

Organisational support and employee commitment on turnover in a high-risk occupation



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Dates:

Received: 19 June 2024
Accepted: 31 Mar. 2025
Published: 19 June 2025

How to cite this article:

Crayenstein, S., Hamman-Fisher, D.A., Mahembe, B., & Aderibigbe, J.K. (2025). Organisational support and employee commitment on turnover in a high-risk occupation. *South African Journal of Business Management*, 56(1), a4753. <https://doi.org/10.4102/sajbm.v56i1.4753>

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Purpose: Retaining automated teller machine (ATM) and cash-in-transit (CIT) employees in a CIT organisation in South Africa is challenging. Despite the belief that employees will remain with their organisation in a poor economy, ATM and CIT employees' high turnover intentions persist. The study aimed to empirically investigate perceived organisational support (POS) and organisational commitment (OC) as predictors of turnover intentions among employees of a selected CIT company in South Africa.

Design/methodology/approach: The study employed an explanatory survey design, quantitative approach and convenience sampling technique to draw 151 research participants for the investigation. Hypotheses were tested through regression and correlation analyses.

Findings/results: The POS showed a positive rather than negative relationship with employees' turnover intentions, suggesting that the more managers support ATM and CIT employees, the higher their turnover intentions may be. This seeming anomaly may be explained by the high-risk working conditions in the CIT industry. Furthermore, the results indicated that affective commitment is the most critical predictor of turnover intentions, followed by normative and continuance commitment.

Practical implications: As the results revealed inconsistencies, more studies should be conducted to clarify the concept of organisational support and improve safety and staffing plans, including the formulation and implementation of professional training programmes and the provision of tailored organisational support.

Originality/value: This study contributes to the literature on employee turnover intentions in the CIT industry by generating new findings in relation to the investigation of the perceived impact of organisational support and employee commitment on turnover intentions.

Keywords: perceived organisational support; organisational commitment; turnover intention; staff retention; employee turnover; cash-in-transit.

Introduction

The cash-in-transit (CIT) industry is one of the most critical sectors in the South African economy. While South Africa has a sophisticated banking and digital system for cashless electronic money transfers, a significant proportion of the population still rely on cash (Crayenstein, 2022). These include people in the informal economy, remittances from migrant workers and many of the 26 million social welfare grant beneficiaries, who use automated teller machines (ATMs), supermarkets and post office branches to access cash (South African Government, n.d.). The CIT industry is the key mechanism through which to move cash between these cash channels and the banks. South Africans cannot successfully pursue their personal and business activities without ATM and CIT employees (Crayenstein, 2022; South African Government, n.d.).

While substantial industrial and organisational psychology research has been conducted on turnover (Islam et al., 2013; Mthembu, 2017; Satardien et al., 2019), an examination of the literature on the CIT industry in South Africa shows that these studies (Koekemoer, 2015; Mutsvunguma & Gwandure, 2011; Van de Spuy, 2018) mainly explored the criminological perspective that occurs in the CIT domain. Specifically, a large number of research studies have been conducted on workplace violence.

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Furthermore, previous studies, mainly from the manufacturing and retail sectors, revealed significant relationships between perceived organisational support (POS), organisational commitment (OC) and employee turnover intentions (Mthembu, 2017; Satardien et al., 2019). However, as CIT organisations have received less scholarly attention, this study addresses the scant literature on ATM and CIT employees in the CIT industry by investigating employee turnover as a consequence of POS and OC.

Literature review

Conceptualising perceived organisational support

The social exchange theory and the organisational support theory are the cornerstones of the POS construct. Both philosophies are built on the framework of behaviourism and basic economics, with emphasis on the reciprocal relationship between employers and employees (Dawley et al., 2008). The social exchange theory proposes that employees who become more employable through skill advancement may seek alternative higher-paying jobs or be headhunted by their existing employer's competitors (Cao & Hamori, 2020; Trevor & Nyberg, 2008). On the other hand, employees who perceive that they are supported, treated fairly and recognised for their efforts will reciprocate with higher OC and decreased turnover intentions (Allen et al., 2003; Dawley et al., 2008).

