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The Moderating Effect of Labor Demand on the relationship between 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. Among these challenges include turnover of highly skilled technical staff, which is emerging to be an issue to the airlines and will continue as a result of high industry growth forecast. 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 industry labor demand factors play a significant role. The objective of the study was to determine the moderating effect of labor demand on the relationship between leadership practices and turnover intention of technical staff in the Kenyan schedule operating passenger airlines. The data was collected from all the 12 Kenyan schedule operating passenger airlines. The target population was 2058 technical staff. The research design used was descriptive cross-sectional survey design. A total of 335 sample respondents were used in the study. The researcher selected the sample using proportionate stratified sampling technique. To determine the sample size, the researcher used Yamane's formula. Open and close-ended questionnaires were used to collect data. Descriptive and inferential statistics were used for data analysis and presentation. The findings from the research indicated that labor demand has a significant moderating role on the relationship between leadership practices and turnover intention of technical staff. The study recommended practitioners to be cognizant of the high labor demand for technical staff which can significantly affect the relationship between leadership practice and turnover intention. Practitioners should also tailor their staff retention strategy based on the labor demand for each job category. Policy makers should also ensure effective policies are in place to ensure the labor demand does not significantly influence turnover.

Keywords: *Airlines, Leadership Practice, Labor Demand, Technical Staff, Turnover Intentions*

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1.0 INTRODUCTION

1.1 Background of the Study

An organization often tries to avoid the turnover of key employees for smooth continuity of business. The turnover of key employees can have a disproportionate impact on the business (Armstrong, 2014). It is important for organization to attract and retain quality employees. It is also crucial to devise strategies, by the management, to address the staff turnover intention issue which helps to avoid staff replacement costs (Wakabi, 2016). The aviation industry is highly dependent on skilled labor resource; such as pilots and technicians, where a high demand in the labor market can cause a significant impact on the operation of airlines (IATA, 2017). 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).

Leadership is a process a leader influence follower to achieve a common goal (Northouse, 2016). Further Northouse (2016) posited that there is an increasing interest on studies in the area of leadership as the value of leadership is 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 provided a framework to study how individuals practice leadership in to 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).

Labor is one of the essential human activities and lack of employment is one of the most serious economic and social problems, resulting in loss of income, increasing social inequality, and human capital erosion (Layard *et al.*, 2005). Labor demand has been ascribed to different meanings. Perceived ease of movement and perceived employability shares some conceptual grounds with job opportunities but is mostly measured in terms of quantity and quality of job alternatives (Dane & Brummel, 2014). It is defined as the perception of the convenience of obtaining another job. It is not about having a real offer available to the employee; besides, workforces might perceive this availability even if they only think that they can obtain a job in another place, irrespective of the time factor, it may be now or at some other time which will have an impact on turnover intention (Fuller *et al.*, 2016).

The earlier definition of turnover given by Price (1977) concurs with the definition given by Armstrong (2014) which states turnover is the rate at which people leave an organization and sometimes referred to 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. Yang and Wittenberg (2016) further affirm that employees' turnover intention is also closely related to the employees' turnover because the actual employees' turnover behavior is depending on their intention of leaving the organization. Although staff turnover intention is highly reliant on contextual characteristics of an organization, sector, or economy, Poddar and Madupalli (2012) explain that job satisfaction is an important measure of employee attitudes, which

explains other organizational variables such as organizational commitment and turnover intentions.

Over the years, the airline industry worldwide has undergone significant transformations to meet the needs of a more globally interactive, interconnected and customer drive economies where speed and time are of the essence (Bofinger, 2009). Labor market situations and the growing number of players in the air transport sector have pushed airlines to develop strategies to deal with pressures of globalization and staff turnover intention (Button, 2008) (Button, 2008). These challenges notwithstanding, the overall development of airline transport, particularly in the African continent has prompted airlines to promote leadership practices that would enable them to attract and retain the best talents to achieve organizational goals.

