An investigation into the reasons cited by low cost airline cabin crew for resigning within the first year of service.

By Pamela Doyle Woods

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Abstract

The objective of this dissertation is to investigate the reasons cited by low cost cabin crew employees for resigning within the first year of service and to analyse existing literature and findings from previous studies relating to reasons why employees resign in general. The researcher aims to establish if there are differences or similarities between previous studies and the results from this study.

This study analyses the reasons cited on over 900 resignation forms collected over a period of 12 years, quantitative statistical analysis has been carried out and tests of proportions applied. The researcher intends to add to the existing research and to analyse whether gender, age or working in airport bases with higher living costs contributes to reasons cited.

The research findings indicate that while there are significant similarities between the reasons cited by cabin crew and the reasons identified in previous studies some significantly different reasons were also identified. A number of tests of proportions were carried out to further research in relation to gender, age and the location where the cabin crew employees were stationed in order to check if there were any significantly different reasons cited with regard to these factors.

The findings of this research indicate that there were significantly different reasons cited by males and females in the study and differences exist in relation to age. Unmet expectations were also a factor contributing to reasons for resignation within the first year of service along with some other unique contributing factors.

Keywords: low cost models, airlines, leavers, resignation, reasons cited.

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Chapter 1 - Introduction

1.0 Background to Dissertation

The aviation industry has grown and changed dramatically over the years with an increase in the use of low cost business models by airlines to reduce costs and gain competitive advantage. According to Box & Byus (2009) the origins of the low cost business model was established in the 70s when US Airline Southwest adopted a low cost strategy to gain competitive advantage and develop differentiation by introducing unique operational changes like non-assigned seating on Aircraft.

According to the World Travel Market Global Trends Report 2014, the low cost airline sector has been very successful and the business model is being embraced by many scheduled airlines across the World (World Global Trends Report, 2014). Tourism is reliant on the airline sector with tourism generating $1.8 trillion in overall global economic activity and creating approximately 100 million jobs. 51% of international tourism depends on the air industry and estimations are that by 2030 the air industry will have provided 82 million jobs and have generated $6.9 trillion (Khuong, M.N. & Le Truc Mai Uyen 2014).

Boyd (2001) argues that the effect of airlines adopting cost cutting strategies results in employees having less job security, receiving lower pay, working longer hours and that airlines are treating employees "like machines". Boyd (2001) states that "the perpetual pressure to carry out as many duties as possible both during flights and while on the ground arguably makes cabin crew's occupation one of the most intensive and potentially stressful jobs in the service sector", along similar lines a more recent American study argued that flight attendants were experiencing a greater prevalence of certain health conditions than the general population. (McNeely et al. 2014).

Through this study the researcher aims to explore the reasons cited by cabin crew leavers for their resignation during the 1st year of service working in a low cost airline business model compared with findings identified in previous studies relating to why

employees resign in other industries and to check whether there are significant differences in the reasons cited.

Whilst there is a vast range of literature and research available in relation to employee turnover and retention issues in various industries, the researcher has identified that there is a lack of research specifically analysing the reasons why employees within low cost business models leave early. Therefore existing literature fails to address whether or not there are significant differences in the reasons cited. However the literature review identifies that there are high costs and other implications as a result of having high staff turnover, the following news articles outline some serious consequences of staff shortages within the airline industry; Andrews (2007 p.8) The Daily Mail, outlines that "British Airways is flying dozens of empty planes across the Atlantic because it has no cabin crew to staff them", they dismiss claims that they continued to fly the planes to avoid losing valuable take-off and landing slots at Heathrow airport, while Air India reported flight delays due to shortages of flight attendants (Business Standard, 2014) and Jet Airways issued an internal memo to communicate that all leave was cancelled due to staff shortages (Economic Times, 2010). The researcher intends for the findings from this study to be used in a positive way to identify and attempt to strategically resolve issues to reduce early leavers and improve length of tenure.

1.1 Research Question

Why do cabin crew from a low cost airline voluntarily leave within the 1st year of employment? Are there any significant differences between the reasons cited by cabin crew employees in comparison to employees in other industries?

Are there any significant differences in the reasons cited by the cabin crew employees in this study by age group, gender and by the location of the airport bases where they are based to establish if living and working in an airport base with a higher living cost made any difference to the reasons cited for leaving?

1.2 Research Approach

To answer the research questions the researcher completed a literature review and a study of previous research on the subject and received approval to access and analyse over 900 resignation forms that were completed by cabin crew employees who resigned from their role within a low cost airline during the period 2003 - 2015.

The researcher used quantitative research methods and statistical analysis to fulfil the goal of this dissertation. The data collected from the resignation forms was analysed using Excel and a statistical package for the social sciences software (SPSS). Aliaga and Gunderson (2002, p.7) define that "Quantitative research is explaining phenomena by collecting numerical data that are analysed using mathematically based methods (in particular statistics)".

1.3 Structure

This research paper is divided into 7 chapters: The introduction that explains why the researcher is completing this study, the aims and objectives of the study, a literature review of scholarly articles, books and other resources on the subject and an outline of the research methodology that has been applied. The researcher will then outline the data findings and a discussion regarding what the findings mean. Finally the researcher will provide a conclusion and will outline their personal learning.

Chapter 2 - Literature Review

2.0 Scope of Literature Review

For the purposes of this research study and to examine if there are any significant differences between the reasons cited by cabin crew employees for leaving their employment within the first 12 months compared to employees in other industries, this chapter will review the academic literature available on the subject. The researcher will define the meaning of staff turnover and review the history of the employee / employer relationship, general factors & theories in relation to why employees choose to leave, methods used to capture reasons for leaving, the effects of and costs associated with staff turnover and finally retention policies.

2.1 Employee Turnover

Employee Turnover has been comprehensively studied over the years (Shaw et al, 1998), Donnolly & Quirin (2006) noted that earlier researchers of this subject recognized that there are many different reasons why employees decide to stay or leave. Earlier researchers included; March and Simon, 1958; Mobley, 1977; Mitchell & Beach, 1979 and Hom, Caranikas-Walker, Prussia, & Griffeth, 1992. According to the CIPD (2014) employee turnover refers to the proportion of employees that leave an organization during a set period of time expressed as a percentage of the total workforce. Other methods used by organizations to measure staff turnover rates are the stability index, survival rate, half-life index and the leavers' length of service analysis, all of which review statistics regarding length of service. The choice of measurement depends on the organization, but the most popular and familiar is the conventional 'employee turnover index' as it could be deemed as the method that provides a basis for assessing future levels of supply and takes into account wastage. Survival rate measurements are useful also for identifying recruitment and retention problems. This information can be used to review retention strategies if required by employers (Armstrong & Taylor 2014).

2.2 History of employer / employee relationship.

In order to understand the subject matter in more detail and to review the reasons why employees choose to leave their employment the researcher has reviewed the history behind the employer / employee relationship as it has evolved over time.

According to the CIPD (2015) around the end of the 19th Century welfare officers were introduced into organizations concerned mainly with the moral protection of women and children and the need for industrial output. Between the 1960s and 70s significant developments in personnel techniques developed with the use of theories from the social sciences regarding motivation and specialism in the areas like reward and resourcing. Researchers who studied this subject such as Barnard (1938) argue that an employee will continue to work depending on adequate rewards which is in line with Levinson et al (1962) who outlines that if an organization fulfils the needs of it's employees it can expect that staff will be more motivated to meet the expectations of the employer. More recently the work of Donnolly & Quirin (2006) reviewing Lee & Mitchell's 1994 "Unfolding model of voluntary turnover" concludes that there is a deeper decision making process and outlines theories behind these findings. The researcher will cover this subject matter in more detail in the following section.

2.3 Factors that affect Staff Turnover.

To understand the reasons why employees leave their employment early it is important to review the literature available and the findings of previous studies in relation to this area. According to IDS (2005) one in eight of all new recruits leave within the first six months and many researchers have tried to determine the factors associated with why employees decide to quit. In Donnolly & Quirin's (2006) review of Lee & Mitchell's "Unfolding model of voluntary turnover" they confirm that push & pull theories exist and that a decision making process is used by employees prior to deciding to quit. Employees can experience pull factors which could include one or more of the following; more attractive job offer, career advancement, more challenging and interesting work, opportunity for better work / life balance or the offer of better benefits (Mackay (2007) and Armstrong & Taylor (2014). Whilst others can experience push factors, identified mainly as internal factors such as; low morale, unfair treatment, lack

of job security, poor relationship with colleagues, bullying, harassment or experiencing a feeling of not being able to cope with the job.

A recent CIPD study identified that employee expectations not being met was a key reason why employees quit their contract (CIPD 2015). While other evidence suggests that bad recruitment decisions and poorly designed and executed induction processes can contribute to staff turnover (IDS, 2005).

Another concept known as "Image Theory" describes the analysis and decision making process that individuals use to decide whether to leave or stay with their employer (Donnolly & Quirin 2006). In their study Donnolly & Quirin outlined that 'Shocks" can be a major contributing factor to employees contemplating quitting or deciding to review their current employment arrangement. 'Shocks' can be initiated by events that can either be good, bad or neutral and can stem from circumstances either within or outside the organization. A "Shock" could be triggered by the result of a change in circumstances, an illness with a family member, the transfer of a spouse or partner to another location, meeting a spouse in a different location, family status, wanting to return to study or the need to return home having worked abroad. Chen (2012) argues that work-family conflict in the airline profession is greater than in some other occupations and that there are similarities between this profession and nursing due to the long working hours and the stressful nature of the position.

A breach of the psychological contract could also cause a 'Shock". Argyris (1960), one of the first recorded people to use the term psychological contract argued that when an understanding exists between a group of employees and their foreman, higher productivity would result. Rousseau (1989) argued that the psychological contract was the mutual obligations that existed between an individual and their employer through promises made to each other and the fulfilment of these promises by both parties. More recently Kroon (2013) agrees and argues that there is an obligation on employers to fulfil the needs of psychological contracts by providing employees with such opportunities as career development, interesting work, good social atmosphere, organizational policies and job security and that failure to meet the obligations of the psychological contract will result in a push factor.

While low cost models dominate the market evidence would suggest that their cost saving practices could provide an excellent training ground for cabin crew who can very quickly get hired by airlines that offer better conditions and salaries. The low cost models recruit from 18 years of age, such as Easyjet (2015) and Ryanair (www.ryanair.com) rather than 21 and 23 years of age in comparison to the larger long haul airlines such as Emirates (www.emirates.com). Emirates, Etihad and Qatar offer benefits such as paid accommodation and additional paid holidays along with other "Perks" on these grounds it could be argued that experienced crew from low cost business models could experience a pull factor from these airlines.

As the researcher is analysing data gathered over the period 2003 – 2015 the researcher decided to review findings and trends in relation to the reasons why employees voluntarily leave their employment from data captured in surveys during this period. Research findings from an earlier CIPD (2005) study depict "promotion outside the organization" as the number one reason cited by leavers. Other reasons identified are; "lack of career development", "change of career" and "level of pay". More recent studies by CIPD (2013) show that while voluntary employee turnover has reduced over the last decade with a significant reduction around 2008 due to recessionary times, the top reasons why employees leave still include; the attraction of a new job, a lack of career opportunity, better pay or dissatisfaction in their present position. The labour market is improving and employers are becoming more focused on retention, although views with regard to the effectiveness of increasing pay as a solution to retain staff is mixed. Available evidence seems to suggest non-financial and intangible rewards like recognition, praise and awards are becoming more important (CIPD, 2015b). CIPD (2013) argue that an effective retention strategy is about finding the right candidates in the first instance and that this can be done through improved selection processes as well as setting the right expectations from the beginning.

Table 1 below outlines all the reasons identified by CIPD (2005) by %.

