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DEPARTMENT OF HUMAN CAPITAL MANAGEMENT



**AN ANALYSIS OF THE RELATIONSHIP BETWEEN REMUNERATION
STRATEGIES AND ORGANISATIONAL COMMITMENT: A CASE OF AIR
ZIMBABWE**

BY

(B210936B)

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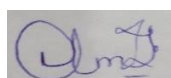
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Submitted by **B210936B**



Signature of Student..... Date...../...../.....



Signature of Supervisor..... Date...../...../.....

Signature of Chairperson..... Date...../...../.....

B210936B

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REGISTRATION NUMBER:

B210936B

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.....

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ZIMBABWE**

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DEDICATION

I dedicate this Dissertation to the Almighty God who has been my guide throughout this research. I would also like to dedicate this research to my parents, my siblings who have been my support to reach this level of Education. To my supervisor, thank you for your guidance, expertise and patience throughout this research process. Your support helped me improve on the quality of my work.

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ABSTRACT

The purpose of this study was to analyse the relationship between remuneration strategies and organisational commitment, with a focus on Air Zimbabwe as the case study. In a challenging economic environment characterised by high employee turnover, reduced morale, and limited resources, the aviation sector in Zimbabwe faces increasing pressure to retain skilled personnel. Remuneration has long been identified as a critical driver of employee commitment, yet its effectiveness is often influenced by the design, fairness, and perceived adequacy of reward systems. This research sought to determine the extent to which various remuneration strategies including basic pay, performance-based incentives, allowances, and non-monetary benefits affect the affective, continuance, and normative dimensions of organisational commitment among employees of Air Zimbabwe. The study was guided by several theoretical perspectives drawn from Chapter Two of the dissertation. Social exchange theory (Blau, 1964) was adopted to explain how reciprocal relationships between employer and employee, based on fair rewards, foster commitment while Herzberg's Two-Factor Theory (1959, updated version 1968) highly noted the importance of both hygiene factors such as salary and motivators such as recognition and career growth. Meyer and Allen's Three-Component Model of Organisational Commitment (1991) was adopted as the main framework for measuring affective, continuance, and normative commitment. A quantitative research approach was employed, using a structured questionnaire distributed to a stratified random sample of 152 employees across different departments. Data were analysed using descriptive statistics, correlation analysis, and multiple regression techniques to identify patterns and test hypotheses regarding the relationship between remuneration variables and commitment levels. The study achieved a Cronbach's alpha coefficient above the recommended threshold of 0.7, confirming the reliability of the measurement scales. The data was analysed using the descriptive statistics and the SPSS version 20 was used to present and analyse the findings. The findings revealed a significant positive relationship between remuneration strategies and organisational commitment. Non-financial rewards such as recognition, training, and career development showed the strongest influence on affective commitment, while job security and basic salary were more strongly linked with continuance commitment. Normative commitment was largely shaped by perceptions of fairness and transparency in reward systems. The study concludes that a balanced remuneration mix that integrates both monetary and non-monetary rewards is essential for enhancing employee loyalty and performance. It recommends that Air Zimbabwe and other state-owned enterprises adopt transparent and equitable pay structures, regularly benchmark their remuneration packages against industry standards, and strengthen non-financial rewards such as recognition, career growth, and employee involvement. Additionally, it is recommended that management invest in communication strategies to build trust and commitment through clarity on pay policies.

Keywords: Remuneration strategies, organisational commitment, employee retention.

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CHAPTER I

INTRODUCTION

1.1 Introduction

This chapter will cover the background of the study, statement of the problem, research questions and research objectives. It will also cover assumptions, significance of the study, delimitations, limitations and definition of key terms of how effective remuneration strategies can enhance employee commitment and reduce brain drain in Zimbabwe.

1.2 Background of the study

Major players in the aviation industry have expressed serious concerns about employee engagement and retention, especially in light of the current global economic climate (Bassi, 2016). The high rate of brain drain, in which highly qualified and educated professionals migrate out of the country in search of better prospects, has become a serious issue (Bersin, 2020). This talent migration, particularly among pilots and engineers, not only reduces organisational productivity but also impedes the country's overall gross domestic product. In order to decrease the possibility of brain drain, it is crucial to look into how good compensation practices can increase employee commitment (Armstrong, 2012).

Human capital is considered a valuable resource for the expansion and development of organisations, and badly planned or executed passenger handling systems can lead to the brain drain that expels human capital from numerous countries across the globe. A country's entire national aircraft ground handling system will suffer if its aviation and airline industry sector declines in providing direct aircraft ground handling services, which are vital (Shinwari et al, 2021).

Despite their strong labour markets, globally industrialized economies like the US, Germany, the UK, and Canada are not immune to brain drain. Due to disparities in work-life balance and compensation packages, the United States loses 5% of its healthcare personnel each year to nations like Canada and Australia, despite drawing a sizable number of international experts (OECD, 2023). Healthcare services are under stress as a result of this outflow, which has increased wait times and burdened existing employees. Strong compensation plans, such as profit-sharing, stock options, and performance-based incentives, have been funded by the US

government and private sector enterprises (Statistics, 2020). High staff retention rates are a result of the attractive perks and compensation packages offered by tech giants like Google and Microsoft.

The problem of brain drain has not spared anyone, Germany loses about 4% of its engineers to Switzerland and other nearby European countries, where wages might be up to 30% higher (Eurostat, 2023). Industrial innovation has slowed as a result of this talent loss, and the use of immigrant labour has expanded. Germany is renowned for having a highly trained workforce, and it has been able to keep talent by providing high wages along with robust social benefits like paid parental leave, retirement programs, and healthcare. Even during recessions, this all-encompassing approach to compensation has decreased the exodus of qualified experts (Kraemer, 2019).

Following Brexit, 7% of UK-based IT workers relocate each year to EU nations that provide higher wages and more stable employment (Techzim, 2023). The UK's attempts at digital transformation have been hampered by this. The UK has put regulations in place to increase employee commitment, particularly in skill-deficient industries, by implementing flexible work schedules and performance-linked bonuses. UK businesses have contributed to staff retention and lower turnover rates by matching compensation packages with living standards (ONS, 2021).

Six percent of Canadian doctors and nurses migrate to the US each year, causing a brain drain in the country's healthcare industry (CMA, 2023). Staffing shortages are made worse by this tendency, especially in remote locations. These numbers show how important competitive compensation packages which include profit-sharing, performance bonuses, and extensive benefits are for keeping talented employees and encouraging loyalty to the company. Canada's strategy for retaining talent blends immigration laws that allow highly qualified individuals to enter the country with competitive pay. In order to lower turnover, many businesses offer long-term incentives like profit-sharing, pension schemes, and generous perks (Canada, 2022).

Bringing closer to home, within the past five years, there has been a rise in the departure of highly skilled workers from Africa to developed nations (Akinyemi et al, 2022). African countries are especially affected by brain drain because of their low economic prospects, unstable political systems, and low wages. About 20% of South African medical professionals leave the country each year to work in nations like the UK and Canada, where they can earn up to five times as much (Trust, 2023). This has resulted in an overworked healthcare system

and a lack of personnel in rural clinics. South Africa has raised healthcare worker wages and encouraged rural work placements in response to a significant brain drain, particularly in the healthcare industry. However, talent mobility is still fuelled by a lack of economic stability and comprehensive benefits (Maseko, 2018).

Brain drain is a major problem for Egypt, especially in the fields of medicine, engineering, and education. According to estimates, 20% of Egypt's medical workforce departs each year for the US, Europe, or the Gulf countries in search of better working conditions, more pay, and prospects for career advancement (CAPMAS, 2023). According to reports, the IT industry loses 15% of its employees each year to foreign firms that provide competitive compensation and remote work options. Despite these obstacles, Egypt is looking for measures to keep talent by offering professional tax breaks, career development initiatives, and higher public sector salaries.

Major employer Ethiopian Airlines loses 15% of its pilots and aviation engineers each year to the Gulf, where wages are much higher (ICAO, 2023). The airline's operational effectiveness is impacted by this talent loss, and hiring expenses rise as a result. Due to better pay and working conditions in Europe, Ethiopia loses 20% of its medical experts each year (World Health Organization, 2023). Public healthcare systems are under stress as a result of this outflow, which has resulted in increased wait times for patients and worse care.

According to Bank (Bank, 2023) Nigeria has one of the greatest rates of brain drain in Africa, with 39% of its medical professionals leaving the country each year for the US, UK, and Canada. This emigration is particularly prevalent among engineering and healthcare workers. Similar to this, (Osigbesan, 2021) hypothesized that the onset of the Covid-19 pandemic further destroyed Nigeria's healthcare system and created an environment where medical staff members were more exhausted and dissatisfied with their work, resulting in health care brain drain. Additionally, compared to the approximately 3,000 doctors who also left between January 2020 and September 2022, approximately 2,000 doctors left Nigeria to work in the UK during the three years of the pandemic, from 2017 to 2019. This has led to higher death rates and subpar healthcare services. By raising wages and providing incentives for vital industries, the government has tried to stop brain drain, but these initiatives are frequently thwarted by the economic crisis and security concerns (Akinola, 2020).

Lack of human resources is one of the many problems that have caused Zimbabwe to struggle with its health delivery systems. The primary drivers of migration are the "push" and "pull"

elements of brain drain. The healthcare systems of emerging nations have suffered as a result of brain drain, regardless of the driving and pulling factors. Zimbabwe has a failing health delivery system as a result of an unusual migration of its highly skilled health personnel force over the past ten years (Board, 2021). There has been a significant brain drain in the healthcare industry, with many specialists leaving for nations including South Africa, Australia, Canada, and the United Kingdom. Since 2000, well over 70% of qualified physicians and nurses have left the country (Association, 2023). The quality of healthcare services is deteriorating, patient wait times are increasing, and a greater reliance on less experienced staff is being caused by poor working conditions, uncompetitive salaries, and a lack of resources, particularly in rural areas.

In the education sector, educators have departed for higher-paying positions overseas, particularly in South Africa and the United Kingdom. Within the past ten years, around 20,000 educators have departed Zimbabwe (UNESCO, 2023). Low pay, little opportunity for career advancement, and inadequate facilities in schools and colleges are the causes, which result in lower student-teacher ratios, a drop in the standard of instruction, and a loss of knowledge in specialized fields like Science, Technology, Engineering, and Mathematics (STEM).

The ICT sector has also been negatively impacted, as network engineers, data scientists, and software developers have fled Zimbabwe in search of higher-paying jobs in North America and Europe. Every year, an estimated 30% of ICT workers relocate (Techzim, 2023). This has resulted in a lack of job possibilities, low pay, improved infrastructure and support for ICT elsewhere, postponed digital transformation in important industries, greater reliance on foreign ICT knowledge, and the loss of potential breakthroughs that may spur economic growth.

There has been a flight of pilots, engineers, and technical personnel from the aviation industry, including Air Zimbabwe. According to (IATA, 2023), for the past 20 years, more than half of Air Zimbabwe's engineers and pilots have left the country for foreign carriers like Emirates and Qatar Airways. Lack of operational resources, uncompetitive pay, and better possibilities elsewhere led to frequent aircraft cancellations and route reductions, higher maintenance outsourcing costs, operational inefficiencies, and a decline in worldwide competitiveness. The expansion and stability of the airline's operations have been hampered by this.

According to a 2016 assessment, Air Zimbabwe faced a skills vacuum in the cockpit after more than 30 seasoned pilots left in just five years. Between 2010 and 2020, more than half of Air Zimbabwe's pilots departed the airline, mostly to work for airlines in the Middle East, South

Africa, and Europe (IATA, 2023). International airlines and aircraft maintenance companies have taken about 60% of Air Zimbabwe's engineering staff by 2020 (Zimbabwe, 2021). Between 2013 and 2017, there was a notable flight of engineers to nations like the United Arab Emirates and South Africa that offered better career prospects and higher salaries. The first wave of skilled employee resignations occurred between 2000 and 2010 as a result of economic difficulties, hyperinflation, and decreased operational capability. From 2010 to 2020, The ongoing economic downturn and competition from higher-paying regional and international airlines made it difficult for the airline to retain staff, which resulted in flight disruptions; the loss of experienced pilots led to frequent flight cancellations and a reduction in route coverage; the cost of outsourcing maintenance because of a lack of in-house expertise increased operational expenses; the quality of services declined; and the loss of skilled staff made it harder for the airline to compete regionally. As of 2020–present, despite efforts to revitalize the airline, such as fleet upgrades and restructuring, brain drain is still a major problem because of the lack of resources to provide competitive compensation.

More importantly, the results of this study may offer insightful information to Zimbabwean firms who are struggling with a high employee turnover rate and the loss of qualified workers. According to (Stone, 2018) organisations may foster a dedicated staff, lessen brain drain, and contribute to the long-term viability of the Zimbabwean economy by concentrating on effective compensation techniques. Apart from tackling important organisational concerns, this study also seeks to offer useful suggestions for regional policymakers and corporate executives (Aktar, 2012).