1.2 Statement of the Problem

The airlines industry plays a significant role 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. 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 available skilled manpower.

The challenge related to the shortage of skilled technical staff has already started manifesting in the global airlines industry. In developing nations, pilot's and maintenance technician's turnover has been a historical challenge for airlines as a result of increasing competition in the labor market for highly skilled manpower by a richer rival and the high cost of replacing them (ICAO, 2011). The turnover of skilled personnel in the African airlines industry has been a cause of serious concern for many years (ICAO, 2008). While this turnover is not limited solely to the African States, the migration of aviation experts looking for better opportunities overseas is an additional problem faced by African civil aviation.

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 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; Reina *et al*., 2018).

1.3 Objective of the Study

The objective of the study was to determine the moderating effect of labor demand on the relationship between leadership practices and turnover intention of technical staff in the Kenyan schedule operating passenger airlines.

1.4 Hypothesis of the Study

H_O: There is no significant moderating effect of labor demand 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 proved to be positively related to follower's satisfaction, motivation, and performance which minimizes follower's 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 theoryconceptualize 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).

March and Simon (1958) theory of organizational equilibrium is often considered as the first formal theory of turnover. In their study on organizational equilibrium, March and Simon emphasized the importance of balancing employee and organization contributions and inducements by linking turnover decisions to job satisfaction where individuals who were

more satisfied with their job show an increased desire to remain with the organization. The inducements discussed in March and Simon (1958) theory of organizational equilibrium were related to monetary inducements, asserting that employee remains as member of the organization if the organization pays a monetary inducement that matches or exceeds the input of the individuals in to the organization. In this theory both the individual and the organization tries to maintain an equilibrium between the inducement and the work (input) the individual provides to stay on the job. The two main factors in this theory, that determine an employee's equilibrium are perceived desirability of movement and perceived ease of movement which in turn determines job satisfaction. According to the theory, turnover affects the size of the organization, the size of the organization affects the possibility of transfer, possibility of transfer affects the perceived desirability of movement, the perceived desirability of movement affects turnover, and the loop starts again with the effect of turnover on size off the organization (Pauline, 2017).

2.2 Empirical Literature Review

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 (Kissoonduth, 2017). These elements include job security, work autonomy, career progression, work-life effectiveness, collegiality of colleagues and an enabling work environment. When an employee exit, apart from cost related to recruiting and training the employee, indirect costs also exist (Samuel & Chipunza, 2009).

Mathimaran and Kumar (2017), revealed that there is a positive effect of leadership practices on organizational commitment, work satisfaction and performance. The study attempted to understand the various factors influencing the retention of employees and analyzed the supportive relationship between the management and employees using a descriptive research and exploratory research to find the cause and effect. A study by Miring'u (2017), revealed that institution management and board directors could commit themselves to using impartial human resource practice and exercise employee participative management to enhance teacher's moral. In conclusion, the study stated that with good and adequate communication, proper leadership style and inspired team, the drivers of teachers' mobility intention can be mitigated.

A study by Albert and Olivia (2015) on 305 respondents working in the Ghanaian banking sector and sought to link the moderating role of alternative job opportunity on the relationship between transformational leadership and employee turnover. The results from the study indicated a negative relationship between transformational leadership behaviors and employees' voluntary organizational turnover intention. According to the study the transformational leadership-turnover intention nexus was not moderated by the availability of alternative job opportunities.

Employee turnover is highly influenced by labor market competition. The chance for employees to quit is less if there are few alternative job opportunities (Taplin & Winterton, 2007). Organizations have to deal with the issues related to the turnover of experienced and skilled manpower, that arise from fierce competition in the labor market as a result of high demand by using the most effective strategy (Kissoonduth, 2017). Employees can move easily to the next employer due to the shift in the balance of power from employer to employees in the workplace. Each institution shall draw from the best remuneration practice of the competitor in relevant industry and tailor make its remuneration strategy to suit the unique needs of the institution. A study by Kirschenbaum and Mano-Negrin (2002) explored

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the influence on turnover decisions as a result of combined impact of past job histories and present job opportunities. The study indicated that turnover is influenced by the differences in employees' perception of opportunities, modified by the occupation's "market viability". These results demonstrate that the prediction of turnover decision is improved by integrating the structural and organizational approach, involving both past job histories and present opportunities.

