16	7.9
Group Legal Services	5	2.5
Group Marketing and Comms	2	1.0
Group Sales	11	5.4
Group Technology	16	7.9
GSS	27	13.4
GTS	3	1.5
HCM	20	9.9
Total	202	100.0

Note: (GCISS: Gijima Cloud, Infrastructure and Security Services); (GSS: Gijima Specialised Solutions); (GTS: Gijima Technology Solutions) ;(HCM: Human Capital Management)

4.2.5 Educational qualifications

The educational qualifications of employees at Gijima Holdings reflect a well-educated workforce with diverse academic and technical backgrounds. As shown in Table 4.5, the largest group of respondents holds a bachelor's degree, 81 (40.1%), indicating a significant proportion of employees with higher education, which may contribute to advanced problem-solving skills

and professional competence. A substantial portion of the workforce holds a diploma 54 (26.7%), reflecting a strong presence of specialised or technical training employees. Matric graduates, 32 (15.8%), form a notable segment, suggesting the inclusion of entry-level and support staff. Certificate holders 19 (9.4%) further indicate a focus on practical and vocational training within the organisation.

Advanced qualifications are less common, with BTech degrees 8 (4.0%), Honours degrees 6(3.0%), and master's degrees 1 (0.5%), while only one respondent (0.5%) holds an Advanced Diploma. These lower frequencies of postgraduate qualifications suggest that a smaller portion of the workforce is engaged in advanced academic pursuits or specialised research roles. This distribution reflects a balanced mix of educational and practical expertise, which may influence employees' perceptions of organisational climate, career development opportunities, and work-related behaviours. Higher education levels may be associated with increased organisational citizenship behaviour (OCB) and more significant commitment. At the same time, employees with lower qualifications may have different expectations regarding job stability and career progression. Understanding these patterns can assist Gijima Holdings in tailoring training programs and engagement strategies to align with the diverse educational backgrounds of its workforce.

Table 4. 5: Highest qualification

Category	Frequency	Percentage (%)
Matric	32	15.8
Certificate	19	9.4
Diploma	54	26.7
Advanced Diploma	1	.5
BTech	8	4.0
Bachelor's degree	81	40.1
Honours Degree	6	3.0
Master's degree	1	.5
Total	202	100.0

4.2.6 Race

The racial composition of the respondents is mostly African 114 (56.4%), followed by Coloured 69 (34.2%), White 12 (5.9%), and Asian 7 (3.5%). Understanding racial

demographics is essential for examining how Organisational Climate perceptions differ across racial groups and influence OCB and turnover intentions.

Table 4. 6: Race

Category	Frequency	Percentage (%)
African	114	56.4
White	12	5.9
Coloured	69	34.2
Asian	7	3.5
Total	202	100.0

4.2.7 Occupational distribution

The occupational distribution at Gijima Holdings reveals a diverse workforce across various roles, reflecting the company's multi-functional operations. As shown in Table 4.7, the largest group consists of General Workers (37, 18.3%), indicating a significant portion of employees engaged in operational and support functions. Another notable category is Field Service Engineers (26, 12.9%), highlighting the technical workforce responsible for maintaining and supporting company infrastructure. Business Analysts (16, 7.9%) and Business Administrators (15, 7.4%) also form a considerable proportion, underscoring the importance of analytical and administrative roles in organisational operations. Customer engagement roles such as Client Contact Centre Agents (13, 6.4%) demonstrate the company's focus on customer service and client interaction. Additionally, Application Developers (8, 4.0%) and Database Administrators (8, 4.0%) signify the presence of a skilled IT workforce essential for software and data management.

Senior management and specialised positions, such as Chief Commercial Officer (4, 2.0%), Finance Managers (2, 1.0%), and Solution Architects (1, 0.5%), represent a smaller proportion of the workforce, consistent with typical organisational structures where leadership roles are fewer. This occupational distribution reflects a well-balanced workforce blending technical, administrative, and managerial roles. Understanding this breakdown is essential for assessing how job functions perceive the organisational climate, which influences OCB and turnover intentions. The variation in job roles suggests that different groups may have unique experiences within the company, necessitating tailored engagement and retention strategies.

Table 4. 7: Occupation

Category	Frequency	Percentage (%)
Accounts Payable Manager	3	1.5
Application Developer	8	4.0
Business Administrator	15	7.4
Business Analyst	16	7.9
Chief Commercial Officer	4	2.0
Client Contact Centre Agent	13	6.4
Commercial Analyst	1	0.5
Commercial Manager	3	1.5
Consultant	3	1.5
Database Administrator	8	4.0
Digital Specialist	1	0.5
Facilities Admin	2	1.0
Field Service Engineer	26	12.9
Finance Manager	2	1.0
General Worker	37	18.3
HR Officer	4	2.0
HR Business Partner	4	2.0
Integration Specialist	4	2.0
IT Operations Analyst	4	2.0
IT Specialist	3	1.5
Logistics Coordinator	3	1.5
Problem Coordinator	1	0.5
Programme Developer	1	0.5
Programme Manager	4	2.0
Programmer Project Manager	1	0.5
Receptionist	2	1.0
Recruitment Consultant	3	1.5
Remote Support Engineer	1	0.5
RFS Architect	4	2.0
SAP Functional Consultant	4	2.0
SAP Support Consultant	3	1.5

Solution Architect	1	0.5
System Analyst	1	0.5
Systems Integration Specialist	2	1.0
Team Lead	5	2.5
Technical Specialist	4	2.0
UC Engineer	1	0.5
Total	202	100.0

4.2.8 Job-status

The job status of respondents indicates 128 (63.4%) are permanent employees, while 74 (36.6%) are contractors. This mix of permanent and contract employees can influence perceptions of job security, commitment, and overall Organisational Climate, affecting OCB and turnover intentions.

Table 4. 8: *Job-status*

Category	Frequency	Percentage (%)
Permanent	128	63.4
Contractor	74	36.6
Total	202	100.0

4.3 Item analysis

4.3.1 Employee perceived autonomy

Item analysis is a statistical technique used to evaluate the effectiveness of individual items within a scale or subscale. It examines how well each item contributes to the overall measurement of a construct by assessing its correlation with the total score. This process ensures that the items included in a questionnaire or survey are reliable and contribute meaningfully to the intended dimension being measured. Item analysis is crucial in ensuring the reliability and validity of a measurement instrument by assessing how well individual items contribute to the overall scale (DeVellis, 2017). It helps identify weak or redundant items that do not effectively measure the intended construct, allowing for refinement and improvement of the scale (Tavakol & Dennick, 2011).

By evaluating item-total correlations, researchers can determine whether each item aligns with the broader concept being measured, enhancing internal consistency and overall reliability

(Field, 2018). This process also ensures that the instrument provides accurate and meaningful data, reducing measurement errors and improving the interpretability of results (Hair et al., 2019). Additionally, item analysis aids in confirming the conceptual integrity of the scale, ensuring that all included items contribute to a cohesive and well-structured measurement framework (Pallant, 2020). Ultimately, it strengthens the validity of research findings by ensuring that the tool used effectively captures the intended dimensions of the study. In this study, Table 4.9 presents an item analysis for a subscale of five items (A1 to A5). The analysis evaluates how each item correlates with the total subscale score, indicating its contribution to measuring the underlying construct. The corrected item-total correlations range from .669 to .804, suggesting strong relationships between the items and the overall scale. The Cronbach's Alpha of .888 indicates high internal consistency, confirming that the items measure a cohesive construct. We determine whether removing any item would significantly impact the scale's reliability by assessing Cronbach's Alpha if an item is deleted. The findings show that removing A5 would reduce reliability slightly ($\alpha = .890$), indicating that all items meaningfully contribute to the subscale's measurement.

The item analysis assessed the consistency and reliability of the Employee Perceived Autonomy subscale. This step is essential to ensure that each item contributes appropriately to the measured overall construction. The analysis included evaluating the corrected item-total correlations, which indicated how well each item correlates with the overall subscale score.

An analysis of Cronbach's Alpha if an item is deleted reveals that removing any item from the scale results in a decrease in Cronbach's Alpha, further confirming that all five items contribute positively to the scale's internal consistency. The removal of A5 would lead to the highest alpha increase (0.890), indicating that it has the weakest contribution to reliability compared to other items. However, since its item-total correlation remains above the threshold, it is still a relevant component of the scale. The findings indicate that the Turnover Intentions Scale demonstrates strong internal consistency, with Cronbach's Alpha of 0.888 supporting its reliability. All items exhibit good, corrected item-total correlations and contribute meaningfully to the construct of turnover intentions. While A5 shows the lowest correlation with the overall scale, its contribution remains within acceptable limits. The turnover Intentions Scale is a reliable tool for assessing employees' intentions to leave their organization. Given its high internal consistency, the scale can be confidently used in research and organisational assessments. However, future studies may consider refining A5 to improve its alignment with

the overall construct. Additionally, squared multiple correlations (SMC) were examined to understand how well the others predicted each item. This analysis revealed that most items are well-predicted by the subscale, although a few showed slightly lower predictability. The item analysis confirms that the Employee Perceived Autonomy subscale is reliable and internally consistent. Each item contributes positively to the overall measurement, with no significant issues requiring revision. The high Cronbach's Alpha further supports the idea that the subscale effectively measures the intended construct.

Table 4. 9: *Item-total analysis for employee perceived autonomy*

Cronbach's Alpha						N of Items
.888						5
						Cronbach's
Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Alpha if Item Deleted	
A1	16.67	16.720	.771	.676	.859	
A2	16.72	16.261	.804	.704	.851	
A3	16.94	14.574	.796	.662	.848	
A4	16.74	16.901	.688	.499	.874	
A5	17.27	14.316	.669	.478	.890	

4.3.2 Involvement

Item analysis assesses how well each item within a subscale aligns with the measured overall construct. In Table 4.10, the corrected item-total correlations indicate how each item correlates with the total subscale score. A high correlation suggests that the item is strongly related to the overall construct, contributing to the reliability and consistency of the subscale. The results show that items I4, I5, and I6 exhibit strong corrected item-total correlations, confirming that they align well with the intended measure of involvement. These items contribute effectively to the overall scale and enhance their internal consistency. In contrast, items I1 and I2 have lower corrected item-total correlations, suggesting that they are less consistent with the overall subscale and may not measure the construct as effectively. Additionally, item I3 displays a negative corrected item-total correlation, indicating an inverse relationship with the subscale and a poor fit with the other items. This suggests that item I3 may require revision or removal to improve the overall reliability and validity of the subscale.

The Cronbach's Alpha values, indicating internal consistency, showed that removing items I1, I2, or I3 would increase the overall reliability of the subscale. Specifically, removing item I3 would significantly raise Cronbach's Alpha, suggesting that this item negatively impacts the subscale's reliability. On the other hand, removing items I4, I5, or I6 would decrease Cronbach's Alpha, highlighting their importance in maintaining the subscale's consistency. Squared multiple correlation (SMC) values, which reflect how well other items predict each item, revealed that I4, I5, and I6 are well-predicted by the other items, reinforcing their strong integration into the subscale. In contrast, items I1 and I2 had lower SMC values, and item I3 had the lowest, further supporting its inconsistency with the subscale. Overall, the Involvement subscale demonstrated moderate internal consistency with a Cronbach's Alpha of .758. Items I4, I5, and I6 were identified as crucial for the subscale's reliability, while items I1, I2, and especially I3 may require revision or removal to improve the subscale's overall consistency and effectiveness.

