



**UNZA-ZOU**



**FACTORS INFLUENCING VOLUNTARY EMPLOYEE TURNOVER IN AVIATION  
INDUSTRY: THE CASE OF ZAMBIA AIRPORTS CORPORATION LIMITED.**

**BY**

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**LUSAKA**

**FEBRUARY 2021**

## **DECLARATION**

I, Moffat Evans Banda, declare that this is my original work and the work of other persons utilized in this dissertation has been dully acknowledged and that it has not been submitted to any other college, institution or university other than the University of Zambia for academic credit.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

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## APPROVAL

This research report of Moffat Evans Banda has been approved as partial fulfillment of the requirements for the award of the Master's degree in Business Administration by the University of Zambia.

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External Examiner

## **DEDICATION**

This dissertation is dedicated to my beloved mother Gertrude Banda who unfortunately did not live to witness the fruits of her mentorship, upbringing, love and sacrifices for me. She deserves these wonderful fruits. May her soul rest in internal peace (MHSRIP). Secondly, the study is dedicated to my beloved wife Ruth Banda, my daughter Gertrude Banda and my Son Moffat Evans Banda (Junior) for their love, patience and understanding during this research which was necessary for accomplishment of this Challenging work.

## **ABSTRACT**

The main objective of this study was to investigate the factors influencing voluntary employee turnover in Zambia Airports Corporation Limited (ZACL). The sample size of the study was 255 which included current and former Zambia Airports Corporation Limited employee's employees. The study employed explanatory sequential mixed research design. The data collection instruments that were employed were the questionnaire, interview guide and document review check list. Quantitative data was analyzed using Statistical Package for Social Science (SPSS) and reinforced with Microsoft excel, while qualitative data was analyzed using content analysis.

It was found that there were a number of factors that are influencing voluntary employee turnover in ZACL and these include; lack of employee recognition, lack of promotion, recruitment process, leadership style, poor communication, unsatisfactory performance evaluation, low salaries, lack of training and development, lack of conducive work environment, lack of effective retention strategies and job location. The study found that salary increment, salary market survey and employee satisfaction survey that were being used by management as retention strategies were not effective. Therefore, the study found that retention strategies that may help reduce voluntary employee turnover in ZACL are; right personnel placement into positions, good organization policies, providing competitive salaries, Training and development, conducive work environment, effective communication, work-social life balance and use of democratic leadership.

Based on the findings of the study, the following recommendations are made for the Zambia Airports Corporation Limited: Management through human resource must hire right personnel and place them in right positions; management must providing competitive salaries to employees which are market reflective; top management should create conducive working environment within the organization and that top management should involve employees in the decision making process. Further research may also be conducted with a particular focus on factors influencing departmental transfer as it was also observed that many employees were changing departments or wished to change their current departments.

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## **LIST OF ABBREVIATION**

**AMO** - Aircraft Maintenance Organizations

**AMT** - Aircraft Maintenance Technicians

**ANS** - Air Navigation Services

**APS** - Airport Services

**CADEV** - Career Development

**CE** - Current Employee

**COMBEN** - Compensations and Benefits

**CP** - Compensation Policy

**EFA** - Exploratory Factor Analysis

**EMJOEN** - Employee Job Engagement

**EMJOSA** - Employee Job Satisfaction

**ESP** - Employee Succession Plan

**FE** - Former Employee

**HMNIA** - Harry Mwaanga Nkumbula International Airport

**HR** - Human Resource

**JOBITS** - Job Itself

**KKIA** - Kenneth Kaunda International Airport

**LDP** - Learning and Development Policy

**MG** - Manager

**MIA** - Mfuwe International Airport

**REWIMA** - Relationship with Management

**RF** - Resignation Form

**RL** - Resignation Letter

**RP** - Recruitment Policy

**SMKIA** - Simon Mwansa Kapwepwe International Airport

**SP** - Supervisor

**SPSS** - Statistical Package for Social Science

**TEAWOR** - Teamwork

**UNZA**: University of Zambia

**VAECO** - Vietnam Aviation Maintenance Companies

**WORENVI** - Work Environment

**ZACL** - Zambia Airports Corporation Limited

**ZCAA** - Zambia Civil Aviation Authority

## **CHAPTER ONE: INTRODUCTION**

### **1.0 Overview**

This chapter presents the background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, delimitation of the study, operational definitions of terms and Chapter Summary.

### **1.1 Background of the study**

Airport employees provide an important line of defense against aviation-based terrorism, but also against incidences such as in-flight emergencies, crashes, and runway collisions. The set of employees responsible for airport security and safety includes not only security screeners, but also positions such as customer service, ground handling and ramp operations, food handlers, Air traffic controllers and a number of other positions that come in regular contact with security check points, passengers, and equipment. High turnover in the aviation industry has long been troubling to industry experts.

Employee turnover is one of the most important issues to organizations, and one that needs special attention. It has some significant effects on organizations; new employees must be hired and trained, it is also needed to consider the time required for a new employee to be effectively productive. Staff turnover is a warning sign of low morale and it is the amount of movement in and out of employees in an organization. In general, employees either leave their jobs voluntarily by their own decision or forced to leave by the decision of the employer. Employee's turnover is one of the factors which affects the organization's productivity; which is considered to be one of the challenging issues in business nowadays. The impact of turnover has received considerable attention by senior management, human resources professionals and industrial psychologists. It has proven to be one of the most costly and seemingly intractable human resource challenges confronting several organizations globally (Beer et al. 1985)

Zambia Airports Corporation Limited is a parastatal company which is 100% owned by the Government of the Republic of Zambia. It was established in 1989 through an amendment of the Aviation Act, Chapter 444 and incorporated under the Companies Act, Chapter 388 of the Laws of Zambia. The Corporation is responsible for the development, maintenance and management of the four designated international airports, namely, Kenneth Kaunda International Airport (KKIA) in Lusaka, Harry Mwaanga Nkumbula International Airport (HMNIA) in Livingstone, Simon Mwansa Kapwepwe International Airport (SMKIA) in Ndola and Mfuwe International Airport (MIA) in Mambwe district and the provision of air

navigation services throughout the Zambian airspace. The Corporation is mandated to enhance safety and improve standards of service provision at these airports and in the Zambian air space.

The mission of ZACL is to develop and manage airport and air navigation infrastructure and services to international standards, meeting our stakeholder's values while profitably contributing to the national economic development. And its vision is to be the leading provider of world class Airport and air Navigation services. The Company is headed by the Managing Director assisted by seven (7) Directors, who are: Director Airport Services, Director Air Navigation, Director Finance, Director Human Resources, Director Commercial Services, Director Strategy and corporate Planning, and Corporation Secretary. There are two operations divisions in the Corporation which are Airport Services (APS) and Air Navigation Services (ANS). The functions of APS at the four designated airports are to provide: Sales and Marketing; Airport Security; Aircraft and ground handling services; Fire and Rescue Services; and Airport infrastructure development and maintenance. The functions of ANS are: To provide Air Traffic Control services throughout the Republic; to provide and maintain Telecommunications and Navigational Aids (Avionics) throughout the Republic; and Air Navigation billing services.

In order to achieve its mission and vision, ZACL has developed its strategic objectives which are; Financial, Customer, Internal process, and Learning and Growth. In financial objective, the corporation aim to improve profitability, reduce operational costs, reduce debt ratio and increase revenue. In its customer objective, the corporation aims to achieve quick cycle time, enhance customer experience, ensure safety and security and efficient baggage handling. In internal process objective, the corporation aims to achieve equipment reliability, reduce incidents, enforce safety controls, enforce aviation security and new project implementation. And in learning and growth objective, the corporation aims at creating a learning culture, improve skills, efficient utilization of labour and improve employee commitment (ZACL Strategic Plan, 2017-2021). Therefore, only when turnover becomes a thing of the past will ZACL achieve its objectives.

For the past 12 years, ZACL has experienced an increased rate of employee turnover and this has cost the organization a lot of resources through recruitment of new employees and training in various courses. In 2012 the corporation had a total of 691 employees against approved establishment of 740. The corporation recorded 44 separations which included 20 resignations, 2 termination, 15 retirement and 7deaths. The corporation recruited 21 new

employees and trained 560 employees both locally and abroad (ZACL, 2012 Annual report. P20). In 2013 the corporation had a total of 771 employees against approved establishment of 805. The corporation recorded 35 separations which included 19 resignations, 8 retirement, 4 deaths and 4 dismissals. The corporation recruited 101 new employees and trained 337 employees both locally and abroad (ZACL, 2013 Annual Report. P27). In 2014 the corporation had a total of 804 employees against approved establishment of 827. The corporation recorded 72 separations which included 25 resignations, 24 retirement, 6 deaths, 15 terminations and 2 expiries of contracts. The corporation recruited 85 new employees and trained 692 employees both locally and abroad (ZACL, 2014 Annual Report. P31).

In 2015 the corporation had a total of 802 employees against approved establishment of 851. The corporation recorded 44 separations which included 20 resignations, 12 retirement, 1 death, 8 dismissals, 2 medical discharges and 1 expiry of contract. The corporation recruited 34 new employees and trained 1,134 employees both locally and abroad (ZACL, 2015 Annual report. P29). In 2016 the corporation had a total of 815 employees against approved establishment of 855. The corporation recorded 42 separations which included 19 resignations, 3 retirement, 2 deaths, 14 dismissals, and 4 expiry of contract. The corporation recruited 57 new employees and trained 1,203 employees both local and abroad (ZACL, 2016 Annual report. P 24-25). In 2017 the corporation had a total of 855 employees against approved establishment of 898. The corporation recorded 42 separations which included 19 resignations, 3 retirement, 2 deaths, 14 dismissals, and 4 expiry of contract. The corporation recruited 77 new employees and trained 1,203 employees both local and abroad (ZACL, 2017 Annual Report. P 34-35). In 2018 the corporation had a total of 871 employees against approved establishment of 910. The corporation recorded 35 separations which included 16 resignations, 3 retirement, 3 deaths, 7 dismissals, 4 termination of contract and 2 medical discharges. The corporation recruited 49 new employees and trained 1,199 employees both locally and abroad (ZACL, 2018 Annual report. P34).

In 2019 the corporation had a total of 1016 employees against approved establishment of 1063. The corporation recorded 27 separations which included 12 resignations, 4 deaths, 7 dismissals, 2 expiry of contract and 2 discharges. The corporation recruited 174 new employees and trained 1,199 employees both locally and abroad. The employment categories for the leavers were: Management two (2), Skilled Labour nineteen (19) and Unskilled Labour six (6). In a bid to boost employee's morale and keep productivity high by filling most of the vacant positions internally, sixty-four (64) employees were promoted to various

positions of seniority both in Management and Non-Management (ZACL, 2019 Annual report. P49).

From this background, it seems nothing much has been done in terms of research in ZACL on the topic under investigation because turnover does not seem to reduce with significant numbers. Therefore, this study investigated the factors influencing voluntary employees' turnover and the retention strategies that may help reduce voluntary employee turnover in ZACL.

### **1.2 Statement of the problem**

Employee turnover can be harmful to a company's performance if skilled workers often leave the organization and the work population contains a high percentage of novice workers (Armstrong, 2006). A key problem to employees' turnover is that the organization loses the most experienced and skilled staff that the organization had invested heavily in training on various organization job functions. This therefore means that, the organization must incur huge costs in terms of time and finances to train the newly recruited staff in order to make them effectively adapt to the organization working environment and demonstrate the required skills and experience. According to Phillip (2009) employee turnover influences allocation of the job tasks to inexperienced employees who lack technical knowhow for effective execution of organization services. This greatly degrades the quality of organization services and as a result, low level of customer satisfaction is realized. The organization sales revenue declines and this lowers the level of organization efficiency. The problem of employee turnover in an organization is that it makes very difficult for entities to achieve organizational objectives and goals. Therefore, it is critical that ZACL attracts and retains qualified and experienced employees, as the safety of the traveling public depends to a greater extent on the employee who is releasing an aircraft. Zambia Civil Aviation Authority (ZCAA) regulations (2012) also requires organizations like ZACL to employ and retain adequate number of qualified and licensed employees as appropriate, failure to which, the organization risks being closed.

Despite ZACL increasing employees' salaries at a reasonable percentage every year and providing trainings to employees, voluntary employee turnover continue to exist in the company. Further, despite the problem of voluntary employee turnover being in existence for a long time, no published information in terms of research was found on ZACL to solve the problem and aviation industry in general. Therefore, this study investigated the factors influencing voluntary employee turnover and strategies that may help to reduce voluntary

employee turnover in ZACL. If the situation is left unresolved, the company will continue losing both financial and human resources which may result into company poor performance.

### **1.3.1 Purpose of the Study**

The purpose of this study was to investigate the factors influencing voluntary employee turnover in ZACL.

### **1.3.2 Research Objectives**

- i. To establish the factors influencing voluntary employee turnover in ZACL.
- ii. To assess the retention strategies employed by management to address the problem of voluntary employee turnover in ZACL.
- iii. To establish the strategies that may help to reduce voluntary employee turnover in ZACL.

### **1.4 Research questions**

- i. What are the factors influencing voluntary employee turnover in ZACL?
- ii. What retention strategies are employed by management to address the problem of voluntary employee turnover in ZACL?
- iii. How can management reduce voluntary employee turnover in ZACL?

### **1.5 Significance of the study**

This study is very important because its findings may contribute to knowledge and literature in the subject area under investigation. The significance of this study to the researcher includes the depth of knowledge the researcher acquired with regards to voluntary employee turnover at ZACL. It may be a useful source of reference to researchers and academia. The researcher is of the view that the findings of the study may be useful to ZACL management and human resource since it may serve as an input for policy formulation to solve the issue of employee turnover at ZACL. It may also help ZACL management and human resource department to point out areas of weakness and improve on them so as to curb the problem of employee turnover. ZACL management may get to know the causes and retention strategies which may be used to reduce employee turnover in the corporation. The study is also significant to the serving staff because the findings of the study may be used to resolve the frustrations that they might be going through which might lead to their resignation. To the university, the research seeks to add to the body of knowledge, as it may serve as the basis for subsequent studies in related fields. Furthermore, this study is for partial fulfillment of the requirements for the award of degree of Master of Business Administration at the University of Zambia.

## **1.6 Theoretical Framework**

This section has presented a theory related to employee turnover which may help understand the factors influencing voluntary employee turnover in aviation industry. This theory is Herzberg's motivation-Hygiene Theory (1959).

### **1.6.1. Herzberg's motivation-Hygiene Theory (1959)**

The theory applied to support this study is the Herzberg (1966) motivation hygiene theory. Motivation-hygiene theory accounts for the relationships among employees' job satisfaction and job dissatisfaction in the environment where the employee performs the work. Herzberg et al. (1959) collected data from interviews with 200 engineers and accounts to understand motivating factors that caused employees to be satisfied or dissatisfied with their employment. Herzberg identified the following motivational constructs affecting employees' motivation and job satisfactions: achievement, recognition, employees' perceptions, responsibility, advancement, and possibility of growth.

Hygiene factors that surround the performance of the job include supervision, interpersonal relations, physical working conditions, compensation, benefits and bonuses, company policies, and job security (Herzberg et al., 1959). In contrast, motivation factors are those that can affect employees' job attitudes to be more positive, because employees' self-actualization needs are satisfied. Examples of motivation factors include achievement, recognition, positive feedback, more responsibilities, advancement and promotion, as well as the work itself (Herzberg et al., 1959). According to Herzberg (1966), when the satisfaction need of an employee is high, dissatisfaction diminishes, preventing poor performance; however, only satisfaction of motivation factors can lead to improved productivity. According to the Herzberg theory, attitudes can affect performance. Favorable attitudes lead to better performance compared to unfavorable attitudes toward the company. Negative attitudes toward the company can also lead to psychological withdrawal from the job (Herzberg et al., 1959). Job satisfaction is a predictor of loyalty. Unique to this theory is deviation from the conventional notion of job satisfaction, which is that satisfaction and dissatisfaction are extremes of a single continuum (Herzberg, 1966).

Herzberg et al. (1959) argued that merely satisfying the hygiene factor was insufficient to improve productivity, although the theory supports the concept that these factors should be

met to improve employee satisfaction levels and motivation in an organization. Employees should find meaning in their jobs and feel they are valued and appreciated. The theory has been used in this study to understand turnover decisions in ZACL. The motivation-hygiene model is fundamentally different from other models addressing employee turnover. Where previous researchers had placed dissatisfaction and satisfaction along the same continuum, Herzberg placed the constructs on separate axes. Herzberg proposed that the opposite of satisfaction is a lack of satisfaction; therefore, merely removing the factors causing dissatisfaction may not improve satisfaction and instead may merely decrease dissatisfaction.

Herzberg's (1966) viewpoint provides a lens through which to view the potential solutions to turnover. Mitigation of factors that contribute to employee turnover and prevention of factors that lead to turnover are separate concepts, just as dissatisfaction and satisfaction factors are separate concepts. Christeen (2015) used the two-factor theory to understand how to recruit and retain professional personnel at a multinational marketing company. The results aligned with the two-factor theory (Herzberg et al., 1959), indicating that hygiene factors influence turnover. The findings of the research conducted by Herzberg (1966) suggested that the work itself could affect employees' job satisfaction levels. Lee and Chen (2013) considered turnover among tourism employees using the two-factor theory as the frame of reference and found that satisfying the hygiene needs of these employees could lower turnover rates. The aviation industry suffers from a high level of turnover, and the findings could be beneficial. When researching high employee turnover rates in the aviation industry, relevant theories represent opportunities to provide a foundational understanding of why employee turnover happens.

King (2015) used the motivation-hygiene theory to understand the reasons for high employee turnover in law enforcement agencies. Gathering data from 12 former law enforcement officers from the St. Lucie County Sheriff's Office, the researcher identified specific factors that influenced high turnover rates. These factors included a poor relationship with supervisors, low satisfaction levels, perceived preferential treatment of others, no defined career path, lack of communication, and poor treatment. King's (2015) study confirmed the motivation-hygiene theory's proposition that employees leave because of dissatisfaction with supervisors and colleagues. Williams (2015) noted the theory in determining how small family business managers retained talented employees who were not members of the family.

Results indicated that employees who had good professional relationships with their supervisors and colleagues and who had perceptions of adequate professional growth opportunities were satisfied with their work and were thus less likely to leave (Williams, 2015).

The Herzberg's motivator-Hygiene Theory is relevant to this research because it helps to understand the factors which may lead to job dissatisfaction which may result into voluntary employee turnover. Therefore, employers need to pay much attention to motivation factors that may prevent voluntary employee turnover.

### **1.7 Delimitation of the Study**

The study was conducted in all the four international airports being managed by ZACL and these are; Kenneth Kaunda International Airport in Lusaka province, Simon Mwansa Kapwepwe International Airport in Copperbelt province, Harry Mwanga Nkumbula International Airport in South province and Mfuwe International Airport in Eastern province. This is because it has been noted that all the airports have experienced employee turnover.

