
**THE MEDIATING EFFECT OF EMPLOYEE
REMUNERATION ON THE RELATIONSHIP BETWEEN
LEADERSHIP PRACTICES AND TURNOVER INTENTION
OF TECHNICAL STAFF IN KENYAN SCHEDULE
OPERATING PASSENGER AIRLINES**

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ABSTRACT

Purpose of the study: The objective of the study was to examine the mediating effect of employee remuneration on the relationship between leadership practices and turnover intention of technical staff in the Kenyan schedule operating passenger airlines.

Statement of problem: The global airline industry is facing various challenges. One of the major challenges is related to the turnover of highly skilled technical staff. The turnover intention of staff is viewed as a direct predictor of actual intention. The turnover intention of employees is heavily affected by leadership practices and remuneration policies.

Research Methodology: The data for the study was collected from all the 12 Kenyan schedule operating passenger airlines. The research design used by the study was descriptive cross-sectional survey design. A total of 335 sample respondents were selected using proportionate stratified sampling technique from the population of 2058 technical staff.

Research Findings: The results from the data analysis indicated that there is no significant mediating effect of employee remuneration on the relationship between leadership practices and turnover intention as there is no significant influence of employee remuneration on turnover intention when controlling for leadership practices ($\beta = 0.02$ & $p\text{-Value} = 0.224 > 0.05$).

Conclusions: The study concluded that there is no significant mediating effect of employee remuneration on the relationship between leadership practices and turnover intention of technical staff in Kenyan schedule operating passenger airlines

Recommendations: The study recommended practitioners to deviate from the traditional assumption of considering remuneration as a sole influencer of staff turnover intention and consider leadership practices in the staff retention strategy of an organization.

Key words: *Airlines, Employee Remuneration, Leadership Practice, Technical Staff, Turnover Intentions*

INTRODUCTION

1.1 Background of the Study

The turnover of key employees can have a disproportionate impact on the business (Armstrong, 2014). The organization needs to attract and retain quality employees through the employment process. Leadership and supervision issues are essential aspects that impact employee turnover intention (Wakabi, 2016). According to a report by the IATA (2017) on the airlines industry, one of the global challenges in the growing industry will be the lack of skilled labor resource; such as pilots and technicians. This is mainly due to the fact that the industry is highly dependent on skilled human resource. The shortage of skilled personnel in the African aviation industry and in African regulatory bodies have been a cause of serious concern for many years (ICAO, 2008). Highly skilled technical staff like pilots and maintenance technicians are expensive to train and hard to retain (ICAO, 2008).

As defined by Northouse (2016), leadership is defined as a process a leader influence follower to achieve a common goal. Further Northouse (2016) posited that there is an increasing interest on studies in the area of leadership and growth in publication as the value of leadership was recognized by corporations as a special asset. Due to the direct impact of organizational leadership practices on employee's feeling, the role of leaders in employee turnover intention is critical (Wakabi, 2016). John Maxwell gave a comprehensive description of leadership responsibility and practices to be an effective leader (Alkhawaja, 2017). He stated that leadership is an influential relationship at four main dimensions, these are self-leadership, lateral-leadership, leading up and leading down. Kouzes and Posner also provided a framework to study how individuals practice leadership in a way that strengthens the critical leader-follower relationship called the five practices of exemplary leadership,

which are: Model the way, inspire a shared vision, challenge the process and enable others to act (Posner, 2015).

Employee remuneration is a pay or reward given to individuals for work done which includes indicators such as basic salary, wage, health scheme, pension scheme, transportation allowance, overtime allowance and responsibility allowance (Maicibi, 2005). Dessler (2012) also defined remuneration as a financial and non-financial reward provided by an employer for the time, skill and effort of an employee that fulfills the job requirements. Compensation and benefits are the most notable strategies to minimize staff turnover. As a result of perceived poor remuneration package by African airlines coupled with rampant demand for highly skilled pilots and technicians in Gulf and Asia region and high industry growth, the talent pipeline is thinning posing a big risk on the sustainability of air transport industry in Africa (IATA, 2013).

Price (1977) gave an early definition of turnover concurring with the definition given by Armstrong (2014) which states turnover is the rate at which people leave an organization and sometimes referred as labor turnover, wastage or attrition. Mutuma and Manase (2013) also defined turnover as the rotation of workers around the labor market. There is a high turnover of skilled technical staff in the airlines' industry, such as maintenance technicians and pilots, which has negatively impacted the airlines' operation. (Kenya Airways, 2017; ICAO, 2014). Various researches have also been conducted on the Kenyan context and they revealed that employee turnover is one of the common challenge organizations face in the country (Ndinya *et al* ,2017; Ng'ethe ,2013).