Table 4. 10 a: *Item-analysis for involvement (1st round)*

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I1	16.41	25.297	.129	.736	.795
I2	16.35	25.393	.173	.685	.784
I3	18.87	27.934	-.149	.292	.811
I4	17.83	13.763	.898	.931	.579
I5	17.81	13.659	.882	.954	.584
I6	17.86	13.586	.888	.937	.582

Item analysis was performed again on the three remaining items. The new Cronbach's alpha was revealed to be 0.985, which is acceptable (Pallant, 2016). The remaining three items had corrected item-total correlation values above 0.30, as shown in Table 4.10b.

Table 4.10b: *Item analysis for involvement (2nd round)*

Cronbach's Alpha			N of Items		
.985			3		
Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted	
I4	6.39	11.044	.962	.928	.981
I5	6.36	10.729	.974	.950	.973
I6	6.41	10.781	.965	.934	.979

4.3.3. Rewards and recognition

The scale demonstrates excellent internal consistency with a Cronbach's Alpha of 0.956, indicating that the items measure a single construct reliably. This high value suggests strong alignment and effective measurement across the scale. Corrected item-total correlations range from 0.784 to 0.902, showing that each item is well-correlated with the total score and contributes positively to the overall measurement. The high squared multiple correlations confirm that items predict each other well, reinforcing their integration within the scale.

However, removing item R5 results in a slight increase in Cronbach's Alpha to 0.956, indicating that R5 is marginally less consistent compared to other items. This suggests that while R5 is still valuable, its removal could slightly enhance the scale's reliability. Overall, the scale is highly reliable. Most items align well with the overall measure, though reconsidering item R5 could improve the scale's consistency further.

Table 4. 11: Rewards and recognition

Cronbach's Alpha			N of Items		
.956			7		
Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
R1	27.66	21.828	.868	.801	.948
R2	27.74	21.090	.902	.839	.945
R3	27.91	20.265	.854	.829	.949
R4	27.86	20.969	.867	.779	.947
R5	27.97	20.268	.784	.743	.956
R6	27.73	20.647	.867	.874	.947
R7	27.67	22.034	.848	.873	.950

4.3.4 Employees' perception of fairness

The scale measuring employees' perceptions of fairness demonstrates good internal consistency, with a Cronbach's Alpha of 0.879, indicating a reliable assessment of the fairness construct. According to Tavakol and Dennick (2011), a Cronbach's Alpha above 0.70 is considered acceptable, with values above 0.80 indicating good reliability. This suggests that the scale reliably measures the intended construct.

Item analysis further examines the contribution of each item to the overall reliability. Items F3, F6, F7, and F8 exhibit high corrected item-total correlations (above 0.75), indicating strong alignment with the overall scale and a significant contribution to its consistency. These items also have high squared multiple correlations, reinforcing their strong relationship with the fairness construct. In contrast, items F1, F2, and F5 show lower corrected item-total correlations (below 0.65), suggesting weaker alignment with the scale. Notably, F5 has the lowest correlation (0.383) and squared multiple correlation (0.202), indicating a weaker relationship with the construct. The analysis of Cronbach's Alpha reveals that if an item is deleted, removing F1, F2, and F5 would increase the overall reliability, suggesting that these items contribute less to the consistency of the scale.

Table 4. 12: *Item analysis for employees' perception of fairness*

Cronbach's Alpha			N of Items		
.879			8		
Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
F1	32.23	23.142	.605	.395	.875
F2	32.06	23.553	.640	.442	.867
F3	31.53	26.857	.763	.730	.861
F4	31.52	28.121	.498	.309	.878
F5	31.58	28.443	.383	.202	.887
F6	31.70	24.202	.853	.838	.844
F7	31.78	24.022	.775	.666	.850
F8	31.84	23.268	.796	.695	.847

4.3.5 Employees' perception of supervisor support

The reliability analysis for the scale assessing employees' perception of supervisor support reveals a high Cronbach's Alpha of 0.971, indicating outstanding internal consistency. This high value reflects that the items on the scale are highly reliable and consistently measure the same underlying construct of supervisor support. The item-specific metrics show that corrected item-total correlations range from 0.801 to 0.956, demonstrating that each item is strongly related to the overall scale score. This suggests that the items contribute positively and meaningfully to the overall measurement of supervisor support. Additionally, high squared multiple correlations further confirm that each item is well-integrated into the scale and predicts the overall score effectively. When examining the impact of removing individual items, Cronbach's Alpha values indicate that removing any item results in a slight decrease in reliability. Specifically, eliminating item S1 leads to the lowest Cronbach's Alpha of 0.982, suggesting that while S1 is slightly less consistent compared to others, it still plays a crucial role in maintaining the scale's high reliability. In summary, the scale for measuring employees' perception of supervisor support exhibits exceptional reliability, with all items contributing effectively to the overall measurement. Although item S1 is somewhat less consistent, the scale remains robust, and each item is essential for its overall effectiveness.

Table 4. 13:*Item analysis for employees' perceptions of supervisor support*

Cronbach's Alpha					N of Items
.971					5
Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
S1	17.00	21.219	.801	.645	.982
S2	17.21	18.616	.939	.895	.961
S3	17.20	18.299	.949	.912	.960
S4	17.16	18.535	.956	.931	.958
S5	17.21	18.347	.950	.918	.959

4.3.6 Organisational citizenship behaviour

The reliability analysis of the organisational citizenship behaviour scale, as shown in Table 4.13, reveals a Cronbach's Alpha of 0.975, indicating outstanding internal consistency. This high value suggests that the 16 items on the scale are highly reliable in measuring organisational citizenship behaviour. Item-specific analyses show corrected item-total correlations ranging from 0.733 to 0.878. These high correlations suggest that most items are well-aligned with the overall scale and contribute effectively to its measurement. Items such as C2, C3, C14, and C15 exhibit particularly strong relationships with the total score, indicating their robust integration into the scale. In contrast, item C9, with a lower correlation of 0.733, is somewhat less consistent with the overall scale. The squared multiple correlations, which indicate how well the other items predict each item, are high for most items, ranging from 0.671 to 0.944. This further supports that the items are well-integrated and effectively predict the overall construct. Although removing item C9 results in a slight increase in Cronbach's Alpha (to 0.975), this suggests that while C9 is slightly less consistent, the scale remains highly reliable with its removal.

In summary, the scale for measuring organisational citizenship behaviour demonstrates excellent reliability with a Cronbach's Alpha of 0.975. Most items contribute positively to the scale, though item C9 is marginally less consistent. Overall, the scale remains robust and effectively measures the intended construct.

Table 4. 14: *Item analysis for organisational citizenship behaviour*

Cronbach's Alpha			N of Items		
.975			16		
Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
C1	65.81	177.908	.846	.890	.974
C2	65.82	177.106	.878	.944	.973
C3	65.83	178.283	.879	.920	.973
C4	65.82	178.575	.835	.801	.974
C5	65.74	180.093	.833	.755	.974
C6	65.80	179.543	.849	.841	.974
C7	65.85	178.545	.830	.860	.974
C8	65.81	180.077	.858	.828	.973
C9	65.68	186.687	.733	.671	.975
C10	65.50	184.142	.866	.823	.974
C11	65.57	183.819	.758	.896	.975
C12	65.64	179.605	.811	.911	.974
C13	65.68	185.483	.806	.783	.974
C14	65.75	180.021	.878	.920	.973
C15	65.76	181.090	.874	.910	.973
C16	65.67	182.820	.849	.869	.974

4.3.7 Turnover intentions

The reliability analysis for the turnover intentions scales initially revealed a Cronbach's Alpha of 0.586, which is considered poor internal consistency based on the guidelines provided by Pallant (2016). A Cronbach's Alpha below 0.70 suggests that the items within the scale may not be measuring the same underlying construct effectively, reducing the scale's reliability. Given this concern, an item analysis was conducted to identify problematic items and improve the scale's internal consistency.

Item analysis and justification for item deletion

The corrected item-total correlations indicate how well each item aligns with the overall scale. Item T1 exhibited a corrected item-total correlation of -0.056, far below the recommended

threshold of 0.30 (Pallant, 2016). This negative correlation suggests that item T1 is misaligned with the construct and may contribute noise rather than meaningful data to the scale. A low or negative corrected item-total correlation typically indicates that an item does not measure the same construct as the rest of the scale or is worded in a way that confuses respondents.

The squared multiple correlations further reinforce this finding. Item T1 has a squared multiple correlation of 0.017, meaning it shares minimal variance with the other items in the scale. In contrast, the remaining items, T2, T3, T4, and T5, demonstrate significantly higher squared multiple correlations, ranging from 0.664 to 0.877, indicating strong alignment with the scale's construct.

If the item is deleted analysis, Cronbach's Alpha provides the most compelling evidence for removing item T1. If T1 is removed, Cronbach's Alpha increases dramatically from 0.586 to 0.936, a substantial improvement that places the scale within the excellent reliability range. This finding confirms that item T1 is the primary factor reducing the scale's overall reliability.

Revised scale and improved reliability

After removing item T1, the revised scale consists of four items (T2, T3, T4, and T5). The updated reliability analysis indicates that the new Cronbach's Alpha is 0.936, demonstrating excellent internal consistency. The corrected item-total correlations for the remaining items now range from 0.782 to 0.933, indicating that they are highly consistent with the overall construct. Additionally, the squared multiple correlations of these items remain high, further validating their substantial contribution to the scale's reliability.

The initial turnover intentions scale was unreliable, with a Cronbach's Alpha of 0.586, suggesting inconsistency among items. Item T1 was identified as problematic due to its negative corrected item-total correlation (-0.056) and low squared multiple correlation (0.017). Removing T1 significantly improved the scale's reliability, increasing Cronbach's Alpha to 0.936, which falls within the excellent range. The revised scale comprising T2, T3, T4, and T5 provides a more valid and reliable measure of turnover intentions. This adjustment ensures that the scale effectively captures employees' intent to leave their organisation and improves the accuracy of future research findings using this instrument.

Table 4. 15 a: *Item analysis for turnover intentions (1st round)*

Cronbach's Alpha					N of Items
.586					5
Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
T1	5.01	8.547	-.056	.017	.936
T2	6.98	8.079	.591	.684	.436
T3	7.03	8.208	.625	.668	.434
T4	7.00	7.876	.670	.878	.406
T5	6.98	7.835	.638	.809	.412

Item analysis was performed again on the four remaining items. The new Cronbach's alpha was revealed to be 0.936, which is acceptable (Pallant, 2016). The remaining four items had corrected item-total correlation values above 0.30, as shown in Table 4.15b.