### **1.8 Limitations of the Study**

- ❖ Some respondents were hesitant to provide information due to confidentiality issues. However, this was resolved by assuring them that the data collected will be treated with the highest confidentiality and that only the researcher will see and use the information provided.

### **1.9 Operational definitions of terms**

**Employee Retention:** This is an effort put in by the employers in an attempt to keep employees in the organizations (Spencer, 2001).

**Employee Turnover:** Employee turnover refers to the rate at which an employer gains and losses employees (Armstrong, 2006).

**Motivation:** Motivation is defined as a psychological force that determines the direction of a person's behavior in an organization, a person's level of effort and a person's level of persistence (Kreitner, R. 1995).

**Recruitment:** Attracting potential employees to apply for a job vacancy (Armstrong, 2006).

**Voluntary Turnover:** Is when employees leave an organization at their own discretion (Martin, P. 2005).

### **1.10 Chapter Summary**

The chapter has presented the background of the study, Statement of the problem, Study objectives, Research questions, Significance of the study, Delimitation of the study, Limitations of the Study, Operational definitions and Chapter Summary.

## CHAPTER TWO: LITERATURE REVIEW

### 2.0 Overview

This chapter presents literature review. The review begins with the global literature and then continental literature. It was a challenge to find local literature which was done in aviation industry.

### 2.1 Voluntary employee turnover

Armstrong (2012) defines employee turnover as the rate of people leaving an organization and he asserts that turnover can be disruptive and costly to the organization. (Griffeth and Home 2001) however define turnover across three dimensions Voluntary, Involuntary and Dysfunction turnover. Voluntary turnover is initiated by employee while involuntary turnover is initiated by the organization due to an employee's poor performance or organization restructuring. Voluntary employee turnover on the other hand can be harmful to the organization, when high performance or employees who are hard to replace leave the organization.

Employee turnover has been detrimental to the sustainability of business organizations, industries, and sectors for decades (Pepra-Mensha et al., 2015). Voluntary turnover or instances where employees voluntarily resign from an organization are the focus of this study. Leaders can avoid the consequence of voluntary employee turnover by improving employees' motivation and job satisfaction (Cloutier et al., 2015). Some motivational strategies include increasing the salary, providing more opportunities, and focusing on improving job satisfaction levels (Kroon et al., 2015). Studies on the relationship between voluntary employee turnover and job satisfaction, motivation, and management style began in the early 1900s with the development of management theories and studied extensively in the mid-1950s to present (Benton, 2016).

Employers reflect preventive processes on voluntary employee turnover, as the associated costs are high. For example, employees who voluntarily leave the organization are likely to migrate to a competitor, which may present a problem to the organization, as the employee may possess sensitive information. Joseph et al. (2015) found that employees on average, switch companies every two to three years. Such high rates may result in companies losing top-performing workers to their competitors resulting in employees' suboptimal performance

and poor overall organizational outcomes (Khan and Qadir, 2016). As such, company managers need to identify ways to reduce voluntary employee turnover.

Turnover intention is a precursor to voluntary employee turnover (Cohen et al. 2015). Turnover intention refers to the measure of the intent of an organization to relieve employees or the measure of the intent of an employee to resign from an organization (Rodwell et al. 2016). The intention to leave is the last process in a sequence of withdrawal cognition. It can serve as an intermediary between evaluations of whether one should leave or not and actual turnover. Job dissatisfaction and stress are predictors of employees' turnover intentions.

Researchers from previous studies posited that employees with low job satisfaction are more likely to develop the intention to leave (Han et al. 2015). The intention to leave is often a precedent of job hunting, which, if effective, can lead to actual turnover (Woo and Allen, 2014). Therefore, organizations should give attention to employee intention to leave because it can become a detrimental factor in organizational productivity. Because turnover intention often leads to actual turnover, researchers described turnover intention as an immediate antecedent or mediator of actual turnover (Cohen et al., 2015). However, some authors found that turnover intention does not immediately lead to actual turnover; rather, the turnover intention is merely a sign of organizational ineffectiveness related to managerial strategies on human resources and organizational climate (Loyd et al. 2015).

Many researchers focused their investigations on turnover intention rather than actual turnover rates because, based on the general theory of planned behavior, behavioral intention is a good predictor of actual behavior (Tschopp et al. 2014). Moreover, studies have shown a relationship between intention to leave and actual turnover decisions. Studies also suggested that multiple factors triggered intentions to leave and actual turnovers, such as job dissatisfaction, organization misfit, job mobility, negative working environment, unfavorable organizational culture, and lack of value-goal congruence. Therefore, organizations should focus on increasing employees' job satisfaction to reduce turnover intentions (Cohen et al., 2015).

## **2.2 Empirical Review**

### **2.2.1 Factors influencing voluntary employee turnover**

The first literature reviewed in this research is the study done by Pamela Doyle Woods in 2015, at National College of Ireland. The objective of this study was to investigate the reasons cited by low cost cabin crew employees for resigning within the first year of service and to analyze existing literature and findings from previous studies relating to reasons why employees resign in general. A quantitative design was chosen and pre-existing data from over 900 resignation forms were analyzed. From the population of 2071, the final sample of 919 was selected using elimination method depending on what each leaver wrote as a reason on the resignation form. Data was gathered through compulsory resignation forms that were completed by each voluntary leaver at the point of resignation. For data analysis, Excel and Statistical Package for Social Sciences (SPSS) software packages were used due to the large quantity of data that was analyzed.

The findings identified “Better Position /Career Change” (30%) and Level of Pay (13%) as the first two reasons for resigning. The researcher’s findings were in line with the consensus view of Mackay (2007); Armstrong and Taylor (2014) and Mooney (1999) who lend support to the claim that “Better Salary, Career Advancement and Better Job Security are the top three reasons why employees leave. Further investigation into more specific details provided on the resignation forms in this study indicated that 31% of cabin crew who cited “New Job” left to join another airline and a test of two proportions identified that employees over 23 years olds were proportionally more likely to cite “New Job with another Airline” as their reason for leaving. These findings presented overwhelming evidence to suggest that 18 year old recruits used low cost airlines to gain valuable experience until they reach the qualifying entry level age to apply to airlines such as Qatar, Etihad and Emirates some of which are known for paying higher salaries, offering unlimited personal travel, generous concessions for family and friends and in the case of Etihad, free accommodation, uniforms, tax free salaries and other Perks. As a matter of interest it was identified in the research that 2% of cabin crew who resigned progressed to pilot training.

In relation to cabin crew members who resigned citing pay, on further investigation, a test of proportions showed that there was a significant difference between the proportions of cabin crew members who were located in expensive cities citing “Financial Reasons” as a reason

for leaving compared to the proportion of cabin crew employees who were located in less expensive cities. For the purposes of this study, the researcher used a list from Eurostat to determine which countries had more expensive living costs. This finding would suggest that the cost of living may have a negative impact in relation to retaining staff in more expensive airport base locations. To put it into context a total of 141 out of 919 resignations cited “Financial Reasons”, 130 were based in countries which were ranked as having high living expenses.

The Health was identified as the second reason for resigning. The findings of this study depict that “Health Reasons” account for 8% of reasons cited and presents evidence that contradicts the arguments of Boyd (2001), Chen (2012) and McNeely et al. (2014) who put forward the claim that cabin crew employees experience a greater prevalence of health issues. A test of proportions of the findings identified that female cabin crew employees are proportionally more likely than male cabin crew to cite “Health Reasons” as their reason for resignation. Whilst 70% of the cabin crew who cited “Health Reason” failed to depict the exact type of health issue, of those who specified a reason 8% cited stress, 7% cited work related health issue, 5% back problems and 3% cited depression. These types of health conditions were identified in McNeely et al.’s study (2014) in America which argued that a greater prevalence of certain health conditions exists amongst flight attendants than the general population.

Family Reasons/ Children were identified as third reasons for resigning. Research findings of this study depicted that a higher quantity of 21% of cabin crew leavers cited “Family Reasons”. Whilst this is higher than the previous studies, it must be taken into account that cabin crew employees in this study were more likely to be working abroad, in airport bases away from home. A further analysis of this category found that 44% who cited “Family Reasons” were returning to their home country to care for family or to join a partner/spouse, 2% left to get married whilst a further 2% left to have children.

Job Dissatisfaction was identified as the fourth reason for resigning. The findings of this study indicated that 18% of cabin crew who left within the first 12 months fell into categories in relation to “Job Dissatisfaction / Did not like the job”. A further analysis into the full reasons provided on the resignation forms outlined that 18% of the employees within this category cited “Job did not meet expectation”, 10% were unhappy with conditions, 9% with

roster issues, 5% cited that they did not like the company, 2% did not like where they were based and remarkably 5% cited that they did not like flying.

Another factor that was evident from the findings suggests that there was a small proportion of disappointment and unrealistic expectations regarding the internal transfer process, where cabin crew can apply to be redeployed to another airport base. The reason “No Transfer Granted” was cited by 2% of cabin crew who left within 1 year. This finding suggests that an unrealistic expectation may exist in relation to how quickly a new recruit can expect to qualify for a transfer. Again this finding lends support to the argument of Donnelly and Quirin, (2006), who argued that the effects of not setting realistic expectations or not meeting expectations will result in early leavers. To put the data into context, a total of 20 employees out of 919 resignations cited “No Transfer Granted” so it was not a massive problem but could be reviewed.

Returning to Study was identified as the fifth reason for resigning. The findings identified that the reason “Return to Study/Travel” was cited by 6% of cabin crew employees and a further test of proportions identified that cabin crew who resigned to return to study or to travel were proportionally more likely to be under 23 years of age at a 10% significant level. Other reasons identified in the research study were “Airport ID /Transport Issues” at 2%. In relation to this reason, the nature of the job and Airport Security regulations make this a significantly different reason in comparison to other professions where police clearance and secure environment identity cards are not required.

Push and Pull factors were identified as the sixth reasons for resigning. On the Push and Pull theories, Donnelly and Quirin (2006) outlined Lee and Mitchell’s 1994 theory that ‘push and pull’ factors exist in relation to why employees leave their employment. The findings from this study indicated that there were both push and pull factors involved in the reasons cited by cabin crew employees. Push factors identified in this study were “No Transfer Granted”, “Airport ID Issues” and “Job Dissatisfaction / Did not like the job” and some pull factors identified were “Better Position / Career Change” and “Return to Study/Travel”.

This study is relevant to the current research in that it has helped the researcher to understand the factors that may influence voluntary employee turnover in aviation industry. This is one of the objectives of the current research. This helped the researcher to compare the findings of the reviewed study and the current research findings to see if there is similarity in terms of

the findings on this objective. The factors that were found causing employee turnover are similar to the findings of the current study and these include; better positions/career change, level of pay, new job, job location, job dissatisfaction and lack of internal transfer. However, the difference was that the reviewed study further found family reasons, health reasons and returning to study as some of the reasons causing employee turnover while the current study found recruitment process, leadership style, lack of employee recognition and poor communication as some of the factors influencing voluntary employee turnover in ZACL.

The second literature reviewed in current research is the study done by Nisha J and Christine D (2016). The purpose of this research was to find out the actual reasons behind attrition of airline cabin crew employees. A survey design was used to obtain the required information. Snowball sampling method was used to select the research participants. The population for this study comprised of 30 cabin crew employees of various airlines. The questionnaire was used as data collection instrument and Statistical Package for Social Sciences (SPSS) version 17.0 was used for the statistical analysis.

The findings of this study ranked low perceived value and monotonous work as number one factors for attrition. Rank two was shared by high salary expectation and unusual working hours. Third factor was disillusioned employees; rank four was shared by stress and burnout, pressure to perform on metrics, and lack of motivation. Finally, rank five was jointly shared by lack of security and social interaction.

On the basis of these ranks and factors, an interesting conclusion was arrived at. Low perceived value stood out as the most significant factor for attrition. Increased dissatisfaction leads to reduced motivation, which in turn results in lowered efficiency. When the efficiency decreases, employees are not able to meet expectations and deliver the required output which results in their quitting the job. When employees leave the organization, the perceived value is further lowered.

On Retention Measures, the researcher made the following recommendations based on the findings; the first factor seen was the “Organizational Policies”, working hours, recruitment policies and employee perks and benefits. Hence to counter this issue one can contemplate on the number of perks and benefits being offered and take corrective action based on its feasibility. The second recommendation was that more number of people could be recruited to combat the “over utilization and erratic hours” issue. The next factor was the “People

Effect” which could be tackled again by arranging more team building exercises and some off-the-job training where employees could bond over work better. The third factor was related to Job Saturation and career progression. Job rotation strategy to avoid monotony of work could be thought of.

The fourth factor was career progression which seemed to be an issue with the employees. Hence there was need for constant performance review and career planning needs to be initiated regularly. The sixth recommendation was that, like some of the employees mentioned additional training or incentives for higher education could be provided to them so that the employee feels involved in his job and have a feeling that his career is being cared for and that he has a good future with the current organization. Finally, the researcher recommended for more employee engagement schemes that can be formulated for the employees. These recommendations were in line with findings of O’Malley (2000).

The reviewed study is relevant to the current research in that it has helped the researcher to understand the factors that may influence voluntary employee turnover in aviation industry. This is one of the objectives of the current research. This helped the researcher to compare the findings of the reviewed literature and the current research findings to see if there is similarity in terms of the findings on this objective. The factors that were found causing employee turnover in the reviewed study are similar to the findings of the current study and these include high salary expectations and lack of motivation. However, the difference was that the reviewed study further found low perceived value, unusual working hours, disillusioned employees, stress and burnout, lack of job security and lack of social interaction as some of the reasons causing employee turnover, while the current study found recruitment process, low salary, poor performance appraisal, leadership style, lack of employee recognition and poor communication as some of the factors influencing voluntary employee turnover in ZACL.

The third literature reviewed in the current research is the study done by Mai and Nguyen (2016). This study aimed to measure the impacts of the six key factors; job itself (JOBITS), career development (CADEV), relationship with management (REWIMA), compensations and benefits (COMBEN), work environment (WORENVI), and teamwork (TEAWOR) on maintenance technicians’ satisfaction and their job engagement. Data was collected from a sample of 325 respondents who were working for aircraft maintenance organizations in

Vietnam. Quantitative approach was applied as the major method for this study. The target population of the study was the technicians and engineers who were directly working with the aircrafts in Vietnam aviation maintenance companies. The data collection tool was the questionnaire. Statistical Package for Social Sciences (SSPS) software version 22 was used to analyze the data.

The findings of the study showed that only three; Job Itself, Relationship with Management, and Compensation and Benefits, out of six independent variables had direct effects on Employee Job Satisfaction, yet those three variables explained 75.7% the variation of Employee Job Satisfaction. This means that the more interesting and meaningful the job is, the better relationship an employee has with his or her company's management, and the more he or she receive from compensation and benefits, the more the employee feel satisfied with the job at the current company. These relationships are supported by some previous researches of Mai and Thai (2013) and Baker (2012) as they also agreed that the nature of the job, the employee relationship with management, and compensation and benefits positively affect employee job satisfaction.

The four independent variables of Job Itself, Work Environment, Teamwork, and Employee Job Satisfaction, all had significant relationships with Employee Job Engagement with 59% of the variation of Employee Job Engagement can be explained by those four factors. A part of the results was supported by Saks (2006) of which job characteristics and organizational support were significant predictors of job engagement. Interestingly, The Job Itself was also the only one variable which had both direct and indirect relationship with Employee Job Engagement, which indicated the important effect this factor hold onto the dependent variable in the research model.

Finally, the engagement of the Aircraft Maintenance Technicians (AMTs) to the maintenance job at their current companies could be well-predicted by the nature of the job and their level of satisfaction with that specific job as well. The more enjoyable the job is and the higher level the AMTs' job satisfaction is, the more they engaged in their work at the company. It's worth mentioning that among various antecedents of Employee Job Satisfaction which were tested in this research, Compensation and Benefits had a significantly highest effect on the mediator in comparison with Relationship with Management as the second highest.

Therefore, Compensation and Benefits should also be highly focused on when considering the factor of satisfaction.

This study is relevant to the current research in that it has helped the researcher to understand the factors that may influence employee engagement and their effect on employee retention. This is one of the objectives of the current research. This has help the researcher to compare the finding of the reviewed study and the current research findings to see if there is similarity in terms of the findings on this objective. Some of the factors that were found influencing employee engagement and retention in the reviewed study are similar to the findings of the current study and these include conducive work environment, leadership style and compensation and benefits. However, the difference was that the reviewed study further found employee job satisfaction and job itself as some of the factor influencing employee engagement and retention, while the current study found competitive salary, training and development, effective communication, right personnel placement and good organization polices as some of the strategies that may be used to reduce voluntary employee turnover in ZACL.

The fourth literature reviewed in this research is the study done by Van Dalluay et al (2017). The objective of this study was to investigate the impacts of job satisfaction on employee turnover with the chosen organization, Oman Air. Specifically, it dealt with job satisfaction factors such as general working conditions, pay and promotion, work relationships, use of skills and abilities and work activities in relation to job satisfaction and employee turnover. This study primarily utilized the quantitative research design using the descriptive survey questionnaires as its main research instrument. Utilizing the convenience sampling, a total of 100 employees were selected as samples with 100% retrieval rate out of the population of 6,500 employees who were serving as pilots, co-pilots, stewards, ground crew, and office staff of the company. Based on the data collected, Statistical Package for Social Sciences (SPSS) was used for data analysis.

The main findings of the study by Van Dalluay et al (2017) revealed that among the main factors namely the general working conditions, pay and promotion, work relationships, use of skills and attitudes, and work relations, both positive and negative correlations were derived when analyzed. Generally, factors such as positive significant correlation on the following factors on job satisfaction: pay and promotion, work relationships and the use of skills and abilities positively correlated to employee job satisfaction with r-values 0.451, 0.398, and 0.253 and were significant while negative correlation for work activities with -0.388 and

significant at  $p=0.004<0.5$  level of significance. But there was no relationship between the general working conditions as perceived by employees in Oman Air and employee job satisfaction as evidenced by its p-value of 0.080 (Van Dalluay et al, 2017).

Further, it showed that based on the linear regression result, it could be said that factors that had significant positive impact to the job satisfaction of employees were (according to their impact): (1) degree of independence in the workplace that they could have, (2) the level of salary, (3) vacation leave employees could get from the management, (4) the scope of learning new skills, (5) promotion opportunities, and; (6) the total number of hours and relation with supervisors. On the other hand, negative correlations existed in such variables such as (1) relationship with subordinates, (2) variety of jobs, (3) levels of recognition, (4) co-workers relation, (5) job security, and; (6) job rotation. These variables could have direct impact to the satisfaction of employees within the workplace. But on this case, these factors could negatively impact job satisfaction. However, in determining the relationship between job satisfaction and employee turnover, results showed that there is negative correlation between these two variables with 0.028 significance (Van Dalluay et al, 2017).

