



EFFECT OF SUCCESSION PLANNING APPROACHES ON OPERATIONAL PERFORMANCE OF AIR TRANSPORT INDUSTRY: A CASE STUDY OF KENYA CIVIL AVIATION AUTHORITY (KCAA)

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ABSTRACT

The general objective of this study was to establish the effect of succession planning approaches on operational performance of Kenya Civil Aviation Authority. The study established that corporate mentoring has great effect on the operational performance of Kenya Civil Aviation Authority, talent management affects the operational performance of Kenya Civil Aviation Authority in a moderate extent while career development and communication responsibilities affect the operational performance of Kenya Civil Aviation Authority in a great extent. It was concluded that corporate mentoring has a positive effect on the performance of Kenya Civil Aviation Authority, communication responsibilities, corporate mentorship, talent management and career management have a positive effect on the operational performance of Kenya Civil Aviation Authority. Its was recommended that Kenya Civil Aviation Authority should focus on implementing structured socialization as well as discussions among its employees. The study also recommended that Kenya Civil Aviation Authority should focus more on corporate mentoring to ensure that older workers continue to mentor the younger workers. The study further recommended that Kenya Civil Aviation Authority ought to look at their communication methods and consider what each of the communications methods used by their employees is expected to attain and if the communications means used are reaching their objectives. There is need for further research in this area more so in the determination of the effect of political instability on the performance of Kenyan air transport. Another recommendation was that more factors that affect the service delivery of the Kenyan aviation industry should be studied.

Key Words: *Corporate Mentorship, Talent Management, Career Management, Communication Responsibilities, Operational Performance*

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INTRODUCTION

Globalization and its effects are pushing management teams in different organizations to look for strategies that would ensure their profitability and survival. For any organization or individual to do well in an environment with competitors they have to utilize the available resources for their future benefit (Rothwell, 2011). One of the key resources for organizational competitiveness is the level of coordination at the top leadership level. Many companies implement retention strategies and fail to realize the importance of developing and implementing a strategic succession plan to increase performance in organizations.

In the human resources studies, succession planning is recognized as an important process for any firm that wants to be prepared for future human resource needs. The subject has even been covered in major research publications and organizational conferences (Seniwoliba, 2015). As early as the 1990s, many organizations came to know that there was the need to come up with strategic plans for their employees and their human resource needs. This was especially driven by the changing demographics of the public service systems, the dynamic workforce due to the mass retirement of baby boomers which led to a higher demand for labor and brought out the need for HRM to plan ahead and come up with processes that could help in the recruitment, retention and the planning of workforce for firms (Onyango, Njanja & Zakayo, 2014).

On the regional front, succession planning done in organizations is a major objective to be met if the company wants sustainable future growth. In Africa succession planning has not been well incorporated in response to the running of both governmental and private organization. This is as a result of many challenges facing developing countries such as financial inadequacies; operational, institutional and technical inadequacies and unorganized and scattered data (Akinyele, Abeokuta & Ogbari, 2015).

Locally, a number of organizations have faced strategic organizational challenges which have negatively affected their performance. For instance, Tusksys Supermarket has faced leadership challenges following frequent wrangles among the directors (Murangiri, 2015). Being a family owned and run business, they at one time hired the services of a non-family chief executive officer who did not last long at the helm of the chain retail shop. According to Abdille (2013), most family business survives for up to 2nd generation and contributes 60% of the employment and job creation. The biggest identified challenge in sustaining the family business was controlling of external factors which were paramount to the continuity of the business (Muciimi & Ngumo, 2014). The biggest problem was attributed to lack of strategic succession planning.

Airline industry in Kenya started in 1929 by foreign carriers until the establishment of East African Airways in 1946. After the end of the East Africa community, Kenya Airways was founded in February 1977. The established airline industry in Kenya is regulated by the Kenya Civil Aviation Authority (KCAA). This industry has many players including: Aircraft leasing Services (ALS), Kenya Airways (KQ), African Express Airways, 748 air services, Air Kenya Express, Blue Bird Aviation (Kenya), Delta connection (Kenya), Astral Aviation, CMC Aviation, Safarilink, East Africa Safari Air, and Fly 540, (sterling investment Bank, 2009). Some of the key airlines known to provide scheduled cargo and passenger's flights are Kenya Airways and Fly 540. The remaining ones are known for mainly charter flights for local and abroad passengers.

The History of Kenya's Civil Aviation was started after the end of the Second World War. The different colonial governments in charge of Kenya, Uganda, Tanganyika and Zanzibar under the umbrella of the East African High Commission formed the East African Directorate of Civil Aviation (EADCA) which regulated the industry and was responsible for providing different services

necessary for the growth of the industry. The East African States continued to operate within a common civil aviation service framework until the collapse of the union. With the collapse of the EAC in June 1977, the East African states founded their own civil aviation agencies. Consequently, the Kenya Directorate of Civil Aviation (DCA) was established on 16th December 1977. The DCA was established to control, regulate and ensure orderly development of the Civil Aviation industry in Kenya.

