

LEADERSHIP PRACTICES AND TURNOVER INTENTION OF TECHNICAL STAFF IN KENYAN SCHEDULE OPERATING PASSENGER AIRLINES

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Abstract

The airline industry is facing various challenges since the start of commercial aviation in the 1920s. One of the major challenges is related to the human resource aspect, specifically the turnover intention of highly skilled technical staff. Leadership practices have a significant effect on the turnover intention of technical staff working in Kenyan schedule operating passenger airlines. So, the main objective of the study is to examine how leadership practices affect technical staff turnover intention. A descriptive survey design was used as a research design for the study. A total of 335 respondents were selected using proportionate stratified sampling technique from the target population of 2058 technical staff working in the 12 airlines that operate schedule passenger flight in Kenya. To determine the sample size Yamane's formula was used. Open and close ended questionnaires were used to collect data. For the analysis and presentation of the data, the researcher used descriptive and inferential statistics. To analyze the effect of the independent variable (leadership practices) on the dependent variable (technical staff turnover intention) and to test the hypothesis, a multiple regression model was used. The major findings of the study established that leadership practices significantly influence technical staff turnover intention in Kenyan schedule operating passenger airlines. The study concludes that the presence of acceptable leadership practices will have a positive contribution in curbing the turnover intention of technical staff. The study recommends that airlines should ensure the presence of acceptable leadership practices to deal with the issue of technical staff turnover.

Key Words: Airlines, Leadership Practice, Maintenance Technicians, Pilots, Turnover Intentions

Introduction

In dealing with turnover, an organization often tries to retain key employees. The turnover of key employees can have a disproportionate impact on the business (Armstrong, 2014). Through the employment process, it is important for organization to attract and retain quality employees. Leadership and supervision issues are important aspect that have an impact on employee turnover intention (Wakabi,2016). In 2035, a report from the international air transport Association [IATA] (2017), on the airlines industry, stated that one of the global challenges in the growing industry will be the lack of skilled labor resource due to the dependency on skilled manpower. 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). From various studies conducted on manufacturing, airlines industry, and academic institutions in Kenya, leadership practice has been found out to be a significant influencer of the turnover intention of employees (Ng'ethe, 2012; Kenya Airways, 2017; Mokaya and Luke, 2008). Various theories related to the research variables have been reviewed in the study. The study used transformational leadership theory as an anchor theory. Other theories underpinning the study are leader-member exchange theory and two factor theory.

Northouse (2016) defined leadership as a process a leader influence follower to achieve a common goal. Further he stated 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 about the organization, 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, enable others to act (Posner, 2015).

Earlier definition of turnover given by Price (1977) concur 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, between firms, jobs and occupations, and between the states of employment and unemployment. In the airlines industry, there is a high turnover of skilled technical staff such as maintenance technicians and pilots which has caused a significant negative impact on the airlines operation (Kenya Airways, 2017; ICAO, 2014). Various researches have also been conducted on the Kenyan context and revealing that employee turnover is one of the common challenge organizations face in the country (Ndinya *et al.*, 2017; Ng'ethe, 2013). In Kenya, the major employer of maintenance technicians in the country, Kenya Airways, experienced a large turnover of highly skilled engineers due to internal factors which gave rise to a high maintenance and servicing cost for its planes in foreign countries (Mokaya & Luke, 2008).

The airlines industry plays an important role in the economic development of a nation by creating 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 GDP AND directly supports 18,000 jobs and another 130000 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 where the passenger traffic will double from the current 3.8 billion to 7.2 billion in 2035. However, the sustainability of the growth and the contribution the airlines industry makes to the economy can only be realized if the industry is supported with adequately skilled manpower. 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 Kenya 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). The impact of leadership is more prominent on employee turnover than it was assumed previously. Bad leadership Practices such as the use of pressure than inspiration will damage the emotional connection between employees and the work which ultimately leads to employee turnover intention (Alkhawaja, 2017). There are limited researches conducted focusing on the turnover intention of employees in Kenya. Very few studies have focused on the airlines industry which examined the turnover intention of a single skill set of employees (Mokay & Luke, 2008). Some of the researches done in the past have either methodological or scope limitation (Mutuma & Manase, 2013; Dei Mensah, 2014; Ndinya *et al.*, 2017). This was the reason why the research sought to find out the effect of leadership

practices on the turnover intention of technical staff in the airlines industry in Kenya. The objective of the study was to establish the relationship between leadership practices and technical staff turnover intention. The study also sought to test the null hypothesis that states; There is no significant relationship between leadership practices and technical staff turnover intention in Kenyan schedule operating passenger airlines.