This study is relevant to the current research in that it has helped the researcher to understand the impacts of job satisfaction on employee turnover. This has help the researcher to compare the finding of the reviewed study and the current research findings to see if there is similarity in terms of the findings. The factors that were found affecting job satisfaction and employee turnover in the reviewed study are similar to the findings of the current study and these include; level of pay, training and development, promotion opportunities and leadership style. However, the difference was that the reviewed study further found general working conditions, vacation leave, working hours and work relationship as some of the factors affecting job satisfaction and employee turnover, while the current study found recruitment, lack of good performance appraisal, lack of employee recognition and poor communication as some of the factors influencing voluntary employee turnover in ZACL.

The fifth literature reviewed in this research is the study done by Teepakorn K (2018). The aim of this study was to examine factors influencing employees to maintain their employment in airline business and to identify the causes of employee turnover within airline industry, including the retention strategies being considered by the airline business section. The study was both qualitative and quantitative that used survey questionnaire and in-depth interviews for primary data with Human Resource representatives while second data collection was conducted by distributing questionnaires to crewmembers in the selected airlines. The sample

size was 420 employees out of a population 8,053 employees in Thai Airways International Public Company Limited and Bangkok Airways Public Company limited.

The findings of this study were similar with that of Ibrahim et al., (2013) who stated that most employees leave one job for another due to the availability of higher paying jobs. Obviously, in a better economy the availability of alternative jobs plays a role in turnover. Most employees may tend to leave their present job to better paid job. To be supported with, Griffeth (2000), Allen (2008), Hom (1984), Lockwood, (2006), Choong, Wong and Lau, (2011) identified that, the key issue in retention is the amount of total compensation relative to levels offered by other organizations. Nevertheless, the most critical factors found in this study were dissimilar to previous researches, as job satisfaction and retention strategies were conveyed rather than pay and benefits and organizational culture and turnover intention. Likewise, job satisfaction is a widely studied phenomenon and this interest stems from the influence it can have on workers, affecting their physical and mental health, attitudes, professional and social behavior, both with implications for individual's personal life and for organizations (Martinez and Paraguay, 2003).

Numerous research studies have been conducted on the relationship between employee retention and job satisfaction, most of the studies believe that job satisfaction is directly linked with employees' desire and willingness to stay with their organizations (Johnson, 2000, Perez, 2008, Sutherland, 2004). Job satisfaction is vital for employee well-being and organizational effectiveness. Together with Lee-Kelley, Blackman and Hurst (2009), contend that lack of satisfaction in the job is a major predictor of turnover intentions. The results of the study showed Job Satisfaction factor ( $\beta$ ) = .237 or 2.37% which implies that one percent increase in Job Satisfaction factor increase 4.1% of retention level if other variables are kept controlled.

This study is relevant to the current research in that, it has helped the researcher to understand the strategies that may be used for employee retention in aviation industry. This has helped the researcher to compare the finding of the reviewed study and the current research findings to see if there is similarity in terms of the findings. Some of the findings of the reviewed study are similar with the findings of the current research and these include high salary and organization policies as the strategies for employee retention.

The sixth literature reviewed in current research is the study done by Prof. Mohammad Shehada in Amman, Jordan 2014-2015. The first objective of this study was to assess flight attendants job turnover between 1999 and 2013. The second objective was to describe flight

attendants turnover by sex and practice setting and to identify any differences in turnover rates, tenure of leavers, and reasons for leaving by sex and practice setting. Data was obtained from a national mail survey of licensed flight attendants. The study population was defined as licensed flight attendants in four countries “Jordan, Saudi Arabia, Lebanon, and United Arab Emirates” each selected randomly from one of the four countries defined by the Middle East Bureau of the Census. A systematic random sample of 100 male and 100 female flight attendants was chosen from each country list of licensed flight attendants, for a total sample of 800 flight attendants. The data collection instrument was a questionnaire which was mailed.

During the data analysis, the relative magnitude of flight attendants turnover was determined by comparing it with turnover figures for the entire economy in each country and another related profession. Flight attendants job turnover was 6.6% in 2007, or 0.5 percentage point less than national estimates. The national estimates did not have control for educational level. It was likely that turnover rates for men and women with professional degrees were higher because their degrees allowed them more latitude in searching for jobs (Mergler 1999). The results of this study showed how flight attendants job turnover changed from 1999 to 2013. Turnover rates for the entire sample and by sex and practice setting did not show all pattern except a decrease for men. Also there was a drop in flight attendants turnover in 2007, which may have been due to the downturn in the economy of each country.

Furthermore, the correlation between turnover rate and tenure of leavers was low; suggesting that no particular type of work was the cause of turnover. One implication is that turnover is a persistent characteristic of the flight labor market. Fry (1973) suggested that turnover results when there are few opportunities for staff promotion within an organization. Thus, turnover may be a flight attendants mechanism used to advance in their careers. The results suggested that half of flight attendants turnover events occur before flight attendants have worked three years for an employer. Whether this is a relatively long or short period, is unknown because of a lack of information on the tenure of leavers in other occupations. Half of female flight attendants leave after 25 months of service. Since job performance typically improves with experience, it is important for an organization to have a cadre of experienced workers (Pfeffer 1976, Barry 2002, Jovanovic 1979).

Including reasons for leaving with information on turnover rates and the tenure of leavers provides evidence of how work environments are changing and how the changes are associated with turnover. During the study period, the percentage of leavers ranking stress as

a reason for leaving increased and the percentage ranking salary as a reason for leaving decreased. This trend was most prominent and occurred despite a reduction in turnover after 2005. Perhaps relatively higher salaries may alter the effects of stress and change flight attendants' intentions to leave. Kvale (1996), conversely, despite relatively low levels of stress in an environment, relatively low salaries may result in turnover. Raising salaries maybe a particularly effective method for retaining men, since significantly more men than women ranked salary as a reason for leaving.

This study is relevant to the current research in that it has helped the researcher to understand the causes of employee turnover in aviation industry. This has helped the researcher to compare the findings of the reviewed study and the current research findings to see if there is similarity in terms of the findings. The similar factors which were found influencing employee turnover in both reviewed study and the current research are low salaries, lack of promotion and lack of training and development.

The seventh literature reviewed in the current research is the study by Rezbin et al (2017) in Bangladesh. The aim of this study was to find out the influencing factors that help to reduce employee turnover in aviation industry. A survey questionnaire was administered among the employees of aviation companies using random sampling method. Data collected was analyzed through descriptive statistics. Subsequently, logistic regression models were used to portray the causal relationship among variables.

In this study, a number of factors were identified that can help reduce the rate of employee turnover in aviation industry. The first factor that was identified is restructuring of the salary scale. It was found that, the public and private airlines should both consider restructuring their salary scales. Given the fact that salary is an intrinsic motivational factor, this could significantly enhance the employee turnover situation. It was suggested that public airlines should be given particular attention as the restructuring process takes a longer duration in this sector given the high level of bureaucracy.

The second factor identified was employee appreciation. Apart from the financial motivation, being appreciated for a job well done at times creates a change in job satisfaction. Therefore, an appreciation system should be undertaken to maintain the level of satisfaction among the employees. Other factors that were identified that can help reduce employee turnover rate were correct supervision and training. The correct amount of supervision and training is related to performance rewards. Lack of both factors can result in a negative job behavior and hinder the smooth operations of an organization. Both the public and private airlines should

develop proper supervision and provide sufficient training to the employees. They must also make sure that there is a proper reward system for performance at the same time. This would ensure that there are sufficient opportunities for the employees, which in turn would reduce employee turnover.

This study is relevant to the current research in that it has helped to understand the factors that may help to reduce the rate of employee turnover in aviation industry. This helped the researcher to compare the findings of the reviewed study and the current research to see if there is similarity. Some finding of the current research are similar to the findings of the reviewed study and these include restructuring of salary scale, employee appreciation, good supervision, training and proper reward system.

The eighth literature reviewed in this research is the study done by Obino Mokaya and Luke Kangogo Kittony in Nairobi, Kenya in 2008 on 'Factors that Influence Labour Turnover of Aircraft Maintenance Engineers in Kenya Airways. The purpose of the study was to investigate factors influencing labor turnover of engineers in Kenyan Airways. The study adopted a descriptive research approach. The population comprised of 180 engineers and 90 managers, all totaling 270. A sample of 54 respondents was selected for the study, through probability sampling approach. A survey questionnaire was used to collect data. Data was analyzed qualitatively according to themes and presented by use of descriptive statistics: frequency distribution tables and charts.

It was found that low salary was the main cause of high turnover of engineers at Kenya Airways. 65% of the respondents indicated that the salaries paid to engineers was not attractive, and was generally lower than those paid by other international airlines. Other causes found were overworking (11%), lack of training opportunities (9%), lack of motivation and career advancement opportunities with 4%, lack of adequate recognition and rewards (7%) and pursuit of greener pastures (4%) of the respondents. The respondents felt that even though there were other benefits in addition to basic salary, salary was the main consideration to attract and retain engineers. The main explanation to this was that salary formed the basis for position setting and basis for retirement benefits.

To address the problem of high labour turnover of engineers, the study found that increasing the salaries was the main solution to the problem: 61% of the respondents felt that increase in salaries of engineers could address the problem as it was the main cause. 18% suggested improvement in communication between management and engineers to ensure that even in cases where demands could not be met, there was clear understanding among the parties

affected. 15% of the respondents felt the need to implement proposals from engineers and meeting agreements, while 6% suggested the marching of experience, performance and qualifications with salary scales. The study also found inadequate reward system for engineers to be the cause of turnover. The study also found that management and leadership style in the organization was not the cause of turnover. This was proved by results where, 7% of the respondents were of the opinion that it was very good, 19% felt it was good and 44% felt it was fair. 30% of the respondents felt it was poor. This finding does indicate dissatisfaction with the management style prevailing and possibly a cause for high turnover.

The study also found that the prevailing industry dynamics was a factor in high turnover of engineers. This was shown by 44% of the respondents who were of the opinion that Kenya Airways was a good trainer but a poor retainer since a high number of its engineers ended up with other competitor organizations. Specific aspects of industry dynamics which influenced high turnover of engineers were training opportunities, advances in technology and existence of better pay with competitor organizations. Further, the study revealed that competition and poaching (77%) were also factors that influenced high turnover of engineers. The key argument was that competition gave rise to poaching of engineers as the companies sought to outdo each other with manpower being the tool to gain a competitive edge. However, 23% of the respondents were of the opinion that competition and poaching did not have much influence on high turnover of engineers.

Another factor which was found significant in high turnover of engineers was the reward system. Majority of the respondents (99%) were of the opinion that rewards, both monetary and non-monetary issues had very strong influence on labour turnover. As justification to this opinion, 22% of the respondents felt that rewards influenced labour turnover to a very great extent with 61% being of the opinion that the influence was of a great extent. The remaining 17% opined that the influence of rewards on labour turnover was moderate. The study also found that monetary issues had a greater influence (54%) on labour turnover than nonmonetary issues (46%). However, the closeness in percentage response is clear indication that both monetary and non-monetary rewards were equally important in addressing labour turnover issues.

On strategies to help address issues of industry dynamics and thus reduce its impact on labour turnover, the study found that the organization was to improve staff welfare (37%), improvement on training and retaining (24%), appreciation and adoption of new technologies (21%) and consultation with other organizations with 18% of the respondents. As was the

case with the management style, the respondents were of the view that Kenya Airways should consult other organizations in the industry to gain insights and get ideas on how they manage such issues, indicative of the need to share best practices and benchmark its practices.

This study is relevant to the current research in that it has helped the researcher to understand the causes of employee turnover and strategies that may be used for employee retention in aviation industry. This help the researcher to compare the finding of the reviewed study and the current research findings to see if there is similarity in terms of the findings. Both the current research and the reviewed study found similar factor as causes of employee turnover and these are low salary, lack of training opportunities, lack of promotion, lack of career advancement, lack of employee recognition and pursuit of greener pastures.

The ninth literature reviewed in current research is the study done by Frank Sichalwe at Julius Nyerere International Airport (JNIA) in Tanzania 2014. The purpose of this study was to assess the factors influencing high staff turnover in Tanzania. The study used mixed method, both qualitative and quantitative research methods. The sample size was 60 out of the population of 680-700. The target population for this study was directors, managers, and head of departments, supervisors, operation staff, human resource staff, handling support staff, Precision, Fastest, Tropical Air, Tanzania air, Air Tanzania, Indigo Aviation and other related stakeholders. The study used purposive and simple random sampling techniques. Data was collected through the use of questionnaires and interview guide which was analyzed by statistical package for social science (SPSS) and Microsoft Excel.

During this study, it was found that the rate of turnover was high to the age between 25-35 more than elders who were normally called deadwood in Managerial language with age from 50-60. The study findings showed that the organization had failed to maintain employees so that they can maintain organization culture with known staff that can help the organization to maintain their market position in this global competition.

On Leadership Style as a factor causing staff turnover in Julius Nyerere International Airport, the study revealed that leadership styles bordered democratic or autocratic style of leadership because (25%) 15 respondents indicated that leadership style tended to be democratic but not fully democratic and (75%) 45 respondents indicated that leadership style was close to autocratic/dictatorial but was not fully autocratic/dictatorial. When respondents were further asked if the leadership style in their organizations would make them to leave or stay within organization, (50%) 30 respondents indicated that they would leave because of the leadership style, while (35%) 21 respondents indicated that they would stay in their organizations even

that there is such kind of leadership style because they were not looking at leading factors only as they are benefiting from other things within organization.

On Training as a factor causing staff turnover, the general respondents showed that training was handled poorly from its planning, identifying area to train and implementation. (70%) 42 respondents indicated that it was handled poorly, (20%) 12 respondents revealed that training was fairly and finally, (10%) 6 respondents said that training was very good in the organizations. A great percentage revealed that training was poorly conducted in Julius Nyerere International Airport. (60%) 36 of the respondents who had not been sponsored for training by their organizations indicated that they would leave and (30%) 18 indicated that they would stay. The reason some of them would have stayed and working in the organization for long time was because they had loans from commercial bankers and they did not want to transfer debts. It was quite evident that training was one of the major factors causing labor turnover in Julius Nyerere International Airport going by the large number of respondents, 60% 36 respondents who indicated that they would leave due to the absence of the same mentioned problem.

On Poor social service and working Condition, the study showed that the state of working condition in Julius Nyerere International Airport was not conducive. As (50%) 30 respondents felt that the state of working condition and environment was poor, (47%) 28 respondents indicated that the condition was fair and (3%) 2 respondents felt that the area of working condition was very good. When respondents were further asked if the state of working condition could influence labor turnover, (50%) 30 of the employees indicated that they would leave the Julius Nyerere International Airport because of the state of their work places being poor. They also said that, some of employees who moved to other organizations was due to working condition. (50%) 30 indicated that they would still stay because the working conditions in Tanzania organizations offices were the same. Respondents also indicated that they were working for long time hours (9 hours non-shift workers and 12 hours to shift workers) as opposed to the normal eight working hours which is recommended by Tanzania labor laws. Some employees indicated that they did not have protective facilities that would enable them to perform appropriately in operation and flights accepting.

On Personal activities and expectations, the findings were that, (70%) 42 respondents indicated that organization does not offer time for personal activities so that they can meet their expectations with their family reasoned from long working hours. For instance, staffs were required to report at work at 06:45 hours early in the morning and depart at 16:00 hours

in the evening where he/she should face the transport queue as they were arriving at their residences at 20:00 hours to 22:00 hours depending on the area where the staff is staying. The study showed that this situation bored employees in maximum as they start migrating by searching other working areas where there is specific time of being at work. Employees were further asked if this condition could cause them to move from the organization. The majority (70%) 42 said yes, (22%) 13 respondents said they could stay.

On Career development, the study shows that there was no equal career development to employees, instead there was a certain group who had met their development in career and others remained. This was what caused the turnover to be high in Julius Nyerere International Airport. One of the respondents who was then working in another place stated that "Career development is like an organized approach used to match employee goals with the business needs of the agency in support of workforce development initiatives. Now, if so where our organizations do matched me with organization so that I can perform effectively and remain in their organization.

On remuneration package, the respondent's responses indicated that Julius Nyerere International Airport salary award based on number of grades. In such a way, salary differs from one person to another basing on time being in organization, education of an employee and performance of an employee. The study shows that (80%) 48 respondents were not satisfied with package they were receiving, and (16%) 10 respondents were satisfied with the package they were receiving. The results showed that (70%) 42 respondents indicated that they would leave the organization because of the salaries they were paid was not matching with their family and personal demands. The (20%) 12 respondents said they would stay in the organization. Therefore, the study showed that Remuneration package seems to be one of the major factors causing labor turnover in the Julius Nyerere International Airport and the study further identified that Julius Nyerere International Airport was not paying competitive salary compared to the inflation Tanzanians were facing. Generally the study went deep that, in Julius Nyerere International Airport salary administration was not competitive to match other employers and respondents subsequently indicated that for this reason, employees were likely to leave the organizations to join other industries.

On Promotion and motivation, the study also went deeply by using the scenario of trained employees and the way promotion took place. The study showed that (70%) 42 respondents indicated that the promotion was poorly administered, 10% 6 respondents revealed that it was fairly administered, (8%) 5 respondents indicated that it was good and finally (12%) 7

respondents said that the state of promotion in Julius Nyerere International Airport was very good. Therefore promotion is positively related to motivation, this is because the few trained staff some of them were promoted and the non-trained majority were not promoted. When (70%) 42 employees who had not received Promotion were asked if they would resign because of lack of promotion, (50%) 21 of 42 indicated that they would leave and (50%) 21 of respondents indicated that they would still stay in their organizations even without promotion. It is therefore evident that promotion was also a major factor influencing labor turnover. The findings further showed that, those employees who were promoted received promotion based on nepotism, ethnicity, and all sorts of biases.

On Employee Recognition and Reward, the study went further to know the means of recognition and reward which were conducted to the staff. The study revealed that (40%) 24 respondents felt that the level of recognition was poor, (35%) 21 respondents felt that they were given fair recognition and (25%) 15 respondents indicated that they were given good recognition in their work place as they considered the means on how they were given bonus. When employees were further asked if the lack of recognition and reward sometimes would make them resign or not, (33%) 20 respondents indicated that lack of recognition of their work by their supervisors or organization could make them resign while (67%) 40 respondents indicated that lack of recognition and reward could not make them resign because they may lack recognition but get enough salary. This revealed that lack of recognition and reward was somehow a factor causing employee turnover in the Julius Nyerere International Airport.