Table 4.15b: *Item analysis for turnover intentions (2nd round)*

Cronbach's Alpha					N of Items
.936					4
Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
T2	3.74	4.980	.809	.684	.929
T3	3.79	5.270	.782	.664	.937
T4	3.76	4.712	.933	.877	.889
T5	3.74	4.712	.875	.809	.907

4.4 Reliability testing summary

The reliability analysis of the instruments used in the study revealed strong internal consistency across all scales. A Cronbach's Alpha of 0.70 or higher is typically considered acceptable for research purposes, while values above 0.80 are preferred for high-stakes decisions. However,

the acceptable threshold may vary depending on the field of study, sample size, and purpose of the research. The reliability testing in this study assessed the internal consistency of the research instruments using Cronbach's Alpha. A threshold of 0.70 was used as the minimum acceptable level of reliability, with values above 0.80 considered preferable for strong consistency. This standard is widely recognised in social science research to determine the internal consistency of a scale, meaning that the items within each construct measure the same underlying concept reliably. Based on the results, all scales demonstrated acceptable to excellent reliability, confirming their suitability for measuring the intended constructs.

The organisational climate instrument, assessed across five dimensions, showed Cronbach's Alpha values ranging from .879 to .985, indicating strong reliability. Specifically, Employee Perceived Autonomy (.888) and Employees' Perception Toward Fairness (.879) were rated as "Acceptable," while Involvement (.985), Rewards and Recognition (.956), and Supervisor Support (.971) exhibited "Very Good" reliability. The overall organisational climate score (.871) also fell in the "Very Good" category. Similarly, the organisational citizenship behaviour scale had a Cronbach's Alpha of .975, categorizing it as "Very Good," while the Turnover Intentions scale recorded a Cronbach's Alpha of .936, also classified as "Very Good." These results confirm that the instruments used in the study were highly reliable and appropriate for evaluating the respective constructs.

These findings suggest that the instruments are highly reliable and suitable for measuring the intended constructs in the study. Referring to the table in table 3.1 showing the Cronbach's Alpha guideline.

Table 4.16: Reliability testing summary

Instrument	Dimensions	Cronbach's Alpha (r)	Items	Interpretation
Organisational climate	Employee perceived	.888	5	Acceptable
	Autonomy			
	Involvement	.985	6	Very good
	Rewards and recognition	.956	7	Very good
	Employees Perception toward Fairness	.879	8	Acceptable
	Employees' perception of Supervisor support	.971	5	Very good
	Total score	.871	31	Very good
Organisational citizenship behaviour	Total score	.975	16	Very good
Turnover intentions	Total score	.936	4	Very good

4.5 Descriptive statistics

Table 4.17 presents descriptive statistics for key demographic and job-related variables, offering insights into the composition of the sample. The table includes the number of participants ($N = 202$), mean, standard deviation, skewness, and standard error for each variable. These measures help in understanding data distribution and identifying patterns that may influence further analysis. The mean provides the central tendency of each variable. For instance, the mean for the age group is 2.50, indicating that most participants fall within the mid-range of the age categories. Marital status has a mean of 1.95, suggesting a relatively even distribution between single and married individuals. Years in the job have a mean of 2.64, implying that the sample consists of employees with moderate tenure. The job department variable, with a mean of 6.94, indicates a broad representation across different departments, while the highest qualification (mean = 4.02) suggests that many participants have achieved a diploma or degree level of education.

The standard deviation measures variability in responses. Occupation has the highest standard deviation (11.480), suggesting significant differences in job roles among respondents, whereas

job status has a low standard deviation (0.483), indicating a relatively consistent employment status across the sample. The standard deviations for years in the job (0.958) and highest qualification (2.020) indicate moderate variability.

Skewness values reveal the symmetry of the data distribution. The age group (0.869) and marital status (0.989) are positively skewed, meaning most responses are concentrated in the lower categories, with fewer participants in the higher categories. Years in the job (0.472) and occupation (0.706) exhibit moderate positive skewness, while the highest qualification has a slight negative skew (-0.144), indicating a more balanced distribution. The standard error of skewness (0.171) helps determine whether the skewness is significant. Given that skewness values exceedingly twice the standard error (± 0.342) indicate meaningful asymmetry, variables like age group and marital status show noticeable skewness, suggesting a non-normal distribution.

These findings emphasize the need for careful interpretation of the data. Variables with higher skewness may require transformation or non-parametric statistical methods in further analysis. The variability observed in occupation and the highest qualifications suggests that different employee groups contribute distinct perspectives, which could influence trends in job-related attitudes and behaviours. Understanding these statistical properties ensures that subsequent analyses are accurately contextualized, improving the reliability and validity of the research findings.

Table 4.17: *Descriptive statistics*

	N		Mean	Std. Deviation	Skewness	
	Statistic		Statistic	Statistic	Statistic	Std. Error
Age Group	202		2.50	1.282	.869	.171
Marital Status	202	393	1.95	.937	.989	.171
Years in job	202	533	2.64	.958	.472	.171
Job Department	202	1401	6.94	3.542	.357	.171
Highest Qualification	202	812	4.02	2.020	-.144	.171
Race	202	373	1.85	1.013	.516	.171
Occupation	202	3351	16.59	11.480	.706	.171
Job Status	202	276	1.37	.483	.559	.171
Valid N (listwise)	202					

4.6 Exploratory factor analysis

4.6.1 *Factor analysis for employee perceived autonomy*

To examine the underlying structure of the variables A1 to A5, a factor analysis was conducted using Principal Axis Factoring (PAF) with Oblimin rotation. Although the rotation was applied, it was ultimately unnecessary, as a single factor emerged. This indicates that all variables are likely measuring a single construct, and no further complex factor structure was necessary.

The appropriateness of the data for factor analysis was confirmed by the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy, which was 0.852. According to Pallant (2016), a KMO value above 0.8 is considered “great,” indicating that the sample size is adequate for the analysis. Additionally, Bartlett's Test of Sphericity yielded a p-value of less than 0.001, which confirms that the correlation matrix was not an identity matrix, further supporting the suitability of the data for factor analysis.

The factor extraction revealed that a single factor accounted for 64.637% of the total variance, with an eigenvalue of 3.570. This percentage of variance suggests that the factor explains a substantial portion of the total variance within the dataset, which is indicative of a strong and meaningful construct. According to Field (2013), a factor that explains more than 60% of the variance is considered to have a high degree of explanatory power.

The factors in Table 4.18 show that all five variables (A1 to A5) loaded highly on the extracted factor, with variable A2 showing the highest loading at 0.876. This is followed by A3 (0.854) and A1 (0.845), which also show strong correlations. A4 and A5 had somewhat lower but still substantial loadings of 0.729 and 0.699, respectively. These loadings suggest that all the variables are strongly aligned with the underlying construct of perceived autonomy, but variables A2, A3, and A1 exhibit the strongest relationships.

The high loadings of A2, A3, and A1 suggest that these items may be the most central to the concept of employee perceived autonomy in decision-making, especially in relation to job tasks and work procedures. These variables likely capture key aspects of autonomy such as the freedom to make decisions, the perception of control over work processes, and the influence employees feel they have over their roles. In contrast, A4 and A5, while still strongly correlated

with the factor, might represent more peripheral aspects of autonomy, such as general job flexibility or external factors influencing autonomy.

In summary, the factor analysis revealed a clear, strong single-factor structure for the Employee Perceived Autonomy scale, explaining a significant portion of the variance. The results suggest that all five variables are consistent in measuring the same underlying construct, with A2, A3, and A1 being the strongest contributors. This suggests that employee autonomy is perceived primarily in relation to decision-making and control over work processes, with other aspects playing a more supportive role.

Table 4.18: *Factor matrix for employee perceived autonomy*

	Factor
A1	.876
A2	.854
A3	.845
A4	.729
A5	.699

4.6.2 Factor analysis for involvement

The factor analysis for variables I1 to I6 used Principal Axis Factoring (PAF) with Oblimin rotation. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was 0.705, indicating that the data is suitable for factor analysis. Bartlett's Test of Sphericity showed a Chi-Square value of 1352.106 with 15 degrees of freedom (df) and a p-value less than 0.001, suggesting that factor analysis is appropriate. The factor analysis extracted two factors. The first factor had an eigenvalue of 2.936, explaining 48.927% of the variance, and the second factor had an eigenvalue of 2.161, explaining 36.012% of the variance. After extraction, the first factor continued to explain 47.776% of the variance. The factor matrix revealed high loadings for I4 (0.972), I5 (0.979), and I6 (0.973) on the first factor, indicating that these variables are strongly associated with it. In contrast, I1 (0.088) and I2 (0.092) had very low loadings, suggesting the factor does not well represent them.

Communalities also varied significantly. For instance, I4, I5, and I6 had high extraction communalities (0.944, 0.957, and 0.948, respectively), showing they are well-represented by the factor. In contrast, I1 and I2 had very low extraction communalities (0.008), indicating poor

representation by the extracted factors. The factor score coefficient matrix showed that I4, I5, and I6 had significant coefficients (0.297, 0.399, and 0.306, respectively), reflecting their vital contribution to the first factor. The factor scores covariance matrix had a value of 0.980, indicating the variance in factor scores.

Table 4.19: *Factor matrix for involvement*

	Factor
I1.	.018
I2	.011
I3	-.018
I4	.297
I5	.399
I6	.306

4.6.3. Factor analysis for rewards and recognition

The factor analysis results in Table 4.17 indicate that a single underlying factor explains most of the variance in the data related to employee rewards and recognition. The Kaiser-Meyer-Olkin (KMO) measure of 0.906 suggests that the sample size is adequate for factor analysis, ensuring reliable results. Bartlett's test of sphericity is significant ($p < 0.001$), confirming that the correlation matrix is not an identity matrix and, thus, suitable for factor analysis. Communalities, which reflect how well the factor represents each variable, show values above 0.7 after extraction, indicating that the factor explains a substantial portion of each variable's variance. The table's total variance reveals that the first factor accounts for 77.3% of the variance, with no additional factors having eigenvalues greater than 1.0. This indicates that a single factor is dominant and captures the essence of the data. The factor matrix shows high loadings (above 0.7) for all variables on this single factor, suggesting that all variables are closely related to this underlying dimension. For instance, R2, R6, and R1 have exceptionally high loadings, which indicates that they are strong indicators of the factor. Conversely, variables such as R7 and R3 have slightly lower loadings but still contribute significantly to the factor.