Statement of the Problem

Succession planning is being taken up by many companies as there is a high increase in the baby boomers who were nearing retirement (Njigua, 2014). Most of the baby boomers that are almost retiring started their careers in very competitive scenarios and they have developed in a way that they highly guard their knowledge and experiences. Succession planning is a process that helps discover and nature talent (Richtermeyer, 2015). It seeks to pinpoint existing leadership talent in the firm, nature it so that these people can take up future positions that are vacant in the near future.

When employees who have been part of a company exit the company may be due to illness, resignation, promotions, greener pastures in other firms, retirement, unexpected death, going for a vacation, end of contract or for other reasons, the positions which they held is left vacant and there is a gap that needs to be filled by a person with better or the same skills and experience (Cairns, 2011). Companies have to find a way of replacing the expertise to keep up with the performance of the firm. It is in this context that succession planning becomes an essential tool of running the institution. This situation brings to the forefront the importance of the application of succession planning to fill critical vacated positions.

The Kenya Civil Aviation Authority (KCAA) is one of the key institutions that plays a critical role when it comes to meeting the objectives of vision 2030. This is due to increased capacity passengers in the region which necessitates economically and

efficiently planning, development and management of civil aviation, ensuring the adherence of safety when it comes to the country's civil aviation industry. The aviation industry is to a large extent fostered by the private sector and corporation investing in new routes and the Authority should come up with succession plans that will not only affect the growth of the sector but at the same time it has to regulate its growth to ensure an efficient and effective planning and management of civil aviation is achieved. This therefore calls for the development and implementation of good and effective succession plans.

Although much research has been done on the succession topic for many years, there is yet to be much that has been done on leadership succession when it comes to the aviation industry. Additionally, most studies have also not looked at the drivers of succession planning in this industry. This gap needs to be filled and this research hopes to do this and help organizations such as the Kenya Civil Aviation Authority to make succession plans that can ensure that future leadership positions are filled by efficient personnel (Ogbari, Akinyele & Dibia, 2015). There lacks a study on the effects of succession planning on operational performance in organizations. It is in this light that this study was conducted in Kenya Civil Aviation Authority.

Research Objectives

This study's key goal was to establish the effect of succession planning approaches on operational performance of Kenya Civil Aviation Authority. The specific objectives were:-

- To establish the effect of corporate mentorship on operational performance of Kenya Civil Aviation Authority
- To determine the effect of talent management on operational performance of Kenya Civil Aviation Authority
- To examine the effect of career management on operational performance of Kenya Civil Aviation Authority

- To assess the effect of communicated responsibilities on operational performance of Kenya Civil Aviation Authority

LITERATURE REVIEW

Theoretical Review

The Common-Sense Theory

The 'common-sense theory' of succession was developed by Pfeffer & Salancik, in 1977. Those in support of the theory are of the opinion that organizations that choose to have a succession plan do so in the hope that this will enhance the performance of the firm. With this in mind common sense dictates that the people that have the capability to choose someone to fill in leadership positions will select someone with the right experience and skills to effect the expected change in performance. This usually involves talent management, a factor considered in this study. The theory explains how talented and ambitious individuals are determined to grow in their capacities taking advantage of every development opportunity offered by the company to increase their chances of getting a promotion. Moreover, talented employees can grab better opportunities if they come across them outside the organization. Succession planning does more than seek to identify people that can fill the current leadership vacant positions; it helps the organization prepare people who can also fill in the future gaps left by unexpected and expected exit of personnel.

Relay Succession Planning Model

Santorin (2004) is behind the development of the named model. He explains that it is prudent for a firm's CEO to prepare for his succession by grooming a successor for some time. The effect of this view has been looked into by comparing firms that do and those who do not use the model in coming up with a successor. The results showed that those organizations that had this model in place did better when it came to the organization performance since the successor were already used to certain leadership challenges that came up before succession and successfully found solutions to such problems.