This reviewed study is relevant to the current research in that it has helped the researcher to understand the causes of employee turnover and strategies that may be used for employee retention in aviation industry. This helped the researcher to compare the finding of the reviewed study and the current research findings to see if there is similarity in terms of the findings. Both reviewed study and the current research found bad leadership style, lack of training, lack of work-social life balance, lack of career development, low salary, lack of promotion and rewards and lack of employee recognition as factors that were influencing employee turnover.

### **2.2.2 Strategies that may help reduce employee voluntary turnover**

The tenth literature reviewed in the current research is the study done by Rosemary Wambui Kamau in 2015 at Airports Authority in Kenya. The objective of this study was to identify factors that influence employee commitment and how it has an impact on the performance of

Kenyan Organizations. The population of the study was the employees of Kenya Airport Authority. The target population was 168 employees who ranged from top management to lower level employees. The sampling frame was a list of 168 employees of airport authority. Stratified random sampling was used to select the participants. The sample size was 92 employees. For data collection, structured questioner was used which was Self-administered. Data analysis was done using the Statistical Package for Social Scientist (SPSS) version 21.

The findings of the study showed that all the respondents agreed that their salaries influenced their commitment. The findings agree with Bhavn and Swati (2012) who argued that employees who receive a good pay are likely to be dedicated to the company simply because they would not afford to lose the big salaries. From the findings, 47.7% of respondents agreed that the past success of the organization had influenced their level of commitment. This agreed with Hausknecht et al (2012) who posited that a company's performance can influence an employee's level of commitment. An organization that is not very profitable or is performing below the board's expectations can have a negative impact on employees' morale. Employees will begin looking for jobs in other organizations because they feel that the company may not survive the competition in the market.

From the findings, 38.9% of the respondents agreed that their commitment was influenced by the level of training and development conducted by the organization. The findings are in agreement with Abdulla and Djebayni (2011) who argued that training provides an opportunity for the employees to develop them as well as enhancing their knowledge and skills for effective development. From the findings, 62.2% of the respondents agreed that the leadership and management style exercised in the organization had an influence on employee commitment. The findings agree with Iqbal (2010) who posited that having a committed leadership and that is willing to make the right changes and able to drive fear out of the company is very important for the company's success and is an enhancement to employee commitment. The Results on organizational factors showed that 75.6% of the respondents agreed that work environment had an effect on their commitment. The findings are in agreement with Janet (2008) who argued that the working environment seriously impacts on organizational commitment.

The findings showed that 82.2% of the respondents agreed that team cooperation had an effect on their commitment to the company. The findings agree with Yahui and Hung (2010)

who argued that effective team work in organizations are a necessity as they ensure a good working environment is created. It was found that a majority, 42.2% of the respondents agreed that the structure of the organization had an effect on their commitment. The findings are in agreement with a Padmakumar and Gantasal (2011) who argued that organizational structure plays a very crucial role in employee's job and organizational commitment and that bureaucratic obstacles have a negative impact on employee commitment.

The study further found that, 44.4% of the respondents agreed that job redesigning had an influence on their commitment. The findings are in agreement with Ans et al (2006) who posited that employees often assume that the new environment is more threatening rather than one filled with opportunities. Radical changes have a bad impact on the employees who are not willing to adapt to the new roles and duties assigned to them, hence they are likely to express poor dedication of work in their organizations.

On the individual factors influencing employee commitment, the study found that the majority 82.3% of respondents agreed that opportunities for their personal advancement had an influence on their commitment. This agrees with Agarwal and Swati (2012) who argued that the employee as an individual is more committed to an organization if he/she believes that there are opportunities for growth and personal advancement. The majority of respondents, 87.8% agreed that satisfaction in their job had influenced their commitment to the company. The findings agree with Waleed (2011) who argued that job satisfaction is one of the very most regularly measured organizational variables and is frequently referred to as an employee's global attitudinal or affective response to their job.

The findings on individual factors also indicated that the majority, 50% of respondents disagreed that the degree to which they are involved in the decision making process of the organization has an influence on their commitment. This disagrees with a study carried out by Uygur and Kilic (2009) involving employees working in the central Organization of the Ministry which showed that there is a positive correlation between organizational commitment and job involvement. The findings on individual factors that influence employee commitment indicated that the majority, 91.1% agreed that the degree of stress generated from carrying out their job has an influence on their job satisfaction. This is in agreement with Prateek et al (2011) who states that stress can be caused by abrupt changes in an

organization that leads to poor motivation, lack of the zeal to work and lack of being dedicated to the duties assigned to.

The findings showed that, 40% of the respondents agreed that the degree to which they received feedback regarding their personal performance had an influence on their commitment. This is in line with Hunjira et al (2010) who state that, the amount of feedback and recognition received by a person in the organization influences whether that person has high or low organizational commitment. The findings on individual factors showed that 45% of the respondents disagreed that the level of trust that exists between them and their co-workers had an impact on their level of commitment. This is in disagreement with Steven (2007) who stated that trust between an employee and an employer is crucial for effectiveness of the organization. It was discovered that trust had a significant association with effectiveness and commitment. The findings obtained from individual factors showed that 53.3% of the respondents disagreed that the degree to which their personal values are aligned with those of other employees had an influence on their commitment. This is in line with an observation made by Deepak and Ian (2008) that studies have found value alignment to be significantly positively correlated with employee performance, commitment and employee turnover.

This study is relevant to the current research in that it has helped the researcher to understand factors that influence employee commitment that in turn can influence employee retention in aviation industry. This helped the researcher to compare the finding of the reviewed study and the current research findings to see if there is similarity in terms of the findings. Both the reviewed study and the current research found some similar factors for employee commitment and retention and these are; competitive salary, training and development, leadership and management style, conducive work environment and career advancement.

### **2.3. Literature Gap**

A number of studies on employee turnover have been conducted by different authors and scholars worldwide and Zambia in particular. Furthermore, similar studies have been conducted in Zambia in Public Service in Rufunsa district by John Kombe (2014), in Ministry of Education at its Head Quarters by Gift Masaiti and Pamela N. Naluyele (2011), in Heath sector in three district rural health centres by Mutale et al. (2013), in Agriculture sector at Zambia Agricultural Research Institute by Mick S. Mwala and Moses Mwale

(2011), in banking sector at Bank of Zambia by Charity (2011) and in Transport and Logistics industry in Solwezi by Yvonne Sishuwa and Jackson Phiri (2020). All these studies provided measures on how to curb the problem of voluntary employee turnover but still it is a great challenge because the problem still exists. However, the research focused on factors influencing employee turnover with specific reference to Zambia Airports Corporation Limited where it seems nothing much has been done in terms research to solve the problem the institution is facing.

In this research, literature review began by reviewing global literature and then reviewed continental literature (Africa). No Zambian published literature was found in aviation industry on factors influencing employee turnover. However, Zambian published literature on factors influencing employee turnover was found in other sector such as education, health, agriculture and general transport. This Zambian literature is not included in this study because they were conducted in sectors different from aviation sector which has a unique environment.

#### **2.4 Chapter Summary**

This chapter has presented the literature review of the study. Literature review provided the study with an explanation of the theoretical framework of the problem being studied as well as empirical review of other research which has already been done and how the findings relate to the problem at hand. The literature was reviewed from, research studies, journals, published books and internet.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.0 Overview**

This chapter presents the methodology used in the study including research design, study population, study sample, sampling techniques, data collection instruments, data collection technique, data analysis technique, research ethics and chapter summary.

### **3.1. Research Design**

This mixed study used Explanatory sequential design, also referred to as the explanatory design in which quantitative and qualitative methods were used. Using this design, the study collected and analyzed both quantitative and qualitative data. The mixed method was chosen to gain a better understanding of a phenomenon from the experience, attitudes, and perceptions of research participants. Mixed method researchers use information gathered from participants about their insights and views of an event or phenomena (Corbin and Strauss, 2015). The mixed method and explanatory sequential design helped to explain the factors that influence voluntary employee turnover and strategies that Zambia Airports Corporation Limited may use to reduce voluntary employee turnover.

Mixed method studies involve the use of questionnaires, face-to-face in-depth interviews with individuals who experienced or observed an event or phenomena (Merriam and Tisdell, 2015). The mixed method was selected with the single case study explanatory design. The case study design allows researchers to examine the how and why of a phenomenon purposed to gain insight on surrounding events and experiences (Eisner, 2017). Yin (2014) mentioned that mixed method case studies are exploratory, descriptive, and explanatory, centered on data from real-life experiences (individual or group) to reach a better understanding of a phenomenon. According to Lewis (2015), a mixed case study enables researchers to use multiple sources of supporting documentation to discover varied points of interest.

### **3.2 Sources of data**

In this mixed research, several sources of data were used and these included Zambia Airports Corporation Limited human resource officers, supervisors, serving employees, resigned employees and company documents. Houghton et al. (2015) argued that multiple sources of data are beneficial in establishing various perspectives toward the development of a deeper understanding of a topic or phenomenon. Multiple sources are useful in improving the reliability and validity of data that is essential to produce quality research (Fusch and Ness, 2015). Yin (2014) regarded the use of multiple sources in a case study design as a useful

strategy for providing an in-depth exploration for the understanding of a phenomenon. As mentioned above, for this study, data was collected from first; ZACL saving employees. The researcher was of the view that the saving employees may provide answers regarding the frustrations that they might be going through that may lead to their resignation. The second source was the resigned employees. The researcher was of the view that the resigned employees may provide the actual reasons why they resigned from the corporation. The third source was Human resource officers. Human resource officers provided information regarding to how they manage their employees and what reason those who have resigned have given during exist interviews. The fourth source was company documents. These documents include company annual reports, exit evaluation forms and newsletters. These documents provided information on the reasons why employees leave the company.

### 3.3. Study Population

The target population for this mixed study was all current (1,026) employees and former Zambia Airports Corporation Limited employees in all the four international airports in Zambia (Kenneth Kaunda, Simon Mwansa Kapwepwe, Harry Mwaanga Nkumbula and Mfuwe International Airports). The reason for choosing the former employees was for them to provide the actual reasons why they resigned from ZACL and current employees to provide information on challenges which they might be going through which may lead to voluntary turnover.

### 3.4 Study Sample

The sample size for this study was 255. The sample size has been determined by using a Yamane (1967) simplified formula for proportions.

$$n = \frac{N}{1 + N(e)^2}$$

Where: n = is the sample size,

N= is the population size,

e = is the level of precision at 0.05. (95%)

$$n = \frac{703}{1 + 703(.05)^2} = 255$$

For the serving employees, the sample size was 232. The research participants were selected from all the four international Airports KKIA, SMKIA, HMNIA and MIA in six departments; Airport Services, Air Navigation Services, Finance department, Human resource, Commercial Services department, Legal department and Corporate Strategy and Planning department. The reason for selecting these departments is that it has been noted that, all these departments have experienced voluntary employee turnover. The sample distribution among the four international airports was 145 participants from KKIA (132 junior employees 10 supervisors and 3 Human resource Officers), 40 participants from SMKIA, 40 participants from HMNIA, 20 participants from MIA and 10 former employees.

### **3.5. Sampling Techniques**

In this study, the sampling techniques that were used are; Systematic random sampling, purposive sampling, and Convenience sampling. Systematic random sampling was used to select the serving employees using the list of employees in the departments as a sampling frame; Purposive sampling was used to select the Supervisors and Human resource Officers. Supervisors and human resource offices were purposively selected because it was believed that these participants might have enough knowledge of the topic under investigation. Convenience sampling was used to select the former employees and this is because, these participants had no sampling frame as they could not be found in one location.

### **3.6. Data collection Instruments**

Data collection instruments among researchers include the use of electronic media ‘visual or audio recording, questionnaires, written documents review check list, observation check list, and interview guide (Merriam and Tisdell, 2015). For this study, the data collection instruments included a questionnaire, interview guide and document checklist. The questionnaire was used to collect data from the serving and former employees. The semi-structured questionnaire was used to collect data from former employees and this was to allow them to give their opinion on why they resigned from Zambia Airports Corporation Limited. Semi-Structured questionnaire was also used to collect data from current employees and this consisted of closed and open ended questions. The second data collection instrument was interview guide with open-ended questions. Interview guide was used to collect data from supervisors and human resource officers. Interview guide was used in order for the human resource officers and supervisors to provide more information on the topic under

investigation. The third data collection instrument was a document review checklist. The documents that were reviewed included; company annual reports and exit evaluation forms.

### **3.7. Data collection techniques**

As mentioned above, in this study, data was collected through questionnaires, interviews, and document review to explore the factors influencing employee voluntary turnover and strategies that may help reducing voluntary employee turnover within aviation industry. Houghton et al. (2015) argued that multiple methods of data collection are beneficial in establishing various perspectives towards the development of a deeper understanding of a topic or phenomenon. Multiple methods are useful in improving the reliability and validity of data that is essential to produce quality research (Fusch and Ness, 2015).

The first data collection method was the use of a semi-structured questionnaire for former employees and for current employees. Self-administered questionnaire was used for the current employees and this allowed the participants to answer the questionnaire at their own time considering how busy airport employees are. For the former employees, the questionnaire was emailed to them regarding that these participants could not be found in one place and it was difficult to physically meet each of them.

The second data collection method which was used was interviews with Supervisors and Human Resource Officers. Wiewiora et al. (2014) argued that interviews are useful in providing a more in-depth exploration of a topic about a phenomenon. With the interview process, researchers can establish an effective rapport with participants using additional follow-up questions (Ashton, 2014). In this study, follow-up questions were beneficial in expanding the discussions toward understanding the participants' perspectives on the phenomenon of employee turnover in the aviation industry. The secondary data collection involved company documents review. The documents that were reviewed were company annual reports and exit evaluation forms. Employee exit evaluation forms and company annual reports were useful in validating the claims of participants on factors influencing employee turnover and the strategies that may help reduce employee turnover in aviation industry.

Quality data must be reliable and valid. In a mixed research, to improve reliability and validity of the study, researchers can exercise member checking (Harvey, 2015). Member checking involves allowing participants to read the transcription of their interview to ensure

accurate recording ‘interpretation’ and therefore credible and valid data. Member checking also engages participants in theme development as well as enabling both researcher and participant to correct errors (Patton, 2015). The participants were allowed to review their transcribed documents to clarify and submit any errors presented in the copied material.

### **3.8 Data Organization Technique**

When conducting research, researchers will have access to multiple bits of data. It is essential to organize data using an efficient labeling system. Researchers who use an efficient labeling system in their data organization technique can manage data more efficiently (Check et al. 2014). In this research, alphanumeric tagging was chosen to enhance the organization of the data. Alphanumeric tagging was not only useful for protecting the participant’s identities but also facilitated easy access and labeling of the data. Wall and Pentz (2015) argued that researchers should make every effort to protect participants’ rights to privacy and confidentiality. The letters were used to represent different categories of participants in the study. For each letter, a numbers was assigned to reflect the order of engagement with each participant. For example, the alphanumeric tags SP1, SP2, represented Supervisors, HR1, and HR2 represent Human Resource officers, CE1, CE2 represented Current Employees and FE1, FE2 represented Former Employees who participate in the study.

Labeling of all data files remains essential when conducting research. All interview recordings were converted into transcripts within Microsoft word, with password protection, and assigned appropriate nametags for each file. For example, the transcript file belonging to interview with the first Supervisor was SP1, and the first Human resource officer HR1. The respective documents and records reviewed also reflected a similar naming system. Each document or record was included in the file nametag representing document type. For example, Employee exit valuation form was EEVF1 and a copy of 2014 Annual Report had the nametag AR2014.

### **3.9. Data Analysis technique**

Data analysis is the process of systemically searching and arranging the data that is accumulated to increase the researchers understanding and enable the researcher to present the information that has been discovered to others. More specifically, analysis involves working with data, organizing the data, and breaking the information into manageable units,

synthesizing the information, searching for patterns, discovering what is important and what is to be learned, and determining what is worthy to tell others.

In this study, Quantitative data was analyzed using the Tables, graphs, figures, percentages and chi-square with the help of Statistical Package for Social Sciences (SPSS) version 16 software. Content analysis was used to analyze qualitative data from the interviews with the key respondents. For interviews, data was analyzed for specific or categorized units of meaning and emerging themes from data. Data was organized into themes and patterns which was derived from open-ended questions identifying similarities to analyze and interpret.

### **3.10 Data Triangulation**

In this research, validity and reliability was established by using several methods. Triangulation was used to ensure that the researcher has verified what is believed to be the facts. Triangulation is the application and combination of several research methods in the study of the same phenomenon. It is appropriate method of finding the credibility of mixed research analyses, and is an alternative to traditional criteria like reliability and validity within a mixed case study (Angen, 2000). By combining multiple observers, methods, and empirical materials, researchers can hope to overcome the weakness or intrinsic biases and the problems that come from single method, single-observer, and single-theory studies. In this study, the researcher believes that many sources of data are better than a single source because multiple sources led to a fuller understanding of the phenomena that was being studied, in this case “factors influencing voluntary employee turnover and retention strategies of employees in aviation industry”. To ensure data reliability and reliability, a pretest of questionnaire was carried out to guarantee a common understanding of questions among participants. To further ensure validity of measures, data was also collected from higher rank, middle rank and lower staff as units of analysis. The different units ensured adequate representation of age, gender, and seniority of respondents hence validation.

### **3.11 Ethical Research**

When conducting research, the researcher must understand and adhere to the acceptable codes and practices for dealing with human participants. To ensure the protection and appropriate treatment of participants in research, it is mandatory that researchers receive approval from the requisite Ethics Committee (Fiske and Hauser, 2014). Before attempting to engage with participants, the researcher received permission from the University of Zambia

Humanities and Social Sciences Research Ethics Committee-IRB. The ethics committee provided the researcher with the approval letter with reference number HSSREC-2020-NOV-018, which was attached to the informed consent form for the benefit of participants. To ensure that participants feel comfortable participating in the study, a review of the informed consent form was done with each participant to ensure that all participants receive sufficient information to determine if they would like to be part of the research or not.

The data for this research was collected without causing harm to the participants or their company. Participants had the opportunity to ask questions and provide permission through the signing of the informed consent form agreeing to participate in the research. The informed consent had a background of the study, the importance of participating, the risk and the benefits of the research to the company. The informed consent form included notification of the need to record all interviews to minimize data loss. It also contained information concerning the participants' rights to decline participation or to withdraw from the study at any time. For security reasons, all the information is treated as confidential and will be kept secure for a 5-year period using Microsoft Office with password encryption, with CDs and Flash-drive backups and stored in a cabinet safe at my home office. After the 5-year period of storing the data from the participants, all physical CDs will be destroyed by shredding and deleting all electronic backups. It remains imperative that researchers protect all participants' rights to confidentiality and privacy (Wall and Pentz, 2015). No participant who agreed to take part in the study was asked to provide his or her name for inclusion in the final research report. The participants were identified by using alphanumeric tags, for example, HR1 and HR2 representing the Human Resource Officer 1 and 2 as a secure form of reference. Further, traditions and beliefs of participants were taken into consideration during data collection.

