

**INFLUENCE OF TALENT MANAGEMENT PRACTICES ON
SERVICE DELIVERY AMONG AIRLINE OPERATORS IN KENYA**

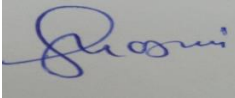
ZEPHANIAH KIPNGETICH KOSKEI

**A RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF
THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION,
FACULTY OF BUSINESS AND MANAGEMENT SCIENCES,
UNIVERSITY OF NAIROBI**

2023

DECLARATION

I certify that the research project I have been working on is my own, original creation and has not been presented elsewhere for academic credit.

Signature: 

Date: 09/05/2023

Zephaniah Kipngetich Koskei

REG. NO: D61/70853/2009

This research project has been turned in for review, and in my role as a supervisor at the University, I have granted my approval for it to be evaluated.

Signature: 

Date: 03/05/2023

Dr. Mercy Munjuri

Associate Professor

Department of Business Administration

DEDICATION

Without God's assistance, it is impossible to imagine how this study could have been concluded successfully. In addition, I would want to use this opportunity to convey my gratitude to my friends and family for all they have done to support me in my pursuit of academic success.

ACKNOWLEDGEMENT

First, I'd want to give God the glory for bringing me this far in my education and for keeping me alive and well along the way.

Second, I would want to give credit where credit is due and thank my supervisor, Dr. Mercy Munjuri, for her guidance, patience, and wise words, all of which were important in my ability to finish this research. Her thoughts and advice have proven to be helpful. In point of fact, she served as a motivation for me to further my education.

TABLE OF CONTENTS

DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
LIST OF TABLES	ix
ABBREVIATIONS AND ACRONYMS.....	x
ABSTRACT.....	xi
CHAPTER ONE:INTRODUCTION	1
1.1 Background of the Study	1
1.1.1 Talent Management Practices	2
1.1.2 Service Delivery.....	4
1.1.3 Airline operators in Kenya.....	5
1.2 Research Problem	6
1.3 Research Objective	9
1.4 Value of the Study	9
CHAPTER TWO:LITERATURE REVIEW.....	11

2.1 Introduction.....	11
2.2 Theoretical Foundation	11
2.2.1 Talent Management Theory	11
2.2.2 Service Quality Theory	13
2.3 Talent Management Practices and Service Delivery	14
2.4 Empirical Review and Research Gap	16
CHAPTER THREE:RESEARCH METHODOLOGY	21
3.1 Introduction.....	21
3.2 Research Design.....	21
3.3 Target Population.....	21
3.4 Data Collection	22
3.5 Data Analysis	22
CHAPTER FOUR:DATA ANALYSIS, PRESENTATION AND DISCUSSION	24
4.1 Introduction.....	24
4.2 Response Rate	24
4.3 Organizational Characteristics	24
4.3.1 Period of operation.....	24
4.3.2 Number of Employees	25
4.3.3 Number of Branches	26

4.4 Talent Management Practices	27
4.4.1 Career Management	27
4.4.2 Learning and Development	28
4.4.3 Performance Management	29
4.4.4 Workforce Planning	31
4.5 Service Delivery.....	32
4.5.1 Responsiveness	33
4.5.2 Reliability.....	34
4.5.3 Assurance.....	35
4.5.4 Empathy	36
4.6 Correlation Analysis	36
4.7 Multiple Regression Analysis	38
4.7.1 Model Summary.....	38
4.7.2 Goodness of Fit of the Model	39
4.7.3 Model Regression Coefficients.....	40
4.8 Discussion of Findings.....	42
CHAPTER FIVE:SUMMARY, CONCLUSION AND RECOMMENDATIONS ...	45
5.1 Introduction.....	45
5.2 Summary of Findings	45

5.3 Conclusion	46
5.4 Recommendations.....	48
5.5 Limitations of the study	49
5.6 Suggestions for Further Studies	49
REFERENCES.....	51
APPENDICES	55
Appendix I: Introduction Letter	55
Appendix II: Questionnaire	56
Appendix III: Airline Operators in Kenya.....	63

LIST OF TABLES

Table 4.1: Period of Operation.....	25
Table 4.2: Number of Employees	25
Table 4.3: Number of Branches	26
Table 4.4: Career Management.....	27
Table 4.5: Learning and Development.....	28
Table 4.6: Performance Management	30
Table 4. 7: Workforce Planning.....	31
Table 4.8: Responsiveness	33
Table 4.9: Reliability.....	34
Table 4.10: Assurance.....	35
Table 4. 11: Empathy	36

ABBREVIATIONS AND ACRONYMS

CEOs	Chief Executive Officer
HR	Human Resource
SD	Standard Deviation
SPSS	: Statistical Package for Social Sciences
UN	: United Nations