According to the organisational support theory, employees display humanlike characteristics in the workplace and are mindful of how their managers treat them. According to Scott et al. (2013), the organisational support theory captures the norm of the reciprocity between the employer and employee. The theorists argue that employees who feel supported endeavour to recompense their organisation for the high degree of support they receive (Scott et al., 2013).

Imran et al. (2020) recommend that organisations promote POS through a supportive management team that immerses itself in the challenges employees experience with their job responsibilities. The authors suggest regular and engaging meetings, providing emotional resources and access to appropriate training programmes (Imran et al., 2020). Albertus and Hamman-Fisher (2020) argue that an organisation's strategy is severely impaired when employees perceive that their managers do not support them. As a result, employees may not reciprocate with retention behaviours that will support efficient business continuity (Otache & Inekwe, 2021). Hence, Imran et al. (2020) argue that organisations should constantly adjust themselves to their unique context, which includes their employees, to remain competitive and successful.

Conceptualising organisational commitment

Yalcin et al. (2021) describe OC as aligning employees' actions towards achieving organisational goals. It is based on Porter et al.'s (1974) affective three-component OC model

(Allen & Meyer, 1990). Affective commitment refers to employees' feeling comfortable in an organisation because they feel their values and goals are aligned with it. Two additional dimensions, normative commitment and continuance commitment, were included in the commitment construct to derive the three-component model (Allen & Meyer, 1990).

Allen and Meyer (1990) and McKeever (2018) describe normative commitment as an employee's emotional obligation to work in an organisation rather than behaviour to fulfil personal goals. It describes employees' feeling or belief that they should be loyal to an organisation (Wasti & Can, 2008). Amedi and Lundkvist (2018) believe that employees who take this stand do so as a virtuous act, notwithstanding unhappiness and discontentment.

Continuance commitment is the perceived cost to the employee of leaving the organisation, which may include the loss of benefits or seniority status within the organisation (Allen & Meyer, 1990; Ebraze et al., 2019). Cherif (2020) suggests that it is probable that employees' positive perceptions of operative human resource practice may increase their commitment to their organisation. Hence, employees evaluate the human resources management services associated with capabilities that permit employees to learn and capitalise on new opportunities such as reward management, human capital management, knowledge management, employee relations and meeting various needs aligned with organisational effectiveness (Osibanjo et al., 2012). Ebraze et al. (2019) suggest that further studies are necessary to determine whether an employee remains with an organisation because of the benefits they receive from the organisation (i.e. affective and/or normative commitment) or the high perceived costs associated with leaving the job during a depressed economy (continuance commitment).

Conceptualising turnover intentions

Two sets of definitions are put forward from the literature to understand the term turnover intentions in the CIT industry in South Africa. Firstly, Allen et al. (2003) state that voluntary turnover intention results from employees' thoughts of terminating their employment with an organisation. According to Sandhya and Sulphrey (2021), it is the last step in the employee-employer withdrawal. Otache and Inekwe (2021) describe three components that occur in the withdrawal process: feelings of leaving the organisation, the intent to explore alternative opportunities and the intent to leave or resign. In their study on turnover, Bayad and Govand (2021) found that most private hospital employees would resign if they found better work opportunities. Secondly, according to Anwar and Surarchith (2015), turnover intention is the rotation of individuals around the labour market. Anwar and Qadir (2017) refer to turnover as unemployment and employment between occupations and jobs. Turnover is the rotation of individuals between companies and around the labour market (Anwar & Shukur, 2015).