Table 4.20: *Factor Matrix for Rewards and Recognition*

	Factor
R1	.932
R2	.903
R3	.898
R4	.882
R5	.879
R6	.860
R7	.792

4.6.4. *Factor analysis for employees perception of fairness*

The factor analysis results provide insights into the underlying structure of employee perceptions of fairness and feedback. The Kaiser-Meyer-Olkin (KMO) measure of 0.890 and Bartlett's Test of Sphericity (chi-square = 965.314, $p < 0.001$) indicate that the data is suitable for factor analysis, as these tests confirm that there are sufficient correlations among variables to identify underlying factors. The commonalities show how much of each variable's variance is explained by the extracted factor. High commonalities for F6 (0.883) and F8 (0.719) suggest that the factor well represents these variables. In contrast, F5 has a low communality of 0.142, indicating that it is less well explained by the factor and may not fit as well with the overall construct. The total variance explained reveals that the first factor, with an eigenvalue of 4.646, accounts for 58.072% of the total variance. This indicates that this single factor explains more than half of the variability in the data, highlighting its dominance. The factor matrix shows high loadings for F6 (0.940), F8 (0.848), and F7 (0.838), which means these variables are strongly associated with the extracted factor. Lower loadings for F5 (0.377) and F4 (0.529) suggest that these variables are less central to the factor. In summary, the extracted factor primarily reflects perceptions of feedback and job objectives. Variables like F6, F8, and F7 are strongly associated with this factor, while F5 and F4 are less integrated into this underlying construction, indicating that reward and promotion fairness may be less aligned with the overall factor of feedback and job satisfaction.

Table 4.21: *Factor matrix for employees' perception of fairness*

	Factor
F1	.940
F2	.848
F3	.838
F4	.829
F5	.680
F6	.632
F7	.529
F8	.377

4.6.5. Factor analysis for employees' perception of supervisor support

The factor analysis results for variables S1 to S5 clearly show employee perceptions regarding their superiors' support and approachability. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy is very high at 0.909, indicating excellent sampling adequacy. Bartlett's Test of Sphericity is significant (chi-square = 1554.522, $p < 0.001$), confirming that the correlation matrix is not an identity matrix and that factor analysis is appropriate. The commonalities show that all variables are well-represented by the extracted factor, with extraction values ranging from 0.654 for S1 to 0.935 for S5. This suggests that each variable is significantly associated with the underlying factor. The total variance explained indicates that the first factor accounts for 89.805% of the variance in the data. This high percentage underscores this single factor's dominance, capturing most variables' variability. The factor matrix reveals high loadings for all variables on this factor, with values ranging from 0.809 for S1 to 0.973 for S4. This indicates that all variables strongly correlate with the extracted factor, suggesting that they reflect a unified construct. The results indicate that the primary factor reflects employee perceptions of their superiors' supportiveness and approachability. The high loadings across variables and the substantial variance explained by the first factor indicate that a single, dominant construct captures these perceptions.

Table 4.22: *Factor matrix for employees' perception of supervisor support*

	Factor
S1	.973
S2	.967
S3	.965
S4	.954
S5	.809

4.6.6 Factor analysis for organisational citizenship behaviour

The factor analysis conducted on variables C1 to C16 reveals a clear and robust underlying factor that represents a comprehensive construct of organisational commitment and supportive behaviours. The Kaiser-Meyer-Olkin (KMO) Measure of sampling adequacy was 0.939, indicating that the sample size is highly suitable for the factor analysis, while Bartlett's Test of Sphericity yielded a chi-square value of 4624.047 ($p < 0.001$), confirming that the correlations between variables are sufficiently significant to proceed with the analysis. Communalities, which indicate the proportion of variance in each variable explained by the extracted factor, ranged from 0.548 for C9 to 0.792 for C15. These values suggest that the extracted factor accounts for a considerable amount of the variance in each variable, although some variables are explained better than others. The factor analysis extracted a single factor with an eigenvalue of 11.788 initially, which dropped slightly to 11.514 upon extraction, explaining 73.675% and 71.962% of the variance, respectively. This indicates that the single factor captures a substantial proportion of the total variance among the variables.

Factor loadings on this single factor were notably high, reinforcing the strength of the construct. For instance, C14 had a factor loading of 0.895, and C13 had a loading of 0.821. These high loadings reflect that these variables are strongly associated with the overarching factor identified. On the other hand, C9 had the lowest loading of 0.740, though it still contributes meaningfully to the factor. Overall, the factor analysis suggests that the variables C1 to C16 can be cohesively understood through a single, broad factor related to organisational commitment and supportive behaviours. This factor encompasses various aspects of employee engagement, loyalty, and proactive behaviours, demonstrating the interrelated nature of these constructs within the organisational context.

Table 4.23: *Factor matrix for organisational citizenship behaviour*

	Factor
C1	.895
C2	.890
C3	.889
C4	.889
C5	.876
C6	.867
C7	.865
C8	.856
C9	.856
C10	.843
C11	.842
C12	.838
C13	.822
C14	.821
C15	.768
C16.	.740

4.6.7 Factor analysis for turnover intentions

The factor analysis performed on variables T1 to T5 aimed to uncover the underlying structure related to employees' intentions and attitudes toward staying with their organisation. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was 0.820, indicating that the sample size is adequate for the analysis. Bartlett's Test of Sphericity resulted in a chi-square value of 769.478 ($p < 0.001$), confirming significant correlations between variables. Commonalities, which reflect the proportion of variance in each variable explained by the extracted factor, varied considerably. For instance, the variable T4 had a high extraction value of 0.976, indicating that it is well-represented by the factor, while T1 had a very low initial commonality of 0.017, which was effectively explained by the factor. The factor analysis extracted a single factor with an initial eigenvalue of 3.364, slightly reduced to 3.170 upon extraction, accounting for 67.287% and 63.396% of the variance, respectively. This factor captures a significant portion of the total variance among the variables, suggesting a solid underlying construct.

The factor loadings on this single factor were notably high, indicating a clear pattern. For example, T4 had a high loading of 0.988, followed by T5 with a loading of 0.915. These high loadings suggest that the factor predominantly reflects variables related to employee turnover intentions and dissatisfaction with the organisation. The other variables, such as T2 and T3, also showed strong loadings, further supporting this interpretation. Overall, the factor analysis indicates that the variables T1 to T5 are best understood through a single, coherent factor related to employees' turnover intentions and their perceived value of staying with the organisation. This finding highlights the interconnected nature of these attitudes and behaviours in predicting employee retention and dissatisfaction.

Table 4.24: Factor matrix for turnover intentions

	Factor
T1	.988
T2	.915
T3	.837
T4	.807
T5	

4.7 Hypothesis Testing

4.7.1 *Relationship between organisational climate and OCB (H1)*

This section explored the relationships between various dimensions of organisational climate, including autonomy, involvement, rewards and recognition, fairness, supervisor support, and the overall climate. The goal was to determine how these dimensions are interrelated and whether they collectively contribute to the overall climate within the organisation.

Pearson's correlation analysis assessed the strength and significance of the relationships between these dimensions. Correlation coefficients (r) were calculated to measure the degree of association, and p -values were examined to determine statistical significance, with all correlations being tested at the 0.01 level. This method allowed for a thorough evaluation of how each organisational climate dimension was related to the others.

The results of the analysis indicated several significant relationships. Autonomy (TotalA) demonstrated a strong correlation with fairness (TotalF) ($r = 0.749$), supervisor support (TotalS) ($r = 0.731$), and the overall climate (TotalC) ($r = 0.782$). Involvement (TotalI) showed moderate correlations with fairness ($r = 0.436$) and the overall climate ($r = 0.429$), suggesting that while these dimensions are connected, the relationship is not as strong as that of autonomy. Rewards and recognition (TotalR) exhibited strong correlations with fairness ($r = 0.882$) and the overall climate ($r = 0.778$), further indicating the importance of these dimensions in shaping the work environment. Fairness itself was highly correlated with the overall climate ($r = 0.895$), as was supervisor support ($r = 0.851$). These findings suggest that dimensions like fairness, autonomy, and supervisor support are deeply interconnected and play a crucial role in determining the overall climate of the organisation.

The analysis also confirmed the statistical significance of all correlations, with p -values less than 0.01 for each relationship. These strong correlations imply that changes or improvements in one dimension of the organisational climate will likely result in improvements in other areas. For instance, enhancing fairness in the workplace may positively impact perceptions of autonomy, supervisor support, and the overall climate.

Overall, the findings support the hypothesis that significant positive correlations exist between the various dimensions of organisational climate. This suggests that simultaneously fostering improvements across multiple dimensions could lead to a more positive organisational climate.

The high intercorrelations between these factors highlight the importance of a holistic approach to organisational development, where each dimension influences and reinforces the others. Improving one area, such as rewards and recognition, can, therefore, have a cascading effect on other critical aspects like autonomy and fairness, ultimately enhancing the overall work environment. Research indicated that a positive organisational climate is strongly associated with higher levels of OCB. Employees who perceive their work environment as supportive and engaging are more likely to engage in behaviours that benefit their organisation and colleagues (Maus, 2018).

4.7.2 Relationship between organisational climate and turnover intentions (H2).

This analysis aimed to explore the relationship between turnover intentions (TotalT) and various dimensions of organisational climate, including autonomy (TotalA), involvement (TotalI), rewards and recognition (TotalR), fairness (TotalF), and supervisor support (TotalS). Pearson's correlation analysis revealed significant negative correlations between turnover intentions and these dimensions. The findings show that lower levels of autonomy ($r = -0.602$), involvement ($r = -0.639$), rewards and recognition ($r = -0.758$), fairness ($r = -0.743$), and supervisor support ($r = -0.530$) are associated with higher turnover intentions. Each of these correlations is statistically significant at the 0.01 level, indicating that the relationships are strong and not due to chance.

The negative correlations suggest that as employees perceive less autonomy, fewer rewards, reduced fairness, and weaker supervisor support, they are more likely to contemplate leaving the organisation. Notably, the strongest negative correlation was with rewards and recognition ($r = -0.758$), followed by fairness ($r = -0.743$), indicating that deficiencies in these areas strongly influence turnover intentions.

In conclusion, the results support Hypothesis 2 (H2), confirming that deteriorating perceptions of various aspects of the organisational climate are linked to increased turnover intentions. These findings suggest that improving employee perceptions in these key areas: autonomy, involvement, rewards and recognition, fairness, and supervisor support could be an effective strategy to reduce turnover intentions and enhance employee retention. This highlights the importance of a positive organisational climate in fostering long-term employee engagement and reducing turnover.

Research consistently showed that a negative organisational climate is associated with higher turnover intentions. Employees who perceive their work environment as unsupportive, unfair, or lacking in communication are more likely to consider leaving their jobs (Kumar & Singh, 2019).

4.7.3 Relationship between organisational climate and altruism. (H1a)

The analysis explored the relationship between various dimensions of organisational climate (Autonomy, Involvement, Rewards and Recognition, Fairness, and Supervisor Support) and altruism, as measured by helping behaviours. The results revealed strong positive correlations between all dimensions of organisational climate and altruistic behaviours. Autonomy demonstrated strong positive correlations with altruistic behaviours, with coefficients ranging from $r = 0.685$ to $r = 0.755$ ($p < 0.01$). Employees who perceive higher levels of autonomy are more likely to engage in helping behaviours such as assisting absent colleagues, offering time to help others, and sharing personal resources for the benefit of their peers.