### **3.12 Chapter Summary**

This chapter has presented the research design and methodology of the study. This entails the methods and procedures that assisted the researcher in identifying the sources of data, the sampling method used and sample size. It has further presented the data collection techniques, data collection instruments and procedures. It has also explained the data analysis instruments, interpretation and presentation methods that were used. The chapter has also explained ethical issues that were applied.

## **CHAPTER FOUR: PRESENTATION OF THE FINDINGS**

### **4.0 Overview**

This chapter presents the findings of the study. This includes; demographic statics of the participants, participants responses on factors influencing voluntary employee turnover, strategies employed by management to reduce voluntary employee turnover and findings from respondents on the strategies that may help to reduce voluntary employee turnover in Zambia Airports Corporation Limited.

### **4.1 Findings from the current employees**

#### **4.1.1: Response rate**

In this study a total of 232 questionnaires were distributed to current employees in all the four international airports (Kenneth Kaunda, Simon Mwansa Kapwepwe, Harry Mwaanga Nkumbula and Mfuwe international airports). Out of the total 232 questionnaires that were distributed, 224 were returned representing (96.6%) response rate, while 8 participant did not return the questionnaires representing (3.4%) non response rate. At Kenneth Kaunda International Airport all the 132 participants returned the answered questionnaires. At Harry Mwaanga Nkumbula International Airport out of 40 participants, 36 returned the answered questionnaires, while 4 did not return the questionnaires. At Simon Mwansa Kapwepwe International Airport, out of 40 participant 37 returned the answered questionnaires while 3 did not return the questionnaires. At Mfuwe International Airport out of 20 participants 19 returned the answered questionnaires, while 1 did not return the questionnaire.

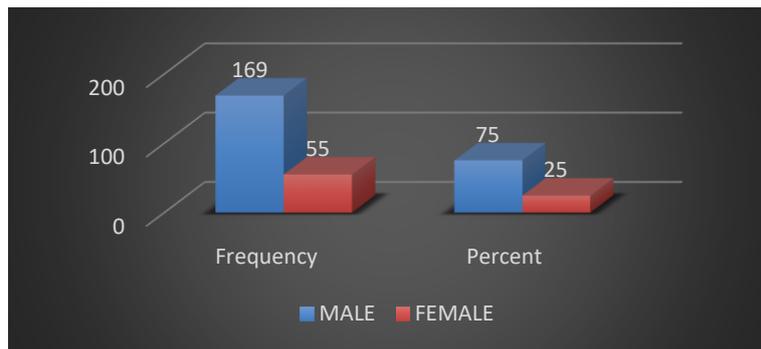
#### **4.1.2: Analysis of Demographic Data**

This section analyses the demographical details of the participants using appropriate baseline computations.

#### **Gender of participants**

Out of the 232 current employees who took part in this research, 169 representing (75%) were male and 55 representing (25%) were female. Figure 4.1 below shows the distribution of participants by gender.

**Figure 4.1: Gender of participants**



**Source: Field Data (2021)**

### **Respondents Age distribution**

Out of 224 participants who took part in this study, 11(4.9%) were between the ages of 20-24 years old, 69 (30.8%) were between the ages of 25-29 years old, 55 (24.6%) were between the ages of 30-34 years old, 73 (16.5%) were between ages of 35-39 years old, 21(9.4%) were between the ages of 40-44 years old, 12(5.4%) were between the ages of 45-49 years and 19(8.5%) were 50 years old and above. Table 4.1 below shows the distribution of the research participants by age.

**Table 4.1: Respondents Age**

	Frequency	Percent
20-24 YEARS	11	4.9
25-29 YEARS	69	30.8
30-34 YEARS	55	24.6
35-39 YEARS	37	16.5
40-44 YEARS	21	9.4
45-49 YEARS	12	5.4
50 YEARS AND ABOVE	19	8.5
<b>Total</b>	<b>224</b>	<b>100.0</b>

**Source: Field Data (2021)**

### **Respondent's highest education qualification**

Out of the total 224 current employees who took part in this study, 27 representing (12.1%) had grade 12 certificate, 59 representing (26.3%) had college certificate, 78 representing (34.8%) had diploma, 54 representing (12.1%) had first degree, while 6 representing (2.7%) had master's degree. Table 4.2 below shows the level of education of the participants.

**Table 4.2: Respondents highest education qualification**

		<b>Frequency</b>	<b>Percent</b>
	GRADE 12 CERTIFICATE	27	12.1
	COLLEGE CERTIFICATE	59	26.3
	DIPLOMA	78	34.8
	FIRST DEGREE	54	24.1
	MASTERS DEGREE	6	2.7
	<b>Total</b>	<b>224</b>	<b>100.0</b>

**Source: Field Data (2021)**

### **Number of years respondents have worked for ZACL**

During the study participants were asked the number of years which they have worked for Zambia Airports Corporation Limited. Out of 224 participants (current employees), 95 (42.4%) have worked for the corporation between 1-5 years, 60 (26.8%) have worked for the corporation between 6-10 years, 31(13.8%) have worked for the corporation between 11-15 years and 38 (17%) have worked for the corporation for 16 years and above. Table 4.3 below shows the number of years participants have worked for Zambia Airports Corporation Limited.

**Table 4.3: Number of years respondents have worked for ZACL**

		<b>Frequency</b>	<b>Percent</b>
	1-5 YEARS	95	42.4
	6-10 YEARS	60	26.8
	11-15 YEARS	31	13.8
	16 YEARS AND ABOVE	38	17.0
	<b>Total</b>	<b>224</b>	<b>100.0</b>

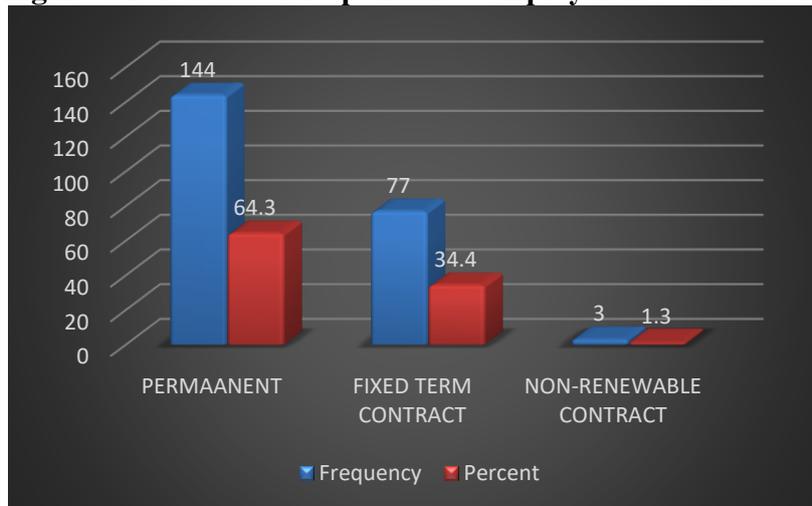
**Source: Field Data (2021)**

### **4.1.3 Factors influencing voluntary employee turnover in ZACL**

#### **Nature of respondent's employment contract**

The research participants were asked the type of employment contract which they have with Zambia Airports Corporation Limited. Out of the total 224 participants (current employees), the majority 144 representing 64.3% said that they have a permanent employment contract, 77 representing (34.4%) said that they have a fixed term contract and the minority 3 representing (1.3%) said that they have a non-renewable contract. Figure 4.2 below shows the nature contract of the participants with the corporation.

**Figure 4.2: Nature of respondent's employment contract**



**Source: Field Data (2021)**

### **Factors considered by Human Resource when appointing staff to positions**

The research participants were asked what factors they think human resource consider when appointing staff to positions. The majority 153 (68.3%) said that human resource consider education qualification when appointing staff to positions, 32 (14.3%) said that human resource consider work experience when appointing staff to positions, 19 (8.5%) said that human resource use nepotism when appointing staff to positions, while 20 (8.9%) said that they were not sure what factors human resource consider when appointing staff to positions. Table 4.4 below shows the factors human resource considers when appointing staff to position.

**Table 4.4: Factors considered by HR when appointing staff to positions**

	Frequency	Percent
EDUCATION QUALIFICATION	153	68.3
WORK EXPERIENCE	32	14.3
NEPOTISM	19	8.5
AM NOT SURE	20	8.9
<b>Total</b>	<b>224</b>	<b>100.0</b>

**Source: Field Data (2021)**

### **The job respondents are doing being in line with their education qualifications**

The participants were asked if the job they are doing is in line with their education qualifications. 136 (60.7%) out of the 224 participants agreed that the jobs they are doing are in line with their education qualifications, while 43 (19.2%) participants were neutral to the

question. 45 (20.1%) participants said that they disagree meaning that the jobs these participants are doing are not in line with their education qualifications. Table 4.5 below show this distribution.

**Table 4.5: The job respondents are doing being in line with their education qualifications**

		<b>Frequency</b>	<b>Percent</b>
	STRONGLY AGREE	75	33.5
	AGREE	61	27.2
	NEUTRAL	43	19.2
	DISAGREE	45	20.1
	<b>Total</b>	<b>224</b>	<b>100.0</b>

**Source: Field Data (2021)**

### **Education qualification and skills of respondents being effectively used in ZACL**

The participants were asked if their education qualifications and skills were being effectively used in Zambia Airports Corporation Limited. 149 participants (66.6%) agreed that their education qualifications and skill were being effectively used, while 37 participants (16.5%) were neutral to the question. 38 participants (16.9%) disagreed saying that their education qualifications and skills were not being effectively used. Table 4.6 below shows the above distribution.

**Table 4.6: Education qualification and skills of respondents being effectively used in ZACL**

		<b>Frequency</b>	<b>Percent</b>
	STRONGLY AGREE	53	23.7
	AGREE	96	42.9
	NEUTRAL	37	16.5
	DISAGREE	29	12.9
	STRONGLY DISAGREE	9	4.0
	<b>Total</b>	<b>224</b>	<b>100.0</b>

**Source: Field Data (2021)**

### **Recruitment process being used contributing to employee turnover in ZACL**

The research participants were asked if the recruitment process being used in Zambia Airports Corporation Limited is contributing to employee turnover. Out of 224 participants 113 (50.4%) agreed that the recruitment process being used in ZACL was causing employee turnover, while 55 (24.6%) of the participants were neutral to the question. Those who

disagreed saying that recruitment process being used was not causing employee turnover were 56 (25%). Table 4.7 below shows the distribution.

**Table 4.7: Recruitment process being used contributing to employee turnover in ZACL**

		<b>Frequency</b>	<b>Percent</b>
	STRONGLY AGREE	22	9.8
	AGREE	91	40.6
	NEUTRAL	55	24.6
	DISAGREE	47	21.0
	STRONGLY DISAGREE	9	4.0
	<b>Total</b>	<b>224</b>	<b>100.0</b>

**Source: Field Data (2021)**

#### **Promotion opportunities being available in ZACL**

The participants were asked if there were promotion opportunities available in Zambia Airports Corporation Limited. Out the total 224 participants, 139 (62.1%) agreed that there are promotion opportunities, while 52 participants (22.8%) were neutral to the question. 34 participants (15.2%) disagreed saying that there were no promotion opportunities in ZACL. Table 4.8 below shows the distribution.

**Table 4.8: Promotion opportunities being available in ZACL**

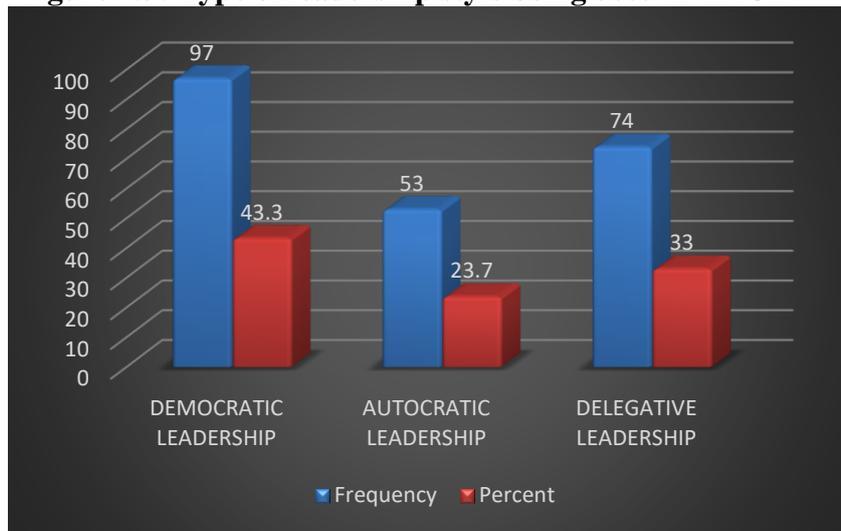
		<b>Frequency</b>	<b>Percent</b>
	STRONGLY AGREE	27	12.1
	AGREE	112	50.0
	NEUTRAL	51	22.8
	DISAGREE	26	11.6
	STRONGLY DISAGREE	8	3.6
	<b>Total</b>	<b>224</b>	<b>100.0</b>

**Source: Field Data (2021)**

#### **Type of leadership style being used in ZACL**

The participants were asked the type of leadership style that is being used in Zambia Airports Corporation Limited. 97 participants (43.3%) said that democratic leadership was being used, 53 participants (23.7%) said that autocratic leadership was being used and 74 participants (33%) said that delegative leadership was being used. Figure 4.3 below shows the distribution.

**Figure 4.3: Type of leadership style being used in ZACL**



**Source: Field Data (2021)**

**Leadership style being used in ZACL causing employee turnover**

The participants were further asked if the leadership style being used in Zambia Airports Corporation Limited was causing employee turnover. Out of the total 224 participants, those who said they agree were 103 representing (45.9%), while those who were neutral to the question were 78 representing (34.8%). Those participants who said they disagree were 43 representing (19.2%). Table 4.9 below shows the above distribution.

**Table 4.9: Leadership style being used in ZACL causing employee turnover**

	Frequency	Percent
STRONGLY AGREE	18	8.0
AGREE	85	37.9
NEUTRAL	78	34.8
DISAGREE	37	16.5
STRONGLY DISAGREE	6	2.7
<b>Total</b>	<b>224</b>	<b>100.0</b>

**Source: Field Data (2021)**

**Lack of training and development causing employee turnover in ZACL**

The participants were asked if lack of training and development was causing employee turnover in Zambia Airports Corporation Limited. Those participants who said they agree were 81 representing (36.1%), while those who were neutral to the question were 59

representing (26.3%). Those who said that they disagree were 84 representing (37.4%). Table 4.10 below shows the above distribution.

**Table 4.10: Lack of training and development causing employee turnover in ZACL**

		<b>Frequency</b>	<b>Percent</b>
	STRONGLY AGREE	16	7.1
	AGREE	65	29.0
	NEUTRAL	59	26.3
	DISAGREE	70	31.2
	STRONGLY DISAGREE	14	6.2
	<b>Total</b>	<b>224</b>	<b>100.0</b>

**Source: Field Data (2021)**

#### **Lack of conducive work environment causing employee turnover in ZACL**

The participants were asked if lack of conducive work environment was causing employee turnover in Zambia Airports Corporation Limited. Out of the total 224 participants, those who said that they agree were 85 representing (37.9%), while those who were neutral to the question were 54 representing (24.1%). Those participants who said that they disagree were 85 representing (37.9%). Table 4.11 below shows the distribution.

**Table 4.11: Lack of conducive work environment causing employee turnover in ZACL**

		<b>Frequency</b>	<b>Percent</b>
	STRONGLY AGREE	14	6.2
	AGREE	71	31.7
	NEUTRAL	54	24.1
	DISAGREE	73	32.6
	STRONGLY DISAGREE	12	5.4
	<b>Total</b>	<b>224</b>	<b>100.0</b>

**Source: Field Data (2021)**

#### **Respondents being satisfied with the salary they are being paid in ZACL**

The participants were asked if they were satisfied with the salary they were being paid in Zambia Airports Corporation Limited. Those participants who said that they agree were 85 representing (38%), while those participants who were neutral to the question were 67

representing (29.9%). Those who said that they disagree were 72 representing (32.1%). Table 4.12 below shows the distribution.

**Table 4.12: Respondents being satisfied with the salary they are being paid in ZACL**

		Frequency	Percent
	STRONGLY AGREE	12	5.4
	AGREE	73	32.6
	NEUTRAL	67	29.9
	DISAGREE	52	23.2
	STRONGLY DISAGREE	20	8.9
	<b>Total</b>	<b>224</b>	<b>100.0</b>

**Source: Field Data (2021)**

#### **Respondents leaving ZACL if alternative employment can be found in other companies**

The participants were asked if they can leave Zambia Airports Corporation Limited if alternative employment can be found in other companies. Out of the total 224 participants, 129 (57.6%) said that they agree, while 63 participants (28.1%) were neutral to the question. 32 participants (14.3%) said that they disagreed. Table 4.13 below shows the distribution.

**Table 4.13: Respondents leaving ZACL if alternative employment is found in other companies**

		Frequency	Percent
	STRONGLY AGREE	40	17.9
	AGREE	89	39.7
	NEUTRAL	63	28.1
	DISAGREE	27	12.1
	STRONGLY DISAGREE	5	2.2
	<b>Total</b>	<b>224</b>	<b>100.0</b>

**Source: Field Data (2021)**

#### **Lack of Promotion causing employee turnover in ZACL**

The participants were asked if lack of promotion was causing employee turnover in Zambia Airports Corporation Limited. Those participants who said that they agree were 133 representing (59.3%), while those participants who were neutral to the question were 51 representing (22.8%). Those who said that they disagree were 40 representing (17.8%). Table 4.14 below shows the distribution.

**Table 4.14: Lack of Promotion causing employee turnover in ZACL**

		<b>Frequency</b>	<b>Percent</b>
	STRONGLY AGREE	31	13.8
	AGREE	102	45.5
	NEUTRAL	51	22.8
	DISAGREE	31	13.8
	STRONGLY DISAGREE	9	4.0
	<b>Total</b>	<b>224</b>	<b>100.0</b>

**Source: Field Data (2021)**

**Lack of good performance management system causing employee turnover in ZACL**

The participants were asked if lack of good performance management system was causing employee turnover in Zambia Airports Corporation Limited. Those participants who said that they agree were 97 representing (43.3%), while those who were neutral to the question were 65 representing (29%). Those who said that they disagree were 62 representing (27.7%). Table 4.15 below shows distribution.