ABSTRACT

Organizational leaders continue to battle to discover talented workers while simultaneously facing the problem of the dilemma of keeping knowledgeable workers because organizations have encountered difficulties in recruiting appropriate employees who will meet the job expectation. Companies have found it challenging to find and hire people who are a good fit for their open positions because of these issues. Training and promotion opportunities, career management, succession planning, and mentoring from department heads are all ways in which a company may increase its chances of recruiting and retaining top talent as well as keeping its present workforce motivated. The purpose of this research was to assess the impact that talent management strategies had on the level of service provided by Kenyan airlines. The principles of people-management and service-quality theory served as the foundation for this study. Researchers opted for a descriptive cross-sectional approach for this investigation. Data for the research came from a census survey of the 66 airlines operating in Kenya. According to the study's findings, Kenyan airlines prioritize personnel planning and career management more than they do leadership, development, and performance management. It was discovered that service provision, career management, learning and development, performance management, and workforce planning all have a positive relationship with one another. The research also found that managers are encouraged to provide coaching and mentoring to their subordinates, and that all employees in the airline operators have access to a coaching and mentoring program that improves their working conditions. According to the findings of the research, in order to improve service delivery, it is vital for airline operators in Kenya to design programs that are not only essential but also improve workers' service delivery. This recommendation was made. The research also suggested that workers and management should collaborate on the development of programs together. In the future, research may be conducted to identify other elements that influence the manner in which services are provided.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Changes in the cultural, social, and political environment have become unavoidable due to the fact that the modern day commercial operating environment is defined by growing technical advancements. In such a setting, it is crucial for an organization to acquire high-quality workers, ensure their continued employment at the company, and recognize and reward their commitment to the enterprise (Sheehan, 2012). Only then can the corporation hope to fulfill its goals. According to Sinha and Sinha (2012), career possibilities, educational resources, succession planning, and management all influence employee retention. Yllner and Brunila (2013) argue that effective personnel management directly impacts service delivery, which in turn increases staff retention. In a similar vein, Gungor (2011) said that activities related to talent management, particularly employee career development, awards and recognitions, and managerial assistance, had a favorable influence on service performance.

This research was grounded on two theoretical frameworks: the talent management theory (Roberts, 2008) and the service quality theory (Gronroos, 1982). Roberts (2008) has established himself as a pioneer in the field of talent management theory. Roberts (2008) suggests that corporations value workers' expertise and experience to stay competitive. The service quality hypothesis may be traced back to Gronroos (1982). The idea postulates that several viewpoints, including as psychodynamic, behavioral, cognitive, and humanistic ones, may be used to characterize a customer's decision-making process.

Kenya's aviation industry boosts national and regional economic development. The nation and other income development capacities, such as promoting tourism and providing passenger and cargo services, among other things, are dependent on their ability to expand and develop in a sustainable manner (Fara, Munga, and Mbebe 2018). Since the airline generates an enormous amount of economic value, studying that sector is essential when evaluating the industry's entire influence on the nation as well as the interests of important stakeholders. According to Bitzan and Peoples (2021), the issues that the country encounters may be broken down into many categories: regulatory concerns, political circumstances, and strategic hurdles.

1.1.1 Talent Management Practices

According to Latukha (2015), talent management comprises the coordination of numerous different operations pertaining to human resources. These activities include workforce acquisition, development, evaluation, and retention. Festing, Kornau, and Schafer (2015) describe talent management as identifying, attracting, selecting, developing, and preparing individuals for future leadership positions. Talent management includes workforce planning, hiring and training employees, and determining salaries, as stated by Mathew (2015). "Talent management" refers to a collection of practices that are integrated into the daily operations of a firm, and it includes performance management, employee loyalty, trust, HR planning, and succession planning, among other things.

Workforce planning, candidate selection, skill development, career and succession mapping, employee assessment, and incentive and reward design are all parts of talent management. Armstrong (2008) argues that successful workforce planning is achieved by using the right people at the right time, in the right place, and with the right set of skills.

These days, businesses work in an environment that is both extremely dynamic and less predictable than in the past. According to Agarwala (2007), efficient recruiting is an important strategic instrument, and the creation of novel approaches to choose the best individuals is an equally significant tool in the selection process. The yearly organizational budget as well as both the long-term and short-term organizational objectives are taken into consideration when employees make their projections. The process of recruiting is essential to any company because it reduces the risk of making errors, such as hiring people who are unqualified, unskilled, or uninspired.

According to Armstrong (2008), learning and development activities are essential tools for growing workers as well as managers. This is because they provide opportunities for high-potential employees to develop their skills in their current positions and perhaps advance to other ones within the organization. Corporate career management makes use of methods including job rotation, employee seminars, promotion ladders, job enrichment, and company-sponsored initiatives to maximize employee potential. According to Dessler (2011), an employee's goal should be to maximize their potential through honing their abilities and receiving constructive criticism on their performance. Using the nine-box grid to evaluate potential and performance, Tansley et al. (2007) discover promising results. As a result, we may conclude that performance management and talent management are intertwined. Performance management, as defined by Armstrong (2006), is a strategy for increasing employee interest and involvement via positive reinforcement and objective feedback.