1.3 Statement of the problem

A major factor in brain drain, especially for Air Zimbabwe, has been Zimbabwe's persistent hyperinflation and erratic economic policies. The airline is having trouble retaining its workforce as a result of the migration of many talented workers, such as engineers and pilots, to nations with more stable economies and greater employment prospects (Shapiro, 2020). Due to its inability to pay competitive salaries in comparison to regional airlines such as Ethiopian Airlines and Qatar Airways, Air Zimbabwe has experienced a significant decline in talent. According to reports, the airline had only 232 workers by 2018, down from a peak of 799 in 2013, as many of its more seasoned pilots left for jobs elsewhere. The airline's competitiveness in the regional market has been weakened as a result of operational inefficiencies brought on by this loss of competent staff, including flight delays, higher outsourcing costs because of a lack of in-house expertise, and a reduction in service quality. (IATA, 2023).

According to reports, the airline's workforce peaked in 2013 with about 799 workers, or three aircraft in service. More than thirty seasoned pilots were said to have departed for airlines in the Middle East, South Africa, and Europe in 2016 (IATA, 2021). This decreased to 232 by 2019, creating a skills shortage in the cockpit. International airlines and aircraft maintenance companies have taken about 60% of Air Zimbabwe's engineering staff by 2020 (CAAZ, 2021).

These trends make it difficult for the airline to retain staff because of the ongoing economic downturn, competition from higher-paying regional and international airlines, which disrupt flights, the loss of experienced pilots, which results in frequent flight cancellations and a reduction in route coverage, higher maintenance costs due to a lack of in-house expertise, a decline in service quality, and a decrease in skilled staff, which makes the airline less competitive regionally (Guenole, 2020). Thus, if these issues are not resolved, the airline will suffer from a damaged reputation, unfavourable working conditions, financial limitations, heightened safety concerns like the possibility of accidents, a decline in market share and competitiveness, a decline in customer satisfaction and loyalty, and possibly bankruptcy due to the expense of outsourcing maintenance or expertise (Guenole, 2020).

1.4 Purpose of the study

Using Air Zimbabwe as a case study, the proposed study aims to examine the relationship between compensation strategies and organisational commitment. It will evaluate the ways in which different aspects of compensation affect employees' commitment to the company and offer suggestions on how Air Zimbabwe can improve its compensation strategies to increase organisational loyalty and lower turnover (Guenole, 2020).

1.5 Objectives of the Study

The research aims to achieve the following objectives:

1. To evaluate the correlation between remuneration strategies and employees' organisational commitment at Air Zimbabwe.
2. To assess the relationship between Air Zimbabwe's remuneration practices and employee retention.
3. To identify the key components of remuneration strategies that contribute to organisational commitment at Air Zimbabwe.

4. To examine the challenges associated with remuneration strategies and their influence on organisational commitment at Air Zimbabwe.

1.6 Research Questions

The research aims to answer the following research questions:

1. How do remuneration strategies correlate to employees' organisational commitment at Air Zimbabwe?
2. How do these remuneration strategies affect organisational commitment at Air Zimbabwe?
3. What components of the remuneration package most influence employee retention at Air Zimbabwe?
4. What challenges do Air Zimbabwe's current remuneration strategies face in fostering organisational commitment?

1.7 Research hypothesis

1. H_0 : There is no significant relationship between remuneration strategies and organisational commitment.
2. H_1 : There is a significant relationship between remuneration strategies and organisational commitment.

1.8 Significance of the study

Significance to students

The study gives students knowledge about HRM methods, especially in relation to compensation and how it affects employee behaviour (Bersin, 2020). More so, career preparation helps students get ready for future HR management positions by teaching them the value of good compensation practices. The results might also encourage students to investigate relevant subjects in their own research projects (Adewale, 2013).

Significance to Air Zimbabwe

In order to enhance organisational commitment, the research recommendations will be the basis for enhancing the organisation's compensation strategy (Kumar, 2021). Especially in the highly competitive aviation sector, Air Zimbabwe can create incentive programs that are both competitive and effective in order to lower employee turnover and improve retention (Stone, 2018). Understanding how compensation promotes commitment can also assist the company

in creating plans that inspire workers to give their best efforts, which will ultimately enhance operational effectiveness and service delivery.

Significance to the Employees

Educating workers about their rights will help them understand the value of equitable compensation, which will enable them to push for improved pay and working conditions. Additionally, workers may seek out companies that prioritize these tactics if they recognize the connection between dedication and effective compensation, which will increase their job satisfaction (Fitz-enz, 2020). This information also helps individuals make better career selections, especially when they are thinking about companies that value and invest in their people (Davenport, 2020).

Significance to researcher

The methods used in this study can provide the researcher with methodological insights that could improve their own research designs (Kumar, 2021). Furthermore, by providing fresh insights into workforce dynamics in poor nations like Zimbabwe, the findings can close gaps in the body of existing literature. Furthermore, the study offers a framework for further research and can be used as a starting point for comparing studies on brain drain, compensation tactics, and employee commitment in diverse settings (Davenport, 2020).

1.9 Assumptions of the Study

The following assumptions were applied to improve the accuracy of the research findings:

- a) The respondents will provide honest and accurate responses to the survey or interview questions, ensuring the reliability of the data collected.
- b) There are no unforeseen external factors, such as economic changes or organisational crises that significantly impact the relationship between remuneration strategies and organisational commitment during the study period.
- c) The organisational policies on remuneration strategies remain consistent throughout the study period, ensuring stability in the context being studied.

1.10 Delimitations of the study

The study is delimited to investigating analysis of the relationship between remuneration in enhancing organisational commitment and reduce brain drain on Zimbabwe's Air Zimbabwe.

Additionally, the study's geographic focus is limited to Air Zimbabwe and does not include any additional airline service providers in Zimbabwe. This study will be delimited to Air Zimbabwe Harare Branch. A case study of Air Zimbabwe was from 2020 to 2025 (time delimitation) ensuring a robust analysis while allowing for in-depth responses to the surveys and interviews.

The study will draw data from Air Zimbabwe on the Human Resources department and employees feedback mechanism to gain insight into remuneration practices and employee perceptions.

1.11 Limitations of the study

The study's time frame for gathering data from participants was constrained, and participants may have misunderstood the study's objectives, which could have prevented them from providing candid responses by withholding important information. In order to address the issue, the researcher placed a strong emphasis on respondents' anonymity and privacy by asking them to withhold all information.

Additionally, the airport is undergoing renovations, making it challenging to interview everyone because offices have been dispersed to make room for the changes, and access to those offices requires an ACZ pass. As a result, questionnaires will be distributed by the HR department, and in an effort to increase response rates, respondents will receive phone calls and texts reminding them to complete the survey.

1.12 Definition of key terms

Brain Drain: According to (Davenport, 2020), “the emigration of highly skilled and individuals from one country to another, often in search of better career opportunities, living condition, or remuneration.”

Effective remuneration strategies: “Approaches and practice implemented by organisation to structure compensation in a way that attract, retains and motivates employee needs” (Guenole, 2020).

Organisational commitment: “The psychological attachment and loyalty of an employee to their organisation, reflecting their willingness to remain with organisation and contribute to its success” (Bersin, 2020).

Remuneration: “The total compensation provided to employee in exchange for their work, which includes salary, wages, bonus, benefits and no monetary rewards” (Fitz-enz, 2020).

1.13 Organisation of the study

The whole study is grouped into five chapters. Chapter II focuses on the literature review encompassing conceptual and theoretical views on brain drain and empirical evidence. Chapter III deliberates on the research methodology. It focuses on research design, sampling procedures, data collection methods, and analysis procedures. Chapter IV is composed of data presentation analysis and discussion. Finally, Chapter V summarises the research findings, conclusion, and recommendations of the study.

1.14 Chapter Summary

This chapter focuses on background of the study, statement of the problem, research questions, research objectives, and significance of the study, assumptions, delimitations and limitations of the study, definition of key terms and organisation of the study. The next chapter will look at the literature review related to the study.

CHAPTER II

LITERATURE REVIEW

2.1 Literature Review

Pay has a big impact on employee retention and organisational engagement. Remuneration tactics are essential for luring and keeping talent, encouraging loyalty, and preventing brain drain in sectors like aviation, where there is fierce rivalry for talented workers (IATA, 2021). The theoretical and empirical foundations of compensation methods and their effect on organisational commitment are examined in this chapter. It starts with an examination of the trends and difficulties facing the aviation sector, connecting them to the goals and theoretical framework of the study. Key theories that offer a basis for comprehending the dynamics of compensation and incentive are also examined in this chapter, including Herzberg's Two-Factor Theory and Social Exchange Theory. Additionally, the chapter assesses viewpoints on compensation systems from Zimbabwe, Africa, and throughout the world, emphasizing how they improve commitment and lessen brain drain in the aviation industry. Using Air Zimbabwe as a case study, special emphasis is paid to the difficulties it faces and possible solutions. (IATA, 2021)

2.2 Conceptual Framework

The conceptual framework is an integrative system that comprises the defining factors, cause-and-effect interactions, and important process parameters. It is a method of arranging and displaying concepts and data in a comprehensible manner. The problem description, the main ideas or variables, the connections between ideas, and the framework's consequences for the study are all included. A visual model or diagram, like a flow chart or concept map, is frequently used to present the framework. (Ravitch, 2016).

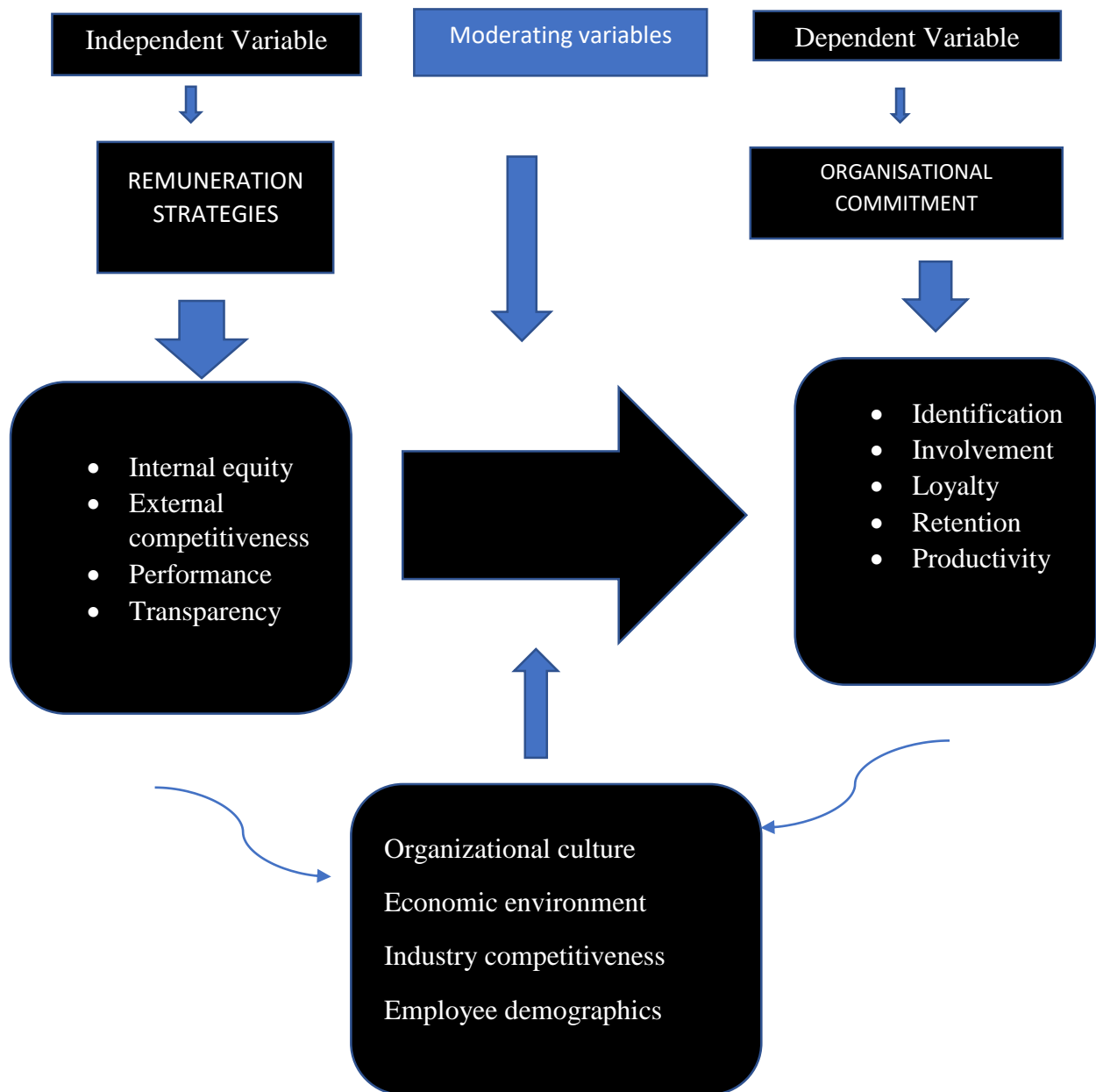


Figure 2.1: *Conceptual framework*

Compensation techniques are the independent variable, while organisational commitment is the dependent variable, as shown in Figure 2.1 of the conceptual framework. The purpose of compensation methods in an organisation is to decrease brain drain and increase organisational commitment's efficacy and efficiency. Additionally, the direction and intensity of the relationship between organisational commitment and compensation strategies may be influenced by moderating factors like the economic environment (Nankervis, 2021).