1.2 Statement of the Problem

The role played by the airlines industry is significant in the economic development of a nation through the creation of direct and indirect job opportunities, supporting tourism, enabling trade and contributing to the national gross domestic product (GDP) (IATA, 2017). In Kenya, airlines industry contributes significantly to the country's GDP and directly supports 18,000 jobs and another 130,000 jobs are created indirectly by buying goods and services from local suppliers. The forecast from IATA (2017) revealed a sustainable growth in the airlines sector for the coming 30 years. Nevertheless, the sustainability of the growth and the airlines' industry's contribution to the economy can only be realized if the industry is supported with adequately available skilled human resources. The turnover of skilled personnel in the African airlines industry has been a cause of serious concern for many years

(ICAO, 2008). The situation locally in the Kenyan airlines industry is not different from the rest of Africa as revealed by various reports and studies on the high turnover rate of pilots and maintenance technicians and the resulting negative impact on the operation of the airlines (Kenya Airways, 2017; Mokaya & Luke, 2008).

To minimize the turnover intention among the scarcely available skilled technical staff, the leadership team in an airline should demonstrate best leadership practices to address sensitive issues related to remuneration and other dissatisfying conditions at the workplace (Nahar *et al.*, 2017). Since a leader is authorized to have the power to change what needs to be changed, the impact of leadership is more prominent on employee turnover than it was assumed previously. Bad leadership practices such as pressure than inspiration will damage the emotional connection between employees and the work which ultimately leads to employee turnover intention (Alkhawaja, 2017; Reina *et al.*, 2018).

1.3 Objective of the Study

The objective of the study was to examine the mediating effect of employee remuneration on the relationship between leadership practices and turnover intention of technical staff in the Kenyan schedule operating passenger airlines.

1.4 Hypotheses of the Study

H₀: There is no significant mediating effect of employee remuneration on the relationship between leadership practices and turnover intention of technical staff in the Kenyan schedule operating passenger airlines.

2.0 LITERATURE REVIEW

2.1 Theoretical Review

Transformational leadership has been one of the main focus area for researchers since early 1980s as it gave more attention to the charismatic and affective elements of leadership that fits the need of today's workgroups, who want to be insured and empowered to succeed at times of uncurtaining under the "new leadership" paradigm (Northouse, 2016). The main argument of transformational leadership theory is that for a leader to identify and acquire the needed change, he/she has to be inspirational to the followers and subordinates by creating a clear vision (Alkhawaja , 2017). According to Bass (1985) description of transformational leadership behavior, there are four key behaviors a transformational leader possesses;

namely: Idealized influence, individualized consideration, Inspirational motivation and Intellectual stimulation. As an intellectual stimulator, transformational leaders not only challenge the status quo but also, they encourage creativity among followers. The Individualized consideration component of transformational leaders is when a leader offer support and encouragement to individual followers in order to foster supportive relationships. Inspirational motivation is where transformational leaders have a clear vision that they are able to articulate to followers. The last component is when the transformational leader serves as a role model for followers. Because followers trust and respect the leader, they emulate the individual and internalize his or her ideas. Transformational leadership was positively related to followers' satisfaction, motivation, and performance, which minimizes followers' turnover intention (Northouse, 2016). One of the main shortcomings of transformational leadership is in its depiction of men to be endowed with immense capabilities, which in reality may be significantly exaggerated.

In 1970s the leader-member exchange (LMX) theory was first proposed and it has undergone several revisions. It has continued to be of interest to researchers who study the leadership process (Dansereau *et al.*,1975). LMX leadership theory conceptualize leadership as a process that is centered on the interactions between leader and followers (Northouse, 2016). In the first study called vertical dyad linkage, researchers found two types of relationship; namely: in-group and out-group. Followers become part of the in-group or out-group based on how well they work with the leader and how well the leader works with them depending on the personal characteristics related to the process (Northouse, 2016). The membership in the groups also depends on how followers involve themselves in expanding their role and responsibility with the leader (Dansereau *et al*, 1975). Followers can become part of the in-group, if they are interested to negotiate with the leader what they are willing to do for the group, which goes beyond their formal job description, and the leader in turn does more for these followers by providing more information, influence, confidence and concern than for the out-group. If followers are not interested on new and different job responsibilities, they become part of the out-group and will not be treated by the leader as the in-groups that will make them less compatible with the organization. A high-quality leader-member exchanges have produced less employee turnover, more positive performance evaluations, high frequency of promotion, great organizational commitment, desirable work assignments, better job attitude, more attention and support from leader, great participation, and faster career progress (Northouse, 2016).