Reasons identified by CIPD (2009) by %

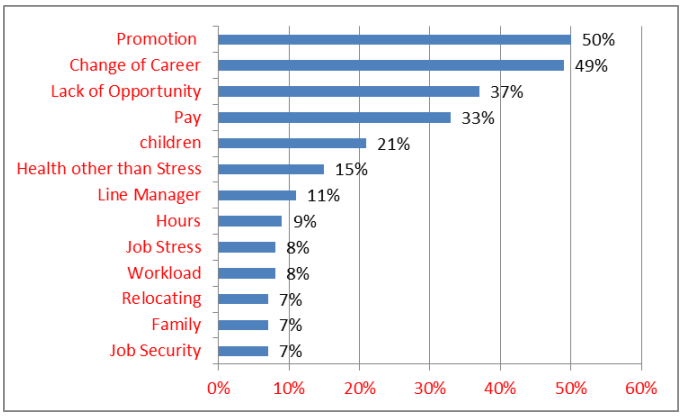


Table 1 – CIPD (2009)

An empirical study by Hochschild (1983) of air-stewardesses argues that emotion management skills have become a commodity referred to as 'emotional labour' and highlights the difficulties experienced by these employees as they work with "demanding publics", thirty two years on and with dramatic changes in the airline industry there is no doubt that the role of cabin crew has become more demanding and far less glamorous than it once was. Growth in passenger numbers and quicker turnaround times would support the argument that "demanding publics" may have become even more demanding.

Along similar lines Boyd (2001) outlines that big changes have taken place to the profession of cabin crew with the effect of deregulation of the airline industry and argues that these changes have encouraged airlines to demand improved service quality and higher productivity from staff whilst at the same time cutting costs in what she explains may cause a conflict between cost and quality, and cost and commitment where employees have less job security, receive lower rates of pay, work longer hours and are still expected to provide customers with a high quality service.

Boyd (2001) draws attention to Easyjet and BA's quick aircraft turnaround times and argues that according to respondents the time pressures involved in turning the aircraft around so quickly may mean that for short-haul crew who operate multiple sectors in a single day there is very little or no time at all to eat, drink or rest between sectors. Boyd (2001) went on to argue that the pressure to carry out as many duties as possible both during flights and while on the ground arguably makes cabin crew's occupation one of the most intensive and potentially stressful jobs in the service sector. Along similar

lines findings from a more recent American study produced evidence that there was a greater prevalence of certain health conditions experienced by flight attendants than the general population. McNeely et al., argues that the airline industry has experienced dramatic changes with increased passenger numbers, security and longer flight times and with quicker turnaround times between flights more physical demands are placed on cabin crew (McNeely et al. 2014). Chen (2012) also makes reference to cabin crew who report experiencing burnout that he argues can also have adverse effects on their health. Whilst they argue along similar lines Boyd (2001) maintains that these conditions are not a problem for recruitment however, as the attraction and popularity of the position and the current economic environment assures a steady supply of applicants who still apply for the role.

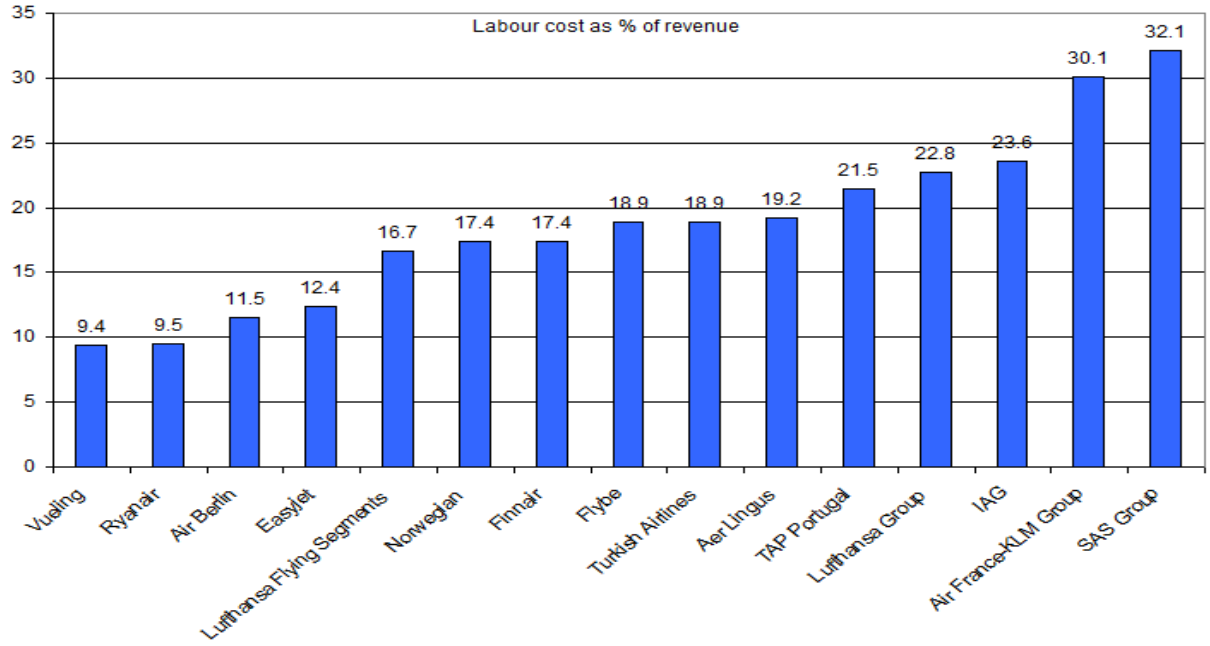
2.4 Background to low Cost Aviation Business Models

As mentioned previously according to Box & Byus (2009) Southwest Airline introduced a new aviation model in the US in the 1970s arguing that the model brought massive changes to the air travel industry and was in line with Porter's theory in relation to the three major strategies companies should adopt to gain competitive advantage - cost, differentiation and introduction of a unique dimension. They argue that Southwest's "Cattle Call" procedure of boarding passengers in batches of 30 onto the aircraft are to ensure adherence to quick turnaround times as Southwest had recognized that airlines only make profits when flying. They outline that to cut costs the low cost airline model dramatically decreased pay and benefits.

Box & Byus (2009) suggested that many tried to imitate the model but none were as successful as Ryanair although whilst their business strategy is to secure competitive advantage within their industry by keeping costs as low as possible, evidence confirms that their low cost model does not apply to the area of safety which is seen as paramount (Ryanair, 2015). Ryanair argue that they have invested heavily in this area through improving training for pilots and by installing what they call the "Formula 1" telemetry on all its aircraft", Mulligan (2013) outlines that this equipment professionally known as an 'Operational Flight Data Monitoring' system allows Ryanair to track height, speed travelled and compliance with their approved flight profiles as the system provides a confidential report at the end of each flight to Head Office for analysis. As

O'Leary said he doesn't want boy racers flying their planes! (Hosford 2013). CAPA (2013) acknowledges in a recent survey that Ryanair do however keep their labour costs low along with other airlines in line with the Southwest model. **Table A** below shows the difference between the most popular European airlines in relation to their labour costs as a % of revenue. Ryanair had a 9.5% labour cost as % of revenue compared to Aerlingus who came in at 19.2%. Whilst other airlines were operating at %'s as high as 32%, this is what makes Ryanair so profitable.

Airlines - Labour costs as % of Revenue



Source: CAPA – Centre for Aviation analysis of airline company financial and traffic statements (2013).-

Table A

2.5 Monitoring Staff Turnover Factors

Many organizations conduct exit interviews to monitor why their staff leave, more recently organizations are using external providers to conduct these interviews to assure anonymity. In some cases questionnaires are sent out to ex-employees to try and capture more honest responses (CIPD, 2014). IDS (2004) research results have shown that organizations are finding great benefits by using both methods. While exit interviews allow the interviewer to probe for more information they can give an opportunity for the organization to respond to issues raised and in certain cases can be used to persuade the employee to stay if there is a need. On a negative point the

literature shows a consensus with regard to the argument that employees may not always be honest in relation to the reasons they provide for fear that their honesty may have a negative effect on their future reference (CIPD, 2014; Sweeney, 2002; Higgins, 1997). CIPD (2014) noted that some organizations prefer to leave the exit interview until a few months after the employee has left to allow more time for reflection, however difficulty in reaching the ex-employee may need to be weighed up. On the other hand results show that questionnaires have limitations regarding the level of detail that can be gathered in comparison interviews require time and manpower which may not always be available (IDS, 2004). Armstrong & Taylor (2014) criticize exit interviews and suggest that more emphasis should be placed on the results of attitude or opinion surveys to identify areas of dissatisfaction so that retention plans can be put in place to retain employees prior to their decision to resign.

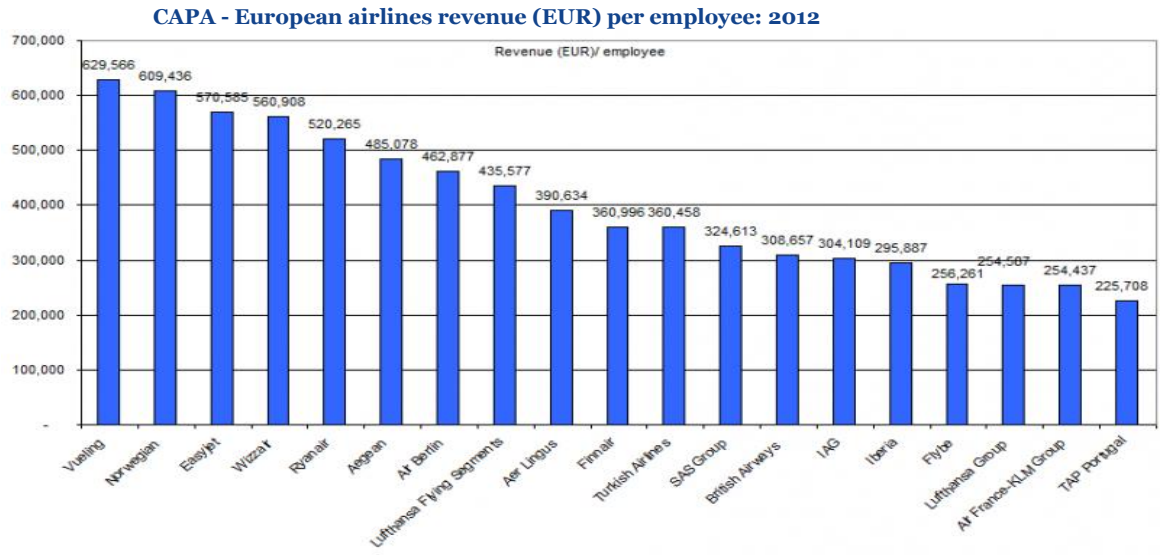
2.6 Effects of Staff Turnover on Business.

Seminal works such as Lowe - Holmes (1971) argue that high labour turnover amongst cabin crew in the airline business is expensive and that it was necessary to investigate whether factors available at the selection process could assist in the prediction and elimination of early leavers. He argues that selection of candidates based on personality and aptitude was more important than level of skills as employees could be trained to an acceptable standard which would keep them in the job over a longer period of time. Regarding costs MacKay (2007) outlines that figures produced by CIPD estimate that the average replacement cost for an employee is approximately £3,950 - £4,625, measurement of costs is very useful when putting a business case together for strategic plans to reduce employee turnover.

Factors that should normally be taken into consideration are; direct recruitment costs, advertising, interviewing, testing, induction costs, training time, administration of new set ups / leavers and loss of output in relation to inexperience of new recruit.

With regard to the loss of cabin crew, it could be argued that losing experienced cabin crew would have a negative effect on sales on-board and this could affect revenue and profits for the organization.