According to Price and Mueller's (1981) revised turnover model there are five determinants of turnover namely pay, integration (relationship with supervisors of co-workers), instrumental communication (clearly defined as work role), formal communication (organization communicates practices and policies) and centralization (distribution of power in the organization). He further elaborated the model by introducing a concept called opportunity as a moderator of job satisfaction and turnover by defining it as availability of alternative employment opportunity. So, labor market opportunity was considered as a moderator of turnover to explain the influence of the availability of alternative employment in the labor market (Griffeth et al., 2000). This model proposes that the availability of alternative job opportunities moderate the relationship between job satisfaction, partly dependent on the leadership practice, and turnover.

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.

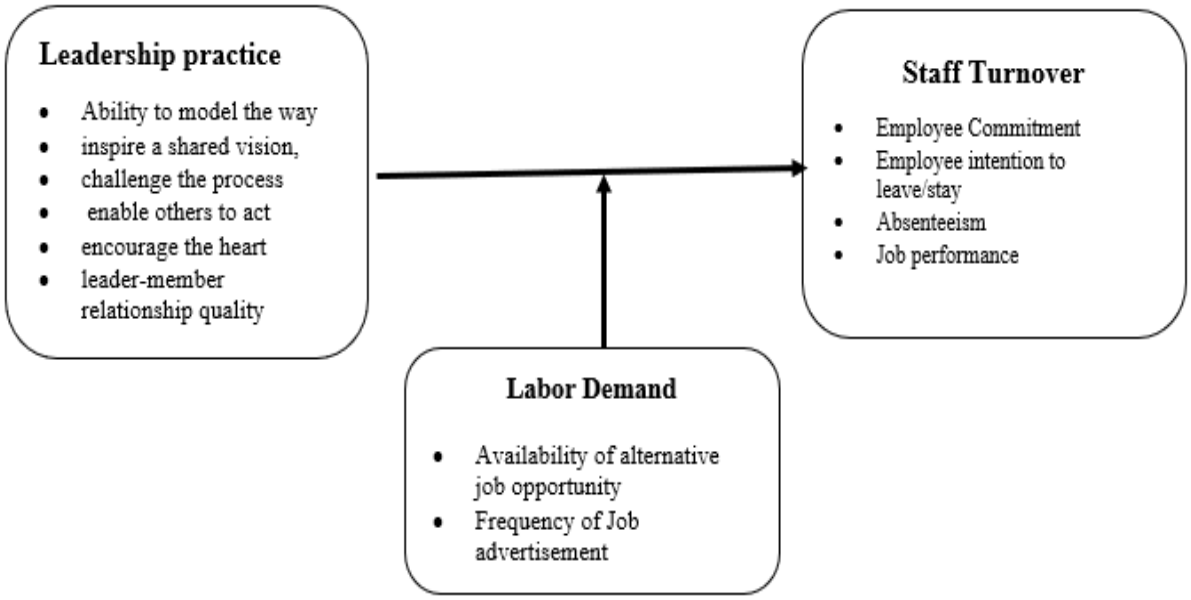

Figure 1: Conceptual Model

3.0 METHODOLOGY

The study used positivism to guide the research. Positivism was chosen because the study involved the use of theories to develop hypothesis which was later tested and confirmed by the findings. 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 were all the 12 airlines operating a schedule passenger flights, registered by Kenya Civil Aviation Authority and possessing a valid airline operation certification. The respondents were pilots and maintenance technicians, which are called technical staff. To avoid bias that could be caused by the variation in the number of technical staff employed by the airlines and in order to select a representative sample, proportionate stratified sampling technique was used. To determine the sample size, the researcher used Yamane (1973) sample size determination formula and reached at a sample size of 335 respondents which consisted of 120 pilots and 215 maintenance technicians.