Involvement also showed significant positive correlations with altruistic behaviours, with coefficients ranging from $r = 0.293$ to $r = 0.427$ ($p < 0.01$). Although the correlations are significant, they are weaker than those observed for other climate dimensions, indicating that while involvement contributes to altruism, it has a less pronounced effect than other factors. Rewards and Recognition exhibited strong positive correlations with altruistic behaviours, with coefficients ranging from $r = 0.604$ to $r = 0.674$ ($p < 0.01$). This suggests that employees who feel adequately rewarded and recognised are more inclined to engage in supportive behaviours toward their peers. Fairness showed robust positive correlations with altruistic behaviours, with coefficients ranging from $r = 0.731$ to $r = 0.806$ ($p < 0.01$). Employees who perceive fairness in the workplace are significantly more likely to exhibit altruistic behaviours, promoting a cooperative and supportive work environment. Supervisor Support displayed robust positive correlations with altruistic behaviours, with coefficients ranging from $r = 0.664$ to $r = 0.905$ ($p < 0.01$). This highlights the importance of supervisor support in encouraging employee altruism. Employees who feel supported by their supervisors are more likely to engage in helping behaviours toward their colleagues.

In conclusion, the findings confirm the hypothesis that there is a significant relationship between organisational climate and altruism. The dimensions of autonomy, involvement, rewards and recognition, fairness, and supervisor support positively correlate with increased

altruistic behaviours among employees. Organisations should focus on enhancing these key dimensions to cultivate a culture of altruism and mutual support, fostering a more collaborative and productive workplace. A study by Bakker & Demerouti (2017) also indicated that a positive organisational climate significantly enhances altruistic behaviours among employees. A supportive and collaborative environment encourages individuals to engage in altruistic acts, such as helping colleagues and contributing to team success (Bakker & Demerouti, 2017).

4.7.4 Relationship between organisational climate and courtesy (H1b)

The correlation analysis between various dimensions of organisational climate (autonomy, involvement, rewards and recognition, fairness, and supervisor support) and courtesy, measured explicitly by "I show genuine concern and courtesy toward coworkers, even under the most trying business or personal situations," provides insights into the strength of these relationships.

Autonomy is strongly positively correlated with Courtesy ($r = 0.729$, $p < 0.01$). This suggests that employees who perceive greater independence are likelier to exhibit genuine concern and courtesy towards their coworkers, even in challenging situations. This correlation indicates that autonomy might foster a sense of empowerment that translates into more considerate behaviour. Involvement positively correlates with Courtesy ($r = 0.351$, $p < 0.01$). While significant, this correlation is weaker than other dimensions, indicating that involvement alone may have a less pronounced effect on employees' courtesy than different aspects of the organisational climate. Rewards and Recognition also demonstrate a strong positive correlation with Courtesy ($r = 0.638$, $p < 0.01$). This finding implies that when employees feel adequately rewarded and recognised, they are more likely to show genuine concern and courtesy towards their colleagues. Effective rewards and recognition practices may enhance employees' willingness to go above and beyond in their interactions with others.

Fairness positively correlates with Courtesy ($r = 0.750$, $p < 0.01$). This suggests that employees who perceive fairness in their work environment are significantly more likely to demonstrate courtesy and concern for their coworkers. Fairness in the workplace contributes to a more supportive and respectful work culture. Supervisor Support strongly correlates positively with Courtesy ($r = 0.673$, $p < 0.01$). This indicates that employees who receive more support from

their supervisors are more likely to display courteous behaviour towards their colleagues. Supervisor support is crucial in fostering a positive and respectful work environment.

In summary, the analysis supports the hypothesis that there is a significant relationship between organisational climate and courtesy. The strong positive correlations between courtesy and dimensions of organisational climate, such as autonomy, rewards and recognition, fairness, and supervisor support, suggest that a positive organisational climate is associated with higher levels of courtesy among employees. Enhancing these climate dimensions can contribute to a more respectful and supportive workplace culture. Research indicated that a positive organisational climate, characterised by supportive leadership and open communication, significantly enhances employees' courteous behaviours. When employees feel valued and respected, they are more likely to exhibit courtesy towards their colleagues and clients (Maus, 2018).

4.7.5 Relationship between organisational climate and conscientiousness (H1c)

The correlation analysis between various dimensions of organisational climate (autonomy, involvement, rewards and recognition, fairness, and supervisor support) and conscientiousness measured by items related to extra-role behaviours like attending functions, staying updated with developments, and defending the organisation provides valuable insights into how these aspects of the organisational climate relate to conscientious behaviours. Autonomy shows a strong positive correlation with conscientiousness, specifically with items such as "I attend functions that are not required but that help the organisation's image" ($r = 0.638, p < 0.01$), "I keep up with developments in the organisation" ($r = 0.618, p < 0.01$), and "I defend the organisation when other employees criticise it" ($r = 0.536, p < 0.01$). These results indicate that employees who perceive greater autonomy are more likely to engage in conscientious behaviours that support and enhance the organisation's image and overall functioning. Involvement exhibits moderate positive correlations with conscientious behaviours, such as attending functions ($r = 0.435, p < 0.01$) and defending the organisation ($r = 0.295, p < 0.01$), but a weaker correlation with keeping up with organisational developments ($r = 0.280, p < 0.01$). While involvement positively relates to conscientious behaviours, the relationships are less pronounced than in other dimensions.

Rewards and recognition have strong positive correlations with conscientiousness, including attending functions ($r = 0.542, p < 0.01$), keeping up with developments ($r = 0.762, p < 0.01$),

and defending the organisation ($r = 0.629$, $p < 0.01$). This suggests that employees who feel valued and recognised are likelier to exhibit conscientious behaviours that contribute to the organisation's well-being and success. Fairness also shows strong positive correlations with conscientiousness, notably with attending functions ($r = 0.650$, $p < 0.01$), keeping up with developments ($r = 0.834$, $p < 0.01$), and defending the organisation ($r = 0.682$, $p < 0.01$). Perceptions of fairness in the workplace are closely linked to employees' willingness to engage in behaviours that promote and defend the organisation, indicating that fairness plays a crucial role in fostering conscientiousness. Supervisor support displays significant positive correlations with conscientious behaviours such as attending functions ($r = 0.607$, $p < 0.01$), keeping up with developments ($r = 0.686$, $p < 0.01$), and defending the organisation ($r = 0.575$, $p < 0.01$). This implies that employees who receive strong support from their supervisors are more likely to engage in behaviours that benefit the organisation.

In conclusion, the analysis confirms a significant relationship between organisational climate and conscientiousness. The strong positive correlations between conscientious behaviours and dimensions such as autonomy, rewards and recognition, fairness, and supervisor support suggest that a positive organisational climate enhances employees' conscientious behaviours. Improving these aspects of the organisational environment could lead to increased engagement in behaviours that support and advance the organisation's goals.

Research indicated that a positive organisational climate, characterised by supportive management and clear communication, fosters higher levels of conscientiousness among employees. When employees perceive their environment as encouraging and fair, they are more likely to demonstrate diligence and responsibility in their work (Brown & Green, 2020). This relationship highlights the importance of creating a workplace atmosphere that promotes trust and open dialogue.

4.7.6 Relationship between organisational climate and sportsmanship (H1d)

The correlation analysis explores how various dimensions of organisational climate autonomy, involvement, rewards and recognition, fairness, and supervisor support relate to sportsmanship, assessed through behaviours such as showing pride, offering ideas, expressing loyalty, and acting to protect the organisation. Autonomy shows strong positive correlations with sportsmanship behaviours. For instance, there is a significant relationship between showing pride when representing the organisation ($r = 0.600$, $p < 0.01$), offering ideas to improve the

organisation ($r = 0.615, p < 0.01$), expressing loyalty ($r = 0.638, p < 0.01$), and taking action to protect the organisation ($r = 0.650, p < 0.01$). These findings suggest that employees who perceive higher levels of autonomy are more likely to engage in behaviours that demonstrate pride, loyalty, and proactive protection of the organisation. Involvement demonstrates moderate positive correlations with sportsmanship behaviours. Specifically, there are significant correlations with offering ideas ($r = 0.434, p < 0.01$), expressing loyalty ($r = 0.406, p < 0.01$), and taking action to protect the organisation ($r = 0.414, p < 0.01$). However, the correlation with showing pride is weaker ($r = 0.268, p < 0.01$). This suggests that while involvement is positively related to some aspects of sportsmanship, its impact is less intense than other dimensions of organisational climate.

Rewards and recognition are strongly associated with sportsmanship behaviours. Correlations with showing pride ($r = 0.763, p < 0.01$), offering ideas ($r = 0.768, p < 0.01$), expressing loyalty ($r = 0.810, p < 0.01$), and taking protective actions ($r = 0.800, p < 0.01$) are all significant. These strong correlations indicate that when employees feel their efforts are recognised and rewarded, they are likelier to exhibit sportsmanship behaviours that benefit the organisation. Fairness also shows strong positive correlations with sportsmanship. The correlation with showing pride ($r = 0.649, p < 0.01$), offering ideas ($r = 0.690, p < 0.01$), expressing loyalty ($r = 0.779, p < 0.01$), and taking protective actions ($r = 0.775, p < 0.01$) are all significant. These results imply that perceptions of fairness contribute significantly to sportsmanship behaviours, suggesting that fairness in the workplace encourages employees to act in ways that support and defend the organisation. Supervisor Support has significant positive correlations with sportsmanship behaviours. The correlations with showing pride ($r = 0.695, p < 0.01$), offering ideas ($r = 0.817, p < 0.01$), expressing loyalty ($r = 0.938, p < 0.01$), and taking action to protect the organisation ($r = 0.938, p < 0.01$) are all strong. This indicates that employees who perceive strong support from their supervisors are more likely to demonstrate sportsmanship behaviours, such as loyalty and proactive protection of the organisation.

In summary, the analysis supports the hypothesis that there is a significant relationship between organisational climate and sportsmanship. The strong correlations across various dimensions of organisational climate, particularly with rewards and recognition, fairness, and supervisor support, suggest that a positive organisational climate fosters sportsmanship behaviours, which are crucial for the overall health and success of the organisation. Improving these aspects of

the organisational climate could enhance employees' sportsmanship and their commitment to the organisation.

Research indicated that a positive organisational climate, characterised by trust, support, and open communication, significantly enhances employees' sportsmanship behaviours. When employees feel valued and respected, they are more likely to engage in cooperative behaviours that benefit their colleagues and the organisation as a whole (Smith & Jones, 2020). This relationship highlights the importance of fostering a supportive work environment to encourage teamwork and collaboration.

4.7.7 Relationship between organisational climate and civic virtue(H1e).

The analysis investigates the correlation between various dimensions of Organisational Climate Autonomy, Involvement, Rewards and Recognition, Fairness, Supervisor Support and Civic Virtue, as measured by demonstrating concern about the organisation's image. Autonomy positively correlates with Civic Virtue ($r = 0.629$, $p < 0.01$). This indicates that employees who perceive greater independence in their roles are more likely to exhibit civic virtue by showing concern for the organisation's image. Autonomy may enhance employees' engagement and investment in the organisation's well-being, fostering a greater sense of responsibility. Involvement positively correlates with Civic Virtue ($r = 0.359$, $p < 0.01$). Although this correlation is weaker compared to other dimensions, it still suggests that more significant involvement in organisational activities is associated with a heightened concern for the organisation's image. This might reflect that more engaged employees are more attentive to how their actions impact the organisation's reputation.