Retaining skilled airlines personnel had been a historical issue in Kenya. From the global forecast by IATA, it seems, the problem will continue to affect airlines in Kenya and Africa at large. Despite the magnitude of the problem and as far as the researcher is aware, there has been very limited research conducted at a global and local level, specifically relating to the turnover intention of pilots and maintenance technicians. So, this study would contribute by adding new knowledge in the area. Policy makers in the airlines industry and regulatory authorities can also benefit from the findings of this research. In addition, the findings can help in devising the best suitable policy and strategy to minimize the turnover of pilots and aircraft technicians for management practitioners in the airlines industry. The research was restricted to the study of pilot and maintenance technicians in 12 schedule operating passenger airlines. These airlines hold a valid air operator's certificate and falls under the geographical coverage of Kenya. It also focused on the turnover intention of technical staff through the analysis of leadership practice, as the turnover intention is proved to be a good indicator of actual turnover. The data for this study was gathered from January 2020 to May 2020.

Literature Review

Theoretical Literature Review

Transformational leadership is a process that change and transform people. It 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 proved to be positively related to follower's satisfaction, motivation, and performance which minimizes follower's turnover (Northouse, 2016). The main shortcoming of transformational leadership is the depiction of men to be endowed with immense capabilities, which in reality may be significantly exaggerated.

The leader-member exchange (LMX) theory was first proposed in 1970s and it has undergone several revisions and it 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. Northouse (2016) have addressed how LMX theory was related to organizational effectiveness by focusing on the quality of leader-member exchanges which has a positive outcome for leaders, followers, groups and organizations in general. 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). In general, high quality leader-member exchanges result in better feelings, more accomplishments and reduce turnover intention (Northouse, 2016).

The two-factor theory was introduced by Fredrick Herzberg in 1959, 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 as a hygiene factors that has to be resolved to retain employees (Miring'u, 2017).

Empirical Review

Mathimaran and Kumar (2017) stated that there is a positive effect of leadership practices on organizational commitment, work satisfaction and performance. 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). Miring'u (2017) referring to studies made in turkey on 304 employees, and in the united states of America on 208 employees have ascertained that leadership behaviors and practices play a major role on employees' turnover intention. Wells and Peachey (2011), in their recommendation for a transformational and transactional leadership style, have stated that voluntary organizational turnover intentions are negatively related to the recommended leadership Practices. As stated by Kimuyu (2014), the most effective means of reducing staff turnover intention in an organization is to improve the performance of line managers. According to Miring'u (2017), leadership is a process of social influence that maximize the efforts of others towards achieving organizational goals. For an organization to control labor mobility and turnover, a good leadership has to be practiced ensuring the provision of good salary and other benefits for the employees. In the airlines industry, to make the workplace appealing to younger workers and attract them to remain and thrive, participatory leadership style is required as opposed to authoritarian leadership style of older managers (ICAO, 2014). A research conducted by Naharet *al.*(2017) on the turnover of employees in airlines industry in Bangladesh, through the collection of primarily data from 100 respondents, revealed that leadership practices such as feeling of being appreciated, even after long hours of working, and proper supervision have a significant effect in reducing turnover intention of employees. Shehawyet *al.* (2018) conducted a research on Egyptian airlines industry for factors affecting employees' job embeddedness by analyzing data collected from 800 respondents and revealed that supervisor support and employee advocacy are the two main factors for building job embeddedness that has a direct impact on organizational commitment and employee turnover intention. Ndinya *et al.*(2017) stated, in their analysis of factors affecting employee turnover intention in non-governmental organization in Kenya, poor leadership can cause employee turnover which has an ultimate impact on the organization time and money. Previous empirical study on leadership in academic institutions in Kenya concluded that leadership practices have a major influence on academic staff turnover (Ng'ethe, 2013). Ouma (2017) examined the effect of ethical leadership on employee commitment in the transport sector in Kenya and concluded that ethical leadership has a positive and significant effect on the commitment of employees. 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 among others.