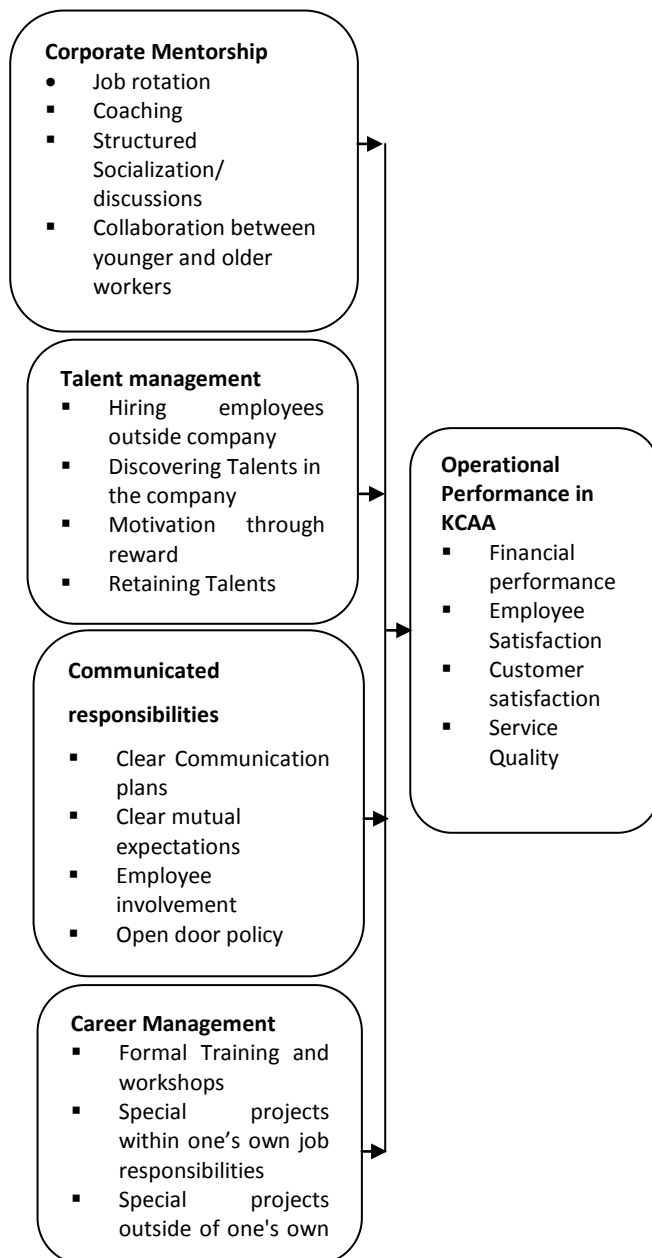
Transformational Leadership Theory

James Macgregor Burns was the developer of this concept in 1978. He used it in his research on political leaders. However, it has become a popular theory even in management and organizational psychology. Jung and Sosik further made notable changes to the theory in 2012. The theory is highly related in the topic of the current study. According to supporters of this theory meaningful work is one of the notable means by which transformational leaders affect the behavior of those following them (King & McGrath, 2012).

Theory of Work Adjustment

The Theory of Work Adjustment (TWA) is used in career development whose emphasis is on every person difference tradition of vocational behavior (Dawis, 1992). The theory also referred to as person-environment correspondence theory looks at the choice of one's career as an ever changing process of development where: (a) the individual/person (P) seeks work organizations and environments (E) that are a match to his/her "requirements" or needs, and (b) E on the other hand seeks for persons who meet the "requirements" of the company (Dawis, 2012). The extent to which P is satisfied with E is referred to as satisfaction while P satisfaction with E is referred to as satisfactoriness. For P the basic requirements that E needs to meet are his or her needs that can be in terms of physical or psychological needs. On the other hand, what E requires from P are abilities which are the skills that P has that come in handy in a certain E. Notably, the extent of P's satisfaction and E's satisfactoriness determine if P is going to remain as part of the organization.

Conceptual Framework



Independent Variables Dependent Variable

Figure 1: Conceptual Framework.

Source: (Author, 2019)

Review of Variables

Corporate Mentorship

Organizations are opting to use mentors to help their staff learn new skills and have people they can ask for advice when faced with work related challenges (Emeka, 2014). An organizational mentoring program deals with passing on knowledge, insight and how activities and programs are run within an organization from the older and

more experienced staffs to the younger and junior staffs (Bryman & Bell, 2005). All these activities go into ensuring that the organization can and will survive into future times as knowledge is passed on from one generation to another. Mentoring is a joint venture involving both the mentor and the mentee (Seniwoliba, 2015; Stinchcomb et al., 2010).

The use of mentors is an early way of influencing one into behaving in a certain manner (Emeka, 2014). It also involves knowledge sharing. Mentors are often people with more skills, experience and more knowledgeable who are willing to share and guide another individual's development (Richtermeyer, 2015). In mentorship, the actions and activities are done for free. Anybody can be a mentor; they could be friends, relatives, coworkers, teachers, supervisors and others (Finkelstein, Potteet, Allen & Eby, 2013). Companies who want to prevent loss of knowledge and skills when a person leaves the firm are opting to use mentors for preservation of knowledge. Mentoring is a joint venture involving both the mentor and the mentee. For mentoring to succeed both the mentor and the mentee should be willing to make it work and ensure that they have a good relationship (Richtermeyer, 2015).

Talent Management

Employees that want to grow in their career paths with great ambition will often take advantage of developmental programs offered by the organization in a bid to get promoted, moreover, talented employees could be lost if they are offered a better career path (Diamond, 2011; Greer & Virick, 2008). Succession planning does more than pinpoint the leadership gap that is inherent in a company but it also prepares individuals who can take up key positions that arise in the future (Leonard, 2010). The main goal of succession planning is the alignment of the available skills and talent in the organization with executive positions to be filled at a later time so as to prevent being faced by strategic and human resources challenges due to lack of the best employees to take up

executive positions in the future. Another goal is to ensure that employees who have growth in the organization retain this knowledge and skills learnt in the firm (Comini & Fischer, 2009).