Table B below shows a comparison of revenue per employee (2012) by European Airlines, Ryanair have a very high rate of revenue per employee: €520,265.



(CAPA, 2013). **Table B**

According to Mackay (2007) not all staff turnover or attrition is a bad thing and made reference to 'regretted' and 'non-regretted' staff turnover. CIPD (2004) outlines that a healthy staff turnover could help to replace non-productive workers with more productive employees.

2.6 Retention Strategies

Literature on retention strategies abounds with examples with researchers such as Mackay (2007) and Armstrong & Taylor (2014) arguing in agreement that a good retention strategy is to monitor the market; benchmark rates of pay, review benefits and recruitment processes particularly with regard to checking accuracy of job specifications to ensure that a realistic expectation is set. Armstrong & Taylor (2014) argue that actions should be taken to deal with unfair pay systems, encourage social ties with the company, create a better work life balance and reduce stress where possible by implementing policies to deal with bullying and harassment.

According to IDS (2005) research identifies that improved induction programmes lead to a reduction in early leavers, they gave the example of the Arup Group who implemented a three day induction event focused around socialization, networking and forming bonds with other new recruits which they argue helps recruits to settle in during

the first few months but also helps to establish supports throughout their entire career with the organization. Other researchers who have studied this area include Mooney (1999) and Pennington (2003) who argue that employers should also focus on employee development, career progression, reviews, rewards, clear vision, improving communications and establishing a culture of coaching.

2.7 Conclusion

In summary there have been many changes over the years in relation to work and work practices in line with how industry and business has evolved particularly in the aviation sector. A lot of changes have taken place as a direct result of increased competition with the introduction of low cost business models. Airlines who have successfully imitated the Southwest Airline model have brought a lot of competition to this industry in Europe (Box & Byus 2009). The highly competitive environment within the aviation industry has dramatically changed the role of cabin crew, their profession was previously seen as a glamorous career choice but it is now perceived as a more service orientated role in the 'no frills' low cost model (Hochschild 1983).

Research is suggesting that employees experience push and pull factors that cause both voluntary and involuntary turnover. The decision to quit is a process of thinking that can be triggered by a particular happening that can good, bad or neutral and this then leads to an evaluation by the employee to assess their current situation and contemplate the decision to quit (Donnelly, D. P. & Quirin, J, 2006).

Some studies suggest that carrying out anonymous exit interviews, or conducting exit interviews by a third party may reveal more truthful and factual results (Higgins 1997). It has also been highlighted that conducting exit interviews approximately three months after an employee has left may reap more factual results as the employee will not be as fearful of being completely honest with their feedback, however the negative aspect to this method is that there may be a low return rate on questionnaires or it may be difficult to contact departed employees (IDS 2004).

Staff turnover can be costly to an organization, not only with regard to backfilling, recruitment, training and induction costs but also in relation to the effect it has on

existing employees and the operational side of the business. (MacKay 2007 and CIPD 2008).

There are a number of preventative measures that can be taken to reduce staff turnover but it should be noted that not all turnover is bad and that some industries and organizations benefit from a certain amount of staff turnover particularly in relation to seasonal businesses (MacKay 2007).

The next chapter will outline the research methodology used to complete this study.

Chapter 3 – Research Methodology

3.0 Research Methodology Introduction

As discussed in the preceding literature review there are internal and external factors that contribute to reasons cited by leavers during the first year of service. The

researcher could not find any studies that specifically explored reasons cited within the context of the low cost airline industry. This chapter outlines the process used to assess the factors contributing to reasons cited by this category of workers. Firstly, the researcher will explain the research aims and objectives and continue to outline the research design followed by the research limitations; the process of data collection; the method of data analysis and finally ethical standards and data management.

3.1 Research Aim and Objectives

The overall objective of this dissertation is to investigate the reasons cited on the resignation forms collected from low cost airline cabin crew employees who left within the 1st year of service and identify the most and least significant reasons cited. The researcher will then use this data to determine whether significant differences or similarities exist between the findings of this study against general reasons cited for resignation in the literature review and previous studies. While analysing the data the study will review if there are any significant differences that can be attributed to gender, age or whether an employee was working in a more expensive airport base location.

The study attempts to answer the following research questions: In terms of numbers, what reasons were cited most? Do significant differences exist between the findings of this study and the general reasons cited in the literature review and previous studies? Do factors such as gender, age and airport base location make any significant differences to the reasons cited? Can low cost model businesses make changes to reduce early resignations?

3.2 Research Design

A quantitative design was chosen and pre-existing data from over 900 resignation forms have been analysed. Tests of proportions have been applied to check if there are any significant differences in relation to gender, age and airport base location. The researcher reviewed alternative methodologies before arriving at a decision on the methodological stance.

According to Quinlan (2011) there are two approaches to data analysis, quantitative data and qualitative data. Quantitative data analysis uses statistical methods of analysing numerical data whilst qualitative is non-numerical and can be analysed in a number of ways including content, textually, discursively, thematically or semiotically. For the purposes of this research assignment the researcher chose to use quantitative data analysis having reviewed the literature and decided on a methodological stance. Saunders et al (2009) argues that the methodological stance asserts how a researcher views the world and what their assumptions and beliefs are concerning their existence. Two philosophical concepts must be considered to determine the methodological stance of the researcher, "epistemology and ontology". Epistemology relates to the study of knowledge and it's limitations and how the knowledge is interpreted and generated and whether it is valid or not (Bryman and Bell, 2011). According to Malhotra and Birks (2007) paradigms of positivism and interpretivism are associated with epistemology and the paradigm usually determines which research technique is adopted by the researcher. According to Saunders et al (2009) ontology is a branch of philosophy which studies reality and dictates how researchers approach different phenomena. Positivism suggests that human beings, their actions and institutions can be studied and it is believed that researchers that embrace positivism believe that reality is "out there" waiting to be identified (Malhotra and Birks, 2007).

A positivist approach focuses on research that involves scientific experimentation and Addis and Podesta (2005) argue that such an approach reduces participants of the research study to numbers. Saunders, et al (2009) on the other hand outlines that interpretivism is a perspective that uses a subjective approach suggesting that no independent objective reality exists; an interpretivist researcher does not set out to test hypotheses. An objectivist is likely to prefer quantitative research and a subjectivist qualitative, the difference being that quantitative employs measurement whilst qualitative does not. Some theorists argue that sticking to one paradigm too rigidly is not the best way but rather the best findings come from selecting the method that is most relevant to the research problem. Some authors suggest using multiple approaches (Malhotra and Birks, 2007).

The researcher has decided that an interpretivist approach in this research project would not be appropriate but rather a positivist approach has been deemed as the better choice based on the fact that this research project involves scientific experimentation relating

to the number of times a reason has been cited so that it can be compared to previous research findings.

3.3 Research Limitations

There are potential limitations with the method selected including the inability of participants to be probed or questioned in more detail in relation to the reasons why they resigned. Another potential limitation is the inability to be sure that an honest reason was cited at that time of resignation and the concept that capturing the reason after they had left might have resulted in more reliable data being captured. Another limitation is the word count of this dissertation and the time frame available. Using secondary data was also another limitation - further research should aim to acquire primary data.

3.4 Data Collection

To enable this study to be a viable research project, the researcher initially sought permission to carry out a survey of recent leavers from a low cost airline for data collection purposes but this request was not possible. The researcher needed to look at alternative methods of data collection; it was established that the organization already had a data capturing process in place in the form of resignation forms that were completed by every member of staff that voluntarily resigned.

The researcher requested access to the resignation forms for the years 2003 to 2015, data from a sample of 2071 forms was received (**n = 2071**). 859 were excluded from this analysis as they resigned to pursue a permanent contract with the client airline, so were not deemed as actual resignations for participation in this study. 293 employees did not cite any reason on their resignation form and these were also excluded from the study. In total, a sample size of 919 **(n = 919)** remained.

Each cabin crew employee had completed the standard resignation forms recording; employee number, name, date, finish date and reason for leaving. This information was then logged into an employee database and through it's reporting function enabled the

HR department to produce a report that included additional information such as; date of birth, start date and airport base location.

The researcher discussed this opportunity regarding access to the resignation data with the Course Director at The National College of Ireland (Des Gargan) and received permission to use this data as the size and detail of the data was acceptable as "secondary desk research". It was decided that the opportunity to have access to and receive permission to use such a large data set collected over such a long period of time was too good an opportunity to ignore.

Quinlan (2011) outlines that there are many other methods used to gather data, methodologies and fundamental philosophies; the diagram below outlines these – The methodological pyramid; (Quinlan, 2011, p50).

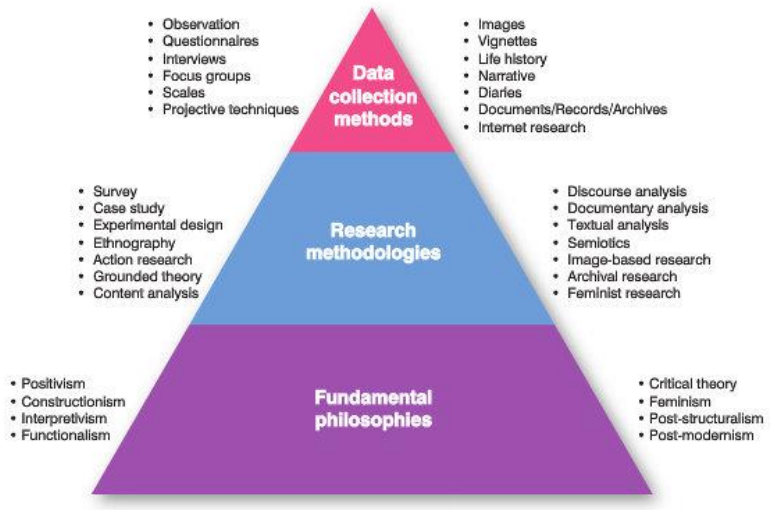


Figure 7.2 The methodological pyramid

3.4.1 Secondary Source Data

Quinlan (2011) argues that secondary source data is second hand material. In the case of the data being used in this research study it was gathered through compulsory resignation forms that were completed by each voluntary leaver at the point of resignation; this information was then recorded exactly as provided on the form into the employee database. The organization concerned has advised that the data is valid, credible and justifiable.

Secondary data does not provide original information or evidence but rather it refers to original information or evidence published in primary sources. Taking this into

account the data that the researcher is using although not collected directly by the researcher was collected directly from the leaver and recorded exactly as documented on the resignation form, therefore it could be considered or argued that it is primary data rather than secondary data.

3.4.2 Primary Source Data

According to Quinlan (2011) primary sources of data are sources that have been created or directly gathered by the researcher and can also be called an original source. Primary data must be original accounts of the phenomenon.

3.4.3 Using Secondary Data Appropriately

There was a vast amount of data available to use over a large period of time from 2003 to 2015. Therefore for the purposes of this research assignment, the researcher used the data captured from employees who left within the first year of service. In selecting this subset of data from the larger data set, the researcher was careful not to render the data invalid in any way and that the logic of the data held. In total the population size was 919.

3.5 Method of Data Analysis

Kent (2007) outlines that the process of inputting data collected into a data matrix or tables to produce information that can identify variations and patterns is described as data analysis. There are a number of different software packages that can be used to statistically analyse data, one of these is SPSS, (Statistical Package for the Social Sciences) which is a very useful software package. For qualitative data analysis there have been recently developed packages such as Atlas ti, Nvivo and NUDIST.

For the purposes of this research study the researcher sought to analyse the data using Excel and the SPSS software package due to the large quantity of data being analysed.