Table 2.2: Summary of gaps of empirical studies

	Author of the article	Area of study	Methodology Used	Study finding	Knowledge Gap	How the study addressing the gap
1	Winterton, J. (2004)	A conceptual model of labor turnover and retention	Literature survey	Concludes there are 4 key areas of action to reduce labour turnover ; promoting job satisfaction, building organizational commitment, altering employee perception and reducing ease of movement	Narrow scope focusing on UK clothing industry	Explore issues related to employee turnover in developing country and the airlines industry.
2	Mokaya, S. and Luke, K. (2008).	Factors that Influence Labor Turnover of Aircraft Maintenance Engineers in Kenya Airways.	Descriptive design, survey questionnaires used to collect data from 270 respondents	High turnover of engineers due to internal factors such as poor remuneration, industry dynamics, competition and poaching, and non-responsive management	Restricted only to the study of aircraft maintenance engineers turnover. Could have done a census than sampling due to the small size of the population. It is also an outdated research.	Added one more skill to cover all technical staff the airlines industry and it is a nation wide study not airline specific.
3	Dei Mensah, R.(2014)	Analyzed the effect of Human Resource management Practices on retention of employees	Explanatory cross sectional survey on 13 banks in Ghana and 342 respondents.	Examined HRM practices on employee retention and found out compensation, work-life balance and employee engagement are important and significantly influence employee retention in the banking sector in Ghana	Studied only the effect of HRM Practices to influence retention without giving due consideration to practices by the leadership team.	Extends to the study of leadership practice on the turnover intention of technical staff in Kenyan schedule operating passenger airlines.
4	Nahar, R., Islam, R., and Ullah, T. (2017).	Identified factors for reducing employee turnover rate in aviation	Survey on 100 respondents from three airlines in Bangladesh.	Appreciative leadership Practices, proper supervisions are revealed to reduce employee turnover in the aviation business in Bangladesh.	Didn't cover all leadership practice in analyzing the impact on turnover.	Additional leadership practices have been examined in analysing the effect on turnover intention and focuses on airlines industry in Kenya.

Table 2.2: Summary of gaps of empirical studies (cont....)

	Author of the article	Area of study	Methodology Used	Study finding	Knowledge Gap	How the study addressing the gap
5	Shehawy, M., Elbaz, A., and Agag, M. (2018)	Employees' job embeddedness in Egyptian airline	Survey among a sample representative of 870 frontline staff	Job embeddedness, support and employee advocacy, has a direct impact on organizational commitment and intention to leave	Wider focus on all airline employees but the turnover rate of technical staff is the highest which require special focus.	The study gives a special attention to technical staff and analyze the impact of leadership Practices on their turnover intention.
6	Alam, A (2019)	Relationship between Job satisfaction and turnover intention	Descriptive design on a sample size of 400 nurses	Turnover intention is affected by opportunity, satisfaction with the leadership practices and remuneration.	It has a focus on the health sector in Karachi. A smaller geographical study focusing on one skill set, nurses.	The study examined the effect of variables similar to this study with focus on airlines sector having a nation-wide focus.

Conceptual Framework

The study examined the direct impact of leadership practices on technical staff turnover intention in Kenyan schedule operating passenger airlines as depicted on figure 2.1.