Sandhya and Sulphrey (2021) and Otache and Inekwe (2021) believe employee turnover incumbers organisational success. Skilled employees take years of organisational experience with them when they leave an organisation (Sandhya & Sulphrey, 2021). Enormous recruitment (Park & Shaw, 2013) and training (Jun & Eckhart, 2023) costs occur when employees take knowledge, skills and abilities acquired in an organisation into their new employment. This aligns with the importance of the person–context interface in turnover research: contexts or conditions can have associations for turnover (Bolt et al., 2022). Employee turnover threatens the information and knowledge economy (Giju et al., 2010). Moreover, when a substantial exodus of employees occurs, it impacts an organisation’s human capital resources (Otache & Inekwe, 2021). When turnover is high in organisations, human development and capital resources are drained, productivity declines and recruitment and training costs to replace staff increase (Otache & Inekwe, 2021). Notably, the consequences of turnover show negative organisational outputs related to customer service, after-sales service, productivity and profit, among other areas (Park & Shaw, 2013). Therefore, Albertus and Hamman-Fisher (2020) contend that it is essential to identify the factors associated with employees’ intention to exit organisations.

Empirical-related past studies

Recent literature shows that POS and OC negatively impact turnover intentions. Maan et al. (2020) found that POS strongly predicts turnover intentions in the manufacturing and services industry. Mthembu (2017) found a correlation linking POS and turnover intentions. A recent study conducted in the healthcare profession also found a negative relationship between organisational support and healthcare professionals’ turnover intentions (Sharif et al., 2021). Albertus and Hamman-Fisher (2020), who conducted a study in the South African public sector, argue that employees are likelier to commit to organisational goals and remain in an organisation if their managers support them. Zhu et al. (2022) maintain that employee turnover is related to OC and that committed employees have lower turnover intentions. Dawley et al. (2008) discovered that individuals who perceived more robust support from their organisation displayed lower levels of continuance commitment than those who perceived less organisational support from their employers. Perryer et al. (2010) noticed that commitment and POS significantly predicted turnover intention. Individuals with great organisational support but weak levels of commitment are less likely to leave the organisation.

Hussain and Asif (2012) reveal in their research on 230 Telecom employees that an elevated level of POS improves commitment and tenure among members of the organisation, which ultimately decreases turnover intentions. Albertus and Hamman-Fisher (2020) show that POS from supervisors is crucial to employees’ commitment to organisational goals and turnover intentions.

Given the above, the following hypotheses were formulated for the study:

- H1:** Effective, normative and continuance commitments will statistically and significantly predict turnover intentions.
- H2:** Organisational commitment will statistically and significantly predict turnover intentions.
- H3:** Perceived organisational support will statistically and significantly predict turnover intentions.
- H4:** Perceived organisational support and organisational commitment will significantly and interactively predict turnover intentions.

Methodology

Research paradigm and design

The positivistic paradigm underpinned the study, which employed an explanatory survey design, quantitative approach and convenience sampling technique to draw 151 research participants to participate in the investigation. The convenience sampling method was considered appropriate for this study because it allowed the researchers easy access to the participants (Saunders et al., 2016). It also tested the prediction by POS and OC of turnover intentions of ATM and CIT employees in a CIT company in South Africa. The positivistic research perspective considers scientific knowledge creation to be a process tested by accumulating facts (Saunders et al., 2016). It employs a predetermined structured approach to collect data. Furthermore, a quantitative research design assisted the researchers in testing the study’s hypotheses.

Research procedure

The company’s three cash centres are located in Gauteng. The researcher manually placed a package comprising the information letter, consent form and four questionnaires in each ATM and CIT employee’s pigeonhole. The organisation’s internal communication process, namely email, was used to inform employees of the study. In addition, the line managers of the ATM and CIT employees at the different cash centres supported the study by communicating its details in their weekly meetings.

Instruments

Four questionnaires that were considered reliable and valid were administered to gather data from the participants: A biographical questionnaire, a survey of POS, an OC questionnaire and a turnover intentions questionnaire.