To check the structure, sequence, meaning and ambiguity of the questions on the questionnaires, a pilot test was conducted on 34 respondents. 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 Nunnaly (1978) . The results are shown in Table 1.

Table 1: Reliability Statistics on the Study Variables

Variable	Cronbach's Alpha	No. of Items
Leadership practices	0.934	13
Labor demand	0.721	4
Staff turnover intention	0.919	10

4.0 FINDINGS OF THE STUDY

This section involved the presentation of results and discussion of findings.

4.1 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 translated to an average response rate of 81.791% as illustrated in Table 2 which was adequate as per Maria (2018).

Table 2: 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 2 indicates distribution of respondents by their gender.

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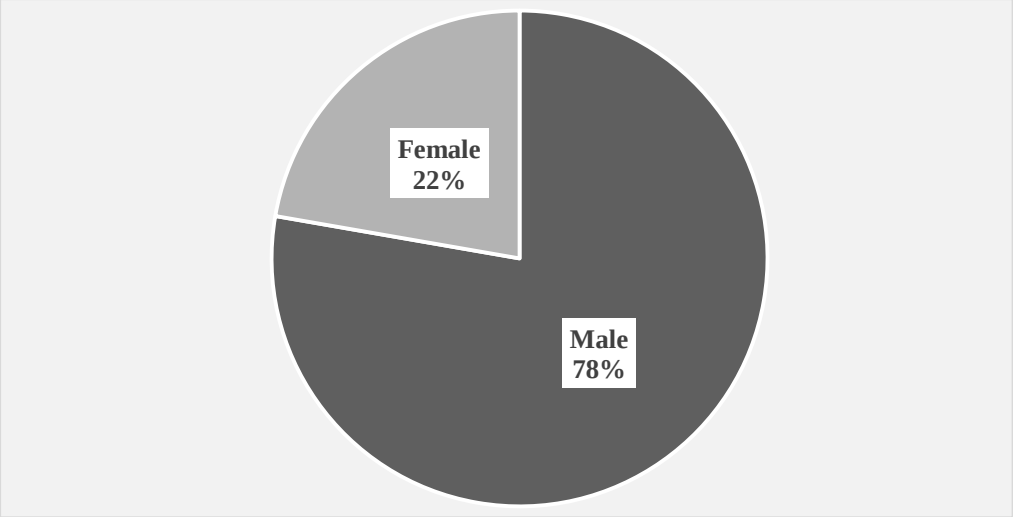

Figure 2: Gender of the Respondents

From the results presented in Figure 2, 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 presents the age brackets of the respondents