1.1.2 Service Delivery

According to Gursoy, Chi, Lu, and Nunkoo (2019), service delivery necessitates a company's components that describe how customers and service providers engage in a variety of processes together and how customers gain or lose value as a consequence. A service is a kind of immaterial economic activity that produces no physical goods and does not result in the acquisition of ownership rights. According to Orlando, Beard, and Kumar's (2019) definition of service delivery, a group of actions is considered to constitute service delivery when they are carried out within the context of a commercial setting. According to Tummers, Bekkers, Vink, and Musheno (2015), service delivery is an organization's coordinated activities and actions that are targeted at providing successful services and goods to customers.

Empathy, promptness in response, dependability, and certainty are the four building blocks that comprise SERVQUAL. The dependability of the service being provided is the primary factor to take into consideration. This affects the company's service accuracy. It also covers the company's timely and error-free service. Customer service entails setting up methods and procedures to ensure a company's customers are happy with its services. Heskett (1987), I am grateful to you for the investment of your time and work. According to Parasuram and colleagues (1985), some examples of service delivery indices include reliability, tangibility, responsiveness, accessibility, and empathy. The ability of the company to promptly respond to the requirements set out by the customer is evaluated as part of the response quality of service metric. Customers have a negative perception of a company when they are not responded to, particularly when there is no clear explanation for the lack of response. Due to the fact that some services are dependent on the use of

specific facilities, having access to certain facilities will limit the availability of certain services.

The trustworthiness of both the employee and the customer is necessary for the guarantee to hold. The employee's knowledge and skill in developing cordial and considerate discourse will be crucial here. Competency, customer compliance, effective communication, and attitudes are the four components that make up this part of the whole. In order for a service to be considered a service, it must include all of the features that are designed to fulfill the requirements of customers. Empathy may be established when a worker is able to show that they care about and are concerned about the needs of customers. In order for this method to work, it is crucial that the employee continually demonstrate empathy. Delays in service delivery may lessen the value of the service; hence, services must be given promptly to prevent upsetting customers.

1.1.3 Airline operators in Kenya

According to the KCAA report for 2020, Kenya is presently home to 66 airlines that are both registered and active. The airlines transport people, mail, and freight across national, regional, and international boundaries via the air transportation system. Some of the airlines also supply other operators with aircraft maintenance and component repairs, ground handling services, and cargo import and export services. These services fall under the category of third party logistics providers. In today's world, the aviation industry is completely controlled by modern technologies. These are used to fulfill the high demands of customers as well as the high standards of life. According to Simiyu (2016), the aviation sector delivers a transport system that is beneficial on both a national and an international scale. Kenya Airlines is a significant contribution toward this goal.

According to the findings of a research conducted by Oxford Economics for the year 2022, this sector is responsible for the employment of more than 46,000 Kenyans, the generation of more than KES 3.2 billion in tax revenue, and KES 1.4 billion from departing passengers and VAT. According to Mwangi and Kanyanjua (2021), this demonstrates that the expansion of the industry is beneficial to the economy of Kenya. The ease of travel afforded by air travel distinguishes it from other modes of transportation, elevating its status to that of a preferred option for vacation planning.

Policymakers and the industry may use the aviation sector's social and economic advantages, statistics, and numbers, providing a worldwide perspective on the strategic relevance of aviation in driving economic development. But new advances in the aviation business have only served to increase customer frustration with airlines. Kenyan airlines are crucial to the progress and prosperity of Kenya and the region as a whole. For the nation and its other revenue development capacities, such as increasing tourism and offering passenger and cargo services, sustainable growth and development is essential (Bitzan & Peoples, 2016). Learning about the airline sector is important for figuring out how aviation will affect the economy and how different groups will benefit from it.

1.2 Research Problem

Since the beginning of this decade, businesses have had trouble finding employees who are qualified for their open positions and who can live up to the requirements of the job. As a direct consequence of this, organizational leaders continue to have difficulty finding skilled workers and are simultaneously confronted with the challenge of keeping knowledgeable workers (Sheehan, 2012). Sinha and Sinha (2012) suggest that companies put their attention on talent management and rethink their retention strategies. This is because of

how quickly the field of human resource management is changing. Smart people need less supervision and produce high-quality products, according to Ashton (2005). Because of this, supervising talented employees is easy. They're essential for enhancing service quality in ways that cater to individual customers.

The aviation industry operates in a highly competitive and dynamic environment as a consequence of continuous globalization and the internationalization of firms. A new organizational structure that helps airlines compete in the market has been developed in recent years, as reported by Fara, Munga, and Mbebe (2018). As a further consequence of these adjustments, there has been a breakdown in collaboration amongst a number of essential departments. Kenyan airlines have seen a significant turnover rate of its highly qualified workers since 2018. The human resources departments of these businesses record yearly attrition rates of up to 12 percent, which has led some to speculate that a crisis in talent management may be to blame (Latukha, 2016). This terrible event is the frightening and rapid solution of the problem, which is a step ahead in defining its performance and its sustainability, since it is crucial to our economy via the supply of employment and money to the state.