Biographical questionnaire

The biographical questionnaire was self-developed and applied to gather demographic information from the sample. Participants were requested to provide information about their gender, age, marital status, years of service in the organisation and job level.

Perceived organisational support

A shortened version of Eisenberger et al.'s (1986) 36-item Survey of Perceived Organisational Support (SPOS) was used to measure employees' POS. The abbreviated POS measure contains 17 items scored using a seven-point Likert scale, ranging from 1 (strongly disagree) to 7 (strongly agree). Example items included 'The organisation values my contribution to its well-being' and 'The organisation strongly considers my goals and values'. Previous studies using the 17-item version of the SPOS reported Cronbach's alpha values of between $\alpha = 0.74$ and $\alpha = 0.95$ (Fields, 2002). In the present study, a Cronbach alpha of 0.889 was attained for the POS scale.

Organisational commitment questionnaire

Meyer and Allen's (1997) OC questionnaire was used to understand the degree to which employees feel a sense of commitment to the CIT organisation. To evaluate the three-component approach, namely affective, continuance and normative commitment, the questionnaire contained 24 structured questions, eight items per dimension (affective, continuance and normative commitment), using the form of a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Meyer and Allen (1997) established the reliability estimations of this scale to have the following internal consistency coefficients: 0.85 for affective, 0.79 for continuance and 0.73 for normative. The general reliability approximations exceed 0.79 (Meyer & Allen, 1997). In the present study, a Cronbach alpha of 0.542 was attained for the affective, 0.851 for the continuance and 0.658 for the normative components of the OC questionnaire.

Turnover intentions questionnaire

To measure turnover intentions, this study used Roodt's (2004) turnover intentions questionnaire that comprises 14 items. The items are rated on a seven-point intensity response scale anchored at excessive poles to evaluate turnover intentions (e.g. 1 = 'never/to no extent/low/always' – low intensity; 7 = 'most of the times/to a large extent/ high/ always' – high intensity). Example items on this scale included 'How often have you considered leaving your current job?' Du Plooy and Roodt (2013) reported a Cronbach's alpha score of 0.80 for their study in the information and communication technology sector. Two earlier studies (Jacobs, 2005; Martin, 2007) proved Roodt's (2004) questionnaire to be reliable ($\alpha = 0.913$ and $\alpha = 0.895$, respectively). Jacobs and Roodt (2008) researched developing a predictive model of turnover intentions for 500 nursing employees and discovered a Cronbach alpha of 0.913, demonstrating satisfactory reliability. In the present study, a Kaiser–Meyer–Olkin reliability of 0.816 was attained, and Bartlett's test of sphericity attained a value of 678.982 (degrees of freedom $[df] = 66$, $p < 0.00$) for the turnover intentions.

Data analysis

The reliability of the questionnaires was determined through the reliability analysis procedure of the Statistical Package for Social Sciences (SPSS) version 25. Next, the dimensional analysis was performed on each subscale to ascertain the number of factors. The Pearson correlation technique and the standard multiple regression were subsequently performed on the data to test the formulated hypotheses.

Ethical considerations

Ethical clearance to conduct this study was obtained from the University of the Western Cape's Faculty of Economic and Management Sciences (HS20/7/24).

Results

The results of the data analysis and hypotheses testing are presented further in the text.

The gender distribution of the sample group in which the majority of the respondents were male. More precisely, 90.7% ($n = 137$) of the subjects were male, while 7.9% ($n = 12$) were female.

The frequency distribution reveals that 19.2% of the sample were 20–30 years old ($n = 29$), with a further 54.9% being 31–40 years old ($n = 83$), 22.5% being between 41 years and 50 years old ($n = 34$) and 1.9% being above 50 years old ($n = 3$). There were no respondents aged less than 20 years ($n = 0$).