2.3 Remuneration

Remuneration refers to the total compensation an employee receives in exchange for their work. It includes both direct financial payments such as wages, salaries, bonuses, and commissions, as well as indirect benefits like health insurance, retirement contributions, and other perks. The concept of remuneration is integral to motivating employees, ensuring fairness, and rewarding performance (Armstrong, 2012).

2.3.1 Types of Remuneration

Direct Financial Remuneration

All monetary compensation or wages paid to workers for their labour fall under this category. It is usually given on a regular basis and can be broken down into following categories: commissions, which are payments made to employees, usually in sales roles, based on the value of sales they generate; bonuses, which are extra payments given as a reward for meeting specific targets or achieving exceptional performance; and overtime pay, which is compensation for work done after regular business hours and is frequently paid at a higher rate (Malik, 2019).

Indirect Financial Remuneration

This includes payments that have monetary value for employees but are not made in cash. These include retirement benefits from company contributions to pension plans or retirement funds, health benefits like payments for health insurance or medical plans, and allowances such as payments for housing, transportation, or meals (Adewale, 2013). Companies are positioned as employers of choice when they offer comprehensive compensation packages. For instance, Qatar Airways has successfully attracted worldwide talent by giving attractive salary and benefits, including relocation allowances and career development opportunities (Ahmed, 2021).

Non-Financial Remuneration

These are benefits that offer workers value but do not come in the form of cash. They support career development by providing opportunities for learning, training, and career advancement; they support job satisfaction and employee well-being by establishing flexible work schedules that accommodate employees' needs; they promote a positive and encouraging work culture and atmosphere; and, finally, they provide rewards and recognition in the form of promotions, awards, and praise (Kamau, 2020).

Performance-Based Remuneration

Incentives are temporary rewards given for reaching particular goals or milestones, which are frequently seen in sales roles. This type of compensation links an employee's pay to their job performance and achievement of set targets. It also includes profit sharing, where employees receive a portion of the company's profits based on individual or team performance (Shapiro, 2020). According to a study of Indian manufacturing companies, workers who receive performance-linked compensation are more productive and committed to the company than those who receive flat salaries. This suggests that performance-based incentives encourage employees to go above and beyond expectations (Gupta, 2014).

2.3.2 Remuneration Best Practices

Implementing effective remuneration strategies is critical for attracting, retaining, and motivating employees (Sharma, 2018).

2.3.2.1 Ensure Pay Equity

Pay equality guarantees that workers receive equitable compensation both internally within the company and outside in relation to the market, depending on their jobs, responsibilities, talents, and experience. Pay differences between employees performing identical work or gender pay gaps can be avoided by regularly auditing salaries and adjusting compensation to industry standards. For instance, to eliminate pay disparities and guarantee compensation fairness, organisations such as Salesforce have instituted pay equality audits (Smith, 2020)

2.3.2.2 Align Remuneration with Organisational Goals

Strategies for compensation should be in line with the strategic goals and values of the company. Employees are more motivated to strive toward the company's objectives when pay is tied to organisational performance. Performance-based compensation, including bonuses or profit-sharing based on business performance, may fall under this category. For instance, because their pay is based on the company's financial performance, profit-sharing schemes at companies like Starbucks encourage staff members to contribute to the success of the business (Sharma, 2019).

2.3.2.3 Offer Competitive Compensation Packages

Offering a competitive compensation that is appealing to the sector or area is essential for luring and keeping talent. Particularly in sectors with high employee turnover or skill shortages, it is critical to regularly examine compensation packages to make sure they stay competitive in the market. In order to recruit top people, corporations in the tech sector, such as Google and Facebook, provide substantial pay and perks, such as health insurance and stock options (Goh, 2021).

2.3.2.4 Consider Non-Monetary Benefits

Organisations should provide non-monetary benefits in addition to salaries in order to increase the total value of the compensation package. Flexible work schedules, remote work choices, chances for professional growth, wellness initiatives, and staff appreciation initiatives are a few examples. Companies like Microsoft, for instance, have extensive wellness initiatives that enhance employee retention and happiness by offering exercise incentives and mental health support (Carter, 2018).

2.3.2.5 Foster Transparency in Pay Structures

Building trust and avoiding perceptions of unfairness are two benefits of having open and honest communication about compensation rules and the process used to determine pay. Employees are guaranteed to comprehend the relationship between their pay and their performance and professional growth if the criteria for salary increases, incentives, and promotions are transparent. Companies such as Buffer, for instance, have made their pay structures and formulae publicly available in order to foster pay transparency and foster employee trust (Brown, 2021)

2.3.2.6 Implement Regular Reviews and Adjustments

Companies should regularly assess their compensation packages to account for changes in job duties, market conditions, and inflation. Frequent modifications guarantee that pay stays competitive and takes into account an employee's changing contributions and responsibilities. For instance, some businesses have provided cost-of-living adjustments (COLA) in response to inflation and cost-of-living rises to guarantee that workers' purchasing power stays constant (Davis, 2020).

2.3.3 Organisational Commitment

An employee's psychological attachment to their employer is known as organisational commitment, and it affects both their degree of engagement with organisational goals and their decision to stay with the company. Affective commitment (emotional attachment to the organisation), continuation commitment (perceived costs of leaving), and normative commitment (feeling of need to stay) are its three main components. Increased job satisfaction, increased productivity, and lower turnover rates are generally associated with high organisational commitment (Meyer, 2020).

Affective Commitment

The term "affective commitment" describes an employee's emotional connection, sense of belonging, and engagement with their company. High affective commitment workers stick with their company because they want to and because they share its values, culture, and objectives. High levels of job satisfaction and organisational loyalty are frequently linked to this type of commitment (Armstrong, 2020).

Continuance Commitment

The perceived expenses of quitting the company serve as the foundation for continuity commitment. High continuation commitment employees stay with the company because they believe they stand to lose too much if they quit, such as benefits, financial security, or a lack of other employment options. External considerations, including personal circumstances or the state of the employment market, frequently motivate this type of dedication (Al-Jabari, 2019).

Normative Commitment

Normative commitment describes the sense of duty to remain with a company. Workers that exhibit high normative commitment stick with the company because they feel obligated to do so for moral or ethical reasons. Organisational principles, cultural norms, or social conventions all have an impact on this type of commitment (Parfyonova, 2020)

2.3.4 Results of Organisational Commitment

Organisational commitment can significantly affect the organisation's overall performance as well as its personnel. Low organisational commitment can have detrimental effects, whereas high organisational commitment typically produces favourable results (Meyer, 2020).

2.3.4.1 Reduced Turnover and Retention of Talent

Those who are very dedicated to their company are less likely to quit. Since workers have a high emotional stake in the company's success, affective commitment in particular is closely linked to reduced turnover rates. This lowers the expenses related to hiring and training new staff members while also assisting companies in keeping talented workers. Individuals who strongly identify with the company's principles and have a deep emotional bond with it are more likely to stick around for the long run. This is seen in firms like Google that have high employee retention rates (Goh, 2021).

2.3.4.2 Increased Job Satisfaction and Motivation

A strong relationship exists between increased work satisfaction and organisational commitment. Committed workers are typically more driven to deliver quality work because they believe their work has purpose and is in line with their personal values. As a result, job performance is more enthusiastic, engaged, and effort-intensive. For instance, because they closely identify with the company's culture and mission, workers at organisations with strong organisational cultures, such as Zappos, typically exhibit higher levels of job satisfaction (Smith, 2019).

2.3.4.3. Enhanced Organisational Performance

Employee commitment increases the likelihood that they will favourably impact company objectives. They are motivated to work hard and go above and beyond the call of duty by their affective commitment, emotional attachment, and feeling of responsibility. Increased output, creativity, and general organisational performance may result from this (Johnson, 2020).

2.3.4.4. Greater Employee Engagement

Stronger employee engagement is a direct result of high organisational commitment. Employees that are dedicated to their work are more likely to put in the necessary time and effort, offer suggestions, and encourage their peers. This promotes a cooperative atmosphere and a happy workplace. Employees at companies with a reputation for high organisational commitment are more willing to go above and beyond to make sure the company succeeds, which promotes a feeling of belonging and teamwork (Sharma, 2018).

2.3.4.5. Better Job Performance

Research indicates a significant correlation between enhanced work performance and organisational commitment. Because they tend to accept responsibility for their jobs, dedicated workers produce better work, solve problems more effectively, and pay closer attention to details. In the healthcare industry, for instance, nurses that exhibit a high organisational commitment typically perform better in patient care, exhibiting greater levels of service delivery and passion to their profession (Cheng, 2017).

2.3.4.6. Improved Organisational Citizenship Behaviours (OCBs)

Organisational citizenship behaviours, which are extracurricular activities that support the organisation's overall operations, are more likely to be carried out by staff members who have a high level of organisational commitment. These actions include offering assistance to co-workers, offering to take on extra responsibilities, and publicly promoting the company. Workers at organisations with high organisational commitment frequently take part in selfless activities that boost morale and productivity at work, such mentoring new hires or lending a hand with special projects (Davis, 2019).

2.4 Theoretical Framework

It is crucial to take into account important theories that connect pay to employee motivation, work satisfaction, and commitment in order to comprehend how compensation schemes affect organisational commitment and brain drain. Numerous models and hypotheses are pertinent to the subject under investigation. A theory is a logical representation, explanation, and illustration of occurrences that have been observed (Freeman, 2023). This chapter's theoretical overview provides a comprehensive explanation of the concepts and theories that underpin this research as well as an introduction and description of theories that contribute to the explanation of the research challenge. The study investigates a number of hypotheses, including the Social Exchange Theory, Herzberg's Two Factor Theory, and the Three Component Model.

2.4.1 Meyer and Allen's Three-Component Model of Organisational Commitment

Meyer and Allen (1991) established the Three-Component Model of Organisational Commitment, which offers a thorough explanation of the various psychological states that characterize employees' connection to an organisation. This model is especially helpful for examining the ways in which compensation policies might affect employee behaviour and commitment. Affective commitment, continuity commitment, and normative commitment are

the three parts of organisational commitment, which Meyer and Allen define as a multifaceted construct. These elements aid in the explanation of why workers decide to remain with or go from a company, as well as the potential influence of compensation schemes on these choices (Meyer, 2020).

The term "affective commitment" describes an employee's involvement, identification, and emotional tie to the company. High affective commitment workers stay with the company because they choose to. Employee alignment with the organisation's values, mission, and objectives is what motivates this kind of dedication. High levels of performance, loyalty, and engagement are more likely to be displayed by workers who feel emotionally invested in their work (Jaros, 2010). Affective commitment can be promoted by compensation systems that provide intrinsic benefits including recognition, chances for career progression, demanding work, and a way for an organisation to show its appreciation for its employees' achievements. Employees are more emotionally connected to the company and are more inclined to stay and actively participate when they feel valued and appreciated through just compensation and recognition (Armstrong, 2020).

The term "continuance commitment" describes an employee's understanding of the expenses involved in quitting the company. High continuation commitment workers stay because they have to, frequently because they fear that quitting would have detrimental effects on their seniority, job security, or perks. External causes including financial needs, a lack of other work options, or an employee's involvement in the company are frequently the driving forces for this kind of commitment (Buchanan, 2019). Offering competitive compensation packages that include incentives, retirement benefits, and salaries can boost employee loyalty by making it more expensive for them to quit. For instance, even if they are not emotionally invested in Air Zimbabwe, workers are more likely to stay if they believe that leaving would mean losing out on significant advantages like health insurance or pension plans (Robinson, 2018).

An employee's sense of duty to stick with the company is known as normative commitment. High normative commitment employees stick with the company because they feel obligated to, frequently because of moral or ethical reasons, or because they are loyal to it. Social conventions, cultural expectations, or an employee's prior interactions with the company may all contribute to this kind of dedication (Parfyonova, 2020). Normative commitment can be promoted through compensation strategies that offer long-term benefits like job security, company-sponsored growth initiatives, or financial support during difficult times. Workers

may feel obligated or loyal to stay with the company if they believe it has made an investment in their professional growth or well-being. Furthermore, providing compensation in line with cultural or societal standards can strengthen this sense of duty (Meyer, 2020).

Meyer and Allen's model can be used to examine how various aspects of pay and rewards affect employee attachment to the company in the context of the interaction between remuneration schemes and organisational commitment. The study can offer important insights into how companies like Air Zimbabwe can maximize their remuneration strategies to improve employee loyalty, lower turnover, and promote long-term organisational success by evaluating the effects of salary, bonuses, career development opportunities, benefits, and recognition programs on each component of commitment. (Ngobeni, 2023)

2.4.2 Herzberg's Two-Factor Theory

One of the most well-known ideas in motivation and job satisfaction is Frederick Herzberg's Two-Factor Theory, which he created and published in 1959. According to the theory, there are two different categories of workplace elements that influence employee motivation and satisfaction: motivators and hygiene factors. Hygiene factors are aspects of the workplace that can lead to discontent if they are not sufficiently addressed. However, motivation and a high level of job satisfaction are not always the result of their mere presence. Although they are thought to be crucial for averting discontent, they by themselves don't boost motivation or positive attitudes at work (Grobler, 2011). These factors include pay and benefits, the expectation that workers will be fairly compensated for their labour, safe and comfortable working conditions, including resources and equipment, job security, the certainty that their employment will remain stable, fair and transparent company policies that regulate work procedures, and, finally, interpersonal relationships that foster good relationships with co-workers and superiors. Employees may experience discontent, lack of motivation, or demoralization if these hygienic considerations are insufficient or ignored. However, motivation and good job satisfaction are not assured by simply offering these variables (Herzberg, 2015).