Numerous global, regional, and local studies have examined different approaches to talent management. Chitsaz-Isfahani and Boustani (2014) conducted a cross-sectional analysis of talent management and employee retention. Trust in business, talent management, and employee retention are all shown to be influenced by these results. Talent management and worker retention in US retail supermarkets were studied by Oladapo (2014). According to the findings, the availability of prospects for career growth was the single most significant

factor in determining the percentage of employees who stayed with the company. In Rwandan ICT firms, Alias et al. (2016) studied talent management, employee engagement, retention, and management practices. It has been shown that talent management activities improve employee engagement. Among them were opportunities for professional growth, recognition and support from higher-ups. Mkamburi (2017) conducted research in Uganda to discover how talent management influences WFP operations. As the report's authors note, there is a direct link between the World Food Programme's success and the efforts put into educating, developing, and deploying talent.

Ochieng (2016) examined DHL Supply Chain Kenya's talent management and personnel retention. The investigation found that DHL's people management measures improve employee retention. It happened. Kagwiria (2017) examined Deloitte & Touché's talent management approach and Kenyan employee satisfaction. Kenya hosted the research. According to the results, factors such as organizational culture, salary, incentive, and recognition all have a significant role in the degree to which a firm is successful in retaining its employees.

Moturi (2013) conducted research at Kenya Data Networks Ltd. to investigate how talent management affected the company's competitive advantage. It was discovered that talent management is the primary factor contributing to Kenya Data Networks Ltd.'s competitive edge in the market. The results of the research imply that effective management of employees may have a bearing on business outcomes such as revenue growth, the introduction of innovative strategies, increases in efficiency, and the capture of new markets. At DHL Supply Chain Kenya, Ochieng (2016) looked at how talent management methods affected employee retention. According to the research, DHL's HRM practices

increase employee retention. Kagwiria (2017), following suit, studied how employees at Deloitte & Touché in Kenya felt about the company's talent management approach and its efforts to keep talented workers in the company. According to the results, factors such as organizational culture, salary, incentive, and recognition all have a significant role in the degree to which a firm is successful in retaining its employees.

From all of the studies that were conducted, the vast majority of them concentrated on the methods and performance of talent management, while just a few of them evaluated service delivery. To determine whether talent management strategies affect service delivery, this research project was designed. This research aims to add to what is already known about the relationship between personnel management practices and the quality of service provided by Kenya's aviation companies?

1.3 Research Objective

The purpose of this research was to analyze the effect of personnel management techniques on service quality for Kenyan airline companies.

1.4 Value of the Study

Academics and researchers across disciplines have utilized the study's results to inform their own research on strategic management. It was utilized by academics and researchers to identify areas in need of more investigation and gaps in the current empirical literature, therefore revealing new areas of study and related subjects. Talent management theory, human capital theory, and service quality theory all benefited from the study's empirical results.

The research may be beneficial to airline operators in Kenya, both in terms of understanding the effect that best practices in personnel management have on service performance and in terms of implementing best practices in talent management. The findings provided chances for leaders to evaluate their personnel management strategies with industry rivals inside Kenya. This assessment was helpful in highlighting the limits and strengths of the talent management practices of the leaders.

In addition, the government and other authorities should prioritize regulations that promote and preserve excellent methods of human resource management and service provision. These rules could also be maintained by the government. The results might help improve policymaking in this field. For the sake of the economy, these policy shifts might be crucial in strengthening suggestions for improving service delivery and the efficacy of talent management activities.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section offers a thorough analysis of the research done on personnel management techniques and their effects on service delivery. This evaluation looked at the ideas, highlighted the gaps, and pointed out the discrepancies in the research that had been done.

2.2 Theoretical Foundation

This research was based on two theories: talent management theory (Roberts, 2008) and service quality theory (Gronoroos (1982).

2.2.1 Talent Management Theory

Roberts (2008) is credited as the pioneer of this idea. This concept proposes that an organization's most valuable asset is its people, and that the company's focus and resources should be directed toward people management and the development of the company's competitive edge (Roberts, 2008). Many employees value the company as a place to network and learn from one another. The organization places a premium on creating systems of internal and external cooperation and coordination among specialists. Organizational processes are being addressed through the use of these frameworks, and individuals are making use of them for things like talent development and distribution (Roberts, 2008). The realization that an organization's internal resources are crucial to its long-term competitive balance and external positioning has changed the debate about competitive advantage (Wright et al., 2009).

To satisfy its present and future human resource requirements, a business must engage in talent management, which involves the systematic identification, attraction, and development of its people capital (Fegley, 2006). The talent management system must be in place in every HR department. It was formerly believed that rewarding, retaining, growing, and recruiting employees were four independent professions. Talent management is an approach that aims to bring all of these considerations together under a single umbrella by determining what skills will be required to implement an organization's future business strategies, pinpointing any gaps that may exist between the company's current skill set and what will be required, and then recommending ways to fill those gaps (Meyers and Van, 2014). This theory's detractors argue that it fails to make a clear distinction between the service delivery viewpoint and the personnel management perspective.