Figure 2.1: Conceptual Model

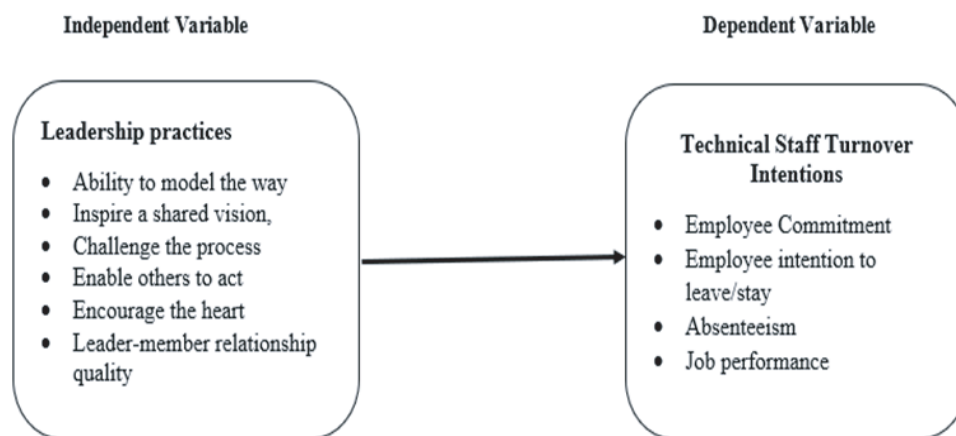


Table 2.3: Operationalization of variable

Variable / objective	Operational definition	Indicator	Measurement	Author
Technical staff Turnover Intention	A voluntary exit from an organization which necessitate the recruitment of new staff.	<ul style="list-style-type: none"> • Employee commitment • Employee intention to leave/stay • Absenteeism • Job Performance 	Interval scale Likert, five point scale	Dei Mensah (2014), Kinyanjui (2015),
Leadership Practices	The leadership approach practiced by an immediate supervisor, medium level and top-level management.	<ul style="list-style-type: none"> • Ability to model the way • inspire a shared vision • Challenge the process • Enable others to act • Encourage the heart • Leader-Member relationship quality 	Interval scale Linkert five point scale	Posner (2015), Northouse (2016)

Methodology

This study used positivism as a philosophical orientation to guide the research. Positivism is chosen because the study involves the use of theories to develop hypothesis which will be later tested and confirmed by the findings. The descriptive survey 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. As part of descriptive design, cross-sectional survey helped in collecting data from a large population in a relatively short period of time for the generalization and predication of the study (Nachmias & Nachmias, 2008). The choice for this research methodology was also informed by the fact that the relationship between the variables were studied at one particular time. The target populations for this study were the 12 airlines operating a schedule passenger flights registered in Kenya. These airlines are registered by Kenya Civil Aviation Authority as a schedule operating passenger airline and possess a valid airline operation certification. The respondents to the questionnaires were pilots and maintenance technicians, which are called technical staff, working for these airlines domiciled in Kenya with a schedule passenger flight operation. As such the physical location of the population was Kenya. To avoid bias and in order to select a representative sample, data were collected from the respondents through a proportionate stratification sampling technique due to the variation in the number of technical staff the airlines employ. 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.

The overall objective of the study was to establish the relationship between leadership practices and technical staff turnover intention. The data for the study was collected mainly from primary source through the questionnaires that were distributed to respondents. Questionnaires were used as an instrument tool of collecting data from the selected sample respondents. To check the structure, sequence, meaning and ambiguity of the questions on the questionnaires, a pilot test was conducted on 34 respondents which were 10% of the sample size (Mugenda & Mugenda, 2008). These respondents were not included in the final sample size. The Cronbach's coefficient alpha was used as a measure of reliability and the results showed that there was a highly shared covariance among all items used to describe both the independent and dependent variables in the study with values more than 0.7 which is regarded as an acceptable threshold according to Nunnally (1978). The results are shown in table 3.1.

Table 3.1: Reliability Statistics on the Study Variables

Variable	Cronbach's Alpha	No. of Items
Leadership practices	0.934	13
Technical Staff turnover intention	0.919	10

The researcher used factor analysis to ascertain the validity of the research instrument. In the study, the researcher used a loading-threshold of 0.4 and therefore suppressed any loadings ranging between -0.4 and +0.4. All factor loadings for the indicators of the dependent variable and independent variable were found out to be within the range, the lowest being 0.467 and the highest 0.853.

The researcher used multiple regression model to analyze the effect on the dependent variable caused by each indicators of the independent variable and the relationship between the composite independent variable and the dependent variable was analyzed through the use of simple linear regression model. Research hypothesis was tested using the F-statistics (ANOVA) to measure and determine the statistical significance between the variables and to draw conclusions for the study.