Motivators are factors that have a direct impact on motivation and job satisfaction. These factors have to do with the actual nature of the work as well as the opportunity for advancement and success on a personal level. Higher levels of commitment, job satisfaction, and motivation are the results of motivators (Ali, 2016). These elements include accomplishments through the

completion of difficult tasks or objectives that the worker finds meaningful, acknowledgment for their contributions and accomplishments, work that is interesting and engaging and gives them a sense of purpose, opportunities for advancement and promotion in one's career, and opportunities for personal growth, such as gaining new skills or expanding one's knowledge. The presence of motivators leads to increased job satisfaction and motivation, which in turn can result in greater organisational commitment (Marinucci, 2020).

Herzberg's theory highlights that employee engagement and commitment are driven by motivators, even though hygiene considerations are crucial for preventing unhappiness (Gould-Williams, 2005). Effective remuneration strategies for companies like Air Zimbabwe should focus on integrating motivators like career development opportunities, recognition, and responsibilities that can foster greater organisational commitment in addition to addressing hygiene factors, such as an adequate salary and benefits. A more dedicated and effective workforce is anticipated if Air Zimbabwe can offer both hygienic aspects to avoid unhappiness and motivators to promote engagement and motivation (Filho, 2016).

2.4.3 Social Exchange Theory

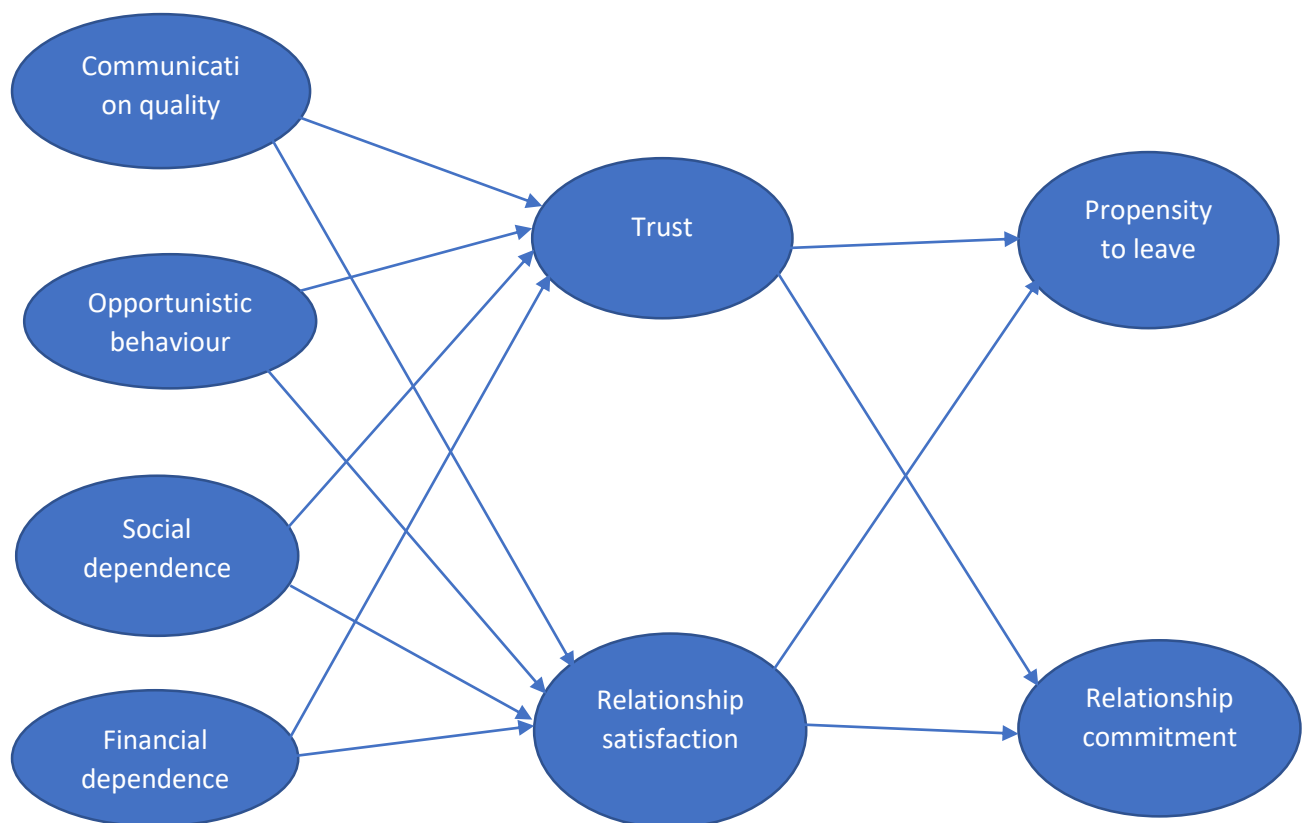


Figure 2.2: Social Exchange Theory

The diagram above shows that communication quality on the part of the organisation, social dependence and this encompasses the need to have a sense of belonging and also a supportive environment for both the employer and the employee and lastly there is the financial dependence where employees depend on the company for money in exchange of their effort (Shore, 2006). These four will lead to trust, relationship satisfaction, relationship commitment and propensity to leave that is the turnover intentions. In reference to the social trade theory (Blau, 1964; Gouldner, 1960), mutual edges are a result of constructive shared and financial interactions for each the leader and also the staff (Gould-Williams, 2005).

Social Exchange Theory is a psychological and sociological framework that describes how relationships in the workplace and beyond are built on reciprocal exchanges. It was created by sociologist George Homans in 1958 and then extended by Peter Blau in 1964. This theory states that people weigh the costs and advantages of social contacts in order to maximize the former while minimizing the latter (Erdigan, 2015). The theory emphasizes the notion that people evaluate the possible benefits and drawbacks of their relationships and base their choices on what they believe to be justice and reciprocity. Social exchange theory's fundamental ideas include reciprocity, which is the reciprocity principle is the foundation of social exchange theory. It implies that people look for reciprocal advantages in their partnerships. In the context of the workplace, this means that workers anticipate receiving benefits like pay, recognition, or chances for growth in return for their labour, time, and abilities. Employers anticipate that workers will return the favour by working hard, being devoted, and being loyal (Cropanzano, 2017).

In contrast to costs, rewards are the advantages that a person gets from a connection. Salary, incentives, professional advancement, acknowledgment, job satisfaction, and a favourable work atmosphere are a few examples of workplace rewards. Costs are the sacrifices or efforts that each partner in the relationship makes. Working long hours, managing stress, or the psychological toll of challenging tasks are examples of expenses in an organisational setting. Employees evaluate if the benefits they obtain outweigh the expenses they spend (Henderson, 2010).

Social exchange theory places a strong emphasis on the value of equity and justice in interpersonal relationships. Employee unhappiness and a decline in organisational engagement may result if they believe they are getting less incentives than they deserve for the work they

do. When workers believe they are receiving unfair treatment, it might lead to emotions of unfairness since they want rewards to be given equitably in response to their contributions (Cropanzano, 2017).

The comparison level is the benchmark by which people judge how equitable a connection is. It is predicated on a person's prior experiences and expectations for upcoming interactions. The person is likely to feel content and dedicated if the rewards in the current circumstance meet or above their expectations (Mahmood, 2023).

A person's evaluation of potential relationships or prospects outside of their existing relationship is referred to as their comparison level for alternatives. This implies that at the workplace, workers will contrast the benefits and prospects offered by their current company with those offered by other businesses, sectors, or nations. Employee loyalty to their current company may decline if the alternatives are more fulfilling or provide greater perks (Mahmood, 2023).

Regarding organisational commitment, Social Exchange Theory posits that workers are more likely to be loyal to a company when they believe that their inputs such as time, effort, and skills are fairly exchanged for compensation, recognition, and job security. Employees are more inclined to return the favour with high levels of dedication and loyalty when they believe their contributions are appreciated and that they are being treated properly. Employees may be more likely to stick with Air Zimbabwe and contribute to its success if it provides them with chances for career advancement, competitive pay, and acknowledgment for their achievements. The secret is to strike a balance between the benefits that employees receive and the contributions they provide (Shore, 2011).

2.5 Empirical Literature Review

The relationship between remuneration strategies and organisational commitment has been the subject of an increasing amount of research in recent years. Of particular interest is the ways in which different compensation structures affect employee loyalty and retention. The results of several investigations carried out by academics and professionals are summarized in this empirical review, which highlights important contributions to our understanding of this relationship (Kwon, 2010).

One of the most important factors affecting organisational commitment has long been acknowledged to be monetary compensation, which includes salary, bonuses, and performance-based incentives. Numerous studies contend that greater degrees of affective commitment a measure of an emotional bond with the company are strongly connected with competitive pay and alluring financial benefits Meyer et al. (2002). Financial incentives are essential for sustaining high levels of organisational commitment in sectors like technology, where skill shortages are prevalent, a since workers are driven by obvious, observable benefits (Goh, 2021). Performance-based bonuses and competitive pay plans, can increase employee loyalty and motivation while lowering turnover rates (Nankervis, 2021).

Later research has frequently referenced Meyer and Allen's (1991) seminal work on organisational commitment. According to their approach, commitment can be divided into three categories that is normative, continuance, and affective. Affective commitment, which is connected to emotional attachment to the company, is positively impacted by compensation strategies, particularly those that incorporate performance-based incentives (Meyer, 2020). According to more recent research, companies that implement successful compensation schemes increase affective commitment, lower attrition, and boost employee satisfaction (Goh, 2021).

However, financial pay as a powerful incentive, can lose its effect on dedication with time, especially if workers believe their benefits are not closely enough connected to long-term professional advancement or work-life balance (Sharma, 2019).

Furthermore, a study by Nankervis, (2021) looked at how profits, bonuses, and other forms of financial compensation affected organisational commitment in Australian businesses. When workers believed they were receiving fair reward for their labour, they were more inclined to stay in their jobs. They discovered that competitive financial compensation was directly linked to higher affective commitment (Nankervis, 2021). In a similar vein, a study by Carter, (2018) found that companies with regular reviews of their pay packages in accordance with market developments had better organisational commitment and higher employee retention rates.

Organisational commitment has also been demonstrated to be influenced by non-monetary pay, such as professional development opportunities, flexible work schedules, and recognition initiatives, in contrast to typical monetary benefits. According to a study conducted in the IT sector by Goh, (2019), non-cash advantages like work-life balance programs greatly influenced both affective and normative commitment. Even in the absence of significant financial benefits,

employees were more likely to form a strong sense of loyalty to the company if they believed their employer met their personal needs (Goh, 2021).

Similar studies by Cheng, (2017) shows that even in the absence of high pay, employees are more likely to stay loyal to their company if they feel appreciated and supported by non-monetary rewards. He discovered that workers in healthcare organisations had higher normative and affective commitment because they valued job security and teamwork more than monetary rewards. These results imply that a comprehensive compensation plan that incorporates both monetary and non-monetary components can improve organisational dedication (Cheng, 2017). Well-being, non-monetary rewards are especially successful at raising employee engagement because they satisfy psychological demands and show the organisation's dedication to employee (Armstrong, 2020).

Furthermore, a number of scholars have investigated how cultural and environmental elements influence the effectiveness of compensation plans. A study on healthcare workers in East Asia posits that, job stability and workgroup cohesion had a greater impact on organisational commitment than monetary benefits (Cheng, 2017). Competitive pay and performance-based incentives, on the other hand, appear to be more strongly linked to organisational commitment in high-demand industries where skill shortages are common, according to study conducted by (Goh, 2021) in multinational technology businesses.

Similar study by Meyer, (2020) noted that an organisation's operating culture might influence how effective compensation systems are regarded to be in promoting organisational commitment. For example, workers in East Asia can be more concerned about long-term employment connections and job security because of the strong demand for qualified individuals and a culture that prioritizes individual success, Also, Goh, (2021) found competitive compensation and bonuses were crucial for luring and keeping top personnel in the global tech industry. This implies that in order to maximize organisational commitment, companies should modify their compensation plans to align with the cultural norms and beliefs of their employees (Goh, 2021).

The literature, however, frequently treats compensation methods as a one-size-fits-all solution, neglecting to take into consideration the reality that compensation efficiency differs by industry and culture (Meyer, 2020). For instance, employees may place a higher value on job stability in collectivist cultures than on financial incentives, whereas performance-based remuneration is frequently more successful in individualistic cultures.