Fredrick Herzberg in 1959 introduced the two-factor theory, which is also known as the motivational-hygiene theory. The theory states that motivator or satisfier factors provide satisfying experience to the employee and hygiene factors result in dissatisfying experience. The removal of dissatisfying hygiene factors does not serve as a motivator to employees. The motivation would only come if intrinsic factors are used (Dei Mensah,2014). To reduce employee turnover, extrinsic organizational factors play a very crucial role as their lack cause employees to leave the organization. Although the extrinsic factors don't provide motivation for improved performance, it doesn't mean that employees don't pay attention to them. This theory is relevant to the study as it recognizes bad leadership practices and poor remuneration package as a hygiene factors that has to be resolved to retain employees (Miring'u, 2017).

The equity theory by Adams focused on the perception how people are treated compared to others. The theory states that, employees by comparing their own input/output ratio against that of other individuals, assess the fairness of their reward (outcome) in relation to their effort. A reward inequality exists if the input/output ratio is perceived to be unfavorable (Armstrong, 2014). When employees perceive this inequality exists, it will lead to a retaliation measures of withholding effort and reducing work inputs, display feeling of hostility to co-workers and the organization itself, seeking a salary increment, challenge superiors about tasks assigned, as well as quitting the job to seek for an alternative employment (Dei Mensah,2014). According to this theory there is a correlation between individual's motivation level and perception of equity, fairness and justice as practiced by the management. When there is a balance between the two ratios, equity exists. If there is an equity imbalance, it will lead to dissatisfaction that causes retaliation measures such as seeking alternative employment opportunity to attain equity from the labor market (Kinyili, 2015). So, the theory explains well the variable remuneration through the equitable salary and benefit distribution. The equal treatment of employees by the leadership team regardless of race, age, gender and academic background is also related to the leadership practices variable.

2.2 Empirical Literature Review

As stated by Kissoonduth (2017), turnover is not affected only by a single element rather by an entire employment package which can include elements of employee reward and the intrinsic aspects of the job. These elements include job security, work autonomy, career progression, work-life effectiveness, collegiality of colleagues and an enabling work environment. For employee to stay with a company for long, leaders' skill in creating a

culture of retention is a key factor which includes playing crucial roles like building trust, building esteem, communication, talent developing and coaching, discovering talent among employees (Lisa & Maria, 2007). For an organization to control labor mobility and turnover, a good leadership must be practiced to ensure the provision of good salary and other benefits for the employees.

According to Kissoonduth (2017), the main strategic enabler to achieve a high performing institution is employee reward and specifically remuneration. The competitiveness of the remuneration is the main influencer in the turnover of talented employees. A study by Taylor *et al.* (2002) on 2000 people have revealed an interesting association between turnover, remuneration and leadership Practices. This study found that relatively few examples of people leaving for financial reasons indeed more of the interviewees took pay cut in order to move from one job to another. A bad relationship with their supervisors was found out to be a principal factor for the switching of job. Thi Ai Can (2020) investigated the mediating effect of employee remuneration in the impact of organizational culture by conducting a quantitative analysis on 600 employees in 25 IT companies in Vietnam. The results indicated a significant mediating role of remuneration. The organizational equilibrium model provided by March and Simon stated that factors associated with employee satisfaction can be linked to leadership and the monetary inducement variables that drive the employee desire to remain with the organization. The model stated that, as long as the organization pays a monetary inducement which matches or exceeds the individuals input into the organization; the individual will remain in the organization (Pauline, 2017).