The regression models were as follows: $S_t = \beta_0 + \beta_1 L_p + e$

Where :

β_0 = Constant

β_1 = Coefficient of predictors

S_t = Represents dependent variable (Technical staff turnover intention)

L_p = Represents the independent variable (Leadership Practices)

e = the error term

Before performing the multiple regression analysis, the researcher conducted diagnostic tests. It was helpful to test statistical problems and ensure compliance with the classical linear regression model (CLRM). The diagnostic tests included were homoscedasticity, multi-collinearity, normality, linearity and auto correlation. The results indicated that the data for the study has been drawn from a normally distributed population. Test for homoscedasticity in this study generated a p-Value of 0.392 and therefore we fail to reject the null hypothesis and conclude that the data (residuals) is homoscedastic.

Findings

This section involves the presentation of results and discussion of findings. The purpose of the study was to examine the effect of leadership practice on the turnover intention of technical staff in Kenyan Schedule operating passenger airlines.

Summary of Findings

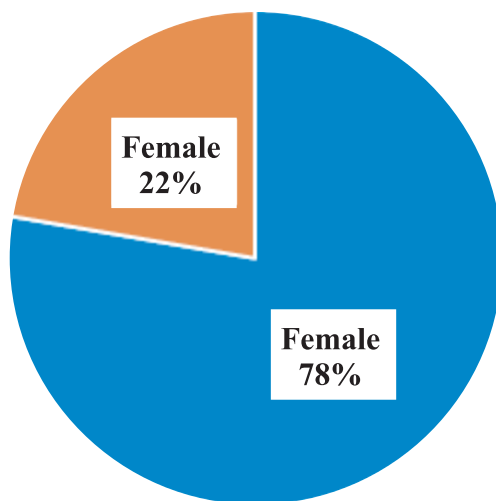
The researcher administered 335 questionnaires to the sampled pilots and maintenance technicians. Those that were adequately filled and returned were 114 (pilots) and 160 (maintenance technicians) making a total of 274 responses. This translates into an average response rate of 81.791% as illustrated in Table 4.1. Maria *et al.* (1994) recommends a response rate of at least 70 percent is highly acceptable for a face-to-face survey. Therefore, an overall response rate of 81.791% was considered adequate to generalise findings of this study.

Table 4.1: 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%

Figure 4.1 indicates distribution of respondents by their gender. From the results, male respondents represented 78% while their female counterpart represented 22%. This implies 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, whereas women commonly work in customer service roles like cabin crew and passenger services at the airport.

Figure 4.1: Gender of the Respondents



Regarding age bracket of the respondents, Figure 4.2 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. At the same time, individual variation in tolerance to working with irregular working hours has been found to influence the health impact of irregular working hours as well.