The recognition that talent is the most significant asset that a business has in the process of preserving as well as sustaining worker performance is the reason why the idea is relevant to the present study being conducted. As a consequence of this, businesses have to place a primary emphasis on recruiting and maintaining skilled workers (Moczydowska, 2012). The enterprises' role is not in the development or acquisition of talent; rather, it is in the formation of an institute that specializes in talent integration. This is because ideas first form in people's heads, and all that companies do is set up the institutional frameworks need for smart employees to work together effectively. Kenyan airlines may minimize employee turnover by using strategies including strong selection and recruiting criteria, active participation in training and development, and innovative incentive management systems.

2.2.2 Service Quality Theory

Parasuraman et al. (1985) popularized the service quality theory first developed by Gronorooos (1982). It is based on the consumer behavior theory proposed by Howard and Sheth (1969), which states that several approaches may be used to define the buyer decision-making process. This theory was published in 1969. Gronorooos (1982) established that there are three distinct aspects that contribute to service quality: the technical, the functional, and the image aspects. The customer service that is offered to them is what the technical aspect of the business is concerned with. When assessing the quality of the service, the client places a high value on this function, and it is typically capable of being evaluated using objective criteria.

The scope of the functional component is limited to the quality of service delivery, which may affect the overall rating given by a certain consumer. Intangible services are sold via a business model characterized by high levels of concurrent consumption and production (Armistead, 1990). Because of how subjective it is, the functional quality cannot be assessed objectively in the same way that the technical dimension is. It is necessary for the client to consider his role while determining the overall quality of the service, and it is possible that his function will impact the assessment in some manner. The technical and functional characteristics of a product are not developed in a vacuum, thus the company's reputation is equally important. Many service-based organizations place a premium on their company's image because of the influence it has on consumer perceptions of the quality of the services they deliver.

This idea is very important for this study since it establishes a correlation between innovation strategy and service delivery. The identification of qualitative gaps makes it

possible to reallocate resources to areas of low performance in order to achieve maximum competitive gain. On the other hand, this strategy was criticized for putting too much emphasis on service delivery and not doing enough to improve service quality (Gronroos, 1990). The perspective that the theory provides of the working environment of organizations has also been criticized as being too narrow. Like previous theories of the business cycle, this one doesn't account for all the variables that contribute to shifts in the economy's state (Babakus & Inhofe, 2015).

2.3 Talent Management Practices and Service Delivery

In a study of companies listed on the Nairobi Securities Exchange, Rita, Namusonge, and Karanja (2017) looked at the effect talent management has on service performance. Combining descriptive, qualitative, and quantitative methods with a stratified simple random sampling procedure, participants were drawn from the 10 types of companies listed on the NSE. A positive and statistically significant impact of talent management's subset, career management, on service quality was found. This was uncovered in investigations into talent management. Talent attraction is statistically important in explaining the service delivery of firms listed on the NSE in Kenya, according to study by Rita Kagwiria Lyria, et al. (2017). Findings indicated an R square of 7.6%, suggesting that the allure of brilliant people may account for the success of service delivery.

Bibi (2018) investigated Pakistani healthcare providers in an effort to determine how different approaches to talent recruitment affect staff productivity. The research sample included 364 people who worked in healthcare companies and were recruited from the general public to fill open positions. These workers were hired using a convenience technique. In this study, both a transversal design and a quantitative technique were used.

For the purpose of information collection, questionnaires were used. Talent acquisition strategies including coaching, recruiting, talent retention, development, and learning were proven to dramatically boost employee productivity. A case study found that workers responded positively to financial incentives, suggesting a link between the two.

Using a quantitative methodology, Poorhosseinzadeh and Subramaniam (2012) investigated the global operations of Malaysian firms. Finding a favorable and statistically significant correlation (0.543, $p = 0.0005$) between recruiting top personnel and an organization's performance in serving its consumers. Finding ways to recruit top talent was the main emphasis of the research. A business's ability to attract the right kind of talent, they added, depends on the values of the company and the way the talent in question rates the services provided by the company. A correlation of 0.684 and a p value of 0.000 when examined at the 0.05 level indicates a positive and strong relationship between keeping outstanding people and attaining corporate objectives, as reported by Poorhosseinzadeh et al. (2012).

Mkamburi (2017) is investigating the World Food Program's (WFP) human resource practices with an eye toward making improvements. The primary goals of this research were to analyze how talent acquisition affected WFP's performance and to determine what kind of influence it had on WFP's operations in Kenya. The analysts' job mostly included a descriptive mode of analysis. The city of Nairobi primarily catered to the 216 WFP supervisory staff members that were based there. In order to collect the necessary information, a questionnaire was used. Inferential and descriptive statistics (mean, percentage, and standard deviation) for regression and correlation were generated using SPSS version 22. The study shows that the success of the World Food Programme is

positively correlated with three different aspects of talent management: training, development, and recruitment and deployment.

2.4 Empirical Review and Research Gap

The results of the many research that have looked at the link between talent management techniques often contradict one another. Canadian researchers Garg and Rani (2014) looked at the link between new approaches to talent management and a potentially increasing anxiety gap between employee growth and capacity development. The scope of this study included the whole world. Capacity issues caused by introducing talent management frameworks were the main topic of discussion. These issues stem from poor development efficacy, a lack of internal support, the perception of unfairness among workers who are not part of a competent body, and hurried promotions.