Career Management

An important process in succession planning is training and development (Fegley, 2011). Succession planning can be of great use in development plans for employees (Pooja, 2013). Development involves harnessing the capabilities of employees and growing them such that they become better at successfully completing a variety of tasks (Tambe, Ye & Cappelli, 2015). Development is meant to improve the firm and the person too (Jackson & Mathis, 2012).

Strategic training is all about creating a learning program in an effort to improve both the individual and organizational productivity (Bush & Scowcroft, 2011). Training helps meet the objectives of the firm since both the interests of the firm and individual are taken care of (Bryman & Bell, 2005). There are key things that any organization thinking of strategic training programs needs to handle in an effort to equip the employees with important skills and knowledge to improve their productivity and final outcome (Bush & Scowcroft, 2011). Strategic training program must have aspects that clearly state the organizational training policy, which is created after conducting a training needs assessment which would give the training scope and the frequency in which the training needs to be handled (Ogbari et al., 2015).

Communicated Responsibilities

The person should be aware of his or her expected duties before succession happens so that if they feel that they might not be able to meet the organization expectations they can decline the executive position (Sharma et al, 2013a). The management expectations of the new successor should also be viable and not too high such that they are attainable (Morris et al, 2009). Job

enrichment is the expansion of the current duties so that the person can gain new skills and experience due to taking on additional tasks (Cairns, 2011). Although it helps one to gain new competencies it should only be tried on personnel who are doing well in their current duties as it involves more responsibilities in a different field other than the one the person might be in currently (Buckner & Slavenski, 2009).

Empirical Review

There are a number of studies that touch on succession planning that have been conducted in the past. Avanes, (2011) study looked at succession planning in the Indian communication industries and its effect on the performance of the firms in this industry. The results of the study indicated that the effect of succession plans on communication consultancy organizations performance was higher at 72.4% compared to the same measure on communication research firms whose results were at 70.4%.

Helmich (2012) research looked the CEO successions in State Owned Enterprises (SOEs). This study was unlike many past studies done on succession plans since very few had looked at SOEs. The research particularly examined the expectations of CEOs before they took up these positions in the SOEs. The findings showed that for the CEOs studied that were located in China the CEOs decisions to take up these positions was influenced by the interaction between the internal labour market factors and the internal management of the firm. The conclusion was that there was a highly like hood for SOEs to seek internal executives to take up CEOs positions if the proportion and the performance of the SOEs compared to the industry expectations are low.

Froelich, McKee and Rathge (2011) study examined succession planning in non-profit companies. It was noted that very few studies had been done in this area despite there being the like hood of challenges in management succession because of low remuneration, lack of senior experienced

professionals in the industry and poor human resource structures which discourages young executives from taking jobs in this industry. According to the outcomes although succession planning was considered important in this sector very few firms had plans of developing let alone implementing a SP. Leadership succession in half of these organizations was mostly based on internal transitions but a third of these firms did not have a suitable person in place to take up the leadership roles. In addition, there was very little effort put up by the organizations to develop leaders in the industry. Additionally, most of the firms preferred to seek leaders from similar firms that were part of this industry.

Kiyonaga (2014) article titled “today is the tomorrow you worried about yesterday: meeting the challenges of a changing workforce.” His views were that public entities human resources were greatly affected by competition in the work environment and lack of succession plans. Many of the public entities often used standard tests and ways of recruitment but this could negatively affect these entities especially when it came to human resources processes that were quickly changing. A question that the article sought to answer was if the task of succession planning was the responsibility of the human resource department, the management of the two should work together to draft and implement the plan. The public firms have limited strategic knowhow that is required to come up with effective SPs. The need to use strategic knowhow and the need to have the right skills to successfully ensure that public entities employees are not affected by the global challenges facing labour will need the HR practitioners in these entities to be very knowledgeable and to perform beyond the expectations of the management of these firms. The expectations that the human resources personnel in the public companies with have succession planning capabilities and the ability to meet all these needs of the public entities will see the role of HR managers in these firms

expand making them an important resource for these organizations.

Porkiani, Beheshtifar and Nekoie-Moghadam (2010) focused on succession planning in Iranian governmental agencies. Part of their argument was that firms were having a hard time getting employees that had talents and suitable qualifications for various tasks. Succession plans could help solve this challenge since the process involved development of employees capabilities so that they can fill up future vacant positions in the firm. Some of the companies reviewed were found to take succession planning very seriously. The descriptive study outcomes was that there was a favorable association between the requirements needed for managerial positions including managerial capabilities, commitment, readiness, and knowledge of the culture of the organization and the execution of the succession plans. Managers were encouraged to consider employees who had such managerial requirements to be successful in their recruitment and development of talented employees who were expected to take up leadership roles in the future.

Novak (2010) paper titled “competency-based succession planning: a strategic approach to addressing human capital challenges” looked at a topic that had been examined in great detail in the past few years. Emphasis on this topic was more on the effect of “knowledge economy,” “information age,” or “post-industrial society” on many industries in different economies. The growth of such factors and their use in different industries meant that the key factor that differentiated these industries was intellectual capital. For organizations that needed to succeed, it was crucial that they identified strategic means that they could use to identify, develop, assess, quantify and improve the abilities of their intellectual capital. A key means that was identified that could help in the achievement of this goal was through competency-based management.