Figure 4.2: Age Brackets of the Respondents

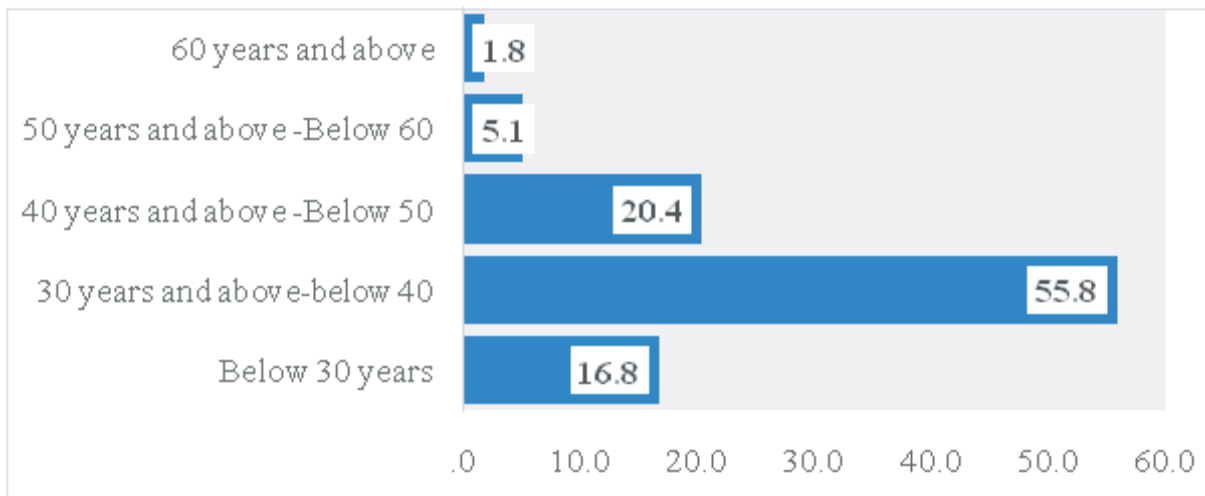
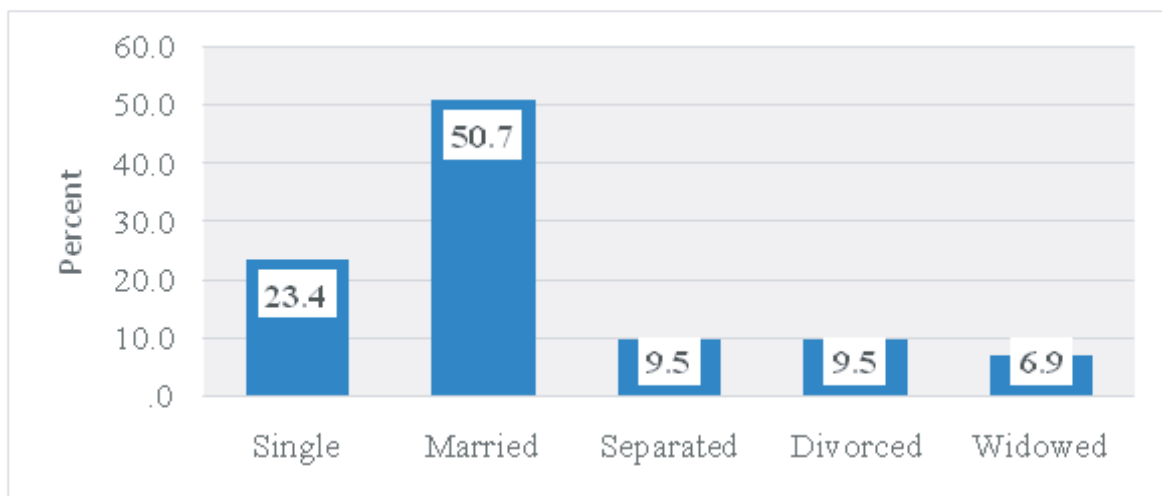


Figure 4.3 presents marital status of the respondents. Approximately half (50.7%) of the respondents were married. Others were either single (23.4%), separated (9.5%), divorced (9.5%) or widowed (6.9%). This distribution is in tandem with the expected and normal distribution curve where majority of employees with over 30 years of age are either in, or had been in marriage. Relating this distribution on staff turnover intention, Masum (2016) observed that, unmarried employees have a higher score of turnover intention than married one.

Figure 4.3: Marital Status of Respondents



As indicated in Figure 4.4, 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.