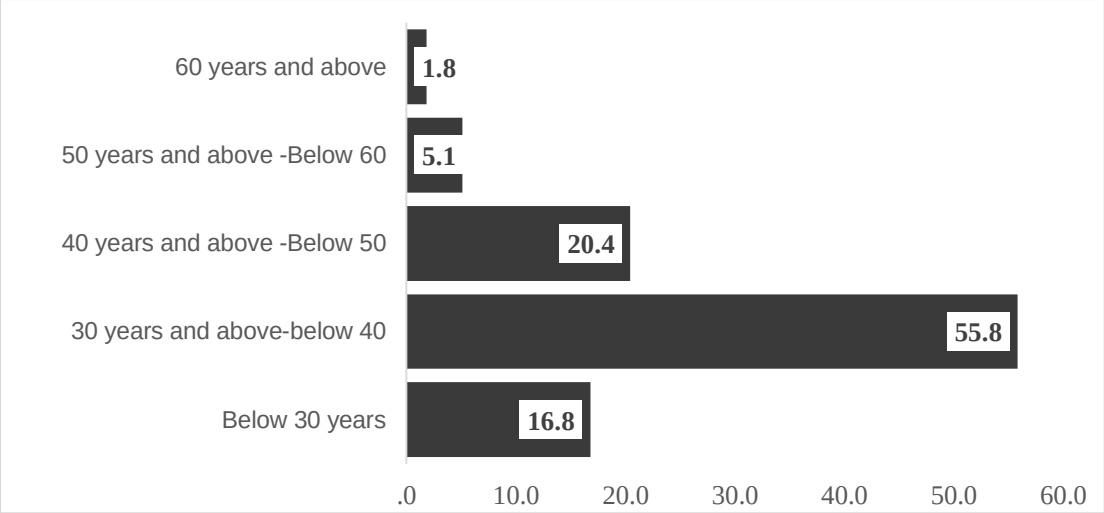

Figure 3: Age Brackets of the Respondents

Regarding age bracket of the respondents, Figure 3shows 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 implied 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.

Figure 4 presents marital status of the respondents.

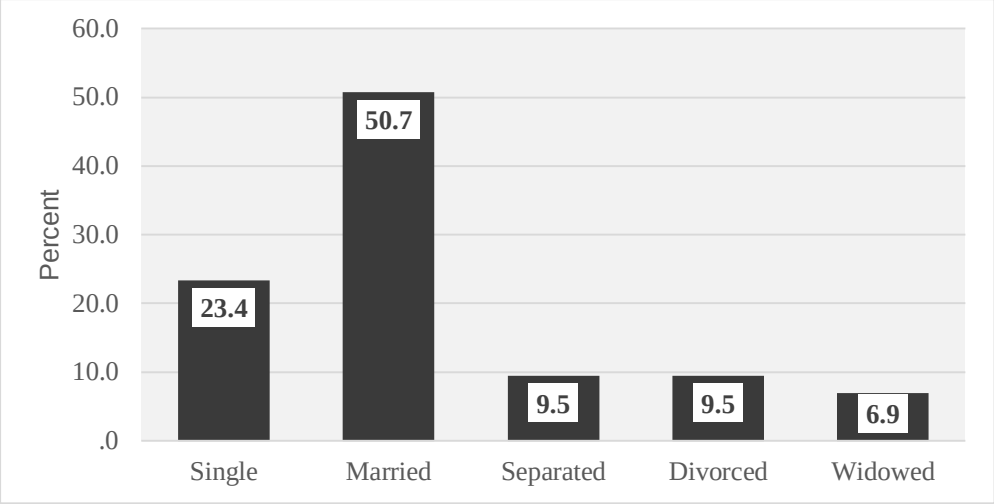

Figure 4: Marital Status of Respondents

Based on the presentation in Figure 4, 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.