METHODOLOGY

This study was conducted using a descriptive survey design which is a technique that deduced the where, what and how of the topic under study (Bacon, 2013). The target population was the employees of the Kenyan Civil Aviation Authority. Both management and non-management employees were part of the study population since they were in a position to give accurate information on the subject under study. The population was made up of 168 employees and was heterogeneous in nature. A semi structured questionnaire was the tool of data collection. The collected data was analyzed for ease of understanding. The data before it was analyzed was checked for completeness and consistency. A multiple regression analysis was also done to deduce the relationship between the study variables.

The regression model used is as shown:

$$Y = f(\beta_1 X_1, \beta_2 X_2, \beta_3 X_3, \beta_4 X_4, \epsilon)$$

Where:

Y = Operational performance

β_0 = Constant Term

$\beta_1, \beta_2, \beta_3$ and β_4 = Coefficients of determination of the independent variables

X_1 = corporate mentoring

X_2 = talent management

X_3 = career development

X_4 = Communicated responsibilities

ϵ = Error term

RESULTS

Extent to which the Corporate Mentoring Activities are carried out in KCAA

The participants were requested to use the Likert scale to indicate how often the below activities were done in KCAA. The outcomes were indicated in table 1.

Table 1: Extent of carrying out Corporate Mentoring Activities

	Mean	Std. Deviation
Job rotation	3.4409	0.4991
Coaching	4.0215	0.9086
Structured Socialization/ discussions	2.9892	0.6510
Development activities	3.8280	0.6189
Research or project time	3.5591	0.5205
Collaboration between younger and older workers	3.3333	0.6967

As per the results, many of the respondents indicated that coaching is done at Kenya Civil Aviation Authority in a large extent as shown by the mean of 4.0215. This concurred with Bryman and Bell (2005) who argued that an organizational mentoring program deals with passing on knowledge, insight and how activities and programs are run within an organization from the older and more experienced staffs to the younger and junior staffs. This agrees with relay succession planning theory by Santorin, (2004).

Again with a mean of 3.8280, development activities are done at Kenya Civil Aviation Authority in a large extent. This is similar to Bowen, Morara

and Mureithi (2009) who claims that mentors are vital for the growth of workers both in public and private entities.

Further the respondents indicated that research or project time is also done at Kenya Civil Aviation Authority in a large extent as shown by the mean of 3.5591. Again with a mean of 3.4409, the respondents indicated that job rotation time is also done in a moderate extent. Also with a mean of 3.3333, the respondents indicated that collaboration between younger and older workers is done at Kenya Civil Aviation Authority in a moderate extent. Finally, the respondents indicated that structured socialization/ discussions were done

at Kenya Civil Aviation Authority in a moderate extent as shown by the mean of 2.9892. Other aspects of corporate mentoring cited by the respondents include on job training, delegation of duties, employee empowerment, consistent mentoring programmes, succession planning, induction, team meetings, knowledge transfer, internship programmes, civil education, sponsored training, leadership development and guidance and counseling.

Talent Management

The study also sought to examine the effect of talent management on operational performance of Kenya Civil Aviation Authority.

The respondents were also requested to rate using the likert scale 1 5, the extent to which talent management affect the operational performance of Kenya Civil Aviation Authority. The below table provided the outcomes in table 2.

Table 2: Extent of Talent Management Effect

	Frequency	Percent
Low extent	33	35.5
Moderate extent	33	35.5
great extent	27	29
Total	93	100

According to the above results, most of the participants were of the opinion that talent management affects the operational performance of Kenya Civil Aviation Authority in a low and moderate extent as shown by 35.5% (33) while 29% (27) indicated that talent management affects the performance of Kenya Civil Aviation Authority in a low extent. This implies that talent management

has a moderate effect on operational performance of KCAA.

The participants were requested to rate using the likert scale 1 5, the extent to which the following activities in line with talent management are carried out in KCAA. The outcomes are as indicated in table 3.

Table 3: Extent to which Talent Management are carried out in KCAA

	Mean	Std. Deviation
Identifying talent needs	3.9892	0.651
Making company talent oriented	3.2043	1.36381
Hiring employees outside company	3.172	0.77493
Discovering Talents in the company	3.9785	0.84671
Motivation through reward	3.1935	1.33724
Retaining Talents	4.0215	0.5103
Talent evaluation	3.6882	0.46575

In relation to the above results, the respondents indicated that retaining talents was done at Kenya Civil Aviation Authority in a large extent as shown by the mean of 4.0215.

in Kenya Civil Aviation Authority was done in a large extent as shown by the mean of 3.9785.