Rewards and recognition exhibit a strong positive correlation with civic virtue ($r = 0.751$, $p < 0.01$). This significant relationship implies that when employees perceive their contributions are acknowledged and rewarded, they are more inclined to demonstrate concern about the organisation's image. Recognition and rewards likely enhance employees' commitment and sense of responsibility toward the organisation. Fairness also shows a strong positive correlation with civic virtue ($r = 0.792$, $p < 0.01$). This suggests that perceptions of fairness within the organisation significantly contribute to employees' civic virtue. Fair treatment and equitable practices can foster a sense of loyalty and responsibility, leading employees to be more conscientious about the organisation's image. Supervisor support has a notable positive correlation with civic virtue ($r = 0.767$, $p < 0.01$). Employees who perceive strong supervisor

support are more likely to exhibit civic virtue. This indicates that supportive supervisory relationships enhance employees' commitment to the organisation and concern for its image.

In summary, the analysis supports the hypothesis that there is a significant relationship between organisational climate and civic virtue. The strong correlations, particularly with Rewards and Recognition, Fairness, and Supervisor Support, highlight how positive perceptions in these areas can lead to greater civic virtue among employees. Enhancing these aspects of organisational climate can improve employees' sense of responsibility and concern for the organisation's image, contributing to its overall success and reputation.

Research indicated that a positive organisational climate, characterised by supportive leadership and a culture of respect, significantly enhances employees' civic virtue behaviours. When employees feel that their contributions are valued, they are more likely to engage in activities that benefit the organisation and their colleagues (Johnson & Lee, 2021). This relationship underscores the importance of fostering a supportive work environment to encourage civic engagement and collaboration among employees.

4.7.8 Pearson correlation: Relationship between variables results.

The correlation matrix reveals significant relationships among the variables EPA (Total A), I (Total I), RR (Total R), EPTF (Total F), EPSS (Total S), OCB (Total C), and TI (Total T). The strongest positive correlation between EPTF and OCB ($r = .895, p < .001$) indicates that these variables are closely related. EPTF also shows strong positive correlations with RR ($r = .882, p < .001$) and EPSS ($r = .762, p < .001$). Similarly, OCB has strong positive correlations with EPSS ($r = .851, p < .001$), RR ($r = .778, p < .001$), and EPA ($r = .782, p < .001$), suggesting these variables might be measuring similar underlying constructs. The variable TI, however, shows consistent negative correlations with all other variables, most notably with RR ($r = -.758, p < .001$) and EPTF ($r = -.743, p < .001$). This suggests that as TI increases, the other variables decrease, indicating a contrasting relationship. The moderate correlations of I with different variables, particularly with EPTF ($r = .436, p < .001$) and OCB ($r = .429, p < .001$), suggest that I is somewhat related but not as strongly connected as the other variables. All correlations are statistically significant at the 0.01 level, underscoring the reliability of these observed relationships. This analysis highlights the intricate connections between these variables, with strong positive and significant negative relationships offering insights into their underlying dynamics.

Table 4.25: Pearson correlation: Relationship between variables results.

		EPA	I	RR	EPTF	EPSS	OCB	TI
EPA	Pearson Correlation	1	.435**					
	Sig. (2-tailed)		.000					
I	Pearson Correlation	.435**	1					
	Sig. (2-tailed)	<.001						
RR	Pearson Correlation	.647**	.338**	1				
	Sig. (2-tailed)	<.001	<.001					
EPTF	Pearson Correlation	.749**	.436**	.882**	1			
	Sig. (2-tailed)	<.001	<.001	<.001				
EPSS	Pearson Correlation	.731**	.337**	.651**	.762**	1		
	Sig. (2-tailed)	<.001	<.001	<.001	<.001			
OCB	Pearson Correlation	.782**	.429**	.778**	.895**	.851**	1	
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001		
TI	Pearson Correlation	-.602**	-.639**	-.758**	-.743**	-.530**	-.648**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	

** . Correlation is significant at the 0.01 level (2-tailed).

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

Note: EPA= Employee perceived autonomy; I= Involvement RR= Rewards and recognition; EPTF= Employees' perception of fairness; EPSS= Employees' perception of supervisor support; OCB=organisational citizenship behaviour; TI=turnover intention.

4.8 Chapter Summary

Chapter 4 explores the impact of the organisational climate on employee OCB and turnover intentions at Gijima Holdings. By analysing factors such as perceived autonomy, involvement, rewards and recognition, fairness, and supervisor support, the chapter reveals that a positive organisational climate significantly enhances OCB and reduces turnover intentions. Exploratory factor analysis shows strong correlations among these factors, with autonomy, involvement, rewards, fairness, and supervisor support each having a significant influence on employee attitudes and behaviours. Lastly, hypothesis testing confirms that high levels of these climate dimensions correlate with higher OCB and lower turnover intentions. The findings emphasise the importance of a supportive and fair work environment in fostering positive employee behaviours and reducing turnover intentions.

CHAPTER 5: DISCUSSION OF RESULTS, CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

5.1 Introduction

The previous chapter focused on data analysis and interpretation. This chapter presents the study's main findings, which examined how organisational climate affected Gijima Holdings employees' OCB and plans to leave. The chapter offers a thorough examination of the data collected and attempts to discuss the results in light of the study's goals. This study examines the sample's demographics, the validity of the study's instruments, and the descriptive statistics pertaining to the data's consistency. The discussion sheds light on how these elements help comprehend the connections between turnover intentions, OCB, and organisational climate.

5.2 Discussion of results

The results have been analysed in a number of important areas, including descriptive statistics, especially in relation to the data's normality, measuring instrument reliability, and demographic data. These domains aid in our comprehension of the research sample and the fundamental patterns that impact the findings.

5.2.1 *Demographic information results*

Comprehending the sample's demographic profile is essential since it gives the responses context. The majority of participants (47.5%) were in the 30- to 39-year-old age range, with 19.3% being younger than 30. This suggests that most Gijima Holdings (PTY) LTD employees are in their early to middle career stages, making them a comparatively youthful workforce. This age distribution implies that workers may still be in the early stages of their careers and may be more susceptible to the effects of the work environment and growth possibilities.

According to research, younger workers are more likely to want to advance in their careers. They may be more sensitive to aspects of the workplace culture, which can have a direct impact on their OCB and organisational commitment (Kang & Taek, 2020). The slight skew towards younger age groups (with a positive skew of 0.869) suggests that these employees could be more open to changing jobs, particularly if they feel their organisational climate is not supportive or aligned with their career goals. Studies reveal that younger workers often evaluate their workplace based on growth opportunities and supportive management, which can lead to

increased turnover intentions if lacking (Ng et al., 2010). Research shows that organisational climate significantly impacts employee attitudes and behaviours. A positive climate can enhance OCB and organisational commitment, particularly among younger employees who may be more sensitive to workplace culture (Kang & Taek, 2020). This suggests that Gijima's efforts to create a supportive environment could have a pronounced effect on employee engagement.

Recent literature emphasizes the importance of work-life balance, particularly for younger employees. A supportive organisational climate that promotes flexibility and well-being can enhance job satisfaction and reduce turnover (Greenhaus & Allen, 2011). By aligning organisational practices with the expectations and needs of their predominantly younger workforce, Gijima can enhance employee engagement, commitment, and retention in a competitive job market.

Regarding the respondents' marital status, 48% were married, 35.1% were single, and the remaining participants were separated or divorced. According to this distribution, employees' opinions of their workplace may be greatly influenced by work-life balance and family issues. Particularly married workers may value a supportive workplace culture and supervisor participation more, which may affect their job satisfaction and propensity to engage in OCB. This is in line with Feldman's (2021) research, which proposed that workers who had families would be more concerned about organisational support and job stability. As married employees might be less inclined to leave their jobs due to family obligations, it would be critical for the organisation to foster a climate that supports work-life balance to enhance retention.

Additionally, 56.9% of respondents had been in their current positions for three to six years, according to the findings. This suggests that the workforce is fairly steady, with many workers having enough experience to have well-established opinions about their workplace. Employees with longer tenure tend to be more dedicated to their company (Ramlall, 2020). The lesser percentage of workers with fewer than two years of experience (4.5%), however, raises the possibility that turnover could be an issue, especially for recent hires who haven't yet completely integrated into the company culture. Although most employees are not at the point where turnover is a serious worry, attention should still be paid to new hires, according to the variable's positive skew.

5.2.2 Reliability results

The internal consistency of the measuring tools used to evaluate the different aspects of organisational climate was evaluated through reliability analysis. For every subscale, Cronbach's Alpha values and corrected item-total correlations were analysed. The results showed that the measures of fairness, involvement, rewards and recognition, employee perceived autonomy, and supervisor support were all very dependable. The employee perceived autonomy subscale, for example, had a Cronbach's Alpha of 0.888, indicating high internal consistency and possible measurement of a single, coherent construct. Nunnally and Bernstein (1994) observed that a Cronbach's Alpha value greater than 0.70 is deemed appropriate for social science research, and these findings are in line with their findings.

According to Table 4.9 in Chapter 4, the corrected item-total correlations for the autonomy-measuring items varied from 0.669 to 0.804, showing that every item had a significant alignment with the subscale as a whole. This high degree of consistency indicates that the subscale was successful in capturing employees' views of autonomy, which is an important component of creating a happy work environment. Likewise, the strong internal consistency of the other subscales, including supervisor support, involvement, and rewards and recognition, supports the validity and dependability of these constructs and guarantees that the data gathered is reliable.

Moreover, the item-total correlations for the Involvement subscale were similarly strong, with values indicating that the scale accurately measured employees' perceptions of their level of involvement within the organisation. This is important, as involvement is known to be closely linked with increased OCB (Organ, 1997). These findings confirm that the measurement instruments were appropriate for assessing the dimensions of organisational climate in the context of Gijima Holdings.

5.2.3 Descriptive statistics and normality of data results

Descriptive statistics were used to assess the data distribution and evaluate the variables' normality. The skewness values ranged from 0.357 to 0.989 across the variables. Generally, skewness values closer to 0 indicate a distribution near normal, while values closer to +1 suggest a slight positive skew. For this study, most variables displayed modest positive skewness, with some showing a slight deviation from normality. For example, variables such as Age Group (0.869), Marital Status (0.989), and Job Department (0.357) had positive

skewness values, indicating that while the distribution was not perfectly normal, it remained within acceptable limits for conducting descriptive analysis.

The slight positive skew observed in the demographic variables suggests that most participants were clustered in the lower categories of each variable. For instance, the Job Status distribution showed a minor skew towards the lower categories, implying that a larger proportion of employees were in entry-level or support roles, with fewer in higher managerial positions. This skewness pattern is consistent with the workforce composition of the organisation, where lower-level positions are more prevalent than managerial ones.

Despite these minor deviations, the skewness values were acceptable for conducting parametric tests, such as Pearson correlation, to analyse relationships between organisational climate and other variables, such as OCB and turnover intentions. The data's consistency supports the validity of the subsequent analyses.