Figure 5 presents the level of education of the respondents

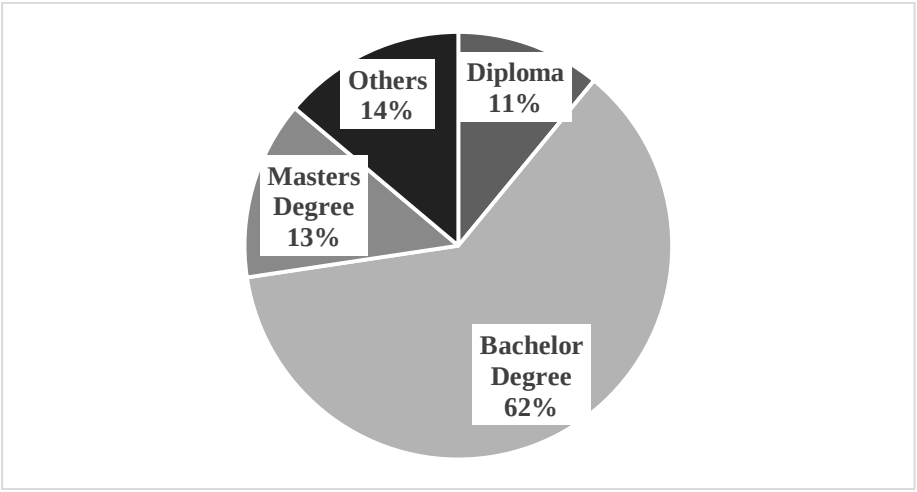

Figure 5: Level of Education of the Respondents

As indicated in Figure 5, majority (61.7%) of all respondents had bachelor degree with diploma holders being 10.9%, master's degree (13.5%) while the rest (13.9%) had other levels of education. This implied 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 6 depict the length of service in respondent's current organization

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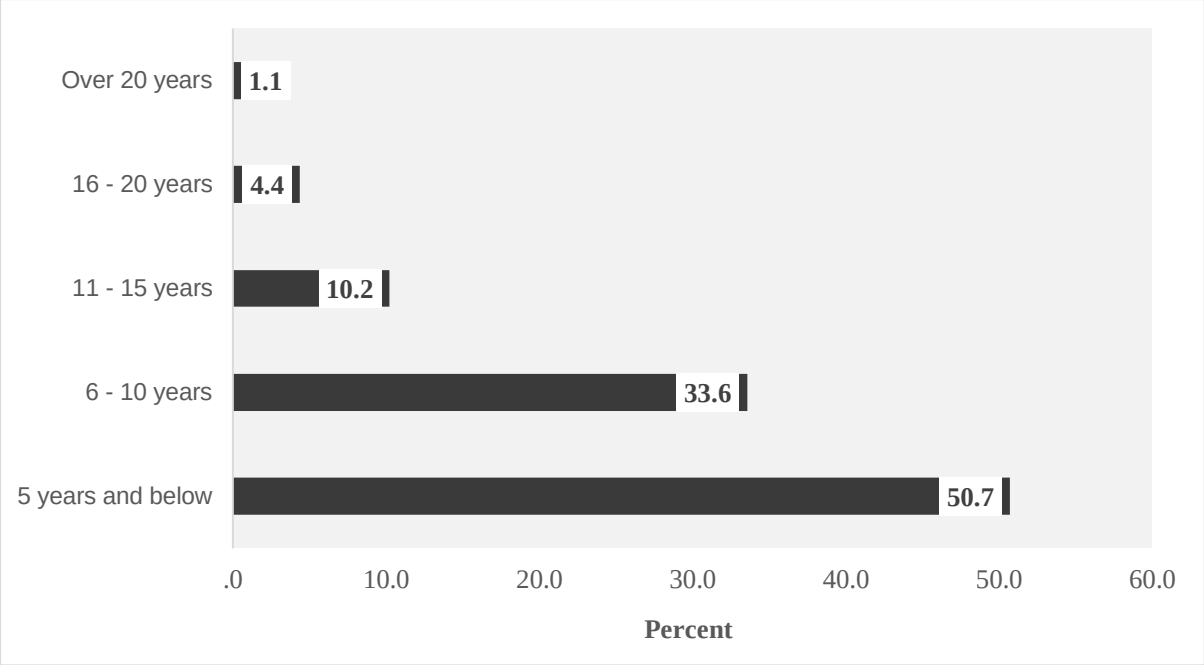

Figure 6: Length of Service

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 implied that majority of technical staff in Kenyan schedule operating passenger airlines have been working in their current organizations for 10 years and below.

4.2 Result of Test of Study Hypothesis

The study objective aimed at assessing the extent to which labor demand moderate the relationship between leadership practices and turnover intention of technical staff in Kenyan schedule operating passenger airlines. This was assessed and results explained using coefficient of determination (R-Square), Analysis of Variance (ANOVA) as well as the regression coefficients. Hierarchical regression analysis was performed with an interaction term (a product of leadership practices and technical staff turnover intention) introduced as an additional predictor. To draw the verdict, the researcher grouped the moderating effect as either enhancing, where increasing the moderator would increase the effect of the predictor (L_p) on the outcome (S_t); buffering, where increasing the moderator would decrease the effect of the predictor on the outcome; or (c) antagonistic, where increasing the moderator would reverse the effect of the predictor on the outcome.