Furthermore, chances for professional advancement and development are becoming more and more recognized as crucial elements of compensation plans. Long-term loyalty to the company is more likely to be felt by workers who believe their employer supports their professional development. This entails providing mentorship opportunities, training courses, and unambiguous career progression routes (Davis, 2019). Compensation plans that include possibilities for professional growth provide workers a greater sense of ownership over the company's future, which encourages both affective and normative engagement. In addition to offering competitive pay, companies that prioritize career growth also typically have higher employee retention rates and greater organisational commitment, according to (Armstrong, 2020). Programs for career development not only meet workers' needs for personal growth but also show the organisation's long-term investment in their potential, which strengthens commitment (Davis, 2020).

Additionally, another important non-monetary component of compensation systems that affects organisational commitment is employee recognition. Recognition programs are essential for boosting employees' perception of value and contribution to the company, whether they take the shape of official awards, unofficial compliments, or chances for internal visibility. Employees that receive acknowledgment are more likely to have higher levels of job satisfaction and organisational engagement (Carter, 2018). Employees who work for companies with robust recognition programs typically report higher levels of affective commitment and happiness, according to (Carter, 2018). A simple, cost-effective recognition initiatives, such as "Employee of the Month" programs or peer recognition, can significantly boost employees' morale and emotional attachment to the company. This shows that while financial rewards are important, recognition for efforts and contributions may be equally crucial in building strong organisational commitment. (Sharma, 2019).

Lastly, a major factor in promoting corporate commitment is the strategic alignment of compensation with organisational objectives. According to research, workers are more loyal to companies that make it apparent how their compensation plans relate to both the success of the company and their own accomplishments. Paying employees according to their performance, for example, through stock options or profit-sharing schemes, strengthens the perception that workers are important contributors to the company's success (Smith, 2020). Employee engagement significantly increased in organisations that offered profit-sharing programs because workers perceived a direct link between their work and the success of the company.

Pay plans that are in line with organisational performance assist staff in understanding their part in the company's success, improving their drive and dedication. Employee engagement and investment in the company's long-term success are increased when compensation is strategically aligned with organisational goals, hence enhancing organisational commitment (Borman, 2016).

2.6 Research gap

There are still a lot of unanswered questions about the connection between compensation practices and organisational commitment, especially when considering Zimbabwe's distinct organisational and economic difficulties. Prior research has mostly concentrated on developed economies, where stable economic conditions have an impact on employee behaviour and compensation practices (Smith, 2019). These findings are not totally applicable to Zimbabwe, where payment methods and their implementation are frequently impacted by hyperinflation, currency fluctuations, and scarce resources.

Furthermore, nothing is known about the effects of compensation policies on worker dedication in Zimbabwe's aviation industry. Studies conducted in Zimbabwe have mostly focused on general businesses like banking or retail, neglecting the aviation sector, which has unique operational difficulties like fierce competition, antiquated infrastructure, and difficulties retaining employees (Ncube, 2018).

In addition, little study has been done on how certain compensation practices, including equity-based rewards and performance-based pay, relate to the three aspects of organisational commitment in Zimbabwean organisation that is affective, normative, and continuity commitment. This discrepancy necessitates a thorough investigation that offers contextualized insights into employee experiences and views in addition to quantifying the link (Smith, 2019).

2.7 Justification of the Study

For firms looking to improve performance, retain people, and gain a competitive edge, the relationship between compensation schemes and organisational commitment is essential. This study is justified because it addresses a crucial topic in human resource management, where knowledge of how pay structures affect employee commitment is still essential, especially in dynamic and resource-constrained settings. The following justifies the need for and significance of this study:

While previous research has examined organisational commitment and compensation separately, less attention has been paid to how the two ideas are interdependent, especially in developing nations and sectors with particular difficulties, like the aviation industry. The Three-Component Model of Organisational Commitment by Meyer and Allen (1991) offers a solid theoretical foundation, but its application to situations where financial and economic instability are prevalent is still lacking, indicating a dearth of regionally specific research on the ways in which creative compensation practices can affect commitment in such trying circumstances (Anwar, 2020). By concentrating on companies like Air Zimbabwe, which struggle with employee retention due to hyperinflation and an inability to provide competitive compensation, this study seeks to close this gap.

Effective remuneration for paying employees well are essential for luring, keeping, and inspiring workers. Well-designed pay plans put organisations in a better position to increase commitment and deal with attrition (Armstrong, 2020). However, in Zimbabwe, many organisations have found it challenging to maintain competitive pay structures due to economic uncertainty. The incapacity to provide market-competitive pay has resulted in considerable employee turnover, especially for highly qualified workers like engineers (Muzvidziwa, 2021). This study will provide actionable insights to HR practitioners, policymakers, and organisational leaders on designing remuneration systems that balance employee satisfaction and organisational sustainability.

The study aims to broaden our understanding of compensation schemes by examining Herzberg's Two-Factor Theory (1959), which highlights the influence of both extrinsic and intrinsic motivators on employee behaviour, as well as Meyer and Allen's (1991) framework. By placing established theories in a novel context, this study aims to ascertain whether they remain valid in an atmosphere of economic volatility, so adding to the scholarly conversation.

Due to the high level of skilled professional mobility, industries like aviation are especially vulnerable to talent loss because of the inability to provide competitive remuneration strategies. This study is crucial for creating strategies for industries where maintaining specialized skills is necessary for both operational effectiveness and service quality. For comparable companies facing retention issues in Africa and elsewhere, the study's conclusions may provide a model for competitive compensation packages, for instance, its staff has severely decreased (Ncube, 2018). Remuneration strategies have an impact on wider societal and economic variables in addition to organisational performance. Economic development is aided by employee retention

since it lowers unemployment, guarantees the transfer of institutional knowledge, and fortifies organisational stability. In Zimbabwe, where high turnover rates jeopardize service delivery and economic productivity, it is particularly important to address the relationship between compensation and commitment (Muzvidziwa, 2021).

Organisations must re-evaluate their methods to remuneration in light of the changing nature of work and the elevated expectations of employees following COVID-19. Employees are increasingly choosing flexible work schedules and performance-based rewards over conventional pay structures (Guchait, 2020). This paper offers current perspectives on how compensation plans might adjust to shifting labour market conditions while preserving organisational loyalty (Tessema, 2019).

2.8 Chapter Summary

This chapter examined relevant theories, actual data, and the connection between brain drain, organisational commitment, and compensation techniques. It was shown that increasing organisational commitment requires appropriate compensation, both monetary and non-monetary. Air Zimbabwe may be able to lower turnover and lessen the consequences of brain drain by resolving concerns with employee remuneration and providing growth opportunities. The study approach used to examine these ideas in relation to Air Zimbabwe will be presented in the upcoming chapter.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Introduction

The research approach used to investigate the relationship between Air Zimbabwe's organisational commitment and compensation strategies is covered in this chapter. The technique was created to guarantee the gathering of trustworthy and accurate data, allowing the study's goals to be realized. The population, sampling strategies, research instruments, design, philosophy, research methodologies, and processes for data collection and analysis are all covered in detail in this chapter. It also discusses the study's validity and dependability.

3.2 Research Philosophy

The research was guided by a pragmatic philosophy, which emphasizes practical problem-solving and the use of methods that best address the research objectives. Pragmatism integrates elements of both positivism and interpretivism, making it ideal for a mixed-methods study. The quantitative component was rooted in the positivist paradigm, focusing on measurable, objective data, while the qualitative component aligned with interpretivism, seeking to understand employees' subjective experiences. This philosophical approach ensured a balanced analysis of the relationship between remuneration strategies and organisational commitment (Creswell, 2014)

3.3 Research Design

The analyst will use a descriptive research design since it allows for broad predictions, allows the scientist to determine the quality of the link so that future studies can narrow down the findings if possible, and makes a tentative determination of causation (Borman, 2016). Questionnaires will be used because they are straightforward to administer, offer fewer risks of bias, promote privacy, and allow for the collection of data in a short amount of time. In order to obtain results that are quantifiably large, surveys also allow for the collecting of both abstract and target information in a sizable test of the examination population (Bryman, 2016).

Given the study's time and financial limitations, the cross-sectional approach was especially appropriate (Flick, 2018). The term "research configuration" refers to a plan that outlines how the expert will use all exercises and techniques in social events and data investigation. The plot research plan, which is defined as the sequence of events for data acquisition, will also be plotted in this study (Bryman, 2016). This study will employ a quantitative research design, incorporating measurable analysis as well as the verifying and estimating of events. Additionally, a descriptive survey design will be employed to determine whether there was a relationship between the quality of the relationship and at least two criteria.

3.4 Research Methods

The study used a thorough methodology known as a mixed-methods approach, which combined both qualitative and quantitative techniques. This decision was taken in order to offer a comprehensive picture of the relationship between remuneration strategies and organisational commitment.

3.4.1 Quantitative Data Analysis

The data collected from the study actually comprised of the quantitative data such as number of candidates, remuneration packages. The quantitative data that were obtained from the survey questionnaire was analysed using the Statistical Package for the Social Science (SPSS) version 16.0 software. Tables, pie chart, and bar charts were the data presentation methods that were used in this study. Descriptive statistics was summarized from huge forms of data to readable frequency tables.

3.4.2 Qualitative Data Analysis

The qualitative data that were obtained from the semi-structured interviews was actually analysed using thematic analysis. The audio recordings of the interviews were written out by the researcher. The researcher had to re-read the interview scripts in order to familiarize with the data so as to identify trends in the responses. This actually generated relevant codes and captured the key insights from the interviews such as the benefit and challenges of remuneration strategies (Saunders, 2019).

3.5 Study Population

The term "study population" describes the whole set of people or things that a researcher wants to examine and make judgments from (Babbie, 2013). A target population, is the particular group of people on which the intervention plans to perform research and make conclusions

(Silverman, 2016). The study targeted all Air Zimbabwe employees, including middle and senior management as well as technical, operational, and support professionals. It was believed that there were 232 employees in all, representing various departments and positions within the company and the study population was 152. This population was selected because it reflects a diverse group with a range of experiences with compensation strategies and organisational commitment. Understanding the perspectives of employees at all levels was critical to obtaining a comprehensive view of the research problem.

3.6 Sampling

To have a thorough understanding of the research subject, it was essential to comprehend the viewpoints of personnel at all levels. The process of choosing a selection of people or components from a study population to take part in the research study is known as sampling (Babbie, 2013). The study employed the stratified random sampling type of probability sampling technique to ensure fair representation of all employee categories within Air Zimbabwe. The population was divided into strata based on job roles that is pilots, engineers, ground staff and administrative staff including duty managers and shift supervisors, as distinct strata. This stratified approach ensures that the perspectives of all hierarchical levels within the administrative structure are adequately represented in the study increasing the generalizability of the findings (Saunders, 2019).

Krejcie and Morgan's table, which was created in 1970 from the article "Determining Sample Size for Research Activities," was used to compute the sample size in order to establish the proper study sample size. Krejcie and Morgan's (1970) method was used to choose a sample of 152 employees from a total population of 232 employees, which was adequate for the study. To capture a variety of viewpoints, an attempt was made to include individuals from different departments. All employment categories were sufficiently represented in the final sample thanks to the proportionate contributions from each stratum. The distribution of sample sizes was as follows:

Table 4.1 Proportional sample distribution for a population of 232 employees

Departments	Proportion of Population size (N)	Proportion of total (%)	Proportion of Sample size
Pilots	50	21.55%	33

Engineers	60	25.86%	39
Ground Staff	70	30.17%	46
Administrative staff	52	22.42%	34
Total	232	100%	152

3.7 Research Instruments

Two main research tools were used in the study to gather data. To gather quantitative data, a standardized questionnaire was created. It included closed-ended questions to gauge important factors including organisational commitment levels and different pay schemes (Abawi, 2014). The questionnaire was divided into sections that are demographic information focusing on collecting data such as (age, gender, and educational background), occupational information such as (work experience, length of organisational service, job title, and department). This information was used to explore potential correlations between occupational variables and organisational commitment. Remuneration strategies, questions focused on respondents' perceptions of the organisation's pay structures, benefits, and incentives. Lastly organisational commitment was used to measure various dimensions of commitment, including affective, continuance, and normative commitment, using a Likert scale to assess levels of agreement.

To collect qualitative data, a semi-structured interview guide was also created (Miles, 2014). Open-ended questions in the guide were intended to investigate how staff members feel their loyalty to Air Zimbabwe is impacted by compensation practices. The extensive, in-depth information from these interviews enhanced the quantitative results.

3.8 Validity

A pilot test of the study instruments was conducted with ten Air Zimbabwe personnel who were not included in the final sample in order to verify their validity. The pilot study aimed to test the clarity, consistency, and relevance of the questions in the questionnaire and interview guide. Feedback from the participants was used to identify ambiguities, improve wording, and refine the instruments to better capture the variables of interest.

More so, to test for content validity, the instruments were examined by human resource management specialists. This expert review ensured that the questions were relevant, comprehensive, and aligned with the study's objectives. The specialists evaluated whether the instruments sufficiently covered all aspects of the constructs being measured, thereby guaranteeing that the content was valid and appropriate for the research context.

3.9 Reliability

The Cronbach's Alpha coefficient for the questionnaire was used to evaluate the internal consistency of the research tools. Better internal consistency was indicated by a value of 0.7 or more, which was deemed acceptable. By standardizing the interview procedure and ensuring that the questions asked of each participant were the same, reliability for the interview data were guaranteed. To guarantee the accuracy and dependability of the data, routine inspections were carried out during the data collection process (Tavakol, 2011).