**Table 4.15: Lack of good performance management system causing employee turnover in ZACL**

		<b>Frequency</b>	<b>Percent</b>
	STRONGLY AGREE	19	8.5
	AGREE	78	34.8
	NEUTRAL	65	29.0
	DISAGREE	55	24.6
	STRONGLY DISAGREE	7	3.1
	<b>Total</b>	<b>224</b>	<b>100.0</b>

**Source: Field Data (2021)**

**Lack of employee recognition when they do well causing employee turnover in ZACL**

The participants were asked if lack of employee recognition when they well was causing employee turnover in Zambia Airports Corporation Limited. Those participants who said that they agree were 138 representing (61.6%), while those who were neutral to the question were 41 representing (18.3%). Those who said that they disagree were 45 representing (20.1%). Table 4.16 below shows the distribution.

**Table 4.16: Lack of employee recognition when they do well causing employee turnover in ZACL**

		<b>Frequency</b>	<b>Percent</b>
	STRONGLY AGREE	35	15.6
	AGREE	103	46.0
	NEUTRAL	41	18.3
	DISAGREE	41	18.3
	STRONGLY DISAGREE	4	1.8
	<b>Total</b>	<b>224</b>	<b>100.0</b>

**Source: Field Data (2021)**

#### **Poor communication system causing employee turnover in ZACL**

The participants were asked if poor communication system was causing employee turnover in Zambia Airports Corporation Limited. Out of the total 224 participants, 98 (43.8%) said that they agree, while, 61 participants (27.2%) were neutral to the question. 65 participants (29%) said that they disagreed. Table 4.17 below shows the distribution.

**Table 4.17: Poor communication system causing employee turnover in ZACL**

		<b>Frequency</b>	<b>Percent</b>
	STRONGLY AGREE	19	8.5
	AGREE	79	35.3
	NEUTRAL	61	27.2
	DISAGREE	56	25.0
	STRONGLY DISAGREE	9	4.0
	<b>Total</b>	<b>224</b>	<b>100.0</b>

**Source: Field Data (2021)**

#### **Long working hours causing employee turnover in ZACL**

The participants were also asked if long working hours was causing employee turnover in Zambia Airports Corporation Limited. Out of the total 224 participants, 73 representing (32.6%) said that they agree, while 53 participants representing (23.7%) were neutral to the question. 98 participants representing (43.7%) said that they disagreed. Table 4.18 below shows the distribution.

**Table 4.18: Long working hours causing employee turnover in ZACL**

		<b>Frequency</b>	<b>Percent</b>
	STRONGLY AGREE	24	10.7
	AGREE	49	21.9
	NEUTRAL	53	23.7
	DISAGREE	82	36.6
	STRONGLY DISAGREE	16	7.1
	<b>Total</b>	<b>224</b>	<b>100.0</b>

**Source: Field Data (2021)**

#### **4.1.3 Strategies that may help address the problem of voluntary employee turnover in ZACL.**

The researcher wanted to find out from the participants if using some retention strategies may help to reduce voluntary employee turnover in Zambia Airports Corporation Limited. Therefore, the researcher asked the opinions of the participants through the following questions:

##### **Providing Competitive salaries can help to keep employees in ZACL**

The participants were asked if providing competitive salaries can help to keep employees in Zambia Airports Corporation Limited. Those participants who said that they agree were 205 representing (91.5%), while those who were neutral to the question were 14 representing (6.2%). Those who said that they disagree were 5 representing (2.2%). Table 4.19 below shows the distribution.

**Table 4.19: Providing Competitive salaries can help to keep employees in ZACL**

		<b>Frequency</b>	<b>Percent</b>
	STRONGLY AGREE	104	46.4
	AGREE	101	45.1
	NEUTRAL	14	6.2
	DISAGREE	4	1.8
	STRONGLY DISAGREE	1	.4
	<b>Total</b>	<b>224</b>	<b>100.0</b>

**Source: Field Data (2021)**

##### **Providing Employee Training and Development can help to keep employees in ZACL**

The participants were asked if providing employee training and development can help to keep employees in Zambia Airports Corporation Limited. Out of the total 224 participants, those

who said that they agree were 199 representing (88.8%), while those participants who were neutral to the question were 21 representing (9.4%). Those who said that they disagree were 4 representing (1.8%). Table 4.20 below shows the distribution.

**Table 4.20: Providing Employee Training and Development can help to keep employees in ZACL**

		<b>Frequency</b>	<b>Percent</b>
	STRONGLY AGREE	89	39.7
	AGREE	110	49.1
	NEUTRAL	21	9.4
	DISAGREE	4	1.8
	<b>Total</b>	<b>224</b>	<b>100.0</b>

**Source: Field Data (2021)**

**Effective Communication between employees and management can help to keep employees in ZACL**

The participants were asked if effective communication between employees and management can help to keep employees in Zambia Airports Corporation Limited. Those participants who said that they agree were 196 representing (87.5%), while those participants who were neutral to the question were 18 representing (8%). Those who said that they disagree were 10 representing (4.4%). Table 4.21 below shows the distribution.

**Table 4.21: Effective Communication between employees and management can help to keep employees in ZACL**

		<b>Frequency</b>	<b>Percent</b>
	STROGNLY AGREE	76	33.9
	AGREE	120	53.6
	NEUTRAL	18	8.0
	DISAGREE	7	3.1
	STRONGLY DISAGREE	3	1.3
	<b>Total</b>	<b>224</b>	<b>100.0</b>

**Source: Field Data (2021)**

**Right personnel placement in positions can help to keep employees in ZACL**

The participants were asked if right personnel placement in positions can help to keep employees in Zambia Airports Corporation Limited. Those participants who said that they agree were 208 representing (92.8%), while those participants who were neutral to the

question were 12 representing (5.4%). Those who said that they disagree were 4 representing (1.7%). Table 4.22 below shows the distribution.

**Table 4.22: Right personnel placement in positions can help to keep employees in ZACL**

	Frequency	Percent
STRONGLY AGREE	89	39.7
AGREE	119	53.1
NEUTRAL	12	5.4
DISAGREE	1	.4
STRONGLY DISAGREE	3	1.3
<b>Total</b>	<b>224</b>	<b>100.0</b>

**Source: Field Data (2021)**

#### **The use of democratic leadership can help to keep employees in ZACL**

The participants were asked if the use of democratic leadership can help to keep employees in Zambia Airports Corporation Limited. Those participants who said that they strongly agree were 169 representing (75.5%), while those who were neutral to the question were 41 representing (18.3%). Those who said that they disagree were 14 representing (6.3%). Table 4.23 below shows the distribution.

**Table 4.23: The use of democratic leadership can help to keep employees in ZACL**

	Frequency	Percent
STROGNLY AGREE	49	21.9
AGREE	120	53.6
NEUTRAL	41	18.3
DISAGREE	10	4.5
STROGNLY DISAGREE	4	1.8
<b>Total</b>	<b>224</b>	<b>100.0</b>

**Source: Field Data (2021)**

#### **Creation of the conducive work environment can help to keep employees in ZACL**

The participants were asked if creation of the conducive work environment can help to keep employees in Zambia Airports Corporation Limited. Those participants who said that they agree were 197 representing (87.9%), while those participants who were neutral to the

question were 21 representing (9.4%). Those who said that they disagree were 6 representing (2.7%). Table 4.24 below shows the distribution.

**Table 4.24: Creation of the conducive work environment can help to keep employees in ZACL**

	Frequency	Percent
STROGNLY AGREE	69	30.8
AGREE	128	57.1
NEUTRAL	21	9.4
DISAGREE	2	.9
STRONGLY DISAGREE	4	1.8
<b>Total</b>	<b>224</b>	<b>100.0</b>

**Source: Field Data (2021)**

#### **Good organization Policies can help to keep employees in ZACL**

The participants were asked if good organization policies can help to keep employees in Zambia Airports Corporation Limited. Those participants who said that they agree were 206 representing (92%), while, those participants who were neutral to the question were 15 representing (6.7%). Those who said that they disagree were 3 representing (1.3%). Table 4.25 below shows the distribution.

**Table 4.25: Good organization Policies can help to keep employees in ZACL**

	Frequency	Percent
STRONGLY AGREE	90	40.2
AGREE	116	51.8
NEUTRAL	15	6.7
STRONGLY DISAGREE	3	1.3
<b>Total</b>	<b>224</b>	<b>100.0</b>

**Source: Field Data (2021)**

#### **Work-Social life balance can help to keep employees in ZACL**

The participants were finally asked if having work-social life balance can help to keep employees in Zambia Airports Corporation Limited. Those participants who said that they strongly agree were 175 representing (78.1%), while those participants who were neutral to the question were 45 representing (20.1%). Those who said that they disagree were 4 representing (1.7%). Table 4.26 below shows the distribution.

**Table 4.26: Work-Social life balance can help to keep employees in ZACL**

	<b>Frequency</b>	<b>Percent</b>
STRONGLY AGREE	60	26.8
AGREE	115	51.3
NEUTRAL	45	20.1
DISAGREE	1	.4
STROGNLY DISAGREE	3	1.3
<b>Total</b>	<b>224</b>	<b>100.0</b>

**Source: Field Data (2021)**

## **4.2 Findings from former employees**

To supplement the data collected from the current employees, data was also collected from former employees. First, the researcher wanted to find out the factors that were influencing voluntary employee turnover in Zambia Airports Corporation Limited before these former employees left the corporation. Second, the researcher wanted to find out the retention strategies that may help to reduce voluntary employee turnover in ZACL.

### **4.2.1. factors influencing employee turnover in ZACL**

The responses from semi-structured questionnaires answered by former employees were grouped in themes or common factors. The following factors were found to be causing employee turnover in Zambia Airports Corporation Limited. The first factor was lack of competitive salary. This was found to be the number one factor due to the responses of 9 (90%) participants out of 10 who said that they were not satisfied with the salaries they were being paid at ZACL, and they further indicated that this factor caused employee turnover in the corporation. The second factor that was causing employee turnover was lack of promotion. Out of the 10 participants, 7 (70%) said that there was lack of promotion in the corporation and the only few proportions which took place, the criteria which was being used for promotion was not clear.

The third factor that was causing employee turnover was lack of training and development. The majority of former employee 8 (80%) indicated that training in the corporation was only prioritized to those who were required to do the mandatory courses for them to perform their jobs. They further indicated that, even for these mandatory jobs, training was conducted when the International Civil Aviation Organization (ICAO) audit was about to take place. Therefore, this did not help employees to develop their skills in their respective jobs and this contributed to employee turnover. The fourth factor that was causing employee turnover was

lack of employee recognition when they do well in their jobs. All the 10 participants (100%) agreed that there was lack of employee recognition in the corporation and this made them feel untrusted and not being appreciated a situation which caused demotivation and employees leaving the corporation.

The fifth factor that was causing employee turnover was lack of conducive work environment. Out of the 10 former employees, 8(80%) agreed that there was lack of conducive work environment in the corporation and this caused some employees to leave the corporation. The sixth factor that was causing employee turnover was poor communication between management and employee. 6 (60%) of the 10 participants strongly agreed that there was poor communication system in the corporation. They indicated that some information was being withheld by management even when the issue is affecting all the employees and this caused some employees to leave the corporation.

The seventh factor that was found causing employee turnover in the corporation was personnel misplacement. 90% of the participants indicated that there was misplacement of employees into positions. They mentioned that many employees were doing the jobs which were different from their education qualifications and once they find jobs which are in line with their education qualifications in other companies they leave the corporation. The eighth factor that was found causing employee turnovers was biased performance management system. All the 10 (100%) participants indicated that the performance appraisal system which was being used was not good because the powers were given to supervisors to decide the performance grade of the employee. They further indicated that if you do not have a good relationship with the supervisor, you always get low performance grade and this caused frustrations among employees and eventually leave the corporation.

Factors such as lack of good organization structure, long working hours, leadership style used in the corporation, lack of work-social life balance were found not to be causing voluntary employee turnover. All the 10 participants were neutral to the questions on these factors with other participants clearly indicating that these factors were not influencing employee turnover in ZACL.

#### **4.2.2 Strategies that may help to reduce voluntary employee turnover in ZACL**

Using the semi-structured questionnaire, the former employees were asked what they think should be done to reduce voluntary employee turnover in the corporation. The first strategy which can be used to reduce voluntary employee turnover as suggested by former employees was providing competitive salaries. All the 10 (100%) participants agreed that competitive

salaries can help to reduce voluntary employee turnover because most the employees who have left the corporation is due to better salaries offered to them by other companies. One of the participants said that, when she was leaving the corporation the salary she was offered by her current employer was too good and that Zambia airports corporation limited did not counter offer so she had to leave.

The second strategy which was suggested by the former employees which can help reduce voluntary employee turnover in ZACL is providing training and development. 9 participants (90%) said that in aviation industry, most of the work employees do need regular trainings for them to effectively perform their duties. They said, but the situation in the corporation was that trainings were mostly conduced when the corporation is about to be audited by ICAO. This situation denied the employee to develop their skills in their jobs. The third strategy which was suggested by former employees which may help reduce voluntary employee turnover was that management must provide effective communication system between management and employees. 7 (70%) of the participants said that communication especially on the issues that affect work performance of employees is very important. They said that the situation in the corporation was that there was a delay in information dissemination between management and employees.

The fourth strategy suggested by former employees which may help reduce voluntary employee turnover in ZACL is providing conducive work environment. 80% of the participants said that, the management in ZACL need to create the work environment were employees are free to contribute in decision making especially on the issues that affect employees work activities. They further stated that, in so doing employees will feel trusted and respected. The fifth strategy suggested by former employees which may help reduce voluntary employee turnover in ZACL is hiring right people for the right positions. All the 10 (100%) former employees agreed that right placement of personnel into positions helps employees to do their jobs property because they have proper qualification, skills and experience for the job. They said that this makes their job enjoyable and even when other factors are not in place, employees tend to stay for longer period with the organization.

The sixth strategy suggested by former employees which may help reduce voluntary employee turnover in ZACL is employee recognition. 60% of the participants said that employee recognition in the company is very important as employees feel very much appreciated. They further stated that employee recognition can be done in various ways such as writing appreciation letters, promotion or even in monetary form. The seventh strategy

suggested by former employees which may help reduce voluntary employee turnover in ZACL is making the promotion of employees to higher position on merit. 90% of the participants said that clear promotion system of employees to higher positions gives employees confidence in management because they know that if there is a succession plan for promotion in the company every employee will know how the promotion is done which reduces tension and frustrations among employees.

### **4.3. Findings from Supervisors**

To further supplement the data collected from the current employees, data was also collected from supervisors through interviews using interview guide. The interview guide asked questions in line with the research objectives with follow up questions from the researcher. First, the researcher wanted to find out the factors that were influencing voluntary employee turnover in Zambia Airports Corporation Limited. Second, the researcher wanted to find out the retention strategies that Zambia Airports Corporation Limited management was employing to address the problem of voluntary employee turnover, and third the researcher wanted to find out the retention strategies that may help to reduce voluntary employee turnover in Zambia Airports Corporation Limited.

#### **4.3.1. factors influencing voluntary employee turnover in ZACL**

In order to understand the topic more, 8 supervisors from different departments were interviewed. First the researcher asked the supervisors how they would describe the rate of voluntary employee turnover in ZACL. Supervisor 1 (SP1) said that voluntary employee turnover was high in the corporation especially in Airports Services department and in particular "Security and Ground Handling sections". Supervisors 2,3,5,6,7 and 8 (SP2, SP3, SP5, SP6, SP7 and SP8) all said that currently voluntary employee turnover rate was moderate since the new management came in 2019. Supervisor (SP4) said that voluntary employee turnover is moderate because employees are still leaving the corporation.

The supervisors where asked the factors they think were influencing voluntary employee turnover in Zambia Airports Corporation Limited. The responses from all the 8 supervisors were common. They said that a number of factors were contributing to voluntary employee turnover in the corporation. Ranking them in their order, they said that the number one factor was lack of career growth. They said that there was little room for promotion in the corporation hence when employees' finds an opportunity for career growth in other companies they leave the corporation. Supervisor 1 (SP1) said that the security section has the largest number of employees among all the sections in the corporation, but they are only

three higher positions which can only be occupied by one person at time. Therefore, this makes employees to work for many years without being promoted hence forcing them to look for employment in other companies.

The second factor that was found influencing voluntary employee turnover in the corporation is lack of realignment of salary grades. Most of the supervisors interviewed said that salary grades in the corporation were not properly aligned. Supervisor 4 (SP4) stated that salaries in ZACL are predetermined through the negotiations between union and management. SP4 further said that regardless of the qualification one has, if the job he or she is doing falls in certain category of salary grade, he will be paid that salary. Supervisor 4 (SP4) said that this causes demotivation among employees who have attained high education qualification because in ZACL some positions are occupied by people with different education qualifications.

The third factor that was found causing voluntary employee turnover from the supervisors is lack of training and development. During the interviews, the supervisors stated that aviation industry is one of the industries which is highly regulated by international bodies and as such, training must be a number one priority because employees need all the skills they need to perform their duties. Supervisor 3 (SP3) said that in ZACL most of the jobs employees do affect the lives of the passengers which need highly skilled personnel. Therefore, if employees are not well trained to carry out their duties, this act as demotivation because once the mistake is made in the process of performing their duties, it is an individual employee who is accountable. They further stated that in most cases, trainings are provided to employees when the corporation is about to be audited by ICAO and other international bodies which should not be the case.

The fourth factor that was found influencing voluntary employee turnover in ZACL is poor communication between management and employees. Out of the 8 supervisors, 7 (70%) agreed that communication was one of the major problems which was influencing voluntary employee turnover. Supervisor 7 (SP7) said that there was no free flow of information between management and employees which in instances leaves the employees in sunspace of what they should do or what is supposed to happen. Supervisor 7 (SP7) stated that this is a demotivating factor because employee are not empowered with full information on what they should do hence operating with uncertainty minds.

The fifth factor that was found influencing voluntary employee turnover is lack of conducive work environment. Supervisor 6 (SP6) said that conducive work environment is one where

employees are free and are allowed to make decision regarding their operation. He further said that most of the jobs in aviation industry are specialized jobs which need expert decision making, but in most cases employees advise the management on how certain jobs have to be performed or certain things to be done, but management don't take such advise because they want things to be done the way they want them be done.

The sixth factor that was found influencing voluntary employee turnover from the supervisors is inconsistence policy implementation. All the 8 supervisors said that there was no consistence in policy implementation in the corporation and this has led into inequality in terms of how employees are being treated. Supervisor 3 (SP3) said that for example, the implementation of the succession and promotion policy was not consistent. Supervisor 3 (SP3) further said that when employee are being promoted to higher positions, others are just appointed while other are subjected to interviews which creates frustration and demotivation to those who are subjected to interviews. Supervisor 8 (SP8) mentioned that another policy which is not consisted is the leave policy. He said that the leave policy clearly state that all employees must go on annual leave every year, but you find that some employees have to struggle for them to be granted leave by management. He further said that human resource can accept that you go on leave but the head of department where an employee belongs cannot let that employee go.