The three hierarchical models used to predict this relationship were stated as follows:

$$S_t = \beta_7 + \beta_8 L_p + \varepsilon \quad \text{Model 1}$$

$$S_t = \beta_9 + \beta_{10} L_p + \beta_{11} L_d + \varepsilon \quad \text{Model 2}$$

$$S_t = \beta_{12} + \beta_{13} L_p + \beta_{14} L_d + \beta_{15} L_p * L_d + \varepsilon \quad \text{Model 3}$$

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Table 3: Regression Coefficients for Moderating Effect

Model		Unstandardized Coefficients		Standardized Coefficients	T	p-Value
		B	Std. Error	Beta		
1	(Constant)	5.778	0.045		128.222	0.000
	Leadership Practices	-0.886	0.016	-0.958	-55.327	0.000
2	(Constant)	5.605	0.086		65.165	0.000
	Leadership Practices	-0.888	0.016	-0.960	-55.835	0.000
	Labor Demand	0.045	0.019	0.041	2.358	0.019
3	(Constant)	6.018	0.169		35.630	0.000
	Leadership Practices	-1.035	0.054	-1.119	-19.153	0.000
	Labor Demand	-0.064	0.043	-0.058	-1.493	0.137
	Leadership practices * Labor demand	0.038	0.013	0.197	2.833	0.005

Table 3 present regression coefficients that quantify the effect of the variable on staff turnover intention while controlling for the effect of other variables in the model. B_{13}= -1.035 (t= -19.153,p-Value=.000) is the regression coefficient relating the leadership practices to staff turnover intention controlling for both Labor demand and the interaction of the leadership practices and labor demand; β_{14}= -0.064, (*t*= -0.058, *p-Value*=.137) is the regression coefficient relating labor demand to staff turnover intention controlling for the effects of the leadership practices and the interaction of the leadership practices and Labor demand in the model; and β_{15}=0.038(t=2.833, *p*-Value=.005) is the regression coefficient relating the interactive effect of the leadership practices and labor demand on staff turnover intention controlling for each effect independently. Finally, β_{12}=6.018(t=35.630, p-Value=.000) represents the intercept in the equation, or the predicted staff turnover intention when all predictors in the model equal zero. The β_{15} coefficient corresponding to the interactive effect of the leadership practices and labor demand is considered a higher-order term in the model as it is created by multiplying other variables in the following equation:

$$S_t = 6.018 - 1.035L_p - 0.064L_d + 0.038L_p * L_d$$

Where L_p*L_d represents interaction term given as a product of Labor demand (L_d) and leadership practices (L_p)

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Table 4: ANOVA for Moderating Effect

Model		Sum of Squares	df	Mean Square	F	p-Value
1	Regression	103.930	1	103.930	3061.070	.000a
	Residual	9.235	272	0.034		
	Total	113.165	273			
2	Regression	104.116	2	52.058	1558.969	.000b
	Residual	9.049	271	0.033		
	Total	113.165	273			
3	Regression	104.377	3	34.792	1068.926	.000c
	Residual	8.788	270	0.033		
	Total	113.165	273			

a. Predictors: (Constant), Leadership Practices

b. Predictors: (Constant), Leadership Practices, Labor Demand

c. Predictors: (Constant), Leadership Practices, Labor Demand, Leadership practices * Labor demand

d. Dependent Variable: Turnover Intention

The ANOVA in Table 4 was intended to evaluate if models 1, 2, and 3 are significant and if the amount of variance accounted for in Model 3 (with the interaction) is significantly more than Model 2 (control model). Findings indicate that the amount of variance accounted for in each of the the three models is significant (p-value<0.05 in every model). Nonetheless, the amount of variance accounted for in Model 3 was significantly less than that of Model 2 given that $F(3, 270) = 1068.926 < F(2, 271) = 1558.969$.