Table 1 indicates that only affective and normative commitments contribute statistically significantly to turnover intentions. Affective commitment accounts for 26% of the variance ($\beta = 0.260$; $t = -3.241$; $p < 0.001$); normative commitment accounts for 25% of the variance ($\beta = -0.25$; $t = -2.828$; $p < 0.001$). However, continuance commitment did not contribute significantly to turnover intentions. Hypothesis 1 is thus partially confirmed.

Table 2 indicates that only POS contributed statistically significantly to turnover intentions. It accounts for 44.7% of the variance ($\beta = 0.440$; $t = 6.001$; $p < 0.001$). However, OC did

TABLE 1: Regression analysis showing affective commitment, continuance commitment and normative commitment as predictors of turnover intention.

Model	Beta	T	Significance	Collinearity tolerance statistics
TAFECT	-0.26	3.241	0.001	0.902
TCONT	0.11	1.227	0.222	0.718
TNORM	-0.25	-2828	0.005	0.748

TAFECT, affective commitment; TCONT, continuance commitment; TNORM, normative commitment; TTURN, turnover intention.

TABLE 2: Regression showing the independent prediction of turnover intentions by organisational commitment and perceived organisational support.

Model	Beta	T	Significance	Collinearity tolerance statistics	Variance inflation factor
TPOS	0.447	6.001	0.000	0.934	1.070
TCOMMIT	-0.096	-1.291	0.199	0.934	1.070

TPOS, perceived organisational support; TCOMMIT, organisational commitment; TTURN, turnover intention.

TABLE 3: Multiple regression analysis with turnover intentions as dependent variable and perceived organisational support and organisational commitment dimensions as independent variables.

Model	Sum of squares	df	Mean squares	f	Significance
Regression	7741.942	4	1935.486	12.320	0.000*
Residual	22935.992	146	157.096	-	-
Total	30677.934	150	-	-	-

df, degrees of freedom.

*, $p = 0.000$.

not make a statistically significant contribution to turnover intentions. Hence, hypothesis 4 is confirmed, but hypothesis 2 is rejected.

The results in Table 3 show a statistically significant interactive prediction of turnover intentions by POS, affective, normative and continuance dimensions of OC, df (4, 146), F (12.320) and $p < 0.001$. The regression model is statistically significant at $p = 0.000$ ($p < 0.001$), indicating that the model significantly predicts turnover intention. The R -value of 0.502 indicates a high correlation, while the adjusted R^2 value of 0.252 indicates that POS, affective, normative and continuance dimensions of OC interactively accounted for 25.2% of the variance in turnover intention. Hence, H4 is accepted.

Discussion

Hypothesis 1 examined the prediction of turnover intentions by effective, normative and continuance commitments. This hypothesis was partially confirmed as OC's affective and normative dimensions exhibited a statistically significant negative impact on turnover intention. However, the continuance component had no significant impact on turnover intentions. The results suggest that among the three dimensions of OC, the affective commitment to the organisation is the most important predictor of turnover intention, followed by normative commitment. In other words, in considering the results related to H1, the research found that employees who are emotionally committed to their organisation have a lower turnover intention than others. It further suggests that employees are less likely to leave the organisation because of their emotional state of obligation towards the organisation (affective commitment) or as a result of the employees feeling a personal connection to the organisation (normative commitment). Employees are more likely to leave their jobs because of the benefits associated with leaving the organisation, for example better salary prospects at an alternate organisation (hence lower continuance commitment).

The research results also suggest, consistent with previous research, that employees are less likely to withhold their feelings of turnover intent and remain with the organisation because of not having other employment prospects or because of employees receiving certain benefits in advance. Liou (2009) suggests that employees remain with an organisation for long time if an emotional connection exists, as they 'want to'. Inevitably, they also show an improved contribution to their work responsibilities and good social responsibility behaviours. Harris and Cameron (2005)

discovered that among 60 workers employed at a food processing organisation, affective commitment predicted greater turnover intentions than normative and continuance commitment. Correspondingly, Bagraim (2010) uncovered affective commitment as a significant predictor of turnover intentions. Employees are more likely to exit the organisation if they cannot identify with its image or internalise its goals. Similarly, Kennedy (2006) noted that of the three dimensions of OC, affective commitment was the only independent variable to predict turnover intentions. However, Culpepper (2011) acknowledged affective and normative as inadequate concepts for employees to hold. Culpepper (2011) claims that affective and normative commitment constructs may limit employees' intentions to leave for only a short timeframe and do not determine employees' long-term intentions to stay with their organisations.