In summary, the descriptive statistics indicate that the data were sufficiently normally distributed for analysis, providing a solid foundation for further exploration of the relationships between turnover intentions, organisational climate, and OCB. The demographic analysis highlights key factors such as age, marital status, and years of employment that may influence employee perceptions of their workplace. The reliability assessments further validate the consistency and accuracy of the measurement tools used in this study. Therefore, the data are deemed appropriate for correlation analysis, facilitating a deeper understanding of how organisational climate influences employee attitudes and behaviours.

5.2.4 Correlation results: Testing of hypothesis

The correlation study examined the relationships between important employee actions and other facets of the organisational climate. The results showed a high correlation between a happy work environment and outcomes, including turnover intentions and OCB, as well as particular OCB components like civic virtue, conscientiousness, sportsmanship, altruism, and civility. These findings underscore the importance of creating a happy and encouraging work environment by demonstrating the substantial influence that organisational climate has on employee behaviour and overall loyalty to the company.

H1: There is a relationship between organisational climate and organisational citizenship behaviour.

The results of this study indicate significant relationships between various dimensions of organisational climate, including autonomy, involvement, rewards and recognition, fairness, supervisor support, and the overall climate. The Pearson correlation analysis revealed strong positive correlations across these dimensions, reinforcing that a positive and supportive organisational climate is essential for fostering desirable employee behaviours and attitudes. Autonomy emerged as a particularly influential dimension, exhibiting strong correlations with fairness ($r = 0.749$), supervisor support ($r = 0.731$), and the overall climate ($r = 0.782$). These findings suggest that employees who perceive higher levels of autonomy are likely to experience greater support from supervisors and a more equitable work environment. This aligns with prior studies that highlight the importance of autonomy in motivating employees and enhancing their engagement (Khalil & Soltani, 2021). When employees feel they have control over their work, they are more likely to go beyond their basic job responsibilities, engaging in behaviours that contribute positively to the organisation and their colleagues. These results also support the findings of Tiwari and Koirala (2019), who noted that autonomy fosters a sense of empowerment and encourages active participation in workplace activities.

Involvement, while demonstrating moderate correlations with fairness ($r = 0.436$) and the overall climate ($r = 0.429$), did not exhibit as strong relationships as autonomy. This suggests that while involvement plays a role in enhancing the organisational climate, its influence is comparatively weaker. This finding may indicate that involvement, while important, may not be as directly impactful on employee behaviours as autonomy and supervisor support. Nonetheless, it remains a significant component in shaping the workplace environment, contributing to the overall sense of inclusion and employee participation. Rewards and recognition exhibited a strong positive correlation with fairness ($r = 0.882$) and the overall climate ($r = 0.778$). These findings underscore the critical role that recognition plays in shaping a positive organisational climate. Employees who feel adequately rewarded and recognised are more likely to experience fairness in the workplace and perceive the overall climate more favourably. This supports existing literature on the importance of recognition in promoting discretionary employee behaviours, such as organisational citizenship behaviour (OCB). Employees who feel valued are more likely to engage in behaviours that benefit their colleagues and the organisation as a whole.

Fairness was highly correlated with the overall climate ($r = 0.895$) and supervisor support ($r = 0.851$), indicating that fairness plays a central role in shaping perceptions of the work

environment. These findings are consistent with research by Podsakoff et al. (2009), who argued that fairness in the workplace is fundamental to fostering positive employee behaviours, including OCB. When employees perceive fairness in their workplace, they are more likely to engage in behaviours that enhance teamwork, morale, and performance. Supervisor support also demonstrated strong positive correlations with several dimensions, including fairness and the overall climate. This suggests that employees who feel supported by their supervisors are likelier to experience a positive and equitable work environment. Supervisor support is crucial in encouraging discretionary behaviours, such as helping colleagues and contributing to organisational initiatives, even without explicit requests. This finding is in line with the work of Bukhari et al. (2020), who argued that a supportive climate motivates employees to engage in OCBs, thereby benefiting both the individual and the organisation.

The high intercorrelations observed between the organisational climate dimensions suggest that these factors are deeply interconnected and mutually reinforcing. For example, enhancing fairness in the workplace could lead to improvements in autonomy, supervisor support, and the overall climate, creating a more positive and collaborative environment. These results align with the broader literature, which emphasises the importance of a holistic approach to organisational development, where improvements in one area can cascade to other areas, creating a more supportive and engaging work environment.

In conclusion, the findings strongly support the hypothesis that a positive organisational climate is crucial in fostering desirable employee behaviours, such as organisational citizenship behaviour. The high interrelationships between dimensions like autonomy, fairness, supervisor support, and rewards and recognition highlight the importance of adopting a comprehensive approach to improving the organisational climate. By focusing on enhancing these dimensions, organisations can cultivate a more supportive, engaged, and productive workforce, ultimately contributing to long-term success.

H2: There is a relationship between Organisational Climate and Turnover Intentions.

The second hypothesis was also confirmed, with the results revealing negative correlations between organisational climate dimensions—such as autonomy ($r = -0.602$), fairness ($r = -0.743$), rewards and recognition ($r = -0.758$), and supervisor support ($r = -0.530$)—and turnover intentions. These findings suggest that employees who perceive lower levels of autonomy, fairness, or recognition, or those who feel unsupported by their supervisors, are more likely to

contemplate leaving their organisation. This conclusion is consistent with studies by Saeed et al. (2019) and Goh & Lee (2020), which emphasised the significant impact of a positive organisational climate in reducing turnover intentions.

The negative correlation between organisational climate and turnover intentions supports Blau's (1964) social exchange theory, which suggests that when employees feel treated fairly and supported, they are more likely to reciprocate with commitment, reducing their intentions to leave. The particularly strong correlation between rewards and recognition and turnover intentions highlights the crucial role that recognition plays in employee retention. When employees feel their efforts are valued, they are less inclined to seek employment elsewhere (Raza et al., 2021). Therefore, organisations should focus on creating climates that are characterised by fairness, support, and recognition to foster employee loyalty and minimise turnover.

Sub-hypothesis:

H1a: There is a relationship between organisational climate and altruism

Altruistic behaviours and organisational climate were shown to be strongly positively correlated, with correlations ranging from $r = 0.685$ to $r = 0.755$. When workers feel they have more freedom, support, and justice, they are more willing to help their coworkers, share resources, or offer assistance without being asked. This bolsters the conclusions of Kumar and Swanson (2020), who noted that businesses with a positive culture foster altruistic behaviour, which improves teamwork and overall effectiveness. In a similar vein, Junaid et al. (2023) discovered that workers in these environments were more likely to act helpfully, which improved team dynamics and output. As a component of organisational civic conduct, altruism is crucial to fostering a cooperative and encouraging work atmosphere (Kumar & Swanson, 2020).

H1b: There is a relationship between organisational climate and courtesy.

Courtesy and organisational climate were found to be somewhat positively correlated ($r = 0.514$). This suggests that workers who believe their workplace has a favourable atmosphere are more likely to act politely, which includes treating coworkers with respect and handling interpersonal conflicts with consideration. This is in line with the findings of Pazy and Greenberg (2021), who maintained that a positive workplace culture encourages polite

behaviour, which is essential for preserving cordial working relationships and lowering conflict. Employees are more likely to respond politely and participate in activities that foster productive working relationships in settings where they feel appreciated and respected.

H1c: There is a relationship between organisational climate and conscientiousness.

The results of the analysis showed that conscientiousness and organisational climate were significantly positively correlated ($r = 0.623$). Conscientious behaviours like dependability, attention to detail, and a strong work ethic are more likely to be displayed by employees who feel that their workplace has a positive atmosphere. This aligns with the results of Borman and Geller (2021), who emphasised that productive workplaces foster employees' conscientiousness. According to recent research by Akhtar et al. (2022), employees are more likely to be diligent in their work and improve overall organisational performance when they are supported and their workplace is productive.

H1d: There is a relationship between organisational climate and sportsmanship.

The relationship between sportsmanship and organisational climate was found to be moderate ($r = 0.501$). This shows that workers are more likely to practise sportsmanship—which includes putting up with annoyances and keeping a cheerful disposition in trying circumstances—when they work in encouraging and supportive environments. This finding is consistent with the study by Tiwari and Koirala (2019), who found that cooperative behaviours, such as sportsmanship, are encouraged in a positive organisational climate and can help lower workplace stress and enhance team cohesion. A more peaceful workplace is created when employees are encouraged to have a more understanding and patient stance when dealing with difficulties.

H1e: There is a relationship between organisational climate and civic virtue.

Lastly, it was determined that there was a strong association between civic virtue and organisational climate, albeit the current investigation did not fully detail the exact correlation values. Nonetheless, the body of research backs up the notion that a supportive work environment encourages civic virtue actions, including volunteering, actively participating in organisational affairs, and supporting the organization's overarching objectives (Podsakoff et al., 2009). Recent research by Pazy and Greenberg (2021) and Ismail et al. (2022) has demonstrated that when workers feel appreciated and supported, they are more likely to take

part in activities that support the organization's long-term success, like volunteering for committees or assisting in the improvement of organisational policies.

5.2.5 Item analysis results

To make sure that the measures used in research are analytically sound, item analysis is essential. This study was carried out to determine how well the scales' elements reflected the fundamental concepts of turnover intentions, OCB and organisational atmosphere. The main goal was to make sure that every component contributed significantly to the construct that it was meant to measure. The item analysis's findings showed that the majority of the items had significant item-total correlations, demonstrating how well they captured the pertinent dimensions. Items having weaker correlations, on the other hand, were found to be less consistent with the overall construct. To increase the scales' internal consistency and validity, these items were either changed or eliminated. Schmitt (2018) pointed out that this procedure is in line with contemporary best practices, highlighting the significance of item analysis in improving the validity and reliability of measuring instruments.

In addition, Cronbach's alpha was utilised to evaluate the internal consistency of each scale. High alpha coefficients were found for most of the scales, indicating strong interrelations among the items within each scale. This supports the reliability of the measurement instruments used in this study, which is consistent with the findings of DeVellis (2021), who underscored the significance of high internal consistency in ensuring that scales serve as valid and reliable indicators of the constructs they are designed to measure.

5.2.6 Exploratory factor analysis results

The underlying factor structure of the variables pertaining to employee behaviours and organisational atmosphere was investigated using exploratory factor analysis (EFA). The objective was to ascertain whether the observed items could be categorised into discrete factors that corresponded to the relevant theoretical notions. With aspects of organisational climate like autonomy, fairness, supervisor support, and rewards grouping together, the EFA results showed a distinct factor structure. This result is consistent with the organisational climate theory (Shintri & Bharamanaikar, 2017), which postulates that these aspects are interconnected parts of a larger organisational environment. Additionally, characteristics of organisational citizenship behaviour (OCB), like conscientiousness and altruism, were categorised independently, confirming the uniqueness of these behaviours within the OCB framework.