Again with a mean of 3.9892 the respondents indicated that identifying talent needs at Kenya Civil Aviation Authority was done in a large extent. Also, the respondents indicated that discovering talents

Again the respondents indicated that talent evaluation at Kenya Civil Aviation Authority is done in a large extent as shown by the mean of 3.6882. Further with a mean of 3.2043, the respondents indicated making Kenya Civil Aviation Authority talent oriented was done in a moderate extent. Again with a mean of 3.1935, motivations through

rewards at Kenya Civil Aviation Authority was done in a moderate extent. The respondents also indicated that hiring employees outside Kenya Civil Aviation Authority was done in a moderate extent as shown by the mean of 3.172.

Career management

Further the study also sought to examine the effect of career management on performance of Kenya Civil Aviation Authority.

The respondents were requested to rate using the likert scale 1-5 and tell the extent to which career management affect the operational performance at Kenya Civil Aviation Authority. The outcomes were as indicated in table 4.

Table 4: Extent of Career Management Effect

	Frequency	Percent
Moderate extent	23	24.7
great extent	69	74.2
Very great extent	1	1.1
Total	93	100

As per the above results, most of the participants felt that career management affects the performance of Kenya Civil Aviation Authority to a great extent as shown by 74.2% (69). Again, as shown by 24.7% (23) the respondents indicated that career management affects the operational performance of Kenya Civil Aviation Authority to a great extent (moderate). Finally, the respondents indicated with 1.1% (1) that career management affected the operational performance of Kenya Civil

Aviation Authority in a very great extent. This indicated that career management greatly affects the operational performance of Kenya Civil Aviation Authority.

The respondents were also requested to rate using the likert scale 1- 5 and tell the extent to which the following activities in line with career management are carried out in KCAA. The results were as indicated in table 5.

Table 5: Extent to which Career Management Activities are carried out in KCAA

	Mean	Std. Deviation
Classroom training/ lectures	2.8817	0.58699
Computer based learning/ e learning	3.6129	0.7076
Formal workshops	3.3548	0.48106
Special projects within one's own job responsibilities	3.4301	0.82617
Articles/ books	3.0538	0.66538
Tests/assessments or other measures of skills	3.6774	1.06487
Special projects outside of one's own responsibilities	3.7204	0.82575
Computer based learning	3.4086	1.24444
Expatriate assignments	3.6559	0.47764

As per the results projects that were not part of the employee's responsibilities were carried out to a large extent at Kenya Civil Aviation Authority as shown by mean of 3.7204. Again with a mean of 3.6774, the respondents indicated that tests/assessments or other measures of skills were carried out in a large extent at Kenya Civil Aviation

Authority. Again the respondents indicated that expatriate assignments are carried out in a large extent at Kenya Civil Aviation Authority as shown by the mean of 3.6559.

Further with a mean of 3.6129, the respondents indicated that computer-based learning or e learning was carried out at Kenya Civil Aviation

Authority. Also, special projects within one's own job responsibilities were indicated by a mean of 3.4301 to have been carried out in moderate extent at Kenya Civil Aviation Authority. Again, the respondents indicated that computer-based learning was carried out in a moderate extent at Kenya Civil Aviation Authority as shown by a mean of 3.4086. Further with a mean of 3.3548, formal workshops were indicated to have been carried in a moderate extent at Kenya Civil Aviation Authority. Finally, the respondents indicated that articles or books were carried out in moderate extent at Kenya Civil Aviation Authority as shown by the mean of 3.0538. Again, with a mean of 2.8817 the respondents indicated that classroom training or lectures were carried out at Kenya Civil Aviation Authority. The ways in which talent management affected the performance of Kenya Civil Aviation Authority identified by the respondents were innovation recognition, talents development, HR processes, lack of proper policy on talent management, service provision, personnel development, deployment of individuals considered valuable, failure to reward good performance, less

training, promotions, establishing the need for talents, PC evaluations, training and development, rewarding talents and improving on the skills through training.

The respondents indicated that career development affect the performance of Kenya Civil Aviation Authority by training needs assessments, benchmarking, simulation exercise, automation, understanding the connection between recruitment, career development and retention, in house training and fear of competition during interviews.

Communicated Responsibilities

The study further sought to examine the effect of communicated responsibilities on performance of Kenya Civil Aviation Authority.

The respondents were also required to rate using the likert scale 1 5 and tell the extent to which communicated responsibilities affects the performance of Kenya Civil Aviation Authority. Their views were as indicated in table 6.

Table 6: Effect of Communicated Responsibilities on Operational Performance of KCAA

	Frequency	Percent
Low extent	1	1.1
Moderate extent	20	21.5
Great extent	50	53.8
Very great extent	22	23.7
Total	93	100

From the above results most of the participants indicated that communicated responsibilities affects the performance of Kenya Civil Aviation Authority in a great extend as shown by 53.8% (50). Further with 23.7% (22) indicated that communicated responsibilities affects the performance Kenya Civil Aviation Authority in a very great extent. Again, 21.5% (20) indicated that communicated responsibilities affects the operational performance of Kenya Civil Aviation Authority to a moderate extent, 1.1% (1) showed

that communicated responsibilities affects the performance Kenya Civil Aviation Authority in a little extend. Therefore, from the above findings it's true that communicated responsibilities affect the performance Kenya Civil Aviation Authority in a great extent.