Hypothesis 2, which stated that OC would statistically and significantly predict turnover intentions, was rejected. Comparable to the results found in this research, Al-Hussami et al. (2013) found that, of the three dimensions, only normative commitment was a significant predictor of turnover intentions because employees felt obliged to remain with the organisation. Given their crucial role in the South African economy wherein many South Africans and sectors still hugely depend on possessing physical cash, this notion could be easily understood by employees working in the CIT industry, as shown by their willingness to service ATMs and retail client cash drop-offs despite their awareness of the constant risk of personal harm through violent crime. With that said, this role of socialisation in our economy may influence these employees' normative beliefs in duty and social obligation.

Hypothesis 3, which stated that POS would statistically and significantly predict turnover intentions, was confirmed. The direction of the relationship is fascinating, as one would have expected the impact to be negative, as found in most previous research outcomes. As the results show a positive impact, this implies that while CIT employees perceive that their employers support them, turnover intentions are expected to increase. Although not anticipated, this result is understandable given the nature of the role performed by CIT employees.

The results of this study are inconsistent with the findings of numerous studies. For example, Cho et al. (2009) investigated the non-supervisory workers of cafeterias and hotels in the United States. They discovered that POS's influence on the intention to stay with the organisation was double in measure to the effect of POs on the intention to leave the organisation. Foong-ming (2008), in a study conducted using 357 Malaysian knowledge employees, found POS to be connected to turnover intentions and suggested that POS might be more strongly associated with turnover intentions than affective OC and job satisfaction. Liou (2009), alternatively, maintained that workers with advanced levels of POS will, in all probability,

show discretionary effort (go above and beyond the minimum required) because of their alignment with the organisation's objectives and values. A South African study conducted by Poisat et al. (2014), which focused on social support as key to CIT guards' psychological well-being, argued that a lack of social support and a stressful work environment strongly influenced burnout.

Hypothesis 4, which stated that POS and OC would significantly and interactively predict turnover intentions, was confirmed. This partially concurs with Perryer et al. (2010), who found that POS and OC were substantial joint predictors of turnover intentions. Employees with low commitment levels but high organisational support were found to be less likely to leave, leading Perryer et al. (2010) to conclude that POS created trust and value, thus decreasing turnover and ultimately increasing OC.

The obvious differentiating factor here is that the current study found that POS harms employee retention. The unique result suggests that addressing CIT employee turnover may need an equally unique approach to dealing with turnover intention.

Recommendations

The results of the current study evidenced considerable inconsistencies in the findings compared with studies conducted in other industries (Grant et al., 2008; Satardien et al., 2019). Therefore, it is recommended that CIT companies commission studies to revisit organisational support in relation to employees' understanding of the industry.

The results also suggest that a more focused approach should be adopted to unpack the concepts of psychological safety, stress and employee health in the organisation. This will assist with understanding how turnover behaviour or intention may be lessened in South Africa's CIT industry.

As noted, ATM and CIT employees in the CIT industry work in hazardous conditions. Armstrong-Stassen and Ursel (2009) argued that when employees are consistently subjected to perilous work conditions, they are predisposed to developing psychological disorders that may lead to employee turnover (Armstrong-Stassen & Ursel, 2009). Measures to curb turnover intentions include reviewing and revising salary and pay strategies and formulating career planning (Armstrong-Stassen & Ursel, 2009).