3.5.1 Preparation of the Data

In order to carry out quantitative research study the data was prepared. The reasons provided by the leavers on the resignation forms differed from very descriptive to two words e.g. “new job” therefore, for more descriptive sentences it was necessary to categorise the reasons provided so that a comprehensive quantitative review could take place. In some cases for finer detail the researcher sub-categorised more specific detail following the findings from the literature review and having reviewed the detail in the

resignation forms. This preparation took numerous hours of coding. The coding and categorisation was used to determine themes and measure the volume of reasons cited. The researcher used bar charts, pie charts and tables following an analysis in Excel to show the different variables and to describe the findings and trends for ease of interpretation of the research findings.

(See Appendix 2, 3 and 4)

3.5.2 Data was categorised into the following Variables;

- Push, Pull & Personal Reasons (as identified by the Literature Review)
- Age Groups – into categories calculated by date of birth.
- Airport Bases – by most expensive and less expensive to live.
- Length of days service 3, 6, 9, 12 months.
- Gender

3.6 Ethical Standards and Data Management

Ethical approval and permission was sought and received from the owner of the data. Permission was granted from the director of the organization following a written request and presentation of an outline of the research topic by the researcher. The data was provided with all identifying information removed to ensure confidentiality of employees.

During the course of this research assignment, great care has been taken to protect the data and to ensure the confidentiality of the people who completed the resignation forms. The data has been password protected. The next chapter will outline the research findings following an analytical review.

Chapter 4 – Data Findings

4.1 Introduction to Research Findings

In this section the researcher presents the results of this study into the characteristics associated with the reasons behind retention challenges within a low cost airline. Firstly the researcher will present an overview of the population sample under consideration and then the findings from the research will be presented in a number of well-recognized categories. For example: reasons cited for resignation; the influences of

career progression; family characteristics and constraints; overall job satisfaction; followed by health reasons; penultimately the researcher presents the findings with respect to the effects of intention to travel or return to study.

The study will show that whilst the reasons cited by cabin crew in this study for leaving are similar to the reasons identified in previous studies, there are some significant differences for example; reasons cited that were unique to the airline industry were "No Transfer Granted" and "Airport ID Issues". Some reasons cited were similar but were more commonly cited in this study than in previous studies for example "Family Reasons" and "Employees Returning to Study or Travel". Further analysis depicted "Expectation Not Met", "Not Liking the Job" and remarkably that 8% of cabin crew cited "did not like flying".

4.2 Study Demographics and Sample Characteristics.

As previously outlined a total sample size of 919 **(n = 919)** were included in this study. With regard to these resignation forms they were completed by cabin crew ex-employees who resigned within the first 12 months of joining the organization, 259 were males and 660 were females. The variables within the data captured included; reason cited, age, gender, length of service and the location of the airport where the cabin crew employees were based and working from. A quantitative analysis was carried out to compare the findings with previous studies and tests of proportions were applied to check if significant differences existed in relation to various hypothesis. The results are as follows:

4.2.1 Top Reasons Cited for Resignation

An examination of the top reasons cited for resignation are presented in **Table 1** and **Figure 1** below. The first column in **Table 1** depicts the reason category cited by the employee resigning. The second and third columns depict the total number of respondents falling into each category by % and number respectively. For example, the sample data set in the first row contained 30% (n=237) which is the number of cabin crew members who cited "Better Position / Career Change" as their reason for leaving.

Top Reasons	Percent	Count
Better Position / Career Change	**30%**	237
Family Reasons	21%	213
Did not like job	18%	156
Financial / Pay	13%	141
To Return to Study or Travel	6%	66
Health Reasons	8%	60
Airport ID / Transport Issues	2%	20
No Transfer Granted	2%	20
Going through Disciplinary Issues when resigned.	1%	6
	100%	919

Table 1: Top Reasons

Figure 1 below depicts the results in bar chart format by %.

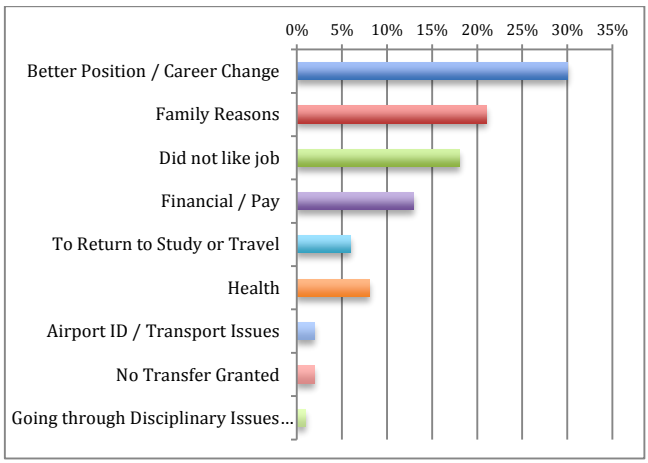


Figure 1: Top Reasons - Percentages

4.2.2 Better Position / Career Change

A more in depth examination of the reason 'Better Position / Career Change' depicted more detailed reasons which are outlined in **Table 2** and **Figure 3** below. With respect to **Table 2**, the first column, line 2 depicts "New Job, the second and third columns depict the total number of respondents falling into each sub category by % and number respectively. For example, the sample data set in the second row contained 62% (n=148) this is the number of cabin crew members who cited "New Job" as their reason for leaving. **Figure 3** depicts the result in pie chart format.

Top Reasons	Percentage	Count
Better Position / Career Change	**30%**	237
New Job	62%	148
New Job with Another Airline	31%	74
Change of Career	5%	10
Pilot Training Position	2%	5

Table 2: Better Position / Career Change

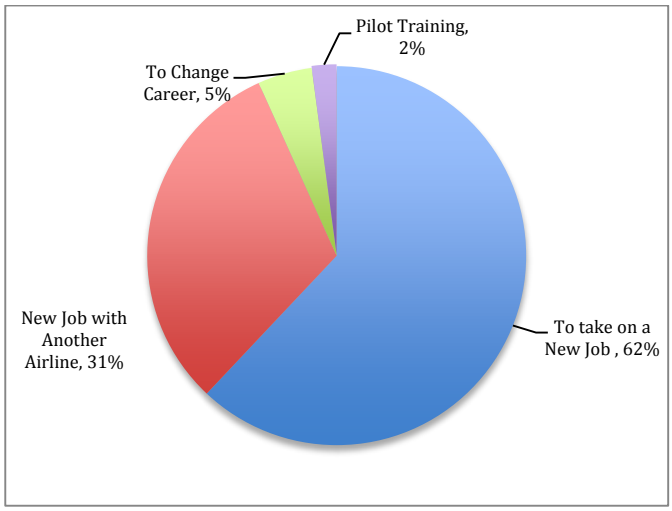


Figure 3: Better Position / Career Change Chart

4.2.3 Family Reasons

Table 3 and **Figure 4** below present a more detailed breakdown of specific reasons within the 'Family Reasons;' category. With respect to **Table 3**, the first column, line 2 "Family Reasons - General" depicts that 51% didn't provide a more in depth reason while Line 3 depicts that 42% of this category cited 'Returning Home for Family Reasons". The second and third columns depict the total number of respondents falling into each sub category by % and number respectively. For example, the sample data set in the second row contained 51% (n=101) this was the number of cabin crew

members who cited "Family Reasons " as the explanation for leaving. **Figure 4** depicts the result in pie chart format.

Top Reasons	Percentage	Count
Family Reasons	**21%**	213
Family Reasons – General	51%	101
Returning Home for Family Reasons	42%	91
Moving Home to Partner / Spouse	2%	7
Children	2%	7
Marriage	2%	7

Table 3: Family Reasons

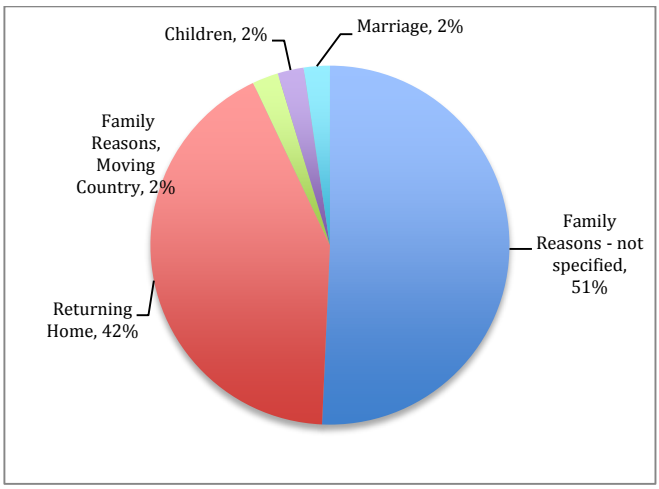


Figure 4: Family Reasons Chart

4.2.4 Did Not Like Job

Table 4 and **Figure 5** presents a detailed breakdown of specific reasons within the 'Did not like Job' category. **Table 4**, first column, "Did not like job – non specific" line 2 depicts that 51% (n=79) didn't provide a more in depth reason, line 3 depicts that 18% of this category cited 'Job did not meet expectation". The second and third columns depict the total number of respondents falling into each sub category by % and number respectively.

Top Reasons	Percentage	Count
Did not like job	**18%**	156

Did not like job - non specific	51%	79
Job did not meet expectation	18%	28
Not happy with conditions	10%	15
Roster Issues	9%	14
Does not like flying	5%	8
Did not like Company	5%	8
Did not like Base	2%	3
Did not like line manager	1%	1

Table 4: Did Not Like the Job

Figure 5 depicts the result in pie chart format.

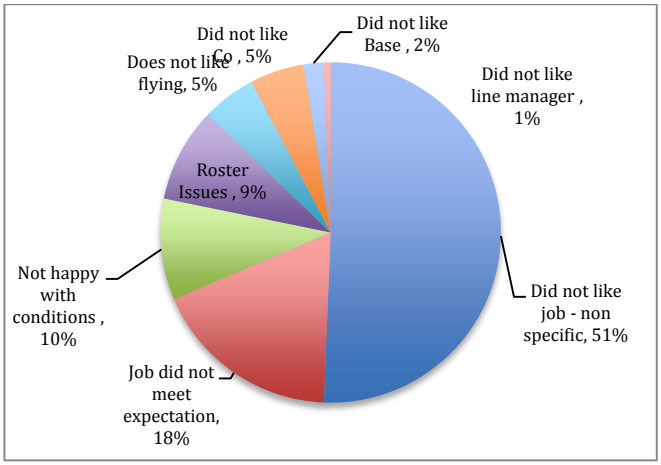


Figure 5: Did Not Like the Job

4.2.5 Financial / Pay Reasons

Table 6 below presents the total number of people in the research study that cited 'Financial/Pay Reasons' for resigning from their position with the company. The second and third columns depict the total number of respondents by % and number respectively for example, 100% (n=141).

Table 6

Financial / Pay	**100%**	141

4.2.6 Health Reasons

Table 7 and **Figure 6** below presents a more detailed breakdown of specific reasons within the 'Health Reasons" category. With respect to **Table 7**, the first column, line 2 depicts that 55% (n=33) indicated 'Health Personal Issue' while Line 4 depicts that 8% of this category cited 'Stress". The second and third columns depict the total number of respondents falling into each sub category by % and number respectively. **Figure 6** depicts the result in pie chart format.