The respondents were requested to rate using the likert scale 1- 5 and tell the extent to which the following activities in line with communicated responsibilities are carried out in KCAA. The outcomes were shown in table 7.

Table 7: Extent of carrying out Communicated Responsibilities Activities

	Mean	Std. Deviation
Clear Communication plans	3.3548	0.48106
Clear mutual expectations	3.6667	1.06662
Open door policy	3.6989	0.46121
Periodical talkfest (Meetings)	3.7742	0.80931

As per the above results the respondents indicated that periodical talkfest (Meetings) was carried out in a great extent as shown by the mean of 3.7742.

Again, the respondents indicated that open door policy was carried out in Kenya Civil Aviation Authority in a great extent as shown by the mean of 3.6989. Further, the participants felt that clear mutual expectations was carried out in Kenya Civil Aviation Authority in a great extent as shown by the mean of 3.6667.

Finally, with a mean of 3.3548, the participants felt that Clear communication plans was carried out in KCAA in a moderate extent. As per the respondents other communication factors include, minimal top

down communication, interdependent communication, attitude, perception, use of aviation language, non-formal communication, the communication structure, information withholding, poor channels of communication and poor feedback mechanisms.

Operational Performance

The study further sought to examine the level of agreement on activities related to organizational development on operational performance of Kenya Civil Aviation Authority. The participants were requested to indicate using the likert scale 1- 5 and tell the extent of agreement to which the following activities are carried out in KCAA. The outcomes are indicated in table 8.

Table 8: Level of Agreement with Various Statements Regarding KCAA

	Mean	Std. Deviation
Revenue has increased	3.1613	0.756
Employee Satisfaction is high	3.7957	0.91556
Service quality has increased	3.4731	0.50198
Customer satisfaction has increased over the years	3.7742	0.42038

As per the results the participants had the view that employee satisfaction at Kenya Civil Aviation Authority is high as shown by the mean of 3.7957. Also the participants were of the opinion that customer satisfaction at Kenya Civil Aviation Authority has increased over the years as shown by the mean of 3.7742. Finally the participants felt that revenue at Kenya Civil Aviation Authority have increased as shown by the mean of 3.1613. Further the respondents were on a neutral view that service

quality has increased at Kenya Civil Aviation Authority as shown by the mean of 3.4731.

On other aspects of operational performance, the respondent indicated more meetings, manuals of operations; knowledge and expertise in a particular subject matter, email feedback, follow up actions, suggestion boxes, continuous improvement, customer relations and participation in regulation formation and better understanding of responsibilities.

Regression Analysis

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.811	0.658	0.643	0.186

Table 9 showed how the model equation is fit for the study data. The value of the adjusted R² was 0.643 showing that 64.3% of the KCAA performance is explained by talent management, corporate mentoring, career development and communicated

responsibilities which leaves 35.7% of the performance unexplained. It is prudent that other scholars conduct related research to establish the other factors affecting KCAA performance.

Table 10: ANOVA Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.041	4	1.510	42.42	0.000
	Residual	3.133	88	0.036		
	Total	9.174	92			

The obtained value of 0.000 is proof that the regression model was significant in providing an explanation on how talent management, corporate mentoring, career development and communicated responsibilities affected performance of Kenya Civil

Aviation Authority. The F calculated was higher than the F critical at 42.42 compare to the F critical value of 2.4495 showing that this model was significant.

Table 11: Coefficients of Determination

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.854	0.143		5.972	0.000
Corporate mentoring	0.608	0.196	0.678	3.102	0.003
Talent management	0.786	0.354	0.634	6.956	0.030
Career development	0.963	0.148	0.786	6.507	0.000
Communicated responsibilities	0.683	0.213	0.498	4.216	0.002

The established model for the study was:

$$Y = 0.854 + 0.608 X_1 + 0.786 X_2 + 0.963 X_3 + 0.683 X_4$$

According to the regression model results with all factors considered (corporate mentoring, career development, communicated responsibilities and talent management) constant at zero, performance of Kenya Civil Aviation Authority was 0.854. The outcomes also showed that when other factors are held constant a single unit increase in corporate mentoring increases the performance of Kenya Civil Aviation Authority by 0.608.

The outcomes also showed that when other factors are held constant a single unit increase in talent management increases the performance of Kenya Civil Aviation Authority by 0.786.

Further, the outcomes also showed that when other factors are held constant a single unit increase in career development increases the performance of Kenya Civil Aviation Authority by 0.963. This corresponds to Bush and Scowcroft, (2011) who argue that strategic training is all about creating a learning program in an effort to improve both the individual and organizational productivity.

Further, the outcomes also showed that when other factors are held constant a single unit increase in communication responsibilities increases the performance of Kenya Civil Aviation Authority by 0.683. This is in line with Cairns (2011) who argues

that job enrichment is the expansion of the current duties so that the person can gain new skills and experience due to taking on additional tasks.