3.10 Data Collection Procedures

A system for data accumulation is defined as a guideline for the collection, preparation, and analysis of data from a selected population (Kothari, 2004). Meeting with respondents, for example, by phone and email, is another aspect of it. The researcher sought the two experts, Bindura University Science Education and Air Zimbabwe, for their consent to conduct this examination. Air Zimbabwe gave the researcher permission to include their employees in the investigation, while the University gave the specialist a letter allowing them to continue gathering material.

Employees received paper copy and electronic questionnaires with a comprehensive explanation of the study's objectives. Two weeks were allotted to participants to finish and submit the questionnaires. To give them enough time to complete the poll, the members will be given three days to complete the questionnaires.

Members who are involved will be made aware that the investigation is just being conducted for academic purposes and that all information gathered has been anonymised and securely stored to preserve participant privacy.

Throughout the process, ethical considerations were closely followed. The specialist will ask the secretary to assist in collecting the surveys at the front counter once members have finished responding to the polls (Kothari, 2004).

3.11 Ethical considerations

Morals in research are defined as the standards of good and wrong, positive or negative that regulate human behaviour (Rensic, 2011).

Non-disclosure agreements that permit adherence to confidentiality criteria and the use of secure digital instruments for data storage were used to ensure confidentiality, the duty to protect personal information (Saunders, 2019).

To better ensure confidentiality, no names or identifiers are gathered since the questionnaire or survey will not request names, job titles, or any other personally identifiable information from participants. This helps to guarantee anonymity and more truthful answers (Bryman, 2016).

Every member has the right to confidentiality and security, and experts must respect this right. The majority of responders will be reluctant to provide truthful answers if security does not give their consent. The analyst in this study ensures that the examination report should never be presented in a way that makes other participants aware of a particular member's reaction (Rensic, 2011).

Data collected from the participants should be handled safely. Without altering the material that would have been gathered to ensure unwavering quality and legality, the researcher presents the findings in a comprehensive and legal manner (Saunders, 2019).

3.12 Chapter Summary

In order to examine the connection between compensation techniques and organisational commitment at Air Zimbabwe, this chapter included the research methodology, philosophy, design, methods, population, sampling, tools, and data collection processes. By integrating the advantages of both qualitative and quantitative methodologies, the mixed-methods approach guaranteed a thorough examination of the research problem. The analysis, presentation, and interpretation of the gathered data will be covered in the following chapter.

CHAPTER IV

DATA PRESENTATION, INTERPRETATION, ANALYSIS AND DISCUSSION

4.1 Introduction

The previous chapter outlined the research approach, population and sample size, data collection method, and techniques for presenting and analysing findings. In this chapter, the researcher utilizes survey data to address the hypotheses posed in this study. The analysis of the survey data were conducted using quantitative methods such as descriptive and inferential statistics as well as qualitative method, with the aid of SPSS version 20. The findings were presented in a visual and tabular format, accompanied by interpretations and discussion of implications. The survey results were contextualized within literature review on the relationship between remuneration strategies and organisational commitment at Air Zimbabwe.

4.2 Response Rate

Table 4.1: Questionnaires Response Rate

	FREQUENCY	RATE
Dispersed Questionnaires	152	100%
Reverted Questionnaires	140	92.1%

Source: Field data (2025)

One hundred and fifty two copies of questionnaires were distributed as a sample to the employee respondents at Air Zimbabwe and one hundred and forty were completed out completely giving a response rate of 92.1%. An excellent representation of the study population was achieved due to a high response rate. According to Jackson (2011) the average response rate 70% and above is very good if the survey is administered through a questionnaire, thus 92.1% response rate falls beyond the bracket of excellence.

Table 4.2: Interview Response rate

	FREQUENCY	RESPONDENTS	RATE
Senior management	3	3	100%
Pilots	5	5	100%
Engineers	4	3	75%
Ground staff	6	5	83%
Apprentice	4	3	75%
TOTAL	22	19	86.4%

Source: Field data (2025)

A total of twenty two individuals from various departments at Air Zimbabwe, including senior management, pilots, engineers, ground staff, and apprentices, were identified for participation. Out of twenty two, nineteen were interviewed leading to successful interviews. The response rates were 100% for both senior management and pilots, 83% for ground staff, and 75% for both engineers and apprentices giving a total percentage of 86.4%.

The research topic was of great interest to the respondents as they are trying to implement change in their organisation. The research attained a high response rate, despite the sensitivity of the study this was because the respondents were promised anonymity and confidentiality.

According to the American Association for Public Opinion Research (2021), the response rate is calculated by dividing the number of completed interviews or questionnaires by the number of eligible units in the sample. The 50% threshold is considered minimum acceptable response rate to ensure the reliability and validity of the research findings, while the American Psychological Association (2019), actually recommends that the return rates 50% are for analysis and publication, 60% as good and 70% as excellent. The questionnaire response rate

is 92.1% and the interview response rate is 86.4%, this brings the total percentage of respondents to 91.4% therefore this study's response rate is satisfactory and is likely to obtain accurate data and can be considered reliable.

The previous research by Mbindyo et al. (2019), is in consistence with the findings. It was reported similar high response rates in studies that involved internal organisational reforms and where anonymity was guaranteed. Adding on, the findings align with the Affective Commitment component of Meyer and Allen's Three-Component Model (1991), suggesting that employees who perceive organisational changes to be beneficial are more likely to engage with processes that influence those changes, such as research studies.

4.3 Reliability Test

Table 4.3: Reliability Analysis of the Questionnaire used in the study

Construct	Cronbach's Alpha/ Reliability coefficients	Number of Items
Types of remuneration	0.781	6
Remuneration best practices	0.811	7
Organisational commitment	0.865	8
Overall Questionnaire	0.819	21

The Cronbach's Alpha values are all above 0.7 indicating excellent internal consistency and reliability of the questionnaires. The value of types of remuneration, remuneration best practices and organisational commitment from the Cronbach's Alpha were 0.781, 0.811, 0.865 the overall questionnaires were 0.819 which demonstrates an excellent level of overall reliability. The researchers often assess reliability of questionnaires to ensure its stability and consistency in the measuring concept. Scholars like (McMillan & Chumacher, 2010) have discussed the grandness of reliability. To ensure that the questionnaire items were independent of another, a test was conducted prior to the analysis.

4.4 Demographic Data

Demography, formed from two Greek words broadly means ‘description of the people’, and in general refers to the study of populations, processes and characteristics including, population growth, fertility, mortality, migration, and population ageing while the characteristics examined are as varied as age, sex, birthplace, family structure, health, education and occupation (Ferreira,2017). A systematic sampling method was used to select respondents hence this had no bearing on the objectives of this research. Though the researcher actually made efforts to ensure gender balance during data collection, male respondents dominated this study. However, this brought gender balance as both males and females were able to bring out their ideas into the study. Participants were expected to provide information, such as age, gender, educational qualifications, and work experience, as part of their background information on the questionnaires. The purpose was to assess the respondents’ reliability in furnishing the essential information required for this study.

4.5 Sex

In this study, the aim of the survey was to identify the participants’ frequency distribution by gender. The outcome is presented in table 4.4 and figure 4.1.

Table 4.4: Sex of Respondents

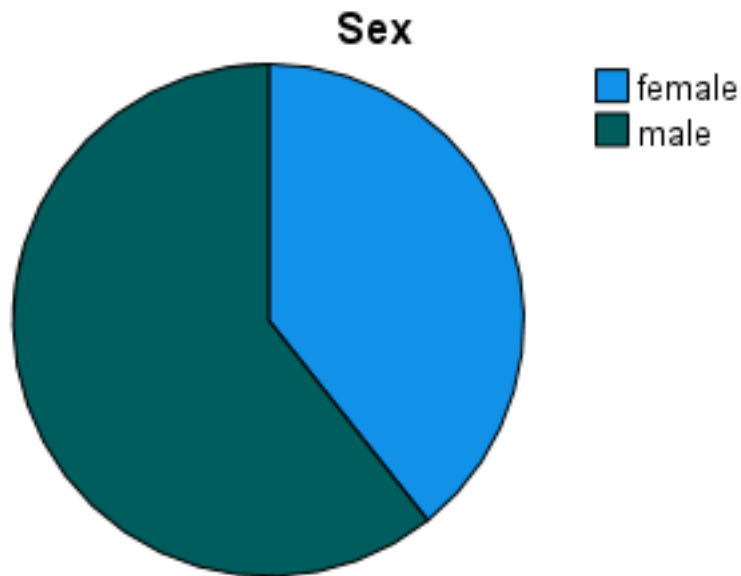
		Sex			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	female	55	36.2	39.3	39.3
	male	85	55.9	60.7	100.0
	Total	140	92.1	100.0	
Missing	System	12	7.9		
Total		152	100.0		

Source: Primary data (SPSS output, 2025)

The above statistical record indicates 152 participants targeted through both questionnaires and interviews, 140 provided valid responses on their sex, while 12 did not respond to this question 85 were male (60.7%) and 55 were female (39.3%). A systematic sampling method was used to select respondents thus it had no bearing on the objectives of this research. This brought out

the gender balance as both males and females were able to participate and bring forth their ideas.

Figure 4.1: Sex of respondents



Source: Primary data (SPSS output, 2025)

The survey requested information from respondents regarding their gender. The data presented in figure 4.1 reveals that there are more men than women, with men to account for 60.7% on the sample and women account for 39.3%. This gives a spotlight the company has a diversity and inclusion organisational culture.

4.6 Level of Education

The survey aimed at identifying the participant's level of education in this study. The outcome is presented in table 4.5 and figure 4.2.

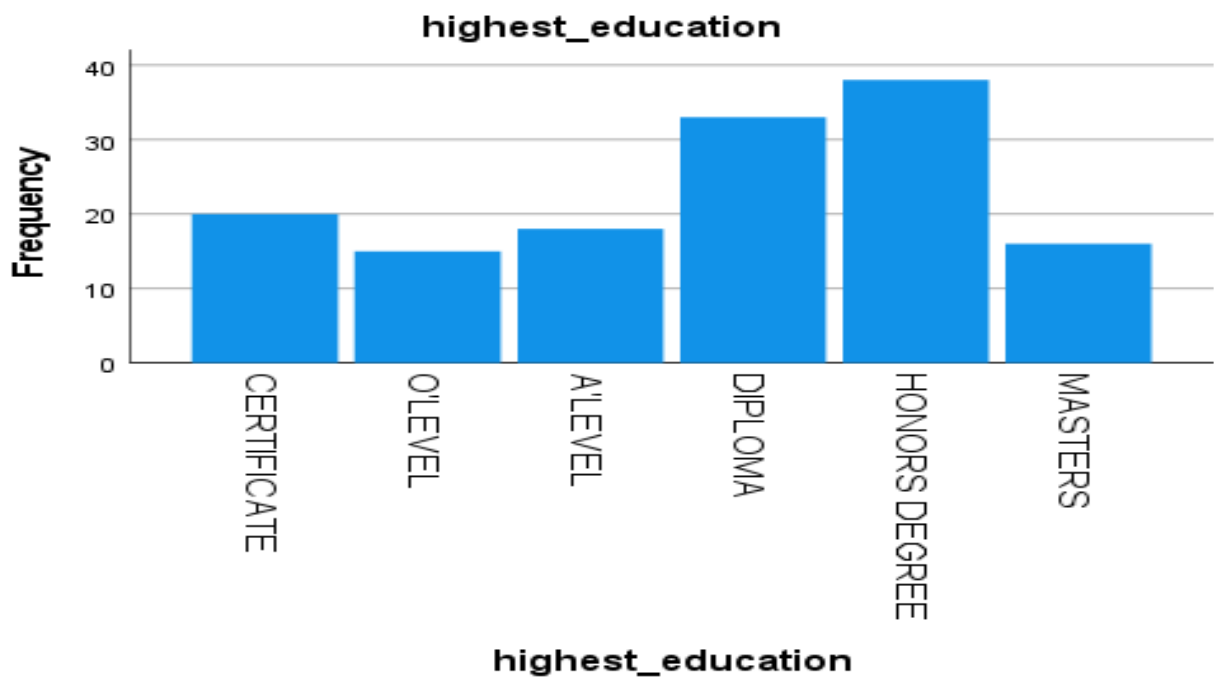
Table 4.5: Level of respondent's education

highest education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	CERTIFICATE	20	13.2	14.3	14.3

O'LEVEL	15	9.9	10.7	25.0
A'LEVEL	18	11.8	12.9	37.9
DIPLOMA	33	21.7	23.6	61.4
HONORS DEGREE	38	25.0	27.1	88.6
MASTERS	16	10.5	11.4	100.0
Total	140	92.1	100.0	
Missing System	12	7.9		
Total	152	100.0		

Source: Primary data (SPSS output, 2025)

Figure 4.2: Level of respondent's education



Source: Primary data (SPSS output, 2025)

Table 4.5 brings out 27.1% with a Diploma, 23.6% have a bachelor's degree, 14.3% have Certificates, 12.9% with A level, 11.4% of participants have the Masters' (Post graduate) and 10.7 have O level. This actually highlights that the organisation has highly talented workforce, thereby increasing the rate of credibility on the data obtained. This research actual entails that the respondents have high academic qualifications, making them a unique and talented

workforce thus they are part of the organisation. The level of education was considered for this study to assess the participants understanding on the relationship between remuneration strategies and organisational commitment.