Top Reasons	Percentage	Count
Health	**8%**	60
Health Personal Issue	55%	33
Health General – not Work Related	15%	9
Stress	8%	5
Saying Work Related	7%	4
Back Problems	5%	3
Injury	3%	2
Depression	3%	2
Pregnancy Related	3%	2

Table 7: Health Reasons

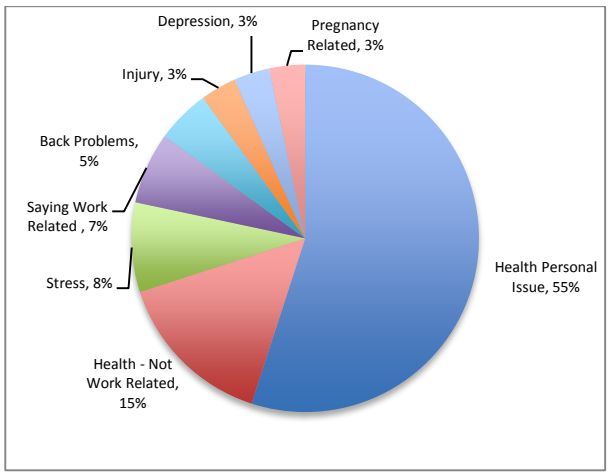


Figure 6: Health Reasons

4.2.7 Returning to Studies / Travel

Table 8 and **Figure 7** below presents a more detailed breakdown of the % and number of cabin crew who specified either "Returning to Studies" or leaving "To Travel" as their reasons for resignation. With respect to **Table 8**, the first column, line 2 depicts that 82% (n=56) indicated 'Returning to Studies' while line 3 depicts that 18% of this category cited 'To Travel". **Figure 7** depicts the result in pie chart format.

Top Reasons	Percentage	Count
Returning to Studies / Travel	**8%**	66

Returning to Studies	82%	56
To Travel	18%	10

Table 8: Returning to Studies / Travel

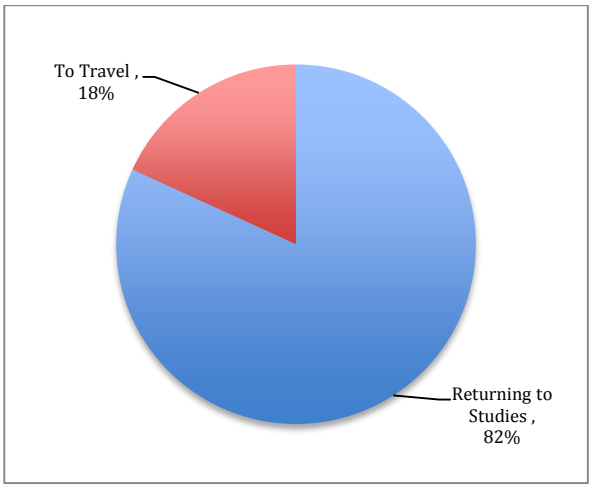


Figure 7: Returning to Studies / Travel

4.2.8 Further Analysis

In this subsection the researcher presents the results of an analysis of the differences in relation to gender, age, base location and cost of living in the airport base where the employee was located with respect to each of the more detailed reasons cited for resignation namely; “Not Liking Job”, “Family, Health”, “To Return to Study/ or Travel”, “Financial/Pay”, “Returning Home”, “a New Job with another Airline”, “Expectation Not Met” and “No Transfer Granted”. The associated proportions at each

group level are presented in **Table 9** in **Appendix 3** and **Tests of Proportion Templates in Appendix 4.**

4.3.1 Differences with respect to gender and reason cited; "Not Liking Job"

In order to ascertain if the proportion of males citing "Not Liking Job" as a reason for leaving is different to the proportion of females citing "Not Liking Job" as a reason for leaving, a test of the difference between proportions was undertaken.

The results show that there is no significant difference between the proportion of males **(π_m = 0.069)** compared to females **(π_f = 0.09)** citing the reason "Not Liking Job" as a reason for leaving **(Z = -1.12; P = 0.26)**

4.3.2 Differences with respect to gender and citing of; "Family Reasons"

In order to ascertain if the proportion of females citing "Family Reasons" as a reason for leaving is different to the proportion of males citing "Family Reasons" as a reason for leaving, a test of the difference between proportions was undertaken.

The results show that there is no significant difference between the proportion of females **(π_f = 0.10)** compared to males **(π_m = 0.12)** citing "Family Reasons" as a reason for leaving **(Z = 0.83; P = 0.41)**

4.3.3 Differences with respect to gender and citing of; "Health Reason"

In order to ascertain if the proportion of females citing "Health Reason" as a reason for leaving is different to the proportion of males citing "Health Reason" as a reason for leaving, a test of the difference between proportions was undertaken.

The results show that there is a significant difference between the proportions of females **(π_f = 0.08)** who cited "Health Reason" compared to males **(π_m = 0.04)** who cited "Health Reason" **(Z = 2.05; P = 0.04).**

4.3.4 Differences with respect to gender and reason cited; "To Study / Travel"

In order to ascertain if the proportion of males citing "To Study / Travel" as a reason for leaving is different to the proportion of females citing "To Study / Travel" as a reason for leaving, a test of the difference between proportions was undertaken.

The results show that there is no significant difference observed between the proportions of males **(π_m = 0.62)** who cited "To Study / Travel" as a reason compared to females **(π_f = 0.35)** who cited "To Study / Travel" **(Z = 1.65; P = 0.10)** at the 5% significant level, however there was a significant difference observed at the 10% level.

4.3.5 Differences with respect to age and reason cited; "To Return to Study"

In order to ascertain if the proportion of under 23 year olds citing "To Return to Study" as a reason for leaving is different to the proportion of over 23 year olds citing "To Return to Study" as a reason for leaving, a test of the difference between proportions was undertaken.

The results show that there is no significant difference observed between the proportions of under 23 year olds **($\pi_{<23}$ = 0.62)** who cited "To Return to Study" as a reason compared to over 23 year olds **($\pi_{>23}$= 0.35)** who cited "To Return to Study" **(Z = 1.65; P = 0.10)** at the 5% significant level, however there was a significant difference observed at the 10% level.

4.3.6 Differences with respect to age and reason cited; "To Travel"

In order to ascertain if the proportion of under 23 year olds citing "To Travel" as a reason for leaving is different to the proportion of over 23 year olds citing "To Travel" as a reason for leaving, a test of the difference between proportions was undertaken.

The results show that there is no significant difference observed between the proportions of under 23 year olds **($\pi_{<23}$ = 0.62)** who cited "To Study" as a reason compared to over 23 year olds **(π_f = 0.35)** who cited "To Study" **(Z = 1.65; P = 0.10)** at the 5% significant level, however there was a significant difference observed at the 10% level.

4.3.7 Differences with respect to length of tenure and citing of; "Financial Reasons"

In order to ascertain if the proportion of crew with less than 3 months service citing "Financial Reasons" as a reason for leaving is different to the proportion of crew with more than 3 months service citing "Financial Reasons" as a reason for leaving, a test of the difference between proportions was undertaken.

The results show that there is no significant difference observed between the proportion of crew with less than 3 months service **($\pi_{<3m}$ = 0.62)** who cited "Financial Reasons" compared to crew with more than 3 months service **($\pi_{>3m}$ = 0.35)** who cited "Financial Reasons" **(Z = 1.65; P = 0.10)** at the 5% level, however, there was a significant difference observed at the 10% level.

4.3.8 Differences with respect to crew located in more expensive countries and citing of; "Financial Reasons"

In order to ascertain if the proportion of crew living and working in more expensive locations citing "Financial Reasons" as a reason for leaving is different to the proportion of crew living in less expensive locations citing "Financial Reasons" as a reason for leaving, a test of the difference between proportions was undertaken.

The results show that there is a significant difference between the proportions of crew living and working in more expensive locations **(π_e = 0.08)** who cited "Financial Reasons" compared to crew living in less expensive bases **(π_n = 0.04)** who cited "Financial Reasons" **(Z = 3.08; P < 0.00).**

4.3.9 Differences with respect to gender and reason cited; "Returning Home"

In order to ascertain if the proportion of females citing "Returning Home" as a reason for leaving is different to the proportion of males citing "Returning Home" as a reason for leaving, a test of the difference between proportions was undertaken.

The results show that there is no significant difference observed between females **(π_f = 0.06)** who cited "Returning Home" compared to males **(π_m = 0.04)** who cited "Returning Home". **(Z = 1.65; P = 0.10),** there was a significant difference observed at the 10% level.

4.3.10 Differences with respect to age and reason cited; "New Job Another Airline"

In order to ascertain if the proportion of crew over 23 years of age citing "New Job Another Airline" as a reason for leaving is different to the proportion of crew under 23 years of age citing "New Job Another Airline" as a reason for leaving, a test of the difference between proportions was undertaken.

The result shows that there is a significant difference between the proportions of crew over 23 years of age **($\pi_{>23}$ = 0.10)** who cited "New Job Another Airline" compared to crew who were aged under 23 years of age **($\pi_{<23}$ = 0.05)** who cited "New Job Another Airline" **(Z = 2.48; P = 0.01).**

4.3.11 Differences with respect to age and reason cited; "Expectation Not Met"

In order to ascertain if the proportion of crew under 23 years of age citing "Expectation Not Met" as a reason for leaving is different to the proportion of crew over 23 years of age citing "Expectation Not Met" as a reason for leaving, a test of the difference between proportions was undertaken.

The result shows that there is a significant difference between the proportions of crew aged less than 23 years **($\pi_{<23}$ = 0.05)** who cited "Expectation Not Met" compared to crew over 23 years of age **($\pi_{>23}$ = 0.02)** who cited "Expectation Not Met" **(Z = 2.43; P = 0.02).**

4.3.12 Differences with respect to gender and reason cited; "No Transfer Granted"

In order to ascertain if the proportion of males citing "No Transfer Granted" as a reason for leaving is different to the proportion of females citing "No Transfer Granted" as a reason for leaving, a test of the difference between proportions was undertaken.

The result shows that there is no significant difference observed between males **(π_m = 0.03)** who cited "No Transfer Granted" compared to females **(π_f = 0.02)** who cited "No Transfer Granted" **(Z = 1.69; P = 0.10),** at the 5% level, however there was a significant difference observed at the 10% level.

4.4 Conclusion

This section provided an overview of the main analytical findings from this research study, which was intended to create a better understanding of the reasons cited by leavers within the first year of service and to compare the findings with the previous literature review and results from previous studies. The next chapter will discuss these findings in more detail and will review the similarities and differences identified. The researcher will also summarise the key findings in relation to the results of the tests of proportions that were carried out.

Chapter 5 - Discussion

5.0 Introduction

The main objective of this research study is to investigate the reasons cited by low cost airline cabin crew for resigning within the first year of service and to explore whether significant differences exist between the reasons cited by cabin crew leavers for resignation compared with findings identified in the literature review and previous studies. This chapter sets out to discuss the findings in chapter four and to compare them to the literature review and previous studies identified in chapter two. As the data in the study was gathered over the period 2003 to 2015 the researcher decided to review trends in relation to the reasons why employees voluntarily leave their employment from other literature and results from studies during the same period. For example, findings from a 2005 CIPD study identified "Promotion outside the organization" as the number one reason cited by leavers. Other reasons cited were "lack of career development", "change of career" and "level of pay" (CIPD, 2005). More recent studies

by CIPD (2013) show that while voluntary employee turnover has reduced over the last decade with a significant reduction around 2008 due to recessionary times, the top reasons why employees leave continue to include; the attraction of a new job, a lack of career opportunity, better pay and dissatisfaction in present position.

Whilst there is a vast range of literature and research available in relation to employee turnover and retention issues in various industries over the years, the researcher identified that there is a lack of research that specifically analyses the reasons cited by employees within low cost business models. Whilst Boyd (2001) and Hochschild (1983) completed studies in relation to the low cost airline industry and the effect on the working life of cabin crew, they did not contribute to an analysis of specific quantitative data relating to reasons cited by cabin crew for resignation. A further review of existing literature failed to address the phenomenon that there are significant differences in the reasons cited by cabin crew leavers during the 1st year of service compared with leavers in other industries and the researcher would like to attempt to fill this gap.

The researcher will present the findings from this research study and review the reasons cited by cabin crew within the following categories; "Promotion Outside Organization / Career Change and Level of Pay", "Health Reasons", "Family Reasons / Children", "Job Dissatisfaction", "Returning to Study or Travel", "Airport ID / Transport Issues", "No Transfer Granted" and finally "Push and Pull Theories".