Overall, career development had the most notable and highest impact on performance of Kenya Civil Aviation Authority, followed by talent management, and then communicated responsibilities while corporate mentoring had the least impact on the performance of Kenya Civil Aviation Authority in Kenya. All the study variables were significant ($p < 0.05$).

CONCLUSION

The study concluded that corporate mentoring has a positive effect on the operational performance of Kenya Civil Aviation Authority. The study deduced that SPs are not meant for members of staff who are expected to take up senior positions but it should be used to ensure the growth of every employee in the organization. Finally the study deduced that collaboration between younger and older workers was being carried out at Kenya Civil Aviation Authority and recognized that informal mentoring relationship can also be used to develop the growth of members of staff of a firm.

The study again concluded that communicated responsibilities have a positive effect on the operational performance Kenya Civil Aviation Authority. The study deduced that open door policy being carried out in Kenya Civil Aviation Authority greatly had an effect on communicated responsibilities as a factor of operational performance in Kenya Civil Aviation Authority. It was also revealed that clear communication plans were being carried out in Kenya Civil Aviation Authority moderately where they helped enhance the employee's capabilities and experience though they were tried on personnel who are doing well in their current duties as it involves more responsibilities in a different field other than the one the person might be in currently.

The study further concluded that career development has positive effects on the operational

performance of Kenya Civil Aviation Authority. The study deduced that special projects that were not part of the workers responsibilities as well as tests and other assessments of skills being carried out largely at Kenya Civil Aviation Authority contributed to the effect of career development on the operational performance of Kenya Civil Aviation Authority. The study further deduced that expatriate assignments, computer based learning or e learning and formal workshops being carried out at Kenya Civil Aviation Authority was attributed to effect of career development on the operational performance of Kenya Civil Aviation Authority.

The study finally concluded that talent management affects the operational performance of Kenya Civil Aviation Authority positively. The study deduced that retention of talents being carried out at Kenya Civil Aviation Authority, identification of talent needs was being carried out largely and had effects on operational performance. Further the study deduced that motivations through rewards and hiring of employees outside Kenya Civil Aviation Authority was carried out moderately and had effect on the operational performance of Kenya Civil Aviation Authority.

RECOMMENDATIONS

Concerning corporate mentoring, the study found that structured socialization or discussions were barely carried out in Kenya Civil Aviation Authority. Therefore the study recommended that Kenya Civil Aviation Authority focus on implementing structured socialization as well as discussions among its employees. This can be done through organized staff dinner or staff social retreats. This would ensure good relationship among workers as well as a friendly working environment where every staff will feel accommodated. Again, the study found that collaboration between younger and older workers is barely carried out at Kenya Civil Aviation Authority. Therefore the study recommends that Kenya Civil Aviation Authority should focus on corporate mentoring to ensure that older workers mentor the younger workers since

mentoring can also be used to develop the growth of members of staff of a firm. This will ensure a smooth transition at Kenya Civil Aviation Authority when the older workers start retiring since organizations that fail to provide growth opportunities for their members of staff are likely to be characterized by low productivity since employees are not motivated and will in the end lose knowhow and experience from senior employees when they exit the company.

Regarding talent management, the study found that motivation through reward to the outstanding talented workers was done moderately at Kenya Civil Aviation Authority. The study therefore recommends that Kenya Civil Aviation Authority should focus on rewarding their workers in order to give them an incentive to work better and perform well. This can be done through promotions, salary hikes and also prize giving to the best performing worker.

The study further found that on career development, classroom training or lectures were carried out moderately at Kenya Civil Aviation Authority. Therefore the study recommended that Kenya Civil Aviation Authority should focus on implementing classroom training to pass techniques to the younger workers in order to provide the explanation of a phenomenon and why maybe the topic under study is important. This will improve the performance of Kenya Civil Aviation Authority in that the workers will be able to get new ideas and techniques of doing work. Again the study recommends that computer based learning as well as formal workshops should be implemented in order to enhance the executive's capabilities of taking on additional responsibilities.

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Finally the study found that clear communication plans were carried out in Kenya Civil Aviation Authority moderately. Therefore the study recommended that Kenya Civil Aviation Authority should evaluate their communication methods and consider what each of the communications methods used by their employees is expected to attain and if the communications means used are reaching their objectives. This will ensure that Kenya Civil Aviation Authority will come up with a good communication plans which will describe the goals of the communication strategies and how these goals can be achieved.

Suggestion for Further Studies

It was the research recommendation that further studies related to this study topic should be done. One such suggested study is the impact of corruption on the performance of aviation industry in Kenya. Since there is a 5.5% error term, other studies should work at other factors not tackled by the study. Further studies on this topic could be carried out and should include economic and political aspects. It should determine how the political instability can affect performance of aviation industry in Kenya. The researcher should go ahead and deduce the impact of terrorism on the performance of aviation industry in Kenya.

The study also recommended further studies on relational factors influencing on-time Service Delivery at aviation industry in Kenya. The study sought to establish: the extent to which effective communication influences on-time service delivery in aviation industry in Kenya.

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