Table 5: Model Summary for Moderating Effect

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate	Change Statistics				
					R^2-Change	F-Change	df1	df2	Sig. F-Change
1	.958[a]	0.918	0.918	0.184	0.918	3061.070	1	272	0.000
2	.959[b]	0.920	0.919	0.183	0.002	5.559	1	271	0.019
3	.960[c]	0.922	0.921	0.180	0.002	8.024	1	270	0.005

Table 5 present the percent of variability in the staff turnover intention (dependent variable) that can be accounted by leadership practices and labor demand (predictors). The model gave a causal relationship that presented the direct effect where leadership practices explained 0.918 (91.8%) of any change in staff turnover intention with a standard error of the estimate being 0.184. Similarly, Model 2 (control model) had an R square of 0.920 which was an increment of 0.002 from the causal model with a standard error of the estimate being 0.183. Introduction of interaction term on Model 2 generated a further increment on R square by 0.002 making the coefficient of determination in Model 3 to be 0.922 with a standard error of estimate being 0.180. This (positive) change in R^2 was also significant given p-Value=.005<0.05.

The test for the hypothesis (H0) was that that there is no significant moderating effect of labor demand on the relationship between leadership practices and technical staff turnover intention in Kenyan schedule operating passenger airlines, is derived from the following summary: Change in R^2 with introduction of interaction term = 0.002 (SE = 0.180; Amount of variance accounted for in Model 3 was F(3, 270) = 1068.926, p-Value 0.000 < 0.05). Consequently, the researcher did not accept the null hypothesis (H0) and therefore concluded that labor demand has a significant moderating effect on the relationship between leadership practices and technical staff turnover intention in Kenyan schedule passage airlines. The moderation was termed as enhancing given that ΔR^2 was positive and significant (that is by 0.002).

5.0 CONCLUSION

The study aimed at assessing the extent to which Labor demand moderates the relationship between leadership practices and turnover intention of technical staff in Kenyan schedule operating passenger airlines.

It was concluded that there is a significant moderating effect of labor demand on the relationship between leadership practices and technical staff turnover intention in Kenyan schedule operating passenger airlines. Therefore, alternative external job opportunities in the labor market and job advertisement can have a major effect on staff turnover intention.

6.0 RECOMMENDATIONS

Based on the findings, the study discovered that the presence of a favorable leadership practice encourages staff to stay with the airline they work. So, it is recommended for practitioners and the leadership team in Kenyan schedule operating passage airlines to consider applying the best leadership practices in their respective organization. The favorable leadership practices that help to address the turnover intention of technical staff includes practices such as modeling the way by setting values and leading by example, inspire a shared vision, challenge the process by trying out innovative way of accomplishing work taking risk, enable others to act, encourage workers by recognizing in public their commitment for shared vision and enhance the relationship quality with staff.

Furthermore management practitioners and the leadership team in Kenyan schedule operating passenger airlines should also be cognizant about the relatively high labor demand in the international labor market for technical staff and should give special treatment to pilots and maintenance technicians and ensure they are not dissatisfied with the environment in the organization. Practitioners should also tailor their staff retention strategies to specific employee groups based on the rate of turnover rather than adopting identical strategies to all employees. Within an organization employees' can be divided into groups according to their

demand in the labor market and ease of replacement. Organizations like airlines that are engaged in multinational business operation should understand and closely monitor the international labor market situations for highly skilled human resource. effective policies will ensure that labor demand does not significantly influence turnover intention. Therefore, the government through the Kenyan civil aviation authority (KCAA) and other relevant departments should make policies that help airlines retain these highly skilled technical staff that have a relatively higher labor demand in the international airlines labor market, for the sustainable growth of the airlines industry.

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