In order to explore more on the subject matter, the researcher asked the follow up questions to try and find out if there were other factors influencing voluntary employee turnover. The first question was how the supervisors would describe the recruitment process in the corporation. Supervisor 2,3,4,5,6,7 and 8 (SP2,SP3,SP4,SP5,SP6,SP7and SP8) said that the recruitment process was fair although more is supposed to be done. On the question on who is involved in the recruitment process, the supervisors said human resource and the end user department are involved in the recruitment process. They mentioned that the role of human resource is to ensure that the process is successfully conducted and the role of the user department is to do the final shortlisting and interviewing of candidates in conjunction with human resource. They further said that more needs to be done because other positions are not advertised despite having a number of suitable candidates who can compete for the positions and this shows lack of transparency in the recruitment process. On the question of what supervisors think human resource consider when appointing staff into position in the company, SP2, SP3, SP4 SP6 SP7 and SP8 said that the common factors which human resource consider are education qualification and employee's work experience. In contrast,

Supervisor 1 (SP1) and supervisor 5 (SP5) said that it was not clear what human resource considers when appointing staff to positions.

Another question which supervisors were asked is how the employee's conditions of service were determined in the corporation. All the 8 supervisors said that the conditions of service for unionized workers are determined through management and union annual negotiations. They said that because of this, the corporation has existing salary structure which shows the salary grade and other conditions of service for each and every position. They further stated that, because there is already existing salary structure, during recruitment employees have no chance or power to negotiate for their conditions of service regardless of the qualifications and experience they have. Therefore, this lead to voluntary turnover when employee finds jobs with better conditions of service in other companies. They further stated that during recruitment, candidates can accept the conditions of service given to them because at the moment they might not have a job and once they find a better job with better conditions of service they leave.

Another question which the supervisors were asked is the type of leadership style being used in the corporation. Supervisor 1 (SP1) said that the type of leadership being used in the corporation is dictatorship. Supervisor 2 (SP2) said that the type of leadership being used in the corporation is democratic leadership. SP3 said that the type of leadership being used in the corporation is democratic leadership although it largely depends on the character of the individual leader. Supervisor 4 (SP4) said that the type of leadership being used in the corporation is delegation leadership. Supervisor 5 (SP5) said that the type of leadership being used in the corporation is autocratic leadership style. Supervisor 6, 7 and 8 (SP6, SP7 and SP8) all said that the leadership style that is being used in the corporation is democratic leadership. Therefore, they said that how the leadership style has influenced the employee's decisions either to leave or remain in the corporation it was not clear because this depends on how individual employees feels about the leadership style and how he or she is being affected.

#### **4.3.2. Retention Strategies being employed by management to reduce voluntary employee turnover in ZACL**

In order to find out if there were any strategies being implemented to address the problem of voluntary turnover, the supervisors were asked the kind of strategies management was implementing to address the problem of voluntary employee turnover in ZACL. SP1 and SP4 said that there were no retention strategies that were being implemented, SP2 said that

management was using salary increment as the retention strategy, SP3 and SP5 said that training and development was the retention strategy which management was using. SP3 further said that management was supporting employees who want to further their education with financial support and giving them study leave. SP6, SP7 and SP8 said that management was using allowances as the retention strategy. They said that management was using allowances such as overtime allowance and leave allowance.

The supervisors were further asked which retention strategies were more effective in retaining employees in the corporation. 6 (60%) supervisors said that only salary increment was showing to be effective. They stated that, when the new management came in 2019, they started increasing the salaries for employees. For example, in 2019 management awarded the unionized workers 25% salary increment and in 2020 30% which included 20% basic salary and 10% housing allowance. And since 2019, the corporation has witnessed the reduction of voluntary employee turnover with a small rate.

#### **4.3.3. Strategies that may help to reduce voluntary employee turnover in ZACL**

The researcher wanted to find out from supervisors the strategies that can be used that may help to reduce voluntary employee turnover in Zambia Airports Corporation Limited. In this regard, the supervisors were asked what strategies they would recommend to be employed that may help to reduce voluntary turnover. The first strategy which was recommended by the supervisors was salary increment. SP2 stated that salary increment had shown positive impact on employee retention since 2019 because voluntary employee turnover had reduced when the management started increasing employees' salaries. Further SP2 stated that the salary grades needs to be revised and realigned so that positions which carry the same title must be in the same salary grade unlike the way the current situation is where two employee both having the same position but with different salary grades. Therefore, this act as a demotivation to those who are in lower salary grades than their colleagues.

The second strategy which was recommended by the supervisors for reducing voluntary employee turnover is improved and effective communication system between management and employees. Supervisors said that there was need to improve communication system by management so that employees are always informed and this can help employees to make informed decision in their operations. The third strategy recommended by the supervisors to reduce voluntary employee turnover is being consistence in policy implementation by management. SP1 stated that currently there was lack of consistence in policy implementation which causes inequality in the way employee are being treated. Therefore,

this inconsistency causes frustrations to other employees who are disadvantaged because of the way the company policies are being implemented.

The fourth strategy recommended by supervisors to reduce voluntary employee turnover is providing of training and development. SP4, SP5 and SP8 stated that when employees are equipped with the skills and knowledge to perform their duties, employees tend to enjoy their work and this can make them become loyal and stay for a longer period of time with the company. They further stated that management should stop using training for audit purposes but as a tool for employees to develop their work skills to do their work more efficient and effectively. The fifth strategy recommended by supervisors for reducing voluntary employee turnover is providing a more transparent and clear recruitment and promotion system. SP7 stated that the recruitment policy and promotion system must be consistent unlike the way recruitment and promotion was currently being done where other positions are advertised while others are not, and other employees are just being appointed to the higher positions while others are subjected to interviews. SP7 stated that the system must be uniform because this will reduce frustrations among employees.

The sixth strategy recommended by the supervisors to reduce voluntary employee turnover is creation of a conducive work environment. SP4 stated that working in a conducive work environment makes employees to put in their best in the work they do because they have power to make decisions which affects their operations. In this regard, SP4 said that management must adopt the culture of accommodating the recommendations or suggestions which employees provide because they are the ones who do the actual work and they know what is involved in their work and how it should be done. It was further stated that currently employees have little power to make decisions regarding the work they do and this is a demotivating factor to employees.

#### **4.4. Findings from Human Resource Officers**

To further supplement the data collected from the current employees, former employees and supervisors, data was also collected from two human resource officers in charge of industrial relations through interviews using the interview guide. The researcher intended to interview three human resource officers but due to the nature of the topic, the human resource manager guided that the two industrial human resource officers were the ones who had relevant information needed for this research. First, the researcher wanted to find out the factors that were influencing voluntary employee turnover in Zambia Airports Corporation Limited. Second, the researcher wanted to find out the retention strategies that human resource and

management were employing to address the problem of voluntary employee turnover. And third, the researcher wanted to find out the human resources recommendations on the retention strategies that may help to reduce voluntary employee turnover in ZACL.

#### **4.4.1. Factors influencing voluntary employee turnover in ZACL**

During the interviews, the human resource officers were asked to describe the rate of voluntary employee turnover in the corporation. Both officer said that voluntary turnover was low at 1% below the target of 5%. They explained that for the past two years, the corporation has seen the reduction in voluntary employee turnover. They said that for the past two years the corporation was experiencing low rate of employee turnover. The Human resource officers were asked what factors were influencing voluntary employee turnover in the corporation. Both HR1 and HR 2 said that there are two main factors that are influencing voluntary employee turnover. They said that employees leave the corporation due to better salaries that are offered by other companies. They said that like in any other organization, employees will leave if offered better conditions of service by other companies. Both H1 and HR2 said that the second factor influencing voluntary employee turnover in the corporation is personal growth. They said that employees always want to grow in their career so if they find a better job or higher position than they currently have they leave the corporation.

The researcher asked the human resource officers the factors that they consider when recruiting employees. Both HR1 and HR2 said that the first factor which is considered is education qualifications. They said that each and every position in the corporation has a set out minimum qualifications which one must poses for him or her to apply for that position. They said that the second factor which is considered is the work experience one must have to perform the particular job. Like education qualification, each and every position has a set out minimum number of years of work experience one must have to be considered for a particular position. They said that these two factors are the most important when recruiting employees especially new employees. The human resource officers were also asked who is involved in the recruitment process of employees. Both HR1 and HR2 said that human resource and the end user department are involved in the recruitment of employees. They said that the role of human resource is to facilitate the process to ensure that recruitment is done. They said that the role of the end user department is to do the final shortlisting of the candidates for interviews and taking part in the interview to ensure that right people with appropriate qualifications and experience are recruited.

The human resource officers were asked how employee's conditions of service are determined in the corporation. Both HR1 and HR2 said that employee's conditions of service are determined through collective bargaining between the union and management. They said that through this negotiations, the conditions of service for all the positions which are in unionized grades are determined. This means that when new employees join the company they find already established salary structure so they are given the conditions of service according to the position one is occupying. They further said that this gives no room to new employees who are in unionized grades to negotiate their conditions of service. However, the two human resource officers said that conditions of service had no bearing on voluntary employee turnover in the corporation because generally the conditions are good compared to other companies.

The human resource officers were asked to describe the career promotion prospects of employees in the corporation. Both HR1 and HR2 said that promotion opportunities are available in the corporation because employees are being promoted. When they were asked about the system used for promotion, they said that if there is only one person who is qualified for the position, management just appoint that person but when there are many people who are qualified for the position, the position is advertised so that people can compete. On the factors which are considered for promotion, both HR1 and HR2 said that regardless of the system used to promote employees to higher positions, the factors which are considered for one to be promoted are; education qualification, performance rating from performance appraisal, competence rating and the character of the person. They said that the promotion system being used has no impact on voluntary turnover because as it is not among the reasons why employees leave the corporation.

The two human resource officers were asked what type of leadership style was being used in ZACL. Both HR 1 and HR2 said that there was no specific type of leadership style which was being used in the corporation but that this depend on the individual leader of the department or section. They further said that leadership style being used in the corporation has no impact on voluntary turnover because different leaders are using different leadership styles in their departments and sections.

#### **4.4.2 Retention Strategies being employed by Human Resource to reduce voluntary employee turnover in ZACL**

The researcher wanted to find out the retention strategies which human resource management was implementing to prevent or address the problem of voluntary employee turnover in

ZACL. During the interviews, the human resource officers outlined a number of retention strategies that were being implemented. Both HR1 and H2 said that the first strategy being implemented is salary market survey to ensure that employee's salaries are market reflective. They said that the results of these salary market surveys are the ones which are used by management when negotiating the salary increment and other conditions of service with the union. They said that the second retention strategy being implemented is conducting employee satisfaction surveys to assess how employees are satisfied in their jobs in the corporation. Both HR1 and HR2 said that the results of the employee satisfaction survey shows that employee satisfaction is above 50%.

The human resource officers said that the third retention strategy which was being implemented is employee engagement. They said that when management want to make a decision which affects employees work and welfare, employees are engaged to provide suggestions on how the particular issue can be dealt with. The human resource officers said that the fourth retention strategy that was being implemented is giving rewards to good performing employees in the form of money. They said that when giving bonuses at the end of the year, each and every employee's bonus is calculated according to their performance rating on the appraisal form. So those employees with high performance rating receive more money than those with low performance ratings. And they said that among the retention strategies being implemented no single strategy is more effective than the other because they are all interdependent. They said that these strategies are working well because they have helped to reduce voluntary employee turnover as now turnover is below the 5% target.

#### **4.4. 3 Strategies that may help to reduce voluntary employee turnover in ZACL**

The researcher wanted to find out human resource recommendations that may help further reduce voluntary employee turnover in ZACL. Both HR1 and HR2 said that management must do more employee engagements in order for employee to provide their recommendations on how they think things should be done in the corporation. They said that this will instill the sense of belonging in employees as they will feel part of the decisions being made and in return reducing voluntary employee turnover. They also said that management must continue and do more on the reward and recognition programs. They said that when employee are recognized, they feel respected, trusted and loved by the corporation and this reduces the intentions of leaving the company.

#### **4.5. Findings from document review**

To further supplement the data collected from the current employees, former employees, supervisors, and human resource officers, data was also collected from the exit evaluation interview forms which were provided by human resource. The researcher wanted to find out the actual reasons given by former employees in the resignation forms as to why they resigned from ZACL. The researcher was not given access to the actual letters written by the employees who resigned. The human resource said that the letters were very confidential documents, instead, they provided the researcher with exit evaluation interview forms filled by employees who resigned.

The evaluation exit forms which were reviewed had two sections. The first section asked the personal reasons why employees were resigning from the corporation. The employees were asked to rank their reasons for resigning in order starting with the first reason ending with the least reason. The common personal reasons which were given by employees were as follows: first reason was career advancement, the second reason was job challenge, the third reason was low salary and the fourth reason was job location. Job location means the airport were the particular employee was based.

The second section of the exit evaluation forms asked the employee to state the organization factors that influenced their decisions to leave the organization. The common factors which were given by the employees were as follows: This first factor was that there was poor communication about the changes that affected employees work, the second factor was that employees had no chance to develop their full potential, the third factor was that there were no training opportunities to improve employee's skills. The Fourth factor was that management was less willing to hear employee's complaints to make changes, Fifth factor was that the initial training which was being provided to employees was not adequate and sixth factor was that supervisors were less willing to answer questions and to help solve problems affecting their junior employees.

#### **4.6. Chapter summary**

This chapter has presented the findings from the current employees, former employees, supervisors, human resource officers and document review on the factors influencing employee turnover in ZACL, strategies that ZACL management is using to reduce voluntary employee turnover and strategies that may help to reduce employ turnover in ZACL.

## **CHAPTER FIVE: DISCUSSION OF THE FINDINGS**

### **5.0 Overview**

This chapter discusses the findings of the study presented in chapter four. The discussion is based on the findings from current employees, former employees, supervisors, human resource officer and information from document review. The discussion is further done in relation with the theoretical framework and literature review.

### **5.1 Factors influencing voluntary employee turnover**

During the course of data collection, the researcher noted that, respondents had different opinions on the factors influencing employee turnover and strategies that may help to reduce voluntary employee turnover in Zambia Airports Corporation Limited. The findings of the study showed that voluntary employee turnover was one of the major challenges confronting Zambia Airports Corporation Limited.

The question sought opinions from the respondents (current junior employees, former employees, supervisors and human resource officers) as to what they thought were the reasons for employees to leave the organization and the actual reasons from former employees and exit evaluation forms why they left. Based on the findings, factors attributed to the phenomenon included; lack of employee recognition, lack of promotion, recruitment process, leadership style, poor communication, unsatisfactory performance evaluation, low salaries, lack of training and development, lack of conducive work environment, lack of effective retention strategies and job location.

The study found out that there was lack of employee recognition in ZACL and this was confirmed by current employees who agreed that there was lack of recognition in ZACL. The study noted that lack of recognition was making employees leave the company. The desire for fair recognition and improved status is very essential to every employee regardless of position, age, gender and education. Every employee needs to be recognized by his peers, supervisors and other people. It is kind of embarrassing when someone's effort is not recognized or appraised. It was found that employees want to work in a place where they can succeed and feel their contribution is appreciated. The absence of this environment can push employees to explore other opportunities, hence employee turnover rate increases.

The findings of this current research are in line with the findings of the study by (Buckingham & Coffman, 1999) who found that recognition is a critical source of employee satisfaction and retention. The findings are also in agreement with the Herzberg's motivation-

Hygiene Theory (1959) who argued that one of the employee demotivating factors is lack of recognition. Further, the findings of this study are in line with findings by Frank Sichelwe at Julius Nyerere International Airport (JNIA) in Tanzania (2014) in the literature review who found that lack of employee recognition was one of the factors causing employee turnover in the Julius Nyerere International Airport.

The study found out that lack of career advancement and promotion had a significant influence on employees' turnover in ZACL. This was confirmed by current employees and former employees who agreed that lack of career advancement and promotion was causing employee turnover in ZACL. These results were further confirmed by results from review of exit evaluation forms where resigned employees indicated that there was lack of career advancement. The problem of lack of promotion and ordinary work responsibilities considerably can lead to the intention of turnover. By implementing job enrichment programs, organization would be capable of retaining employees and to provide the opportunities for better career development (Magner et al., 1996). The findings of the study are in line with the Herzberg's motivation-Hygiene Theory (1959) who argued that lack of advancement and promotion are some of the factors that lead to employee turnover. The findings are also in line with the literature review in the study by Pamela Doyle Woods in (2015), at National College of Ireland who found that career advancement and better Job Security were the top two reasons why employees leave the organisations.

The study found out that recruitment process and personnel misplacement influenced realization of voluntary employee turnover in ZACL. This was confirmed by current employees and former employees who agreed that recruitment process and personnel misplacement influence employee turnover in ZACL. It was found that some employees were doing the jobs which were not in line with their education qualifications. This was found to be influencing employee turnover and it was further confirmed by current employee who said that if alternative job can be found in another companies they can leave Zambia Airports Corporation Limited. This finding is in line with O'Reilly et al (1991) in the literature review who argued that selection process is related to the fit between the candidate and the job. He further argued that job satisfaction levels will go up if there is a good fit between qualities of the applicants and the job. Therefore, it is imperative to have a good fit between what the candidate wishes for and what the organization requires. Organizations will increase the productivity if they recruit the suitable employees and take necessary measures to increase

job satisfaction. On the other hand, turnover will not be minimized until employees are satisfied with their jobs.

The study found out that lack proper defined leadership management style was influencing employee turnover in Zambia Airports Corporation Limited. The findings shows that there is no clear leadership and management style that is being used in ZACL and this type of leadership and management was influencing voluntary employee turnover. This finding was confirmed by the results from the current employees and human resource officers. The human resource officers stated that leadership and management style in ZACL depends on the personality of the individual leader of the department and section. Due to the fact that there is no clear leadership style, this creates inconsistency in terms of policy implementation.

This finding is in line with Zhang (2016) who quoted that “The participation degree of employees in company or department decision also positively influences the level of job satisfaction, in turn, directly or indirectly affect turnover intention”. Employees feel satisfied about their work and stay longer in their positions to get them involved in the organizational decision making process and that this depend on the leadership and management style being used. For this reason, employers should understand issues that influence working environment. One argument put forward is that a high turnover of labour possibly implies poor staffing and selection policy, poor supervisory system, weak grievance procedure and lack of motivation. All these issues can result in high labor turnover in the sense where there have been no appropriate managerial guidelines on personnel issues and, thus, employees decide to leave the job (Lambert et al., 2001).