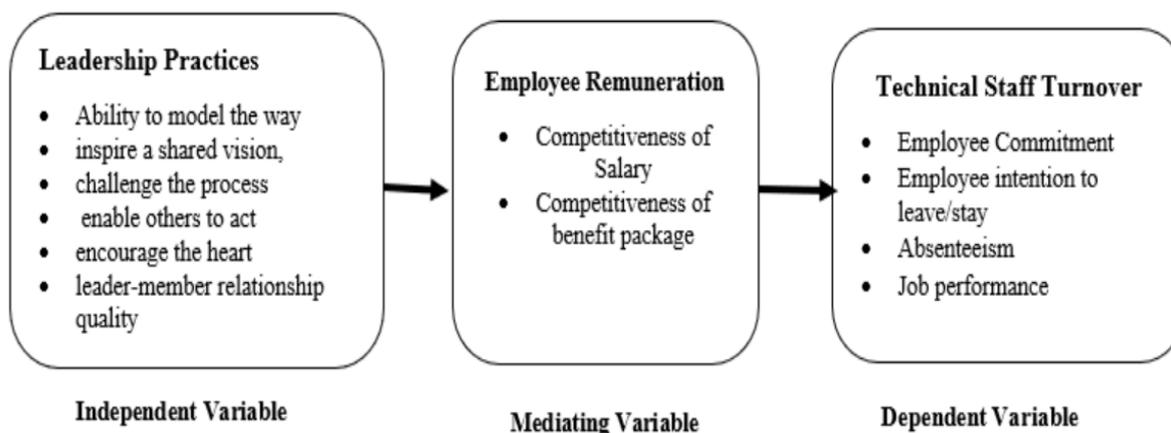
According to a study by ICAO (2014), retaining airlines employees can be a larger problem and is affected by compensation policy decision by the leadership among other factors. A research on military pilots in the United States by Hansen and Moskowitz (2006) emphasized the importance of pay rise in order to retain the military pilots from going to work in the civil airlines industry. A study on Oman air by Revenio *et al.* (2017) revealed a significant mediating role of pay on the relationship between leadership and turnover intention. In Kenya, Ng'ethe (2013) studying 495 public academic institution staff revealed that remuneration is not a direct predictor of turnover intention as does leadership style. Whereas Kinyanjui (2015) indicated inadequate and mismatched employee pay package as the greatest cause of employee turnover in the insurance firms in Kenya. A descriptive research designed on a sample of 136 respondents from Kenya Methodist university by Mutuma and Manase (2013), evaluated the effect of remuneration scheme on staff turnover intention and revealed

the importance of remuneration to retain employees in an organization. The study also recommended the leadership of the university to design a competitive remuneration package to attract, retain and motivate staff. Ndinya *et al.*(2017) stated, in their analysis of factors affecting employee turnover intention in non-governmental organization in Kenya, poor leadership together with low reward level can cause employee turnover which has an ultimate impact on the organization time and money. This is because the recruitment and training of new employees can eat away funds that would otherwise had been used to finance other critical activities of the organization. A study on airlines maintenance technician’s turnover in Kenya by Mokaya and Luke (2008), have revealed high turnover of technical staff due to internal working conditions caused by leadership issues and poor remuneration packages.

2.3 Conceptual Framework

The study examined the mediating effect of employee remuneration on the relationship between the independent variable (leadership practices) and dependent variable (technical staff turnover intention) in Kenyan schedule operating passenger airlines as depicted on figure 1.

Figure 1: Conceptual Model



3.0 METHODOLOGY

The study adopted the descriptive research design. The descriptive cross-sectional survey design was appropriate for this study due to its ability to describe the characteristics of a specific individual or group and how certain variables are associated. The target populations for this study were all the 12 airlines operating a schedule passenger flights and registered by Kenya Civil Aviation Authority possessing a valid airline operation certification. The respondents were pilots and maintenance technicians, which are called technical staff, working for these airlines. To determine the sample size the researcher used Yamane (1973) sample size determination formula and reached at a sample size of 335 respondents which consist of 120 pilots and 215 maintenance technicians, as per their proportional share in the population.

4.0 RESEARCH FINDINGS

This section involved the presentation of results and discussion of findings. The purpose of the study was to investigate the mediating effect of employee remuneration on the relationship between leadership practices and turnover intention of technical staff in Kenyan Schedule operating passenger airlines.

4.1 Summary of Findings

4.1.1 Response rate

The response rate is presented in Table 1

Table 1: Response Rate

	Pilots		Maintenance Technicians		Total	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Response	114	95.000%	160	74.419%	274	81.791%
No response	6	5.000%	55	25.581%	10	18.209%
Total	120	100.000%	215	100.000%	335	100.000%

The researcher administered 335 questionnaires to the sampled pilots and maintenance technicians. Those that were adequately filled and returned were 114 (pilots) and 160 (maintenance technicians) making a total of 274 responses. This translated into an average response rate of 81.791% as illustrated in Table 1

4.1.2 Gender of the Respondents

The researcher sought to establish the gender of the respondents and the findings are presented in Figure 2