4.7 Work experience

Table 4.6: Work experience

Work experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5	31	20.4	22.1	22.1
	6-10	46	30.3	32.9	55.0
	11-15	34	22.4	24.3	79.3
	16+	29	19.1	20.7	100.0
	Total	140	92.1	100.0	
Missing	System	12	7.9		
Total		152	100.0		

Source: Primary data (SPSS output, 2025)

The table 4.6 shows the majority of employees (32.9%) are between 6 to 10 years of experience, followed by 22.4% with 11 to 15 years. This indicates a relative stable workforce with institutional knowledge. Employees over 16+ years of experience form a small portion (19.1%) which may reflect either early retirement trends or high attrition in the past.

Long-serving employees have higher expectations of fair and structured remuneration, which can influence continuance and normative commitment as described in the conceptual framework. Whereas those with shorter tenure may be more responsive to performance based incentives and recognition reflecting affective commitment.

4.8 Types of remuneration offered

The aim of the study was to analyse the types of remuneration offered at Air Zimbabwe. Researcher used a survey to collect data and computed the results using mean values. The table 4.7 present the percentage values obtained from the survey.

Table 4.7: Types of Remuneration

Remuneration type	Frequency (n=140)	Percent %
Basic salary	140	100
Housing allowance	115	82.1
Transport allowance	108	77.1
Performance based pay	90	64.3
Health insurance	88	62.9
Pension contributions	85	60.7

Source: Primary data (2025)

The above Table 4.7 showed results ascertaining that all respondents receive a fixed basic salary, reflecting its status as a universal form of remuneration with a percentage of 100%. This form of remuneration according to Maslow hierarchy of needs is crucial as it plays role in meeting employees physiological and safety needs. The study found that at Air Zimbabwe approximately 86% of respondents reported receiving allowance that is meant to compensate employees for additional costs or hazards associated with their jobs. This aligns with the equity theory of balancing effort and reward.

However, only 64.3% of respondents acknowledged receiving performance based incentives. “There was a time when we got bonuses and people were motivated but now it’s not regular” remarked an engineer. Performance based pay is a strategic reward that can drive high performance. Healthy insurance is offered to nearly two-thirds indicating a significant concern for employee’s wellbeing.

4.9 Organisational commitment

The determination of this study, which reckoned the commitment items that may help Air Zimbabwe to improve its organisational commitment. Table 4.8 present the descriptive statistics.

Table 4.8: Descriptive statistics of Organisational Commitment Items

Organisational Commitment Items	N	Minimum	Maximum	Mean	Standard Deviation
I feel a strong sense of belonging to my organisation	140	2	5	3.36	0.849
Proud to tell others about my organisation	140	1	5	2.54	1.300
Hard for me to leave the organisation	140	1	3	1.77	0.438
Too much to lose if I left	140	1	5	2.39	1.180
Benefits I receive from my organisation makes it difficult to leave	140	1	5	2.52	1.295
Consider leaving if given better remuneration elsewhere	140	1	2	1.76	0.426
Intend to stay long term	140	2	5	3.34	0.855
Overall commitment score	140	1	5	2.53	0.97

Source: Primary data (2025)

While some employees feel engaged and dedicated, others may be neutral or on the verge of disengagement, as evidenced by the moderate overall commitment displayed by the mean (mean = 2.53 of 5). Additionally, the significant standard deviation (0.97) indicates that employees' degrees of commitment vary, with some possibly being more or less dedicated than others. According to this result, some employees may be disengaged or ambivalent, while others may feel dedicated and engaged. This variation is consistent with Meyer and Allen's

(1991) Three-Component Model of Commitment, which distinguishes between three types of commitment: affective, continuation, and normative.

Affective commitment is shown by higher scores on topics like "sense of belonging, intent to stay long term." On the other hand, lower scores on "hard to leave" and "consider leaving for better pay" can indicate a reduced commitment to sticking with something. Low scores therefore aid HR measures to increase organisational commitment.

Employees have a moderate level of organisational commitment, as indicated by the overall mean score of 2.53 out of 5. A high degree of response variability is shown by the standard deviation of 0.97, which points to varying degrees of attachment and loyalty to the company.

A reasonably high score on the item "Sense of Belonging" (Mean = 3.36; SD = 0.849) indicates that most respondents have an emotional attachment to the organisation, which is a fundamental aspect of affective commitment. This supports research by Mowday, Steers, and Porter (1982), who contend that affective commitment raises staff morale and retention. Due to reorganisation initiatives and unpredictable working conditions, emotional ties may be crucial in Zimbabwe's aviation industry.

Employees' intention to stay with the company over time is supported by their intention to stay long-term (Mean = 3.34; SD = 0.855), which further promotes affective commitment. Similar results were found in research conducted in the Kenyan airline sector by Nyambegera (2019), who found that perceived organisational support and development possibilities were associated with long-term intent. The Social Exchange Theory, which holds that employees stick with companies where they feel appreciated and encouraged, is backed by this.

This modest score, Proud to Tell Others (Mean = 2.54; SD = 1.300), indicates that organisational identification is rather weak, perhaps as a result of problems with public perception or discontent among employees. The Employer Branding Theory's assertion that company reputation affects commitment levels is supported by the large standard deviation, which displays differing opinions (Backhaus & Tikoo, 2004).

It's Tough to Leave the Company, this measure indicates continuation commitment, which seems to be low among respondents (Mean = 1.77; SD = 0.438). Because they believe they have other options or because the company isn't providing strong incentives to stay, employees might not see staying as essential. Low continuation commitment can be risky during uncertain economic times, particularly in sectors like aviation, claim Allen and Meyer (1997).

The measure of continuing commitment, Too Much to Lose if I Left (Mean = 2.39; SD = 1.180), has a moderately low score. The wide range indicates that while some workers may feel a sense of financial or professional belonging to the company, others may not. In contrast, Chikumbi's (2020) study on parastatals in Zimbabwe revealed that job security worries led to higher continuation commitment.

The item "Benefits Make it Difficult to Leave" (Mean = 2.52; SD = 1.295) highlights the low to moderate commitment to continuing employment, suggesting that compensation and benefits are insufficient to keep certain workers on board. This affects Maslow's Hierarchy of Needs, which states that unfulfilled security and money needs lower levels of commitment.

Would Leave for Better Remuneration (Mean = 1.76; SD = 0.426): A low score here indicates discontent with compensation and insufficient commitment to continuing, rendering employees susceptible to leaving if given a raise. This result is consistent with Equity Theory (Adams, 1963), which holds that perceived pay disparity lowers organisational loyalty and drive.

4.10 Chi-square test

Test whether there is a statistical association between two categorical variables that are organisational commitment and various remuneration strategy variables.

Table 4.9: Chi-square test

Variable	Pearson Square	Chi- df	Asymp. Sig. (p-value)	Interpretation
Education level	2.41	1	0.121	Not Statically Significant
Basic salary	12.83	1	0.000	Significant association
Performance based pay	10.22	1	0.001	Significant association
Equity in pay	11.59	1	0.001	Significant association
Transparent communication	8.96	1	0.003	Significant association
Non-financial rewards	6.23	1	0.013	Significant association

Salary competitiveness	13.76	1	0.000	Strongly significant association
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Source: Primary data (2025)

Table 4.9 above is showing the chi- square tests showing statically significant relationship ($p < 0.05$) between all remuneration strategies and organisational commitment, except educational level. Educational level has a p-value of 0.121, which is above the 0.05 threshold, and therefore not statistically significant. The strongest associations, reinforcing the findings from logistic regression is shown by basic salary ($p = 0.000$). These results confirm that remuneration factors are not independent of organisational commitment and suggest a positive and statistically significant association between strategic remuneration practices and employee retention or allegiance.

4.11 Binomial Logistics Regression Analysis

The binomial logistics regression analysis was used to analyse the relationship between remuneration strategies and organisational commitment

Table 4.10: Binomial logistics regression analysis

Variable	Description	Coefficient (B)	Standard error	Odds Ratio Exp(B)	P- Value
Constant	Intercept	-2.015	0.523	0.133	0.000
Education level	0= below degree, 1= degree and above	-0.648	0.385	0.523	0.004
Basic salary	1-3=0 (low), 4-5=1(high)	1.158	0.417	3.184	0.012
Performance based pay	1-3=0 (low), 4-5=1(high)	1.204	0.412	3.335	0.003

Equity in pay	1-3=0 (low), 4-5=1(high)	1.312	0.437	3.712	0.002
Transparent communication	1-3=0 (low), 4-5=1(high)	1.037	0.428	2.821	0.015
Non-financial rewards	1-3=0 (low), 4-5=1(high)	0.865	0.391	2.375	0.026
Salary competitiveness	1-3=0 (low), 4-5=1(high)	1.509	0.440	4.521	0.001

Source: Primary data (2025)

This study used the dependent variable binary outcome {1-3=0 (low), 4-5=1(high)} for basic salary, performance based pay, equity pay, transparent communication, recognition programs, non- monetary salary competitiveness incentives, and educational level. Values above 1 show positive influence.

The regression results show that all independent variables are statistically significant predictors of organisational commitment, as all have p-values less than 0.05. Basic salary ($p = 0.012$), performance-based pay ($p = 0.003$), and equity in pay ($p = 0.002$) have positive coefficients and odds ratios for variables related to the perceived organisation commitment, which actually suggests that respondents who recognize high organisation commitment are more likely to have a positive perception of the overall organisation commitment as well as retention.

Transparent communication ($p = 0.015$) and non-financial rewards ($p = 0.026$) also show a significant positive influence, indicating that open communication and recognition contribute to commitment.

Salary competitiveness is the strongest predictor of commitment ($\text{Exp (B)} = 4.521$, $p = 0.001$), increasing the odds of high organisational commitment. Also, education level was found to be statistically significant ($p = 0.004$), but with a negative coefficient ($B = -0.648$), suggesting that those with a degree or higher are somewhat less likely to report high organisational commitment compared to those with lower qualifications. This could reflect higher expectations or dissatisfaction among more educated employees.

4.12 Chapter summary

The study's findings were provided in this chapter through an analysis of quantitative data gathered from Air Zimbabwe respondents. First, demographic data like gender, age, education, and work experience were compiled using descriptive statistics. Males aged 26 to 35 made up the majority of responders, and many of them had more than five years of job experience and a university degree.

Likert scales were used to rate several remuneration systems, including basic pay, performance-based pay, equity in pay, non-financial benefits, transparent communication, and salary competitiveness. Frequency tables and percentages were used to summarize the results.

All of the remuneration strategies that were looked at had a statistically significant positive impact on organisational commitment, according to the results of the binomial logistic regression analysis. Unexpectedly, the analysis revealed that organisational commitment was adversely correlated with educational attainment. This could indicate a mismatch between the organisation's offerings for highly educated employees and employee expectations.

These findings support the hypothesis that remuneration strategies play a crucial role in shaping employee attitudes and behaviours towards the organisation. The results provide a strong foundation for the next chapter, which discusses the implications of these findings in the context of existing literature, draws conclusions, and offers recommendations.

CHAPTER V

SUMMARY OF STUDY FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

5.1 Introduction

The preceding section analysed comprehensive results, which showed analysis on the relationship between remuneration strategies and organisational commitment at Air Zimbabwe. This chapter provides an overview of the research findings, conclusions, recommendations thus potential directions for future research.

5.2 Summary of the study

The study aimed to analyse how remuneration strategies influence employee organisational commitment at Air Zimbabwe. Using a mixed-methods approach, data were collected through questionnaires and interviews targeting management and employees. Statistical tools such as descriptive analysis, Cronbach Alpha reliability tests, chi square test and binomial logistic regression were used to analyse the data. To collect the data, the research used questionnaires were 140 persons participated and interviews. This study made use of the case explanatory research design and also utilized the descriptive and inferential methods to analyse collected data.

5.3 Summary of findings

The questionnaire had 92.1% response rate, and interviews had 91.4% completion rate, indicating participant engagement and the reliability of the data collected. Instrument Reliability: Cronbach's Alpha values for all constructs exceeded 0.7, confirming internal consistency and the reliability of the measurement instruments used in the study. Types of Remuneration showed the majority of respondents reported receiving basic salaries (100%), housing allowances (82.1%), and performance based pay (64.3%). However, fewer participants indicated receiving non-financial rewards such as recognition and development opportunities. The most applied best practices included fair pay, legal compliance, and performance-based pay. However, the results also showed a lack of transparency in remuneration communication

and limited employee involvement in remuneration decisions. Organisational Commitment, employees showed moderately high commitment levels, particularly in terms of affective commitment and loyalty. However, some dimensions, like intent to stay long-term, were rated lower. Regression Analysis Findings, binomial logistic regression revealed that remuneration strategies significantly predict organisational commitment. Fair pay and performance-based rewards had the strongest positive influence, while lack of transparency negatively affected commitment levels.

5.4 Conclusions

According to the research, Air Zimbabwe's organisational commitment is significantly impacted by compensation schemes, specifically fairness, competitiveness, and performance-related pay.