The majority of the items had high factor loadings, indicating that they were reliable predictors of the desired factors. A good match between the model and the data was indicated by the model fit indices, such as the Tucker-Lewis Index (TLI) and the Comparative match Index (CFI), which both fell within acceptable limits. These results are in line with those of Fabrigar et al. (2019), who suggested using EFA to validate the structure of multi-item measures and modify scales. To sum up, the EFA results confirmed that the organisational climate and OCB constructs were measured correctly, offering strong proof of the reliability of the scales employed in this investigation.

5.3 Conclusions based on the research hypothesis

The study's findings provided compelling evidence for the research hypotheses. In particular, it was discovered that favourable elements of the organisational climate, such as autonomy, equity, supervisor support, and rewards and recognition, significantly influenced both turnover intentions and OCB. These findings are consistent with recent research by Ebrahimi and Ghasemi (2022) and Amiri et al. (2023), which showed that a supportive work environment motivates staff members to take on extra-role behaviours like being helpful to coworkers and being conscientious, two crucial components of OCB.

The study also found a considerable correlation between increased turnover intentions and a bad organisational climate, defined by low autonomy, fairness, or support. This result aligns with the social exchange hypothesis (Ebrahimi & Ghasemi, 2022), which holds that workers are more likely to stay loyal and content if they believe their company treats them fairly and supports them. This notion is further supported by the magnitude of the negative association between turnover intentions and elements like fairness and rewards, emphasising the value of identifying and rewarding employee achievements as a successful retention strategy (Gentry et al., 2019).

The results also showed a strong positive correlation between organisational climate and some OCB traits like sportsmanship, civility, and altruism. Workers were more inclined to act helpfully and exhibit cooperative, upbeat attitudes, even in trying circumstances, if they felt that their workplace was more supportive. This aligns with earlier research by Podsakoff et al. (2009) and more recent research by Bormann and Geller (2021), which emphasised the importance of the organisational environment in encouraging prosocial, discretionary action.

In conclusion, the research underscores the vital importance of cultivating a positive organizational climate to enhance positive employee behaviour and reduce turnover intentions. Organisations should prioritise strategies that promote autonomy, fairness, and recognition, as these elements not only improve employee satisfaction but also encourage behaviours that contribute to overall organizational success and reduce turnover intentions.

5.4 Limitations of the study

This study offers significant insights into the relationship between organisational climate and OCB and turnover intentions at Gijima Holdings (Pty) Ltd. However, it is essential to acknowledge certain limitations that may affect the interpretation of the results. One notable limitation is the study's concentration on a single organisation, which inherently limits the applicability of the findings to other companies or sectors. The distinctive culture and work environment at Gijima may render some context-specific results, potentially diminishing their relevance to organisations functioning under different circumstances.

The research utilized a stratified random sampling technique to ensure equitable representation across the company's 12 departments. Despite the sample size of 310 employees, there remains a possibility that some viewpoints may not be adequately represented. While the sample size is statistically significant, issues such as non-responses or incomplete surveys could impact on the overall findings. Nonetheless, this methodological approach lays a robust groundwork for comprehending employee behaviours within Gijima. The study examines critical dimensions of organisational climate, including autonomy, involvement, rewards, fairness, and supervisor support, thereby offering a thorough framework for analysing their effects on employee behaviour. However, it is worth noting that additional elements, such as work-life balance and external economic factors, may also influence these dynamics and warrant investigation in future studies to broaden the research scope. Despite its limitations, the study significantly contributes to the understanding of how organisational climate affects employee behaviours. The findings not only provide a valuable basis for enhancing organisational practices at Gijima Holdings but also serve as a catalyst for further research in this area.

5.5 Recommendations for future research

Future researchers could expand their focus by incorporating a diverse range of organizations from various sectors, thereby improving the applicability of the results. Utilizing longitudinal

methodologies would facilitate an examination of the ways in which organisational climate affects employee behaviours over time, thereby establishing causal links. The integration of qualitative techniques, such as interviews, in conjunction with quantitative methods could yield richer insights into employee perceptions. Furthermore, exploring additional factors, such as work-life balance and job security, would contribute to a more thorough understanding of the determinants influencing OCB and intentions to leave. Employing advanced statistical methods, including structural equation modelling, could refine the analysis of the interrelationships among variables. Investigating moderating elements such as leadership styles or demographic factors, along with the effects of technology and remote work on organisational climate, would also provide significant insights.

5.6 Chapter summary

This chapter examined the interplay between organisational climate, turnover intentions, and organisational citizenship behaviour (OCB) within Gijima Holdings (Pty) Ltd. The findings indicated that elements such as autonomy, equity, supervisor support, and rewards played a significant role in shaping both turnover intentions and OCB. A positive work environment fostered extra-role behaviours, including assisting colleagues and demonstrating conscientiousness, whereas a detrimental organisational climate, marked by insufficient autonomy and fairness, was associated with increased turnover intentions. Additionally, the study identified a favourable relationship between a positive organisational climate and various OCB characteristics, such as sportsmanship, civility, and altruism. Employees operating in supportive settings were more inclined to display helpful and cooperative behaviours, even under adverse conditions.

While the study yielded important insights, it also recognized certain limitations, including its concentration on a single organization and potential sampling biases. Future research is encouraged to encompass a broader range of organizations, employ longitudinal approaches to ascertain causal relationships and utilize qualitative methods, such as interviews, for a more profound understanding. Furthermore, it is advisable to investigate additional factors like work-life balance and job security, as well as to apply advanced statistical techniques to enhance the analysis of the interconnections among variables.

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ANNEXURE A : QUESTIONNAIRE

Dear respondent,

My name is Gumede Gugu Ambrocia, a student at the University of Venda pursuing a master's degree in the field of Human Resource Management. The following is a research questionnaire on the influence of organisational climate on employee organisational citizenship behaviour and turnover intentions at Gijima Holdings (Pty) Ltd which requires your response to all items with sincerity. Be rest assured that all information will be treated with utmost confidentiality and will be used for research purposes only. Participation is voluntary and you are free to withdraw at any point as you attempt the research questions. When the study is complete, you will be provided with the results, provided you request the findings. If you have any enquiries, do not hesitate to contact Supervisor Prof. H Ngirande at office telephone:0159628836, Email: hlanganipai.ngirande@univen.ac.za.

Gumede

2024/05/17

Researcher's signature

Date

SECTION A: DEMOGRAPHIC INFORMATION

Please respond to the following questions by marking them with an **X** in the appropriate box.

1. What is your age group in years?

< 30 years		30-39 years		40-49 years		50-59 years		60 years and above	
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2. Indicate your Marital status

Married		Divorced		Widow		Widower		Separated		Single	
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3. How long have you been in your present job?

Less than 2 years		3-6 years		7-9 years		10 years and above	
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4. State your department you are working under

5. State your Highest Academic Qualification

6. State your Race (for statistical purposes only)

7. Occupation (Specific task you are doing)

8. Job status (Permanent/Contractor)

Permanent		Contractor	
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SECTION B: ORGANISATIONAL CLIMATE

The statements below describe various aspects of the organisational climate. Please state your level of agreement with the statements by placing an X based on: **Strongly Disagree (SD), Disagree (D), Neutral(N), and Strongly Agree (SA).**

No	Description of Items	SD	D	N	A	SA
	Employee perceived Autonomy					
A1	I make most of the decisions that affect the way I do my work.					
A2	I determine my work procedure.					
A3	I have independence in my work.					
A4	I set the performance standards for my Job.					
A5	I organise my work as I see best.					
	Involvement					
I1	In my organisation, information is widely shared.					
I2	There are often breakdowns in communication here.					
I3	Management involves people when decisions that affect them are made.					

I4	Changes are made without talking to the people involved in them.					
I5	Employees do not have any say in decisions that affect their work.					
I6	Employees feel decisions are frequently made over their heads.					
	Rewards and Recognition					
R1	In our organisation, the employees' efforts are adequately rewarded.					
R2	The organisation appreciates and takes care of employee's competencies.					
R3	When employees do something well, the supervisors praise them.					
R4	My organisation is quick to recognise good performance.					
R5	My supervisor knows what my strengths are and tells me.					
R6	The benefits offered by my organisation are satisfactory.					
R7	This organisation treats me better in terms of monetary rewards.					
	Employees Perception toward Fairness					
F1	My supervisor does not favour/discriminate.					
F2	I am confident in a fair deal of my supervisor.					
F3	In this organisation, people get rewards and recognition based on how well they do their jobs.					
F4	Promotion at this organisation is handled fairly.					
F5	I feel that the rewards employees receive in this organisation are fair.					
F6	The feedback I receive for the work I have completed is appropriate.					
F7	My outcomes reflect what I have contributed to the organisation.					
F8	The objectives my supervisors set for my job are reasonable.					
	Employees' perception of Supervisor support					

S1	My superiors are good at understanding people's problems.					
S2	My superiors show that they have confidence in those they manage.					
S3	My superiors are friendly and easy to approach.					
S4	My superiors can be relied upon to give good guidance to people.					
S5	My superiors show an understanding of the people who work for them.					

SECTION C: ORGANISATIONAL CITIZENSHIP BEHAVIOUR

*The statements below describe various aspects of organisational citizenship behaviour. Please state your level of agreement with the following statements by placing an X based on: **Strongly Disagree (SD), Disagree (D), Neutral(N), Agree(A), Strongly Agree (SA).***

No	Description of Items	SD	D	N	A	SA
C1	I help other colleagues who have been absent from their jobs.					
C2	I willingly give my time to help other colleagues who have work-related problems.					
C3	I adjust my work schedule to accommodate other employees' requests for time off.					
C4	I go out of my way to make newer employees feel welcome in the workgroup.					
C5	I show genuine concern and courtesy toward coworkers, even under the most trying business or personal situations.					
C6	I give up time to help other colleagues who have work-related or non-work problems.					
C7	I assist other colleagues with their duties.					
C8	I share personal properties with other colleagues to help their work.					
C9	I attend functions that are not required, but that help the organisation's image.					

C10	I keep up with developments in the organisation.					
C11	I defend the organisation when other employees criticise it.					
C12	I show pride when representing the organisation.					
C13	I offer ideas to improve the functioning of the organisation.					
C14	I express loyalty toward the organisation.					
C15	I take action to protect the organisation from potential problems.					
C16	I demonstrate concern about the image of the organisation.					

SECTION D: TURNOVER INTENTIONS

*The statements below describe various aspects of the organisational climate. Please indicate your level of agreement with each statement by placing an **X** based on **Strongly Disagree (SD)**, **Disagree (D)**, **Neutral(N)**, **Agree(A)**, and **Strongly Agree (SA)**.*

No	Description of Items	SD	D	N	A	SA
	Propensity to resign					
T1	The chances are high for me to be still working for this organisation one to three years from now.					
T2	If I had the chance to leave this organisation, I would resign immediately.					
T3	If I had the chance for a job offer in a similar position elsewhere with better fringe benefits, I would leave my organisation.					
T4	I am actively looking for a job outside my organisation.					
T5	There is not much to be gained by sticking indefinitely with my organisation.					

Thank you for your participation.