Figure 2: Gender of the Respondents

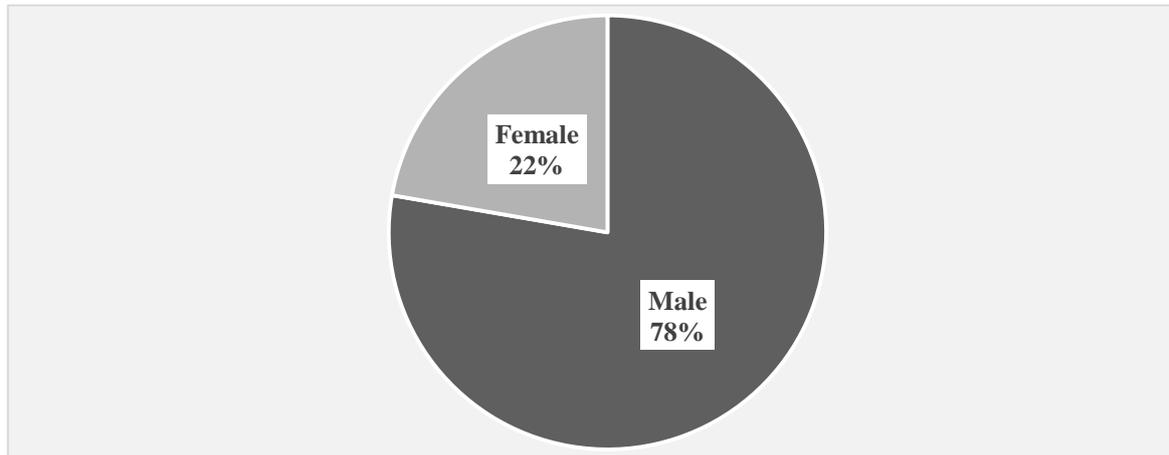
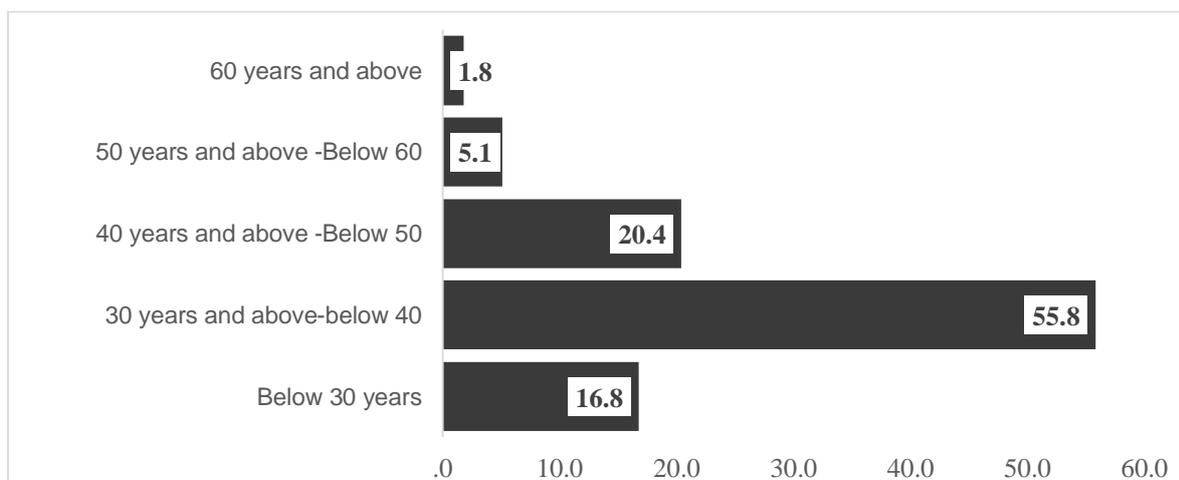


Figure 2 indicated distribution of respondents by their gender. From the results, male respondents represented 78% while their female counterpart represented 22%. This implied that the distribution of technical staff in Kenya schedule passenger airlines highly skewed towards male than female. This gender variance could largely be attributed to the fact that men frequently carry out high technically skilled jobs such as pilots and maintenance technician.

Figure 3: Age Brackets of the Respondents



Regarding age bracket of the respondents, Figure 3 shows that majority (55.8%) were between 30 and 40 years with those below 30 years being only 16.8%. The rest were above

40 years within age brackets 40 to 50 years (20.4%), 50 to 60 years (5.1%) as well as 60 years and above (1.8%). This implies that majority of technical staff in Kenyan schedule passage airlines are aged between 30 and 50 years. This distribution can basically be explained by the nature of the tasks calls for highly flexible and experienced workforce with irregular working hours.

4.1.4 Marital Status of Respondents

The researcher examined the marital status of respondents and the findings is presented in Figure 4.