Talent management's effect on productivity in Kenya's state-owned businesses was studied by Muthina (2018). The researcher looked at how employee performance was impacted by talent management. This inquiry used the descriptive study design as its method of data collection. Staff performance at Kenya's Commercial State Corporations was shown to benefit noticeably from aptitude development as a result of the research. The performance of the workforce was boosted as a direct consequence of the actions that were created for talent management. In addition to that, they had a talent development strategy that was in accordance with the aims of the business, in-house talent development programs that were designed to effectively develop talent, and line manager mentoring programs that were designed to effectively create effective skills.

Cherai and Busolo's (2020) case study of hotels in Kenya's South Rift Region examined how talent recruitment affected the company's bottom line. Since this subset of the

population (hotel managers and human resources directors in the South Rift Region) numbered just forty individuals, a census was undertaken and standard questionnaires sent to all hotels in the region. Historically, Cronbach's alpha has been used to the reliability of exploratory instrument results. According to the results of the investigation, the dependability of the research instrument is 0.946, indicating that it may be trusted. In this study, a 0.05 threshold was used for Pearson correlation coefficients and other forms of linear regression analysis. Researchers suggest further investigation on the link between innovation organizations and bottom lines.

In the UK, Lewis and Heckman (2006) conducted a thorough examination of talent management. They admitted that there are three different schools of thought when it comes to talent management. First, the most numerous are those who are of the opinion that management of talent is an ideal replacement for management of human resources. This school of thought is the most prevalent. A second approach to improving the talent pool focuses on predicting worker and staffing requirements and adjusting to the progression of faculty members through jobs. While these analyses provide light on the connection between talent management and employee growth, they do not consider the impact on service delivery.

Kumara and Bahuguna (2012) conducted research in India to investigate how employee behavior might be impacted via talent management. The Dehradun Universal of Petroleum and Energy Studies was the primary target of their research on the energy sector in India. Among the points made was the growing interest in oil and gas, and the return of worries about the labor market. This study investigated how talent management impacts workers' creativity, enthusiasm, and professional advancement. Data was analyzed using "multiple

regressions." According to the findings, there is a clear and significant connection between talent management and employee commitment.

To see how personnel management affects retention rates, Oladapo (2014) looked at the US shipping sector. The findings validate the significance of talent management techniques, notwithstanding the challenges of implementing them. Sixty-nine percent of the sampled businesses had talent management programs in place, thus the data comes from those places. A lack of career growth opportunities was cited most often as a contributor to a low retention rate. However, 31 percent of shipping businesses who had not adopted proper personnel management attributed their failure to do so to a lack of support from senior management.

Chitsaz-Isfahani et al. (2014) conducted research on the topic of trust in Iranian firms, specifically looking at its role in talent management and employee retention. The focus of this study was on how talent management affects loyalty in the workplace. This study used a descriptive method of research. Based on the data, it seems that pride in one's business has a direct bearing on the ability to retain and develop its talent pool. Talent management practices affect employee retention and employer trust, making the findings important. Cooke, Saini, and Wang (2014) questioned 178 Indian and Chinese HR professionals to compare talent management strategies. To compare and contrast talent management in the two countries. Financial ideas were shown to have a significant influence in the growing, contemporary ties between the two states in terms of employment opportunities, as shown by the study's findings.

Garg and Rani (2014) examined how talent management techniques affect employee growth and corporate performance. Capacity issues caused by introducing talent

management frameworks were the main topic of discussion. Hasty promotions, a lack of internal support, sentiments of unfairness among workers who are not viewed as a competent body, and insufficient development efficacy all contribute to these issues.

Mangusho, Murei, and Nelima (2015) examined the impact of employee retention on output in the Kenyan beverage industry. They also looked at the link between training and development programs, new hires, and improved productivity. This study employed descriptive research to examine a sample of 2500 employees at Del Monte. Eighty-three workers were selected for the study using the stratified sample approach, with participation determined by the occupational categories in which they were placed. Frequencies, percentages, and standard deviation were calculated from all descriptive data. The inquiry found that Del Monte's survival was key to its success.

Gathiga (2014) wanted to find out how effective talent management improves the competitiveness of a firm. The following three fundamental aims served as the impetus for conducting this research: In order to compile this information, the researcher used a questionnaire. Key findings from the research are summarized here. The majority of employees stated that hiring was fair and neutral and that they could apply for opportunities as soon as they were available. Regarding both payment and acknowledgement, a sizeable majority of respondents held the opinion that the benefit package they had received did not comport with standards of fairness. At some point, the vast majority of employees also agreed that human capital development was prioritized, that they received adequate training and development, that they were compensated for their efforts to learn and grow,

that they were offered opportunities to advance their careers, and that they were satisfied with their prospects for doing so.