Figure 4.4: Level of Education of the Respondents

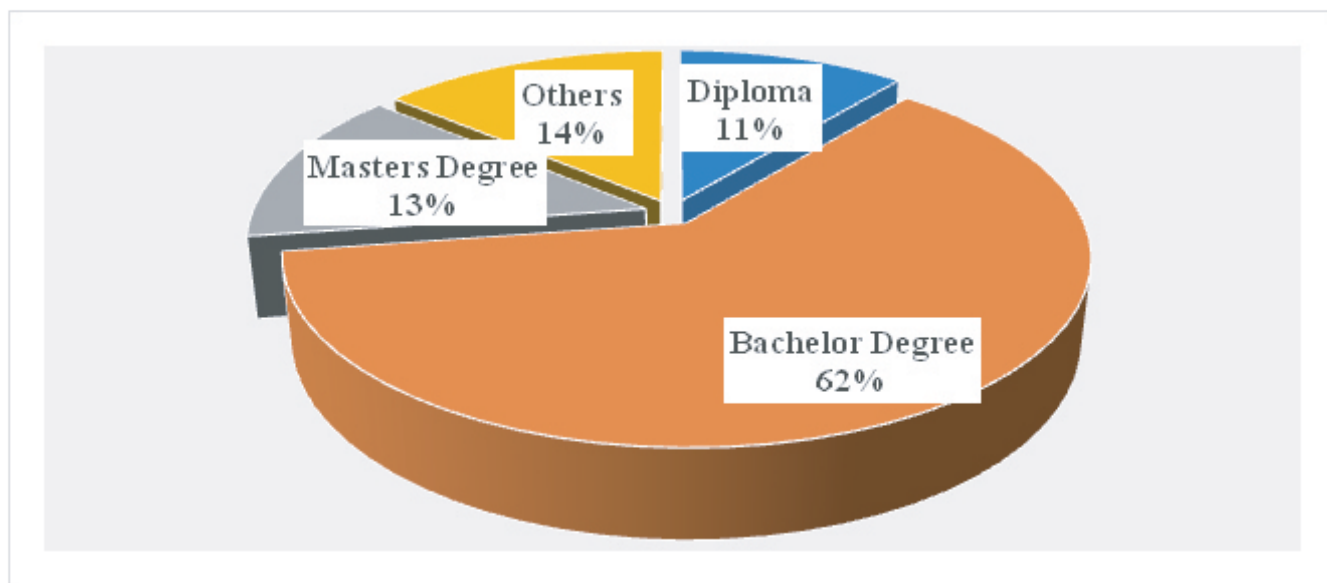
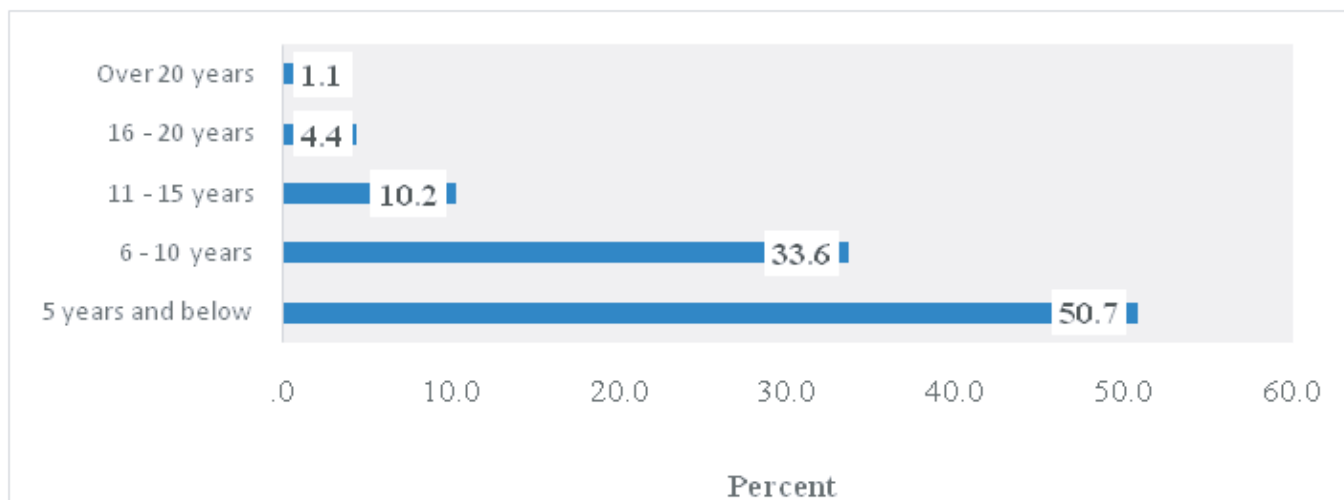


Figure 4.5 shows that 50.7% of all respondents had worked in their current organization for 5 years and below. Those that had worked for 6-10 years were 33.6% while others had 11-15 years (10.2%), 16-20 years (4.4%) and over 20 years (1.1%). This implies that majority of technical staff in Kenyan schedule operating passenger airlines have been working in their current organizations for 10 years and below.

Figure 4.5: Length of Service in Respondent's Current Organization



Descriptive statistics for the study variables were based measure of frequency distribution (percentage), measure of central tendency (mean, mode and median) and measure of spread (standard deviation). Within a continuum of a 5-point Likert scale, the higher the mean (closer to 5), the stronger the respondents' agreement with a particular factor. The opposite is also true for observations with mean closer to 1. Standard deviation, on the other hand, was used to describe the degree of unanimity in responses on a factor in relation to the mean. On average leadership practices has a mean of 2.706 and a standard deviation of 0.932. This has the implication that the leadership team in Kenyan schedule-operating passenger airlines does not possess a strong leadership practices which inspires shared vision, challenge the process, encourage and enable employees to act with a high leader-member relationship quality. The dependent variable, technical staff turnover intention, have a mean of 3.301 and standard deviation of 0.813. This implies that job performance, intention to leave and absenteeism rates in Kenyan schedule-operating passenger airlines are moderately high. On the other hand, employee commitments and intention to stay with the organization are fairly low.