The study found out that poor communication system had a significant influence on employees’ turnover in ZACL. This was confirmed by the results from the current employees, former employees and supervisors who agreed that there was poor communication system in Zambia Airports Corporation Limited. The finding was further confirmed by the results from document review of the exit evaluation forms which showed that poor communication was one of the reasons some employees resigned. This finding is in line with Charles (2005) in the literature review who argued that poor communication is one of the factors of employees’ turnover. He described an on-site study of a large Midwestern trucking firm. The study was made by University of Iowa researchers. The study concluded that poor communication between management and blue-collar workers contributes to a high job turnover rate. Similarly, Leigh Branham (2005) in his book "The 7 Hidden Reasons Employees Leave: How to Recognize the Subtle Signs and Act before its Too Late", he puts

down the poor communication between management and employees and between the departments as one of the reasons why employees leave their organization. From the above studies it can be assumed that poor communication from management leads to low employee morale and high turnover.

The study found that lack of realigned salary scale was the most common cause of employee turnover as provided by respondents. This finding was confirmed by the results from former employees, supervisors, human resource officers and results from review of exit evaluation forms. One of the supervisors mentioned that he was promoted to the position of the manager from the position of officer but the salary scale was maintained at officer level. Another supervisor mentioned that even employees who have the same positions such as officer you find that they have different salary scale and this was causing frustrations among employees in lower salary scale than their colleagues. One former employee indicated that the salary she was getting was lower compared to the job responsibilities, therefore, when she was offered a better salary by her current employer she did not hesitate to leave ZACL. The findings of this study are in agreement with the findings in the literature review by Obino Mokaya and Luke Kangogo (2008) who found that low salary was the main cause of high turnover of engineers at Kenya Airways. The respondents indicated that the salary paid to engineers was not attractive, and was generally lower than that paid by other international airlines.

Employers must know that employees are in search of jobs which pay well. If the companies in which they work do not pay well, they tend to hunt for jobs that pay them considerably well. Employees tend to favor an organization in which the opportunities for advancing are wisely managed. Griffeth and Hom, (2001) noted that pay-related variables have a modest effect on turnover. Their analysis also included studies that examined the relationship between pay, a person's performance and turnover. They concluded that when high performers are insufficiently rewarded, they leave the organization. They cite findings from Milkovich and Newman (1999) who found that introduction of reward programs may lead to low turnover among high performers.

The study found that there was inadequate training being provided to improve employee's skills in ZACL. The study found out that lack of staff training denied the employees an opportunity for skills development and this encouraged most of the employees to leave the organization for organizations that offered career development opportunities. This finding is supported by argument by Donald (1999), who argued that existence of career development opportunities in organizations helps to minimize employee turnover rates. This was

confirmed by the results from former employees, supervisors and from the document review of exit evaluation forms. The former employees and supervisors indicated that only those audited trainings were being provided and even those were being provided when the corporation is about to be audited. The exit evaluation forms showed that employees were not satisfied with the initial trainings which were provided to them and that there were few subsequent training opportunities to improve their skills and opportunities.

According to Paul (2009), training and development is a function of human resource management concerned with organization activities aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including "human resource development", and "learning and development. New-hire induction and staff development are two essential requirements for job preparation which are mandatory for the employees. The preparation of the job starts from recruitment. Those employees who begin their jobs without any form of orientation are most likely unaware of workplace policies and procedures that they can benefit from. Additional training throughout the employment relationship helps the employees to upgrade skills and become more productive and produce efficient performance. When employees lack the training necessary to become more productive, their performance suffers and they will either leave of their own volition for jobs that provide training and employee support or they will be terminated for poor performance (Armstrong, 2003).

The study found that performance appraisal and feedback was also influencing employee turnover in ZACL. This was confirmed by the current employees and former employee who agreed that performance management system which was being used in ZACL was not good as the supervisors were not being honest in their evaluation. They further mentioned that the recommendations made by the supervisors from appraisals were not being implemented by the management. It was found that the employees were not clear about the system because most of them were not trained on the system so it was difficult even to set their annual performance objectives. This finding is line with Beer, et al. (1985), who said that supervisors in most organizations do not give honest and candid performance reviews because they might damage the self-esteem of the employees. A candid feedback on performance might be viewed by the employees as unfriendly and hostile in organizations.

The study also found that job location of employees was influencing employee turnover in ZACL. This finding was confirmed by the results from document review of exit evaluation forms where employees mentioned that job location was one of the reasons for their

resignation. Zambia Airports Corporation Limited is a company managing all the fourth international airports in Zambia which are Kenneth Kaunda, Simon Mwansa Kapwepwe, Harry Mwaanga Nkumbula and Mfuwe international airports. The results from the review of exit evaluation forms and former employees explained that they were not consulted when they were being posted to these stations. To further confirm the results from the exit evaluation forms, human resource officers during the interviews confirmed that many employees especially in outer stations which are HMNIA, SMKIA and MIA were requesting to be transferred from these airports to KKIA.

## **5.2 Retention strategies being implemented by management to address the problem of voluntary employee turnover in ZACL**

Respondents were asked whether there were any strategies being implemented by the management to retain employees. The study found out that the first retention strategy which the management had started implementing was salary increment. It was found out that the organization lacked effective retention strategies for minimizing employees' turnover rate since the reward incentives and bonuses given to employees were not adequate and did not compensate employee work performance. This was noted to lower the level of employees' motivation and hence lead to realization of increased cases of employees' turnover rates. This finding agreed with findings by Trevor (2004) who found that organizations that lack adequate reward incentives and bonuses lower the level of employees' motivation and influence realization of increased employee turnover rates.

During the interviews, the human resource officers mentioned that they had started conducting salary market surveys to ensure that employees' salaries are market reflective. They said that the results of these salary market surveys are the ones which are used by management when negotiating the salary increment and other conditions of service with the union. They stated that, when the new management came in 2019, they started increasing the salaries for employees. In 2019 and 2020 management awarded the unionized workers salary increment which included basic salary and housing allowance. And since 2019, the corporation has witnessed the reduction of voluntary employee turnover.

The study also found that management had started conducting employee satisfaction surveys to find out how much employees were satisfied in their jobs. The human resource officers said that the results of the employee satisfaction survey shows that employee satisfaction is above 50%. However, this statement from human resource officers was contrary to the results from current employees as only 85 (38%) out of the total 224 participants agreed that they

were satisfied with the salaries they were being paid in ZACL. The statement was further, contrary to the findings from the former employees and from the document review of exit evaluation forms in which employees indicated that they were not satisfied with the salaries they were being paid.

The study found that another retention strategy which was being implemented by management was training and development. SP3 and SP5 said that training and development was the retention strategy which management was using although it was not effective because it was not adequate. SP3 further said that management was supporting employees who want to further their education with financial support and giving them study leave. It was found that this was not effective because employees were being told to pay the school fees for themselves during the course of their study and claim the money when they complete their studies. It was found that this strategy was not helping to retain employees because employees had a choice after completion of their studies either to claim the money and work for the company for two years before they leave the organization or not claim the money and leave the organization at any time they feel like. It was found that most employees choose not to claim the money but leave the organization because even after attaining high education qualification they received no promotion in the company.

### **5.3 Strategies that may help reduce voluntary employee turnover in ZACL**

The study noted that the possible strategies of reducing voluntary employee turnover in Zambia Airports Corporation Limited as shown in the findings from current employees, former employees, supervisors and human resource officers included; right personnel placement into positions, good organization policies, providing competitive salaries, training and development, conducive work environment, effective communication, work-social life balance and use of democratic leadership.

The study noted that there was personnel misplacement into positions in ZACL. This was confirmed by current employees who agreed that right personnel placement into positions can help to keep employees in Zambia Airports Corporation Limited. The findings were also confirmed by former employees where one said that hiring right people for right positions would help to reduce employee turnover in ZACL. The study agrees with Hulin et al. (1985) who argues that staffing is designed at providing a pool of talented human resources from which business organization can select the suitable employees on the basis of job condition. Hence, if the organizations try to minimize the rate of employee turnover, it is required to ensure that the suitable applicants have been considered for recruitment and selection in the

job. Therefore, organizations should have the ability to identify the right, qualified and experienced employees and thus, this will lead to achieve the business goals. What this means is that, businesses would have letdown or diminutive growth unless they recruit right skilled workforce.

The study found that the second strategy that may help reduce voluntary employee turnover in ZACL is the implementation of good policies. These findings were confirmed by the results of the study where the majority of the current employees agreed that good organization policies can help to keep employees in Zambia Airports Corporation Limited. The findings were further confirmed by the results from supervisor who said that management must be consistent with policy implementation if employee turnover was to further reduce. The study findings are in line with Mowday et al., (1982) who said that a well-developed organizational policy is one of the factors that influence the employees to stay put in the organization. If employees are not being content with the policies, work environment, organizational structure, the probability is that they will quit the job. It is often said that organizations are able to attract and motivate employees by implementing the best organizational policies. Thus, it may lead them to continue working in the organization.

The study found that the third strategy that may help reduce employee turnover in ZACL is providing competitive salaries. The results of the study showed the evidence of the findings where the current employees were asked if providing competitive salaries can help to keep employees in Zambia Airports Corporation Limited and 205(91.5%), out of 224 agreed. The findings were also confirmed by the results from the former employees, supervisors and human resource officers who said that management must provide competitive salaries if they want to further reduce voluntary employee turnover. The findings of this study agrees with Gupta, (2008) who said that remuneration is the most common cause of the employee turnover rate being so high. Employees' value jobs that compensate them well. Companies that do not offer good salaries, tend to face the highest of turnover. To avoid this scenario, companies should strive to be competitive enough in order to retain qualified and talented personnel. Employees always flock to companies that offer more benefits. They should make note of what all benefits other organizations are providing, which may attract their employees. This finding is in line with the literature review in the study by Rosemary W. Kamau (2015) at Airports Authority in Kenya who found that salaries influence employee's commitment and loyalty to the organisation. Further, Bhavn and Swati (2012) argued that

employees who receive a good pay are likely to be dedicated to the company simply because they would not afford to lose the big salaries.

The study noted that the organization management was not committed to employees' skills development and this hampered exposure of employees to various career development opportunities such as training and seminars. With this finding, providing training and development was found as a fourth strategy that may help reduce employee turnover in ZACL. During the survey, Out of the total 224 participants, agreed that training and development would help to keep employees in the corporation. The findings were also confirmed by the results from the former employees and supervisors who said that management must be committed to providing training to employees all the times and not only for audit purposes. The results from the review of exit evaluation forms further confirmed the findings of the study, where employees said that they were not satisfied with the trainings which were being provided and that this was one of the reasons why they were resigning.

These findings confided with findings by Govaerts et al. (2011) in the literature review who found that training and development affects job satisfaction and organisation commitment which in turn affect staff retention. An organisation that provides inadequate training increases staff turnover and threatened quality standards and profits. His findings further showed that learning and development is an important retention strategy and that establishing and supporting learning is beneficial to the organisation. Training of new employees ensures that they are comfortable in their new work environment and reduces the chances of the employees getting frustrated in their new position. Research by Costen and Salazar (2011) shows that employees who feel they have the chance to develop new skills through training and development in the workplace are more satisfied with their jobs and are, as a result, more likely to remain loyal to an organisation.

The study found that creation of conducive work environment was another strategy that may help reduce voluntary employee turnover in ZACL and this ranked fifth. The findings of the study shows that participants agreed that creation of conducive work environment may help reduce voluntary employee turnover in ZACL. The finding were also confirmed by the results from the former employees and supervisors who said that it was very important for management to create the environment where employees feel free to offer suggestions to management and perform their duties. Work environment refers to the working conditions in which employees have to perform their duties. These conditions include work schedules,

reporting times, nature of supervisors, nature of work, and work flexibility among others (Lee, Back and Chan 2015).

According to Linda (2002), one of the largest factors that determine employee turnover rates is the workplace atmosphere. Employees need to feel respected and important to the business, as opposed to expendable. How managers and supervisors behave towards employees is of particular importance, since many employees will have to deal with management on a daily basis and may rely on them for workplace reviews, raises, and requests for vacation or sick leave. Training managers to treat employees with respect and conduct business in a transparent manner can be a major factor in keeping good workers on the job. To manage employee turnover, organizations should analyze and alter their work procedures and policies in a way which would enable employees to use their full potential and even gain significant work experience.

The study found that the sixth strategy that may help reduce voluntary employee turnover in ZACL is effective communication between management and employees. The findings were confirmed by the results from the former employees, supervisors and review of exit evaluation forms. The former employees and supervisors mentioned that there was need by management to improve the communication with employees especially on matters that affect their work performance and well-being. From the exit evaluation forms, employees indicated that issues that were affecting their work were not being communicated to them which caused frustrations and that this was one of the reasons they resigned from the corporation.

The findings of the study are in line with Miguel, (2008) who said that employers who communicate regularly with employees lessen the risk of creating a workforce that feels undervalued and unappreciated. Keeping employees informed about organizational changes, staffing plans and fluctuating business demands is one way to ensure employees remain with the company. Neglecting employee concerns about job security through lack of communication or excluding employees from discussions that can affect their job performance, such as policy or procedural changes, negatively impacts the way employees view their employer. Their views transform into dissatisfaction and finally low productivity due to low morale and disengagement.

The study found that the seventh strategy that may help reduce employee turnover in ZACL is Work-Social life balance. The findings of the study show that when participants were asked if work-social life balance can help to keep employees in Zambia Airports Corporation

Limited, the majority of the participants agreed. The findings also agree with Hughes and Bozionelos (2007) who argued that Lack of balance between work and non-work activities is related to reduced psychological and physical wellbeing, an example of this is working during the weekends which has been linked to stress and emotional exhaustion for employees. This is true for airport employees who work in shift because they work during the weekend and night shift. Work life balance has been viewed to pertain to individuals especially women who are in corporate employment and have family obligations (Hardy and Adnett, 2002). However, work life balance is also a key issue for men due to the problems caused by inability to balance work and non-work life which may cause dissatisfaction, job turnover and absenteeism in their job (Hughes and Bozionelos 2007).

The study found that use of democratic leadership and management was the eighth strategy which may help reduce voluntary employee turnover in ZACL. The findings were confirmed by the current employees who agreed that using democratic leadership and management may reduce voluntary employee turnover. The findings were further confirmed by former employees who said that the leadership style which was being used was autocratic. Human resource officers further said that there was no specific leadership style that was being practiced in the corporation but that this was dependent on the personality and character of the individual leader in the department or section.

The findings agree with Mobley (1977) who said that it is fairly likely that employees will not stay in their jobs due to lack of support from managers. Poor supervision is one of the leading factors of employee turnover and, hence, it is vital for an organization to coach its managers in order to improve their organizational and leadership skills (Porter and Steers, 1973). It comes to appear that employees do not have to be friends with their boss, but they need to have a good relationship with their respective bosses. However, one argument put forward by management experts is that bosses needs to provide direction and feedback, spend time in one-to-one meetings, and work with them cooperatively. Human resource managers often develop new ideas to improve employee retention, but human resource experts believe that one of the most important retention tools is being a leader instead of a manager, so they suggest that a manager needs to push towards the potential of employees and appreciate them in terms of their performance. It would be also a responsibility of an effective leader to take care genuinely about their concerns and provide tools for personal and professional development (Guion and Gottier, 1965).

#### **5.4. Chapter Summary**

This chapter has discussed the findings on the factors influencing voluntary employee turnover in ZACL, strategies that ZACL management is using to reduce voluntary employee turnover and strategies that may help to reduce employ turnover in ZACL in relation to theoretical framework and literature review.

## **CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS OF THE STUDY**

### **6.0 Overview**

This chapter presents the conclusions and recommendations of the study based on the findings.

### **6.1 Conclusion**

The overall objective of the study was to investigate the factors influencing voluntary employee turnover in Zambia Airports Corporation Limited. The study revealed the following basing on the purpose of the study.

The first objective of the study was to establish the factors influencing voluntary employee turnover in ZACL. From the results of the study, voluntary employee turnover may be influenced by lack of employee recognition, lack of promotion, recruitment process, leadership style, poor communication, unsatisfactory performance evaluation, low salaries, lack of training and development, lack of conducive work environment, lack of retention strategies and job location. Therefore, in order for ZACL resolve the problem of voluntary employee turnover, the company needs to pay attention these factors that are influencing voluntary turnover.

The second objective of the study was to assess the retention strategies employed by management to address the problem of voluntary employee turnover in ZACL. The study revealed that the retention strategies which the management was implementing to resolve the problem of voluntary employee turnover included: employee salary increment, training and development, supporting employees who want to further their education with financial support and study leave. From the finding of the study, it clear that the company has no adequate strategies to address the problem of voluntary employee turnover as only salary increment has shown to be effective. Therefore, ZACL management must develop different strategies that can help to to address the problem of voluntary turnover.

The third objective of the study was to assess the retention strategies employed by management to address the problem of voluntary employee turnover in ZACL. The study noted that the possible strategies of reducing voluntary employee turnover in Zambia Airports Corporation Limited as shown in the findings from current employees, former employees, supervisors and human resource officers included; right personnel placement into positions, good organization policies, providing competitive salaries, training and development, conducive work environment, effective communication, work-social life balance and use of democratic leadership. In this regard, the corporation must always ensure that these strategies

are implemented or are in place if the problem of voluntary employee turnover is to be resolved in the corporation.

It can further be concluded that if management do not pay attention to other retention strategies, voluntary employee turnover may raise and the services provided by Zambia Airports Corporation Limited will end up being compromised due to high staff turnover and this may cause customers to move to other organisations for better service. This study therefore makes recommendations arising from the empirical analysis to reduce voluntary employee turnover in Zambia Airports Corporation Limited. Therefore, the objective of the study to investigate the factors influencing voluntary employee turnover in Zambia Airports Corporation Limited was achieved.

## **6.2 Research Recommendations**

Based on the findings of the study, the following recommendations are made for the Zambia Airports Corporation Limited:

- i. Management through human resource must hire right personnel and place them in right positions;
- ii. Management must implement good policies and that they must be consistent in their implementation. This can be done by ensuring that all employees are treated the same following the guidelines from organization policies.
- iii. Management must providing competitive salaries to employees which are market reflective. This can be done by consistent salary market survey to find out what other similar organizations are paying that may attract their employees.
- iv. Top management should create opportunities for career advancement in the organisation. Creation of opportunities for career advancement may help staff to become more competent and to enjoy their work even better. This can be done through conducting training and development activities.
- v. Top management should create conducive working environment within the organisation. The working environment should be conducive for employee's performance. Top management should involve employees in the decision making process. Employee involvement may be through meetings with their representatives.
- vi. Top management must create effective communication system. Employees should receive regular and timely feedback on how they are performing, any change which might affect their work or well-being and they should feel that they are being adequately challenged in their jobs.

vii. Further research can be conducted with a particular focus on factors influencing departmental transfer as it was also observed that many employees were changing departments or wished to change their current departments.

### **5.3 Chapter Summary**

This chapter has presented the conclusion and the recommendations base on the findings of the study. The conclusion is based on the factors influencing voluntary employee turnover and effectiveness of the strategies that ZACL management is using to reduce voluntary employee turnover. The recommendations focused on the strategies that may help to reduce voluntary employ turnover in ZACL and the focus of future research.

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