Figure 4: Marital Status of Respondents

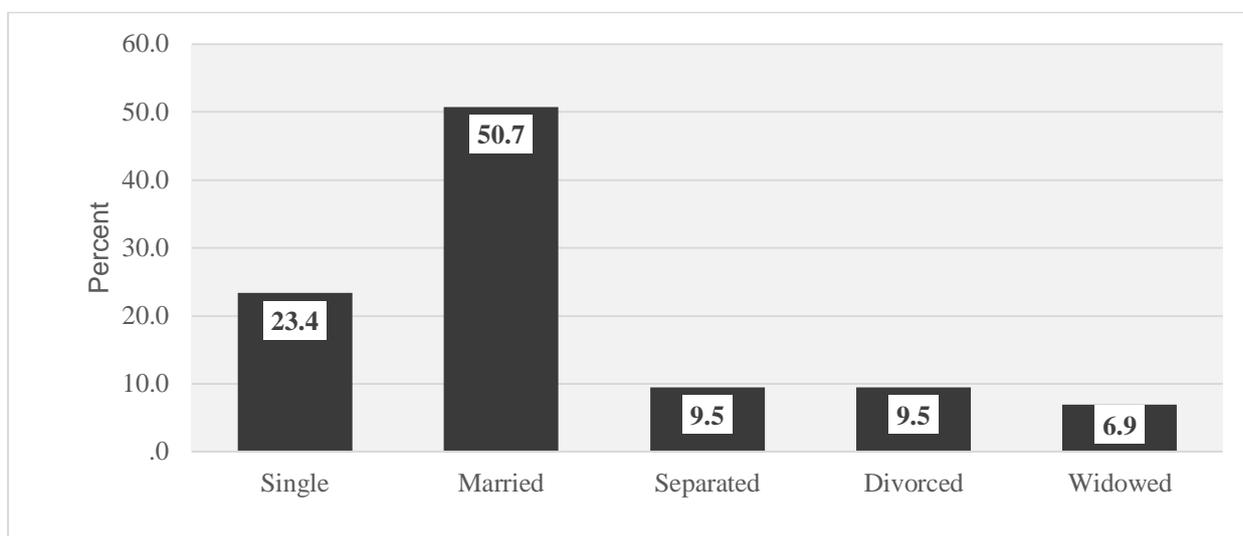
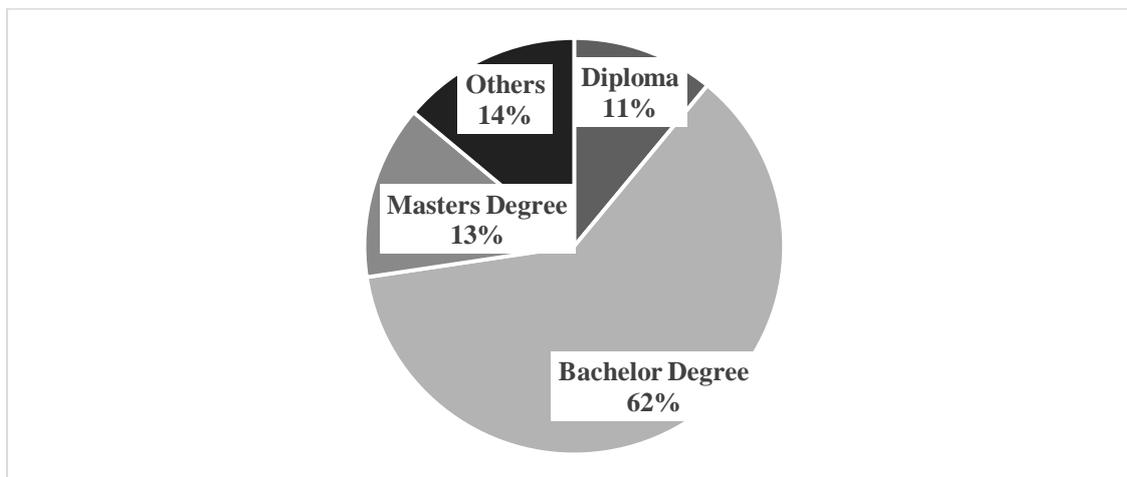


Figure 4 presents marital status of the respondents. About half (50.7%) of the respondents were married. Others were either single (23.4%), separated (9.5%), divorced (9.5%) or widowed (6.9%). This distribution is in tandem with the expected and normal distribution curve where majority of employees with over 30 years of age are either in, or had been in marriage. Relating this distribution on staff turnover intention, Masum *et al.* (2016) observed that, unmarried employees have a higher score of turnover intention than married ones

4.2.5 Level of Education of the Respondents

The level of education of the respondents is presented in Figure 5

Figure 5: Level of Education of the Respondents



As indicated in Figure 5, majority (61.7%) of all respondents had bachelor degree with diploma holders being 10.9%, masters degree (13.5%) while the rest (13.9%) had other levels of education. This implies that majority of technical staff in Kenyan scheduled passage airline are holders of at least bachelor degree. Uludağ *et al.* (2011) also drew a link between educational level and turnover intention where a positive relationship was found between these factors and it was concluded that the people with low educational level have a lower turnover intention.