Result of Test of Study Hypothesis

The objective for this study was to establish the relationship between leadership practices and technical staff turnover intention. Inferential statistics were determined entailing correlation coefficient, coefficient of determination (R-Square), analysis of variance as well as regression coefficients. Test for autocorrelation was also performed.

Table 4.2: Overall Model Summary

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

Table 4.3: 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 4.4 : 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

Results in Table 4.2 show an R-Square of 0.918 with the standard error of estimate being 0.18426. This implies that leadership practices significantly explain changes in staff turnover intention. As shown in Table 4.3, F-Calculated (1, 272) = 3061.07 which is greater than F-Critical (1, 272) = 3.876 at 2-tail test and 95% confidence level and p-Value = 0.000 < 0.05. The researcher did not accept the null hypothesis (H0₁) and therefore draws the verdict that **there is a significant relationship between leadership practices and technical staff turnover intention in Kenyan schedule operating passenger airlines**. The results of this study is consistent with literatures found on Alam (2019) and Nahar et al.(2017). Findings as shown in Table 4.4 express that, when the independent variable (leadership practices) is held constant, staff turnover intention will remain at 5.778. At the same time, an increase in leadership practices by one unit would lead to a decrease in staff turnover intention by 0.886 units with a p-Value of 0.000 < 0.05. The model $S_t = \beta_0 + \beta_1 L_p + e$ can therefore be estimated as:

$$S_t = 5.778 - 0.886L_p$$

Conclusion and Recommendations

The overall objective of the study was to establish the relationship between leadership practices and technical staff turnover intention in Kenyan schedule operating passenger airlines. The study has rejected the null hypothesis that states: There is no significant relationship between leadership practices and technical staff turnover intention in Kenyan schedule operating passenger airlines. The results from the data analysis established that there is a significant and negative effect of leadership practices on technical staff turnover intention having an R-square value of 0.918 and negative elasticity of -0.886. The p-value was also found out to be insignificant and the F-Calc (1, 272) = 3061.07 is greater than F-Calc (1, 272) = 3.876 at 2 -tail test and 95% confidence interval level. This leads to a conclusion that

91.8% of variation on technical staff turnover intention is caused by leadership practices, holding all other factors constant. It was also concluded that ensuring the presence of generally acceptable leadership practices will have a positive contribution in curbing the turnover intention of technical staffs in Kenyan schedule operating passenger airlines. The leadership practices that are recommended to reduce technical staff turnover intention include; inspiring of shared vision, ability to model the way, challenging the process, encourage and enable employees to act and a high leader-member relationship quality. It is however concluded that the leadership practices currently found in Kenyan schedule operating passenger airlines are not satisfactory and there is a moderately high level of turnover intention among technical staff to leave their current employers.

Based on the findings of the study, the researcher recommends that embracing of acceptable leadership practices by airlines leadership team is essential to address technical staff turnover in Kenyan schedule operating passenger airlines. Practitioners in Airlines should divert their attention to the leadership practice more than other factors that are assumed to help them curb the turnover of highly skilled technical staff that will ultimately result in a high cost of replacement to sustain their operations. For policy makers also, the negative impact of highly skilled technical staff turnover on the domestic aviation industry should be understood and they should oversee and support efforts by airlines to create an encouraging environment for the existence of a good leadership practice.

This study was done by focusing on schedule operating passenger airlines that are registered in Kenya. It is a fact that many airlines in Africa are suffering from technical staff shortage and challenges in retaining them. So, a wider scope of study focusing on airlines operators in Africa in studying the role of leadership practice on technical staff turnover intention is suggested to be an area of further study. Moreover, further research could also be done in the future by considering additional factors that can mediate or moderate the relationship between leadership practices and turnover intention. address the

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