5.0.1 Promotion Outside Organization / Career Change and Level of Pay

Existing research (CIPD, 2005 & 2013) indicate that the top four reasons why employees resign are; "Promotion outside the Organization", "Lack of Career Development", "Change of Career" and "Level of Pay". In comparison, the findings of this research study showed similarities identifying the following reasons; "Better Position / Career Change" (30%) and "Level of Pay" (13%).

The researcher's findings are in line also with the consensus view of Mackay (2007); Armstrong & 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 indicate that 31% of cabin crew who cited "New Job" left to join another airline and a test of two proportions identified that over 23 years olds were proportionally more likely to cite "New Job with Another Airline" as their reason for leaving. These findings present overwhelming evidence to suggest that 18 year old recruits use 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" (https://www.etihad.com/en/careers/cabin/cabin-crew/). As a matter of interest it was identified in the research study 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 (Europa.eu – **Appendix 1**) 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 141 out of 919 resignations cited "Financial Reasons", 130 were based in countries which were ranked as having high living expenses.

6.0.2 Health Reasons

CIPD (2005) findings indicate that "Health Reasons" account for 13% of the reasons why employees resigned in their study (a combination of "Ill Health"- 7% and "Stress of Job" – 6%). The findings of this study depict that "Health Reasons" account for 8% of reasons cited which is lower than CIPDs findings 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. It is important to note that McNeely et al.'s findings were the result of an analysis on an older population with a mean age of 47 years (McNeely et al. 2014). Based on the findings of this study I put forward the argument that while the type of health issues correspond with the findings of McNeely, the volume of health issues being cited in this study did not appear to be higher than other industries and in the case of CIPD (2005) findings, the results of this study depict lower levels of health related reasons, therefore the evidence suggests that the role of cabin crew is not any more stressful than other customer facing roles within other industries or indeed is not a driver of more health related issues.

5.0.4 Family Reasons / Children

CIPD (2005) results indicate that leaving to look after children and to look after family members accounted for 15% of reasons cited in their study, broken down as follows; "Leaving to have / look after children" (11%) and "Looking after other family members" (4%).

Our research findings depict 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. A test of proportions showed that there was no statistical significant difference between the proportions of females citing "Family Reasons" as a reason for leaving compared to the proportion of males citing this reason. However, a second test of proportions signified that females in this study were proportionally more likely to cite "Returning

Home" as their reason for leaving compared to males observed at a 10% significant level.

5.0.5 Job Dissatisfaction

The findings of this study indicate that 18% of cabin crew who left within the first 12 months fell into categories in relation to "Job Dissatisfaction / Did not like 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. The data appears to suggest the notion that candidates are entering into this profession without fully researching what the role entails and the evidence would lead the reseracher to be of the opinion that the candidates concerned may have unrealistic expectations regarding this profession. The view that unrealistic expectations need to be managed at the selection stage is shared with IDS (2005) who argue that "bad" recruitment decisions and "poorly designed and executed" induction processes could contribute to the reasons why employees leave organizations.

Donnelly & Quirin, (2006), argue that if an employee's individual expectations are not met they would be more likely to prematurely withdraw from their position.

A test of proportions identified that under 23 year olds in the study were significantly more likely than over 23-year-olds to cite "Expectation Not Met" which could strengthen the case in relation to airlines having an age limit of 21/23 years and over as qualifying criteria for new applicants. These findings could foster debate regarding whether 18-year-old recruits are mature enough to be able to carry out this role, particularly in relation to possibly being placed abroad, this is an area that requires further review and examination.

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. 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 & Quirin, (2006), who argue 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 is not a massive problem but can be reviewed.

5.0.6 Return to Study

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. This might convincingly contribute to the argument in relation to whether or not it is a good idea to set the qualifying entry-level age in low cost airlines at 18 years rather than 21/23 years as in other airlines. 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.

5.0.6 Push and Pull Theories

Donnelly & Quirin (2006) outlined Lee & Mitchell's 1994 theory that 'push and pull" factors exist in relation to why employees leave their employment. Push factors are described as internal factors within the organization, whilst pull factors can be defined as attractive job alternatives and market orientated factors. On the other hand, personal reasons could also result in employees assessing their need to resign. The findings from this study indicate that there were both push and pull factors involved in the reasons cited by cabin crew employees. Push factors identified in this study are "No Transfer Granted", "Airport ID Issues" and "Job Dissatisfaction / Did not like job" and some pull factors identified are "Better Position / Career Change" and "Return to Study/Travel". "Family Reasons" and "Health Reasons" depicted in the study are in line with the personal reasons identified in the literature review. (Donnelly, D. P. & Quirin, J, 2006)

The majority of reasons cited by cabin crew in this study were similar to the reasons identified in the literature review and previous studies, for example “Level of Pay”, “Promotion outside the Organization / Change of Career”, “Health Reasons” and “Family Reasons”. Reasons identified that were significantly different are “Airport ID / Transport Issues”, “No Transfer Granted” and remarkably “Did not like flying”. In light of the findings and on logical grounds there seems to be a compelling reason to argue that a review of the screening process is required to ensure adequate probing and communications exist in relation to clarifying and setting realistic expectations regarding the duties and nature of this role as well as the reality of moving and working abroad but to put it into context, the reasons associated with this category only applies to approx. 140 employees out of the 919 that were reviewed.

5.1 Implications of the Research

This study aimed to check if the reasons cited by cabin crew employees working in an organization with a low cost model were significantly different than those identified in previous studies, whilst the researcher achieved this goal, the study highlighted that there is more scope for further exploration of this phenomenon. For example another aspect to review could be the level of education that recruits had and whether or not recruiting based on personality and aptitude was a more efficient method of screening. Further discussion and research is also recommended regarding the entry-level age in low cost airlines and whether or not this is having an impact on early leavers. Another area for further examination could be a review of whether being based in your home country rather than an airport base abroad could reduce the number of early leavers and also further discussion and research in relation to expectations set at the pre-recruitment stage should be reviewed.

The results of this study have implications to different stakeholders particularly recruiters and decision makers within the low cost airline industry. Continued monitoring of reasons cited is advised so that on-going changes can be made to the recruitment and pre-employment process going forward and results can be monitored

to check for progress.

5.2 Limitations of the research

As discussed in the research methodology in light of the findings from the literature review it was difficult to know for certain that the reasons cited on the resignation forms reviewed were completely honest. The timeframe involved and the word count were another limitation. Another limitation was the lack of data relating to whether or not the cabin crew employees in the study were living and working in their home country or not to determine if it had any significant effect on their reason for resignation.

5.3 Future Recommendations

This study was conducted through a quantitative method; the researcher would recommend that conducting a study with a mix of methods of both qualitative and quantitative techniques should be considered in the future. By using both qualitative and quantitative methods further research could gather a lot more information in relation to this area.

I would recommend that going forward this organization should also use an online questionnaire to capture data regarding reasons cited for leaving. A link could be sent to the ex-employee with their final Payslip/P60. Results of this questionnaire could be statistically monitored more efficiently going forward. Review and analysis regarding the level of education of candidates and the qualifying entry level age could also be reviewed as discussed previously along with communications regarding setting realistic expectations.

Chapter 6 - Conclusion

The main goal of this research was to identify and examine the main reasons cited by cabin crew employees who resigned from an airline with a low cost business model and to compare the findings against previous studies in relation to why employees resign. The researcher analysed the reasons cited on over 900 resignation forms and completed a quantitative analysis where variables were numerically measured and examined and tests of proportions conducted to identify if there were any significant differences between age, gender and airport bases in countries with higher living expenses.

Based on the results of the study it emerged that there were similarities between the reasons cited by the cabin crew employees in this research study compared with the reasons cited in the literature review and previous studies such as "Promotion Outside Organization", "Change of Career" and "Pay", other similarities exist in relation to "Health Reasons" but our research findings returned a lower % rate in relation to number of times "Health Reason" was cited in comparison with CIPD findings, evidence from the study also contradicted 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 due to the nature of the role.

Some significantly different reasons were also identified for example the reason "No Transfer" that relates to an employee's unmet request for a transfer to another airport base to work, normally to return to their home Country. The findings provide a convincing argument that a small proportion of new recruits may have an unrealistic expectation with regard to the duties and reality of this role and also in relation to what it is like to live and work abroad, particularly under 23-year-olds in the study who were proportionally more likely to cite "Expectation Not Met" as their reason for leaving, they were also proportionally more likely to return to education. As outlined by Donnelly & Quirin (2006) if an employee's individual expectations are not met they are more likely to prematurely withdraw from their position.

It was identified that female cabin crew employees are proportionally more likely to cite "Health Reasons" than their male counterparts for leaving, whilst another test of proportions determined that there was no significant difference between the proportion of males compared to females in relation to the citation of "Family Reasons". While "Family Reasons" ranked higher in the top reasons for resignation in this study compared with previous studies, the researcher determined that on logical grounds it could be argued that due to cabin crew employees being based abroad at airport bases it could be reasonable to expect that this reason would be higher in aviation.

Findings from the literature review show that the labour market is improving and employers are becoming more focused on retention due to the increase in the strength of labour markets as we recover from recessionary times. Although views on the effectiveness of pay in retaining staff is mixed, it has been argued that there is a greater role for non-financial and intangible rewards like recognition, praise and awards (CIPD, 2015b), these are areas that this organization can continue to address. Further research, review and debate is advised by the researcher in relation to the entry level qualifying age currently in place in low cost airlines for cabin crew applicants. Further review would also be recommended in relation to managing and screening the expectations of potential candidates at the recruitment stage although it was highlighted that this was not a significant problem but none the less it is an area that could possibly be easy to address. A final recommendation is for the organization to consider implementing employee satisfaction surveys if they do not already have them, to obtain useful, actionable results from current employees in an effort to reduce early leavers and leavers in general.

Chapter 7 - Personal Learning

Although I have worked for the last 28 years in various industries, primarily in the area of HR, I left school early without immediately progressing into third level education. Working in the field of HR certainly gave me a lot of valuable information and experience but this opportunity and particularly this research project has opened up a whole new world to me in relation to the subject matter and it will absolutely stand to me going forward. I learned how to be patient, research, academically write and meet tight deadlines. I also learnt a lot about data analysis and software packages and met some great people along the way.

Above all, participating on this programme has developed my quantitative research skills and taught me a lot about research methodology in general, all of which I will certainly apply to future research projects both academically going forward and in my professional capacity at work.

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Appendices

Appendix 1 – Eurostat List

Eurostat - Most expensive countries in Europe:

1. Switzerland
2. Norway
3. Luxembourg
4. Iceland
5. Denmark
6. The United Kingdom
7. Ireland
8. Netherlands
9. Finland
10. France

Least expensive countries in Europe:

1. Macedonia
2. Bosnia and Herzegovina
3. Albania
4. Serbia
5. Romania

6. Bulgaria

7. Kosovo

8. Montenegro

9. Hungary

10. Poland

11. Turkey

(Source: Europa.eu Website)

Appendix 2 – Coding Charts

Coding Charts – Used by Researcher

NATIONALITY

NATIONALITY	KEY
BELGIUM	1
UK	2
CZECH	3
DANISH	4
DUTCH	5
FINNISH	6
FRENCH	7
GERMAN	8
GREECE	9
HUNGARIAN	10
FLEMISH	11
IRISH	12
ITALY	13
LATVIAN	14
LITHUANIAN	15
MALTESE	16
NORWEGIAN	17
POLISH	18
PORTUGAL	19
ROMANIAN	20
SLOVAKIAN	21
SPANISH	22
SWEDISH	23
TURKISH	24

AT STARTDATE

AGE YEARS	KEY
18	1
19	2
20	3
21	4
22	5
23	6
24	7
25	8
26	9
27	10
28	11
29	12
30	13
31	14
32	15
33	16
34	17
35	18
36	19
37	20
38	21

AT END DATE

AGE YEARS	KEY
18	1
19	2
20	3
21	4
22	5
23	6
24	7
25	8
26	9
27	10
28	11
29	12
30	13
31	14
32	15
33	16
34	17
35	18
36	19
37	20
38	21
39	22

AT END DATE

AGE CATEGORY	KEY
18-20	1
21-23	23
24-26	4
27-29	5
30-32	6
33-35	7
36-38	8

Appendix 3 – Summary of Total Data

Summary of Totals Chart used by Researcher following analysis.