Fair remuneration enhances organisational commitment

According to the study, workers at Air Zimbabwe are more likely to develop a strong sense of dedication to the company and feel loyal when they believe their pay is fair. Pay equity has been demonstrated to support emotional attachment and a desire to stick with a company over the long term.

Performance-related pay strengthens employee commitment

The study showed that linking remuneration to performance results encourages workers to put in more effort and support company objectives. Employee engagement and organisational commitment are higher when they believe that their individual or team accomplishments are rewarded.

Lack of communication and recognition weakens employee morale and long-term retention

According to the study's findings, Air Zimbabwe can retain key talent and improve its market position by providing competitive pay and benefits. Competitive remuneration attracts in qualified workers and lowers turnover, which helps to maintain a loyal and stable staff.

Lack of communication and recognition weakens employee morale and long-term retention

The study identified that a lack of employee recognition and inadequate communication about remuneration practices have a negative effect on morale. Employee loyalty to the company declines and staff churn is more likely when workers feel undervalued or uninformed.

5.6 Study Recommendations

Recommendations for Policy

Based on the study's findings, the researcher presents the following recommendations in two subsections that are recommendations for policy and recommendations for practice. Each recommendation outlines the steps, resources required, the potential benefits, and the problems it aims to address or prevent.

Create a remuneration policy that is based on performance management by teaching managers how to evaluate performance objectively and clearly tying remuneration to both individual and team performance. Meritocracy deters favouritism and disengagement, whereas the employment of HR policy experts, performance evaluation systems, and internal review teams encourages equity.

Publish wage bands and incentive criteria, hold quarterly staff briefings, and create communication standards to institutionalize open communication in pay systems. Using HR communication tools, workshops, and management involvement improves clarity and trust while lowering perceptions of wage secrecy and injustice.

Introduce mandatory remuneration benchmarking by setting up yearly salary evaluations and comparing wages to inflation and industry norms. Using data from market surveys and collaborating with finance and HR guarantees competitive compensation and lowers employee demotivation and attrition.

Create a representative committee including staff members to review and recommend changes to incentive systems and establish a feedback-based compensation review committee. Introducing meeting time and facilitation tools can help achieve this. Employee satisfaction and the organisation's ethical culture are strengthened as a result.

Recommendations for Practice

Implementing initiatives like employee of the month, skills development sponsorship, and mental health support can improve non-monetary incentive structures. This can be accomplished with little financial investment, wellness initiatives, and recognized systems. As a result, this raises spirits, increases intrinsic motivation, and makes up for budgetary limitations.

By implementing performance dashboards and directly connecting KPIs to reward criteria, you

may improve the alignment between performance and rewards. Utilizing performance software, appraisal forms, and training on fair evaluation practices strengthens accountability, boosts output, and lessens bias in the distribution of rewards.

Establish quarterly review cycles utilizing commitment indicators and employee surveys via survey platforms and HR analysts to carry out continuous monitoring and assessment of compensation plans. This encourages flexibility and the retention of talent while also helping to uncover deficiencies early.

Organize internal seminars on fair pay concepts, bias reduction, and inclusive compensation design to provide ethical reward management training. Internal trainers or outside advisors decreases prejudice, encourages justice, and fosters employee devotion.

5.7 Areas for further research

More factors impacted by compensation systems need to be investigated. Future studies should expand the focus by looking into additional organizational outcomes that remuneration strategies may have an impact on. This includes variables like job satisfaction, productivity, and employee engagement. Furthermore, research should explore innovative ways of measuring perceived and actual pay equity as well as how these perceptions influence various types of commitment.

An analysis comparing the remuneration strategies of Zimbabwe's private and state-owned aviation firms. A study of this kind would shed important light on how ownership structure influence pay practices and how effective they are. It may be possible to identify excellent practices and significant weaknesses in the present remuneration strategies by comparing organisations such as Air Zimbabwe with privately held aviation companies.

A thorough qualitative investigation into the ways in which age and gender impact opinions about fair remuneration. This area of investigation may reveal underlying psychological and social factors that influence employees' perceptions of remuneration. Understanding if there are notable differences in fairness perceptions by demographic characteristics may make it easier to adjust remuneration strategies to diverse workforce needs.

A long-term study that monitors how updated remuneration strategies affect organisational remuneration adjustments impact organizational results and employee commitment. This would make it easier to evaluate the long-term viability and strategic worth of such changes.

An examination of how affective and normative commitment are impacted by non-monetary rewards in high-stress sectors such as aviation. Employees' emotional attachment and sense of duty may be greatly enhanced by non-monetary rewards including recognition, professional growth chances, and work-life balance initiatives. Examining their effects in high-stress settings, such as aviation, may help develop more holistic remuneration policies.

5.8 Chapter Summary

Chapter 5 provided a comprehensive summary of the study's findings, conclusions, and recommendations. The main objective of the research was to analyse the relationship between remuneration strategies and organizational commitment at Air Zimbabwe. The chapter began by reviewing the key findings in light of the study's research objectives and hypothesis.

The study confirmed that remuneration strategies particularly fairness, competitiveness, and performance-related pay play a significant role in influencing organizational commitment. Quantitative data showed a positive correlation between fair and performance-linked pay and employees' affective, continuance, and normative commitment. Employees who perceived remuneration as fair and aligned with performance demonstrated higher levels of loyalty and engagement.

The chapter also discussed that when communication about pay structures is lacking or recognition is absent, employee morale tends to decline, affecting long-term retention. As such, the study concluded that non-financial aspects of remuneration, such as communication, transparency, and recognition, are just as important as monetary compensation.

Based on the findings, the chapter recommended enhancing pay fairness, benchmarking salaries to remain competitive, and reinforcing reward-performance alignment. It also emphasized the importance of improving communication and introducing non-monetary incentives to increase overall commitment.

Finally, the chapter outlined areas for further research, including comparative studies between private and public aviation sectors, qualitative studies on demographic differences in pay perception, and longitudinal studies to track long-term effects of revised remuneration strategies.

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APPENDIX 1: COVER LETTER



BINDURA UNIVERSITY OF SCIENCE EDUCATION

Private Bag 1020
BINDURA, Zimbabwe
Tel: 066271 – 7127, 7620, 7615
Dr S.Chisango:0773194510

HUMAN RESOURCES MANAGEMENT

25 April 2025

Air Zimbabwe Head Office
P O Box AP1
Robert Gabriel Mugabe International Airport
HARARE
ZIMBABWE

RE: REQUEST FOR DATA COLLECTION

Please may you assist our student Chimuto Yolanda Tanyaradzwa (B210936B) carry her research in your organization on her topic on **“Analysis on the relationship between remuneration strategies and organisational commitment. A case study of Zimbabwe, Air Zimbabwe Head Office, Harare”**. She is our 4.2 student at Bindura University of Science Education in the Department of Human Resources Management.

Your assistance to our student will be greatly appreciated.

Regards

S. Chisango
.....
Dr S. CHISANGO
Chairperson



APPENDIX 2: APPROVAL LETTER



P.O Box AP1, R.G. Mugabe International Airport, Harare, Zimbabwe. Tel: +263242575111, Fax: 263242575468
Website: www.airzimbabwe.aero

30th April 2025

Miss Yolanda T. Chimuto
No. 5754 Unit J Seke
Chitungwiza

Dear Yolanda

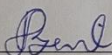
RE: REQUEST TO CONDUCT RESEARCH

This letter serves to confirm that your application to conduct the above research has been approved under the following conditions;

1. That you ensure that there is no undue interference with normal operations of duty to your respondents as you administer your questionnaires
2. That you submit to the airline's HR department a copy of your final research project for us to extract any recommendations you may have proffered.

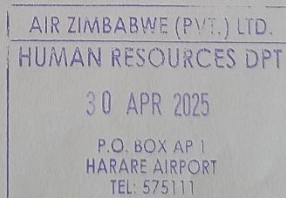
Air Zimbabwe promotes a culture of continual learning and therefore wishes you the best in your research project.

Yours sincerely,
For and on behalf of **AIR ZIMBABWE (PVT) LIMITED**


J. Benhura

ACTING MANAGER – HUMAN RESOURCES

Cc HR Admin Office
Acting Manager CQSS
Head AVSEC



Directors: Dr. Silvanos Gwarinda (Board Chairperson), Dr. Precious Sibiyi (Vice Chairperson), Mr. Ticharwa Garabga (Member), Mrs. Lillian Chigodora (Member), Ms. Mucharemba Kahombe (Member), Mrs. Farai Rose Mpofu (Member), Mrs. Dedrey Mutimutema (Member), Mr. Onesimo Mukumba (Member), Mr. Forbes Kanogwere (Member), Ms. Catherine Nyachionyeke (Member), Mr. Edmund Makona (Chief Executive Officer), Mr. Tapiwa Zimbveka (Chief Finance Officer).

EMPLOYEE SATISFACTION SURVEY STAFF QUESTIONNAIRE

APPENDIX 3- COVER LETTER

I am Yolanda Tanyaradzwa Chimuto a student at Bindura University of Science Education studying towards the attainment of a Bachelor of Commerce (Honors) Degree in Human Capital Management. As part of the Degree requirements, I am conducting a study on “The Relationship Between Remuneration Strategies and Organizational Commitment a Case Study of Air Zimbabwe”. I kindly request your assistance as respondents for this study by completing the questionnaire. Your responses will be treated with the utmost confidentiality and will be used solely for academic purposes. Your cooperation would be greatly appreciated.

Email: totwex.yolanda@gmail.com

APPENDIX II- QUESTIONNAIRE

INSTRUCTIONS:

Please answer the following questions honestly by ticking the appropriate boxes and filling in the corresponding spaces provided.

Your name is not required for confidentiality purposes.

SECTION A: DEMOGRAPHIC INFORMATION

A1. Complete the table below with your information by ticking the appropriate boxes.

Sex		Age (years)		Work Experience at Air Zimbabwe		Highest Education Reached		Your Employment Level	
Female		20-25		1-5 years		O Level		Senior Management	
Male		26-30		6-10 years		A Level		Pilots	
		31-35		11-15 years		Certificate		Engineers	
		36-40		16 years+		Diploma		Ground Staff	
		41-45				Degree		Apprentice	
		46-50				Masters			
		50-55							
		56-60							

	61-64	
	65+	

SECTION B: JOB SATISFACTION

B1. How far do you agree with the statements below? *Tick the appropriate box to indicate your level of satisfaction.*

Statement	Strongly disagree	disagree	Not sure	Agree	Strongly agree
i. I am satisfied with my current role at Air Zimbabwe					
ii. I am able to maintain a healthy work life balance in my role					
iii. My superior/ team leader provides clear growth within Air Zimbabwe					
iv. I am being paid a fair amount for the work I do					
v. The level of communication at Air Zimbabwe is satisfactory					
vi. The overall working environment at Air Zimbabwe is positive					

SECTION C: ORGANIZATIONAL COMMITMENT

C1. Please answer the statements in the table below. *Tick the appropriate box for your answer.*

Statement	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
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i.	I feel a strong sense of belonging to my organization.					
ii.	I am proud to tell others that I work for my organization.					
iii.	It would be very hard for me to leave my organization, even if I wanted to.					
iv.	I feel I have too much to lose if I left my organization.					
v.	The benefits I receive from my organization makes it difficult for me to consider leaving.					
vi.	I intend to stay with the organization for the foreseeable future.					
vii.	If given a better remuneration package elsewhere, I would consider leaving Air Zimbabwe					

SECTION D: REMUNERATION STRATEGIES

D1. How far do you agree with the following statements? *(Tick the appropriate box for your answer)*

Statement		Strongly disagree	Disagree	Not sure	Agree	Strongly agree
i.	My organization rewards me with a generous salary or generous wages					
ii.	My organization rewards me with generous pension/retirement benefits, medical aid benefits, and allowances for housing, transportation, meals					
iii.	My organization rewards me with generous training opportunities.					
iv.	I receive a fixed salary or hourly wage based on their job role and responsibilities.					

v.	The company reward system to compensate good performance is satisfactory.'					
vi.	I have flexible work arrangements e.g., freedom to work at personally preferred times and locations.					
vii.	I receive bonuses, incentives, or performance based rewards.					

SECTION E: CHALLENGES IN REMUNERATION STRATEGIES

E1.How far do you agree with the following statements? *(Tick the appropriate box for your answer)*

Statement		Strongly disagree	Disagree	Not sure	Agree	Strongly agree
i.	The current remuneration strategy at Air Zimbabwe is competitive					
ii.	Delays in salary payments affect my commitment to the organisation.					
iii.	The company's financial challenges negatively impact my rewards and benefits.					
iv.	The company's remuneration practices are fair and transparent.					
v.	There are clear criteria for salary increments and promotions					
vi.	My organization should improve its remuneration strategy to enhance commitment.					

SECTION F: OPEN ENDED QUESTIONS

F1. In your opinion, what aspects of Air Zimbabwe's remuneration strategy contribute most to employee commitment?

F2. What challenges do you face regarding your remuneration, how do they affect your commitment to the organization?

F3. What suggestions do you have for improving Air Zimbabwe's remuneration strategies?

End of questionnaire
Thank you for your time!!!!

Your responses will be kept confidential and used solely for academics purposes.