4.1.6 Length of Service in Respondent’s Current Organization

The length of service in respondent’s current organization is depicted in Figure 6.

Figure 6: Length of Service in Respondent’s Current Organization

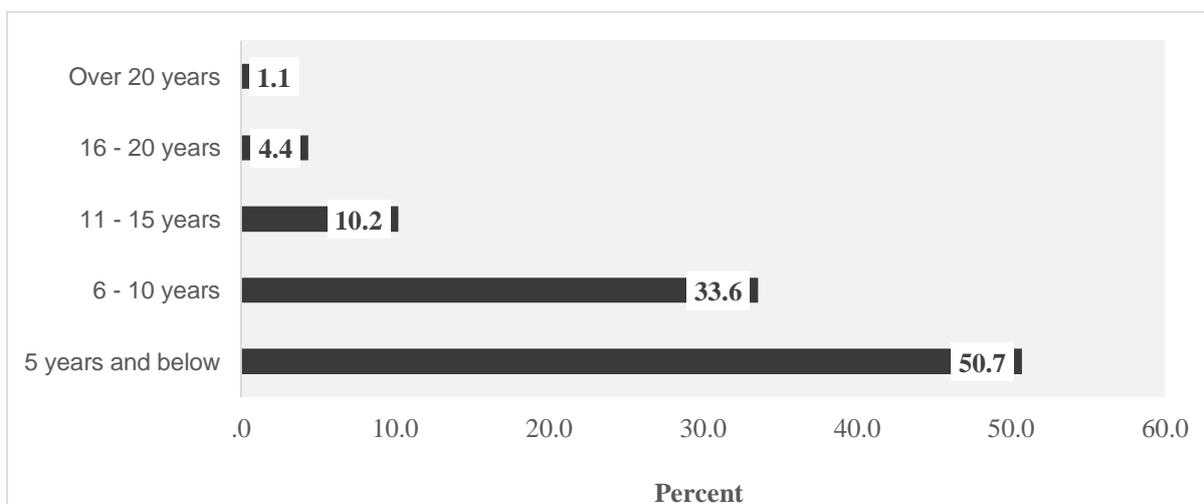


Figure 6 shows that 50.7% of all respondents had worked in their current organization for 5 years and below. Those that had worked for 6-10 years were 33.6% while others had 11-15 years (10.2%), 16-20 years (4.4%) and over 20 years (1.1%). This implies that majority of technical staff in Kenyan schedule operating passenger airlines have been working in their

4.2 Result of Test of Study Hypothesis

The study objective aimed at assessing the extent to which employee remuneration mediates the relationship between leadership practices and turnover intention of technical staff in Kenyan schedule operating passenger airlines. A stepwise regression analysis was performed with four steps used to show whether employee remuneration is predicted by leadership practices and at the same time assessing whether employee remuneration significantly predict staff turnover intention. Stepwise analysis indicating both direct and indirect relationships using Baron and Kenny's (1986) procedures as follows:

Step I: To confirm whether leadership practices significantly predict staff turnover intention ($L_p \rightarrow S_t$) which helped in drawing the verdict that remuneration has a mediating effect on the relationship between leadership practices (L_p) and staff turnover intention (S_t).

Table 2: Overall Model Summary

R	R-Square	Adjusted R-Square	Std. Error of the Estimate	Durbin-Watson
.958	0.918	0.918	0.18426	1.725

Table 3: Analysis of Variance (ANOVA)

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	103.93	1	103.93	3061.07	.000
Residual	9.235	272	0.034		
Total	113.165	273			

Table 4: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.778	0.045		128.222	0.000
Leadership practices	-0.886	0.016	-0.958	-55.327	0.000

From table 2, 3 and 4, the results indicated that when L_p (leadership practices) is held constant, Y (staff turnover intention) will remain at 5.778. At the same time, an increase in leadership practices by a unit would lead to a decrease in staff turnover intention by 0.886. This relationship is significant given p-Value of $0.000 < 0.05$. On the other hand, R-Square = 0.918 with F-Calculated (1, 272) = 3061.07 which is greater than F-Critical (1, 272) = 3.876, and p-Value = $0.000 < 0.05$ as well as a negative elasticity (0.886). This implies that, leadership practices significantly predict staff turnover intention.