					Total	Males	Females	<23	>23	Expensive Country	Not Expensive Base	<3	<6	<9
Transfer	No Transfer (PUSH)	20	20	**No Transfer Granted**	20	9	11	13	7	16	4	4	12	17
Disciplinary	Disciplinary (PUSH)	6	6	**Going through Disciplinary Issues when resigned.**	6	2	4	6	0	6	0			
Did not like job / not met expectation / Conditions	Did not like job (PUSH)	79				18	61							
Did not like job / not met expectation / Conditions	Did not meet expectation (PUSH)	28				7	21	18	10	20	8			
Did not like job / not met expectation / Conditions	Not happy with conditions (PUSH)	15												
Did not like job / not met expectation / Conditions	Roster Issues (PUSH)	14												
Did not like job / not met expectation / Conditions	Did not like Base (PUSH)	3												
Did not like job / not met expectation / Conditions	Does not like flying (PUSH)	8				4	8							
Did not like job / not met expectation / Conditions	Did not like Co (PUSH)	8												
Did not like job / not met expectation / Conditions	Did not like line manager (PUSH)	1												
Did not like job / not met expectation / Conditions	Lack of Motivation (PUSH)	0	156	**Did not like job**	156	40	116	80	76	135	21	112	134	146
Financial / Pay / Benefits	Financially struggling to survive(PUSH)	141	141	**Financial / Pay**	141	41	100	70	71	130	11	53	88	128
Health / Pregnancy	Saying Work Related - HEALTH (PUSH)	4												
Health / Pregnancy	Stress (PERSONAL)	5												
Health / Pregnancy	Back Problems (PERSONAL)	3												
Health / Pregnancy	Injury (PERSONAL)	2												
Health / Pregnancy	Health (PERSONAL)	33												
Health / Pregnancy	Non work relatied - HEALTH (PERSONAL)	9												
Health / Pregnancy	Pregnancy (PERSONAL)	2												

Summary of Totals Chart used by Researcher following analysis Ctd.,.

					Total	Males	Females	<23	>23	Expensive Country	Not Expensive Base	<3	<6	<9
Health / Pregnancy	Depression (PERSONAL)	2	60	**Health**	60	10	50	27	33	49	11	2	22	54
Family / Children / Relationship / Returning Home	Family Reasons (PULL)	101		**(<30 - 95)**		32	69	19	82					
Family / Children / Relationship / Returning Home	Returning Home (PULL)	91				22	69							
Family / Children / Relationship / Returning Home	Moving (PULL)	7												
Family / Children / Relationship / Returning Home	Children (PERSONAL)	7												
Family / Children / Relationship / Returning Home	Marriage (PULL)	7	213	**Family etc.,**	213	50	163	79	134	178	35	73	35	179
ID / Transport Issues	ID Issues (PUSH)	12												
ID / Transport Issues	Transport Issues (PUSH)	8	20	**ID Issues / Transport**	20	8	12	9	11	18	2	14	8	19
Studies	Returning to Studies (PULL)	56				17	39	25	31					
	To Travel	10						4	6					
Travel	To Travel (PULL)	10	66	**Study / Travel**	66	20	46	29	37	54	12	10	17	50
Better Position / Career Change	Pilot Training Position (PULL)	5												
Better Position / Career Change	Change Career (PULL)	10												
Better Position / Career Change	New Job (PULL)	148												
	With Airline	74		**(40 < 25)**		24	50	21	53					4
Better Position / Career Change	New Job Airline (PULL)	74	237	**Better Position / Career Change**	237	79	158	73	164	154	83	30	48	168
					919	259	660	386	533	740	179	298	364	761
	Personal Reasons (PERSONAL)	160	160											
	Ryanair Contract ??	859	859	**FR Contract**	859	286	168					15	53	604
	No Reason	0	133											
			2071											

Appendix 4 – All Figures and Tables

Figures and Tables:

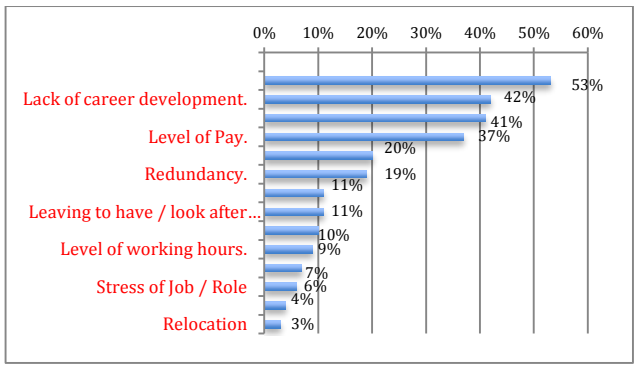
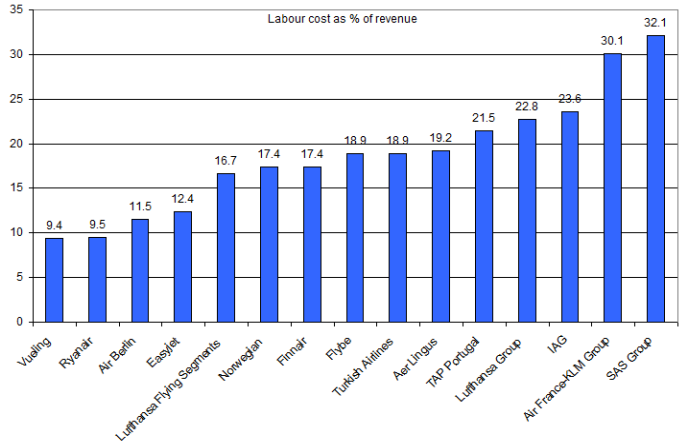


Table 1 – CIPD (2005)

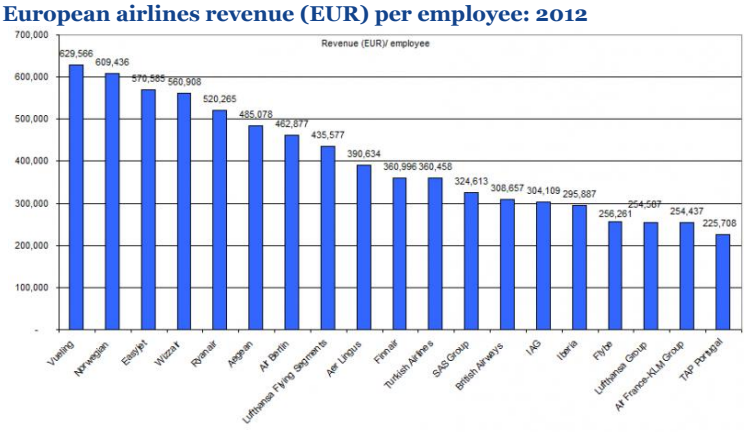
Airlines - Labour costs as % of Revenue



Source: CAPA – Centre for Aviation analysis of airline company financial and traffic statements.

Table A

CAPA - European airlines revenue (EUR) per employee: 2012



(CAPA, 2012). **Table B**

Top Reasons	Percent	Count
Better Position / Career Change	**30%**	237

Family Reasons	21%	213
Did not like job	18%	156
Financial / Pay	13%	141
To Return to Study or Travel	6%	66
Health Reasons	8%	60
Airport ID / Transport Issues	2%	20
No Transfer Granted	2%	20
Going through Disciplinary Issues when resigned.	1%	6
	100%	919

Table 1: Top Reasons

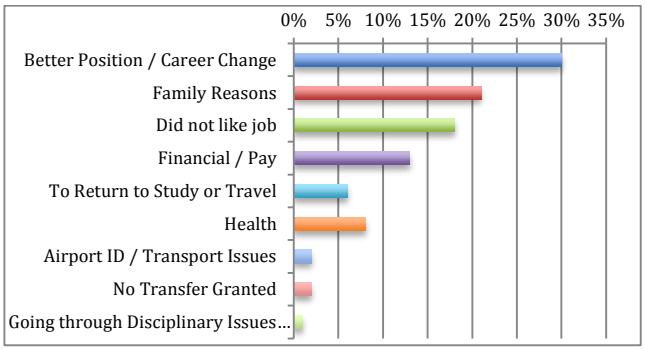


Figure 2: Top Reasons - Percentages

Top Reasons	Percentage	Count
Better Position / Career Change	**30%**	237

New Job	62%	148
New Job with Another Airline	31%	74
Change of Career	5%	10
Pilot Training Position	2%	5

Table 2: Better Position / Career Change

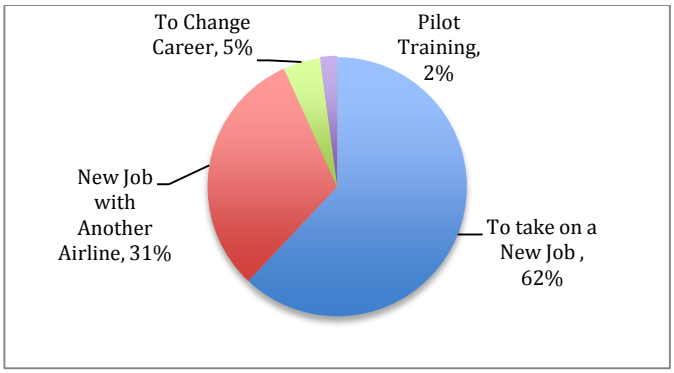


Figure 3: Better Position / Career Change Chart

Top Reasons	Percentage	Count

Family Reasons	**21%**	213

General Family Reasons	51%	101
Returning Home for Family Reasons	42%	91
Moving Home to Partner / Spouse	2%	7
Children	2%	7
Marriage	2%	7

Table 3: Family Reasons

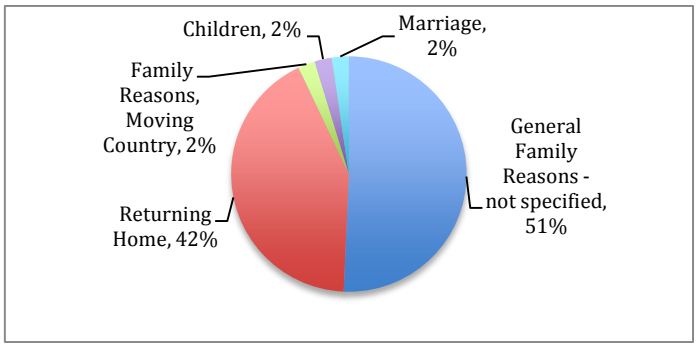


Figure 4: Family Reasons Chart

Top Reasons	Percentage	Count
Did not like job	**18%**	156

Did not like job - non specific	51%	79
Job did not meet expectation	18%	28
Not happy with conditions	10%	15
Roster Issues	9%	14
Does not like flying	5%	8
Did not like Co	5%	8
Did not like Base	2%	3
Did not like line manager	1%	1