Maya (2013) examined how talent management may improve employee performance and corporate operations. The investigation was conducted out at the various ITSPs in Chennai. The five organizations that were at the top of the NASSCOM rankings were selected, and samples from their software development teams, which have a high employee turnover rate, were collected. Both the Friedman and Chi square tests were used in order to analyze the data

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the inquiry's research approach. This section examined the study design, demographic, research instrument, data collection methods, and data analysis methods.

3.2 Research Design

This study was conducted using a cross-sectional research design. According to Kothari (2004), a cross-sectional survey gives researchers the opportunity to observe and explain variables of interest to a study project at a particular moment in time without resorting to any type of manipulation. A descriptive research approach profiles themes, individuals, or events to paint a picture, according to a 2020 study by Mugeni et al. This is achieved by information gathering and the tabulation of needs for variables or their combination. The procedure ensures that the who, when, and where of a study can be analyzed in relation to the key variables and their levels of variation.

3.3 Target Population

Kothari (2004) defines the target population as the people, things, and topics from whom a researcher generalizes about the variables under investigation. This collective may be imaginary, or the researcher may be a skilled liar. In 2021, the Kenya Civil Aviation Authority sampled 66 Kenyan airlines. The data utilized in the aforementioned study came from a census.

3.4 Data Collection

First-hand reports were the primary source of information for this research. Most information was collected using a standardized questionnaire. Mugenda and Mugenda (2003) propose using questionnaires as the best way for obtaining thorough and relevant data. The questions in the survey are all multiple choice. The survey included three parts, the first of which asked questions specific to the company. The management of talent was covered in the second section, and service provision will be the focus of the third section. The questionnaires were distributed via a process known as the "drop and pick" approach, in which the researcher hands out blank questionnaires to the people who were being surveyed and then picks them up on the agreed-upon dates to have them filled out. The surveys were sent to those in charge of managing human resources at Kenyan airline companies. Additionally, the surveys were made available for distribution by email and other internet platforms.

3.5 Data Analysis

The questionnaires were checked for uniformity once data collection was finished. In the sake of consistency, the questionnaires were modified so that they could be considered complete. The data are cleaned up by editing, tabulating, and coding in order to discover any irregularities in the responses and to include specific quantitative data in the answers for further investigation. The purpose of this step is to get the data ready for further examination. The descriptive statistic was used in order to analyze the data, which consisted of measurements of the central trend (the mean) as well as dispersion measures (variance and standard deviations). Tables and graphs illustrated the results. The multiple

linear regressions model shown below was used to analyze the data and provide conclusions about the factors' relationships:

$$Y = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

Y= Service Delivery

β_1 to β_4 are the regression coefficients

X₁ = Career Management

X₂ = Learning and Development

X₃ = Performance Management

X₄ = Workforce Planning

E=Error term

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

This section will show the study's results and the analysis that was done on them. This chapter details the findings from the past chapters. The study's goal was to look at how various management styles at Kenyan airlines effect customer satisfaction.

4.2 Response Rate

The overall response rate was 78.79%, with 52 out of 66 questionnaires returned for analysis. According to Saunders, Thornhill, and Lewis (2016), who are in agreement with the results of this study, a response rate of 70% is representative enough and indicative of an effective data collection process. Therefore, the study's response rate was considered adequate.

4.3 Organizational Characteristics

This section is dedicated to the basics of the company's background and operations. The statistics were helpful in understanding the background information about the firm that was being considered. It inquired into such matters as the company's age, employee count, and chain of ownership.

4.3.1 Period of operation

The purpose was to establish the period of operation in Kenya of the Airline operators shown in Table 4.1 below.

Table 4.1: Period of Operation

Years	Frequency	Percent
Less than 4 years	7	13.46
4-8 years	25	48.08
Above 8 years	20	38.46
Total	52	100.0

Source: Field Data (2023)

According to the data shown in Table 4.1, the majority of Airline operators in Kenya have been in business for between 4 and 8 years (48.08%), over 8 years (38.46%), and for less than 4 years (13.46%). This suggests that the bulk of Kenya's airline companies have long histories in the country's aviation industry.

4.3.2 Number of Employees

The purpose of this research was to quantify the workforce size of Kenyan airline operators. Table 4.2 displays the outcomes.

Table 4.2: Number of Employees

Employees	Frequency	Percentage
Less than 300	15	28.85
301 – 600	25	48.81
Above 600	12	23.08
Total	52	100.0

Source: Field Data (2023)

According to Table 4.2, the majority of Airline operators firm in Kenya have between 301 and 600 workers, which accounts for 48.81% of the total, followed by fewer than 300 employees, which accounts for 28.85%, and then above 600 employees, which accounts for 23.08%. This suggests that the majority of Airline operator firms are source of employment in Kenya.

4.3.3 Number of Branches

The exercise's objective was to compile a comprehensive list of all airline company offices in Kenya. The results are shown in Table 4.3.