Step II: To confirm whether leadership practices significantly predict remuneration ($L_p \rightarrow R_e$)

Table 5: Coefficient of Determination on L_p Predicting R_e

R	R Square	Adjusted R Square	Std. Error of the Estimate
.398a	0.159	0.155	0.669

Table 6: Analysis of Variance on L_p Predicting R_e

	Sum of Squares	of	Mean Square	F	Sig.
Regression	22.932	1	22.932	51.249	.000a
Residual	121.710	272	0.447		
Total	144.642	273			

Table 7: Regression Coefficients on L_p Predicting R_e

	Unstandardized Coefficients	Std. Error	Standardized Coefficients	T	Sig.
	B		Beta		
(Constant)	1.990	0.164		12.168	0.000
Leadership practices	0.416	0.058	0.398	7.159	0.000

Results in Table 5 show an R-Square of 0.159 with the standard error of estimate being 0.669. This implied that leadership practices explain 15.9 percent of the variation in employee remuneration. As shown in Table 6, F-Calculated (1, 272) = 51.249 which is

greater than F-Critical (1, 272) = 3.876 at 2-tail test and 95% confidence level. Results also show p-Value = 0.000 < 0.05. This further confirmed that leadership practices significantly influence employee remuneration. Findings as shown in Table 7 expresses that, when the predictor is held constant, the dependent variable remains at 1.990. An increase in leadership practices by one unit would lead to an increase in remuneration by 0.416 units with a p-Value of 0.000<0.05. Consequently, the researcher summarized that, leadership practices significantly and positively predicts remuneration and model $R_e = \beta_2 + \beta_3 L_p + e$ can be estimated as: $R_e = 1.990 + 0.416 L_p$.

Step III: This step confirms whether employee remuneration (R_e) controlling for leadership practices (L_p) significantly predicts staff turnover intention expressed as $R_e | L_p \rightarrow S_t$.

Table 8: Coefficient of Determination on L_p and R_e Predicting S_t

R	R Square	Adjusted R Square	Std. Error of the Estimate
.959a	0.919	0.918	0.184

Table 9: Analysis of Variance on L_p and R_e Predicting S_t

	Sum of Squares	df	Mean Square	F	Sig.
Regression	103.980	2	51.990	1533.989	.000a
Residual	9.185	271	0.034		
Total	113.165	273			

Table10: Regression Coefficients on L_p and R_e Predicting S_t

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.737	0.056		102.548	0.000
Leadership practices	-0.895	0.017	-0.967	-51.282	0.000
Employee remuneration	0.020	0.017	0.023	1.217	0.224

Findings as shown in Table 10 show that, when leadership practices and employee remuneration are held constant, staff turnover intention will remain at 5.737. At the same time, an increase in leadership practices by one unit would reduce staff turnover intention by 0.895 units (p-Value=0.000). The case is contrary to remuneration where an increase in one unit of employee remuneration would result in an increased in staff turnover intention by 0.020 units (p-Value=0.224>0.05). This implies that employee remuneration when

controlling for leadership practices does not have significantly influence on staff turnover intention, the model $S_t = \beta_4 + \beta_5 L_p + \beta_6 R_e + e$ can therefore be estimated as: $S_t = 5.737 - 0.895L_p + 0.020R_e$.

Step IV: According to Baron and Kenny (1986), for the mediation effect to exist the residual direct effect of the treatment variable on the outcome (β_5) should be smaller (in absolute value) than the overall treatment effect in the total direct effect (β_1). However, this is not the case and the results shows that (β_5) is greater (in absolute value) than (β_1), which is another indication for the insignificant mediating effect of employee remuneration. Therefore, the researcher accepted the null hypothesis (H0) and concluded that there is no significant mediating effect of employee remuneration on the relationship between leadership practices and technical staff turnover intention in Kenyan schedule-operating passenger airlines.

5.0 CONCLUSION

The study concluded that there is no significant mediating effect of employee remuneration on the relationship between leadership practices and turnover intention of technical staff in Kenyan schedule operating passenger airlines. The results also indicated that employee remuneration has an average mean score which implies moderate salary competitiveness and fairly attractive medical, pension and retirement packages offered to technical staff in Kenyan schedule operating passenger airlines. The results from the analysis also indicated that there is a fairly competitive remuneration package among Kenyan schedule operating passenger airlines.

6.0 RECOMMENDATIONS

Based on the findings of the study, the researcher recommended for practitioners to deviate from the traditional assumption of considering remuneration as a sole influencer of staff turnover intention and consider other factors such as leadership practices in the staff retention strategy of an organization. The results from the analysis also indicated that there is a fairly competitive remuneration package among Kenyan schedule operating passenger airlines. This could be partly the reason for the insignificant mediation effect of remuneration in the relationship between leadership practices and turnover intention of technical staff. So, policy makers and regulators in Kenya civil aviation authority and the concerned department in the ministry of transport should oversee and monitor the remuneration practices by airlines to sustain its competitiveness.

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