Table 4: Did Not Like the Job

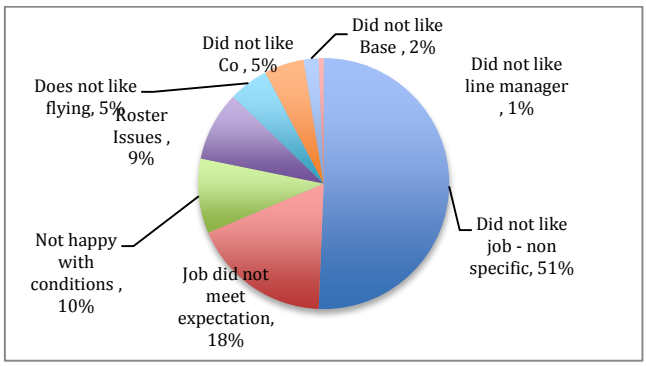


Figure 5: Did Not Like the Job

Top Reasons	Percentage	Count
Health	**8%**	60

Health Personal Issue	55%	33
Health General	15%	9
Stress	8%	5
Saying Work Related	7%	4
Back Problems	5%	3
Injury	3%	2
Depression	3%	2
Pregnancy Related	3%	2

Table 7: Health Reasons

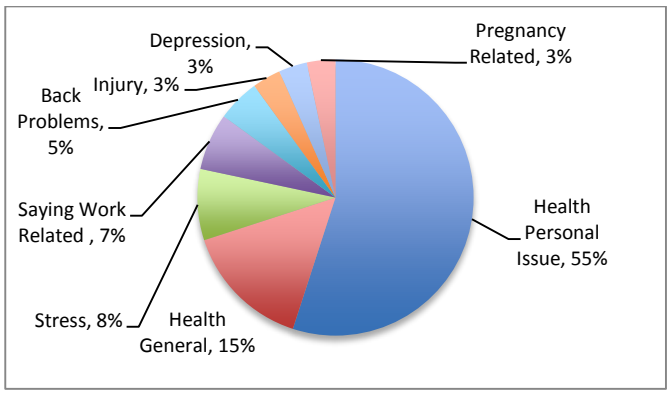


Figure 6: Health Reasons

Top Reasons	Percentage	Count
Returning to Studies / Travel	**8%**	66

Returning to Studies	82%	56
To Travel	18%	10

Table 8: Returning to studies / travel.

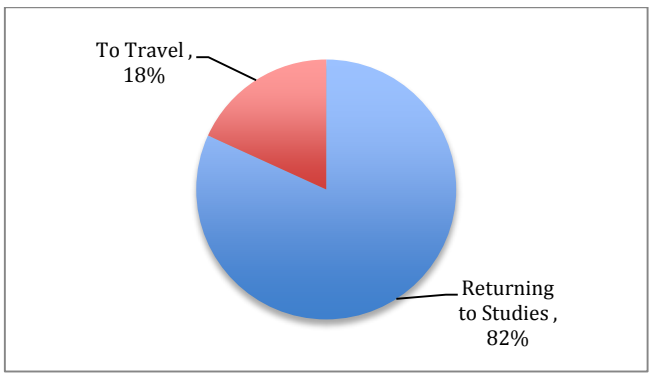


Figure 7: Returning to studies / travel.

Tests of proportions;

Males pro more likely to cite Study/Travel	Parameters	Values
Number of Successes in sample 1	X1	20
Size of sample 1	n1	259
Proportion of successes in sample 1	p1	0.062121212
Number of Successes in sample 2	X2	46
Size of sample 2	n2	660
Proportion of successes in sample 2	p2	0.034749035
Pooled estimate of the population proportion of successes	pBar	0.054406964
Test Statistic	Z Statistic	1.645864435
Critical Value (5% Significance ~ 95% Confidence Interval)	Critical Value	1.96
	Decision	Fail to Reject H0
	P Value (Sig)	0.099791672686154

Females proportionally more likely to cite health reasons.	Parameters	Values
Number of Successes in sample 1	X1	50
Size of sample 1	n1	660
Proportion of successes in sample 1	p1	0.075757576
Number of Successes in sample 2	X2	10
Size of sample 2	n2	259
Proportion of successes in sample 2	p2	0.038610039
Pooled estimate of the population proportion of successes	pBar	0.065288357
Test Statistic	Z Statistic	2.050866656
Critical Value (5% Significance ~ 95% Confidence Interval)	Critical Value	1.96
	Decision	Reject H0
	P Value (Sig)	0.040279934160344

Females - proportionally more likely to cite family reasons	Parameters	Values
Number of Successes in sample 1	X1	69
Size of sample 1	n1	660
Proportion of successes in sample 1	p1	0.104545455
Number of Successes in sample 2	X2	32
Size of sample 2	n2	259
Proportion of successes in sample 2	p2	0.123552124
Pooled estimate of the population proportion of successes	pBar	0.109902067
Test Statistic	Z Statistic	-0.828797206
Critical Value (5% Significance ~ 95% Confidence Interval)	Critical Value	1.96
	Decision	Fail to Reject H0
	P Value (Sig)	0.407219169329074

Recording the Statistic: (Z = -0.83; P = 0.407219169329074)

Females proportionally more likely to cite not liking job than males	Parameters	Values
Number of Successes in sample 1	X1	61
Size of sample 1	n1	660
Proportion of successes in sample 1	p1	0.092424242
Number of Successes in sample 2	X2	18
Size of sample 2	n2	259
Proportion of successes in sample 2	p2	0.069498069
Pooled estimate of the population proportion of successes	pBar	0.085963003
Test Statistic	Z Statistic	1.115470221
Critical Value (5% Significance ~ 95% Confidence Interval)	Critical Value	1.96
	Decision	Fail to Reject H0
	P Value (Sig)	0.264648972628715
Recording the Statistic: (Z = 1.12; P = 0.264648972628715)		

Under 23s are proportionally more likely to cite expectation not met.	Parameters	Values
Number of Successes in sample 1	X1	18
Size of sample 1	n1	386
Proportion of successes in sample 1	p1	0.046632124
Number of Successes in sample 2	X2	10
Size of sample 2	n2	533
Proportion of successes in sample 2	p2	0.018761726
Pooled estimate of the population proportion of successes	pBar	0.0304679
Test Statistic	Z Statistic	2.426276656
Critical Value (5% Significance ~ 95% Confidence Interval)	Critical Value	1.96
	Decision	Reject H0
	P Value (Sig)	0.015254636530196
Recording the Statistic: (Z = 2.43; P = 0.0152546365301955)		

Crew over 23 pro more likely to cite new job with another Airline	Parameters	Values
Number of Successes in sample 1	X1	53
Size of sample 1	n1	533
Proportion of successes in sample 1	p1	0.099437148
Number of Successes in sample 2	X2	21
Size of sample 2	n2	386
Proportion of successes in sample 2	p2	0.054404145
Pooled estimate of the population proportion of successes	pBar	0.080522307
Test Statistic	Z Statistic	2.476291165
Critical Value (5% Significance ~ 95% Confidence Interval)	Critical Value	1.96
	Decision	Reject H0
	P Value (Sig)	0.013275526411590
Recording the Statistic: (Z = 2.48; P = 0.01327552641159)		

Females pro more likely to cite returning home.	Parameters	Values
Number of Successes in sample 1	X1	69
Size of sample 1	n1	660
Proportion of successes in sample 1	p1	0.062121212
Number of Successes in sample 2	X2	22
Size of sample 2	n2	259
Proportion of successes in sample 2	p2	0.034749035
Pooled estimate of the population proportion of successes	pBar	0.054406964
Test Statistic	Z Statistic	1.645864435
Critical Value (5% Significance ~ 95% Confidence Interval)	Critical Value	1.96
	Decision	Fail to Reject H0
	P Value (Sig)	0.099791672686154
Recording the Statistic: (Z = 1.65; P = 0.0997916726861541)		

Crew located in more expensive bases pro more likely to cite financial reasons.	Parameters	Values
Number of Successes in sample 1	X1	130
Size of sample 1	n1	740
Proportion of successes in sample 1	p1	0.175675676
Number of Successes in sample 2	X2	11
Size of sample 2	n2	179
Proportion of successes in sample 2	p2	0.061452514
Pooled estimate of the population proportion of successes	pBar	0.153427639
Test Statistic	Z Statistic	3.805002562
Critical Value (5% Significance ~ 95% Confidence Interval)	Critical Value	1.96
	Decision	Reject H0
	P Value (Sig)	0.000141802722910
Recording the Statistic: (Z = 3.81; P = 0.00014180272290964 5)		

Crew who cited financial reasons wer pro more likely to have a length of tenure < 3	Parameters	Values
Number of Successes in sample 1	X1	53
Size of sample 1	n1	298
Proportion of successes in sample 1	p1	0.062121212
Number of Successes in sample 2	X2	88
Size of sample 2	n2	621
Proportion of successes in sample 2	p2	0.034749035
Pooled estimate of the population proportion of successes	pBar	0.054406964
Test Statistic	Z Statistic	1.645864435
Critical Value (5% Significance ~ 95% Confidence Interval)	Critical Value	1.96
	Decision	Fail to Reject H0
	P Value (Sig)	0.099791672686154
Recording the Statistic: (Z = 1.65; P = 0.0997916726861541)		

Under 23s proportionally more likely to cite travel.	Parameters	Values
Number of Successes in sample 1	X1	4
Size of sample 1	n1	386
Proportion of successes in sample 1	p1	0.062121212
Number of Successes in sample 2	X2	6
Size of sample 2	n2	533
Proportion of successes in sample 2	p2	0.034749035
Pooled estimate of the population proportion of successes	pBar	0.054406964
Test Statistic	Z Statistic	1.645864435
Critical Value (5% Significance ~ 95% Confidence Interval)	Critical Value	1.96
	Decision	Fail to Reject H0
	P Value (Sig)	0.099791672686154
Recording the Statistic: (Z = 1.65; P = 0.0997916726861541)		

Under 23 pro more likely to cite return to study	Parameters	Values
Number of Successes in sample 1	X1	25
Size of sample 1	n1	386
Proportion of successes in sample 1	p1	0.062121212
Number of Successes in sample 2	X2	31
Size of sample 2	n2	533
Proportion of successes in sample 2	p2	0.034749035
Pooled estimate of the population proportion of successes	pBar	0.054406964
Test Statistic	Z Statistic	1.645864435
Critical Value (5% Significance ~ 95% Confidence Interval)	Critical Value	1.96
	Decision	Fail to Reject H0
	P Value (Sig)	0.099791672686154
Recording the Statistic: (Z = 1.65; P = 0.0997916726861541)		

Males proportionally more likely to cite no transfer	Parameters	Values
Number of Successes in sample 1	X1	9
Size of sample 1	n1	259
Proportion of successes in sample 1	p1	0.034749035
Number of Successes in sample 2	X2	11
Size of sample 2	n2	660
Proportion of successes in sample 2	p2	0.016666667
Pooled estimate of the population proportion of successes	pBar	0.021762786
Test Statistic	Z Statistic	1.690207666
Critical Value (5% Significance ~ 95% Confidence Interval)	Critical Value	1.96
	Decision	Fail to Reject H0
	P Value (Sig)	0.090988232201265
Recording the Statistic: (Z = 1.69; P = 0.0909882322012654)		

More expensive bases proportionally more likely to cite exp. not met	Parameters	Values
Number of Successes in sample 1	X1	20
Size of sample 1	n1	740
Proportion of successes in sample 1	p1	0.027027027
Number of Successes in sample 2	X2	8
Size of sample 2	n2	179
Proportion of successes in sample 2	p2	0.044692737
Pooled estimate of the population proportion of successes	pBar	0.0304679
Test Statistic	Z Statistic	-1.233994915
Critical Value (5% Significance ~ 95% Confidence Interval)	Critical Value	1.96
	Decision	Fail to Reject H0
	P Value (Sig)	0.217204799091802
Recording the Statistic: (Z = -1.23; P = 0.217204799091802)		