Table 4.3: Number of Branches

Branches	Frequency	Percentage
Less than 5	15	28.85
5-10	25	48.81
More than 10	12	23.08
Total	52	100.0

Source: Field Data (2023)

Table 4.3 shows that the majority of airlines in the nation have between 5 and 10 locations. This compares to 28.85% of companies that have fewer than 5 branches and 23.08% of companies that have more than 10. This indicates that Airline operators have a broad network of offices in Kenya.

4.4 Talent Management Practices

Independent variables in this study were talent management procedures. Understanding the views of respondents on the different talent management practices was crucial.

4.4.1 Career Management

They rated five career management statements on a five-point scale from "strongly agree to "strongly disagree." Table 4.4 displays research data.

Table 4.4: Career Management

Statement	N	Mean	Std. Dev
Everyone working for your company is aware of and familiar with the organization's policy on advancement and career development.	52	4.20	0.89
Within the organization are programs that serve as mentors.	52	3.52	1.08
The management shows appreciation for those who achieve better levels of performance.	52	4.30.	0.92
The creation of a robust talent pool is the means through which succession is achieved in your firm.	52	4.11	1.10
Personal connections and linkages to one's professional network are among the criteria used in your company's promotion process.	52	3.80	0.99
Composite Statistics	52	3.99	0.99

Source: Field Data (2023)

Table 4.4 shows that management places a high level of esteem on higher-performing employees, as indicated by an average score of 4.30 and S.D of 0.92. An average score of 4.20 and S.D of 0.89 show that the company's advancement and promotion strategy is well-communicated and understood by all workers. Finally, with an average score of 4.11 and S.D. of 1, your firm has developed a solid talent pool, ensuring a smooth transition of leadership. With an average score of 3.80 and a S.D of 0.99, selection for advancement within your firm is determined by personal connections and network linkages. The organization has mentoring programs with an average score of 3.52 and S.D of 1.08. The overall mean was 3.99, which indicates that career management has been adopted to a significant degree to a moderate degree.

4.4.2 Learning and Development

Participants were given five learning and development statements and asked to rate their agreement on a five-point scale from strongly disagreeing to highly agreeing. The data is summarized in Table 4.5.

Table 4.5: Learning and Development

Statement	N	Mean	Std. Dev
There is a policy in place regarding the sponsorship of trainings and programs for the development of talent that has been recognized inside your business.	52	4.18	0.95
Your company provides its workers with training and development opportunities via in-house programs.	52	3.73	1.06

Your company actively promotes managerial participation in mentoring and coaching opportunities.	52	3.57	0.99
You have a system in place at your company to review and reward department heads for the work they do in fostering employee growth.	52	3.00	1.02
Your company provides a wonderful program that encourages professional development via mentoring and coaching for all of its staff members.	52	3.52	1.05
Composite mean	52	3.57	1.01

Source: Field Data (2023)

As shown in Table 4.5, your organization supports a variety of trainings and initiatives aimed at cultivating top talent. The average score for this policy is 4.18, and the S.D is 0.95. On the other hand, the Organization provides its workers, who have a mean rating of 3.73 with a S.D of 1.06, with opportunities to participate in in-house development programs. Additionally, managers are encouraged to provide coaching and mentoring inside the firm, which results in an average score of 3.57 and a S.D of 0.99. There is a program that offers coaching and mentoring to all employees, which increases the value of the staff by an average of 3.52 standard deviations, and in the end, department leaders are assessed and rewarded for talent development by an average of 3.00 standard deviations. An average score of 3.57 suggests that Kenyan airlines are only moderately committed to continuous improvement and learning.

4.4.3 Performance Management

All respondents were given a list of five claims about performance management and asked to rate how much they agreed or disagreed with each claim. The investigation's conclusions are summarized in Table 4.6, which may be seen below.

Table 4.6: Performance Management

Statement	N	Mean	Std. Dev
The evaluation of one's performance is linked inside the firm to gaining awards and advancement.	52	4.11	1.17
The firm gives high-performing staff priority when it comes to advancement.	52	3.73	0.98
My company recognizes and compensates those who are competent.	52	3.34	1.19
Coaching for managers and work rotations are two methods that your company uses to develop capabilities and improve performance.	52	3.90	0.89
The majority of our motivation comes from monetary benefits.	52	3.23	1.07
Composite Statistics	52	3.60	1.06

Source: Field Data (2023)

Regarding Table 4.6, the fact that the company uses performance assessment to determine incentives and promotion received an average score of 4.11 with a S.D of 1.17, while the fact that managers get coaching and work rotations inside the company in order to build capacity and performance received an average score of 3.90 with a S.D of 0.89. In addition,

the company provides expedited promotions to high-performing workers with an average score of 3.73 and a S.D of 0.98, and the company also ties competence to awards with a score of 3.34 and a S.D of 1.19. In conclusion, the company relies mostly on monetary incentives, which received an average score of 3.23 and a S.D of 1.07. An average of 3.60 indicates that performance management has been used by Kenyan airlines to a moderate extent.

4.4.4 Workforce Planning

Participants were given five workforce planning assertions and asked to rate their agreement or disagreement. Table 4.7 provides an overview of the study's findings

Table 4. 7: Workforce Planning

Statement	