Regarding the dimensions of affective, normative and continuation commitment, each facet is diverse and influences employees differently. Employees with high levels of affective commitment are likely to have low turnover intention compared to employees with different commitment facets. Irrespective of the leading or passive commitment facets, employee commitment is likely to reduce turnover compared to the effect of its absence.

Hence, it is recommended that CIT companies reduce turnover intentions by identifying and implementing interventions to increase employees' affective commitment.

Managerial implications

While the hypotheses are aligned to the study's objectives, the unexpected finding that higher POS correlates with higher turnover intentions requires further explanations. There appear to be other factors such as job safety concerns and external job market conditions that contribute to turnover intentions. In light of this, management should pay attention to the safety concerns of CIT employees and their external job market conditions.

According to Poisat et al. (2014), CIT employees perform their jobs under extremely dangerous working and life-threatening conditions. Cash-in-transit robberies are known to be violent and often result in loss of life and loss of money (Koekemoer, 2015). Mabuza (2018) reports that security companies often underinvest in strong security measures and resources. Cash-in-transit employees are expected to perform their duties in outdated cash vehicles, with limited human resources in the cash vehicles, and with weak firepower and dated equipment, which make them vulnerable to violent attacks (Mabuza, 2018; Poisat, 2014).

According to Burgess (2018), the violent and confrontational crime that CIT employees are exposed to represents a major concern. Poisat et al. (2014) believe that CIT employees constantly grapple with whether and when they will be confronted with a robbery while performing their jobs. Consequently, the strains of a dangerous work environment and the CIT employees' concern for their safety influence their psychological well-being and ultimately increase their turnover intentions (Poisat et al., 2014). This impels management to examine incorporating security strategies in the carrier operations to reduce the risk of the external environment and improve the safety of their CIT employees. This is crucial considering the challenge of retaining CIT employees and the huge cost associated with turnover, which also reduces organisational efficiency and productivity.

Limitations and suggestions for future studies

Future studies should include instruments measuring psychological safety to clarify its interaction with POS.

The reliance on a convenience sampling technique and limited sample size of 151 may limit the generalisability of the findings. Addressing this limitation, perhaps by suggesting future studies with stratified sampling, would enhance the study's applicability.

Given the research results for H3, it is evident that future studies need to explore the concept of organisational support and the notion of 'peace of mind' as they pertain

to employees in the CIT industry. As the perspectives of the individual employees would be crucial, a qualitative study will allow for this data to be gathered through techniques like first-hand observation, interviews, focus groups and recordings in natural settings.

Conclusion

The finding that POS positively correlates with turnover intentions contradicts established literature. While plausible explanations are provided, these are speculative. Follow-up qualitative analyses should be conducted to explore employee perceptions of POS in this high-risk industry.

Acknowledgements

This article is partially based on the author S.C.'s thesis entitled, 'Perceived organisational support, organisational commitment and turnover intentions amongst employees in a selected company in the cash industry', towards the degree of Magister Commercii in the Department of Industrial Psychology, Faculty of Economic and Management Science, University of the Western Cape with Supervisor Dr Desiree Hamman-Fisher and Prof Bright Mahembe, received August 2022. The authors of this study acknowledge all the research participants and appreciate the invaluable information they provided during the fieldwork.

Competing interests

The authors declare that they have no financial or personal relationships that may have inappropriately influenced them in writing this article.

Authors' contributions

S.C. designed and developed the research concepts, writing and compiling reports, data collection, analysis and presentation of results. D.A.H.-F. supervised all the activities mentioned earlier in the text and B.M. co-supervised the study. J.K.A. contributed partly to the research methods and editing of the manuscript.

Funding information

This research received no specific grant from any funding agency in the public, commercial or not-for-profit sectors.

Data availability

The data that support the findings of this study are available from the corresponding author, D.A.H.-F., upon reasonable request.

Disclaimer

The views and opinions expressed in this article are those of the authors and do not necessarily reflect the official policy or position of any affiliated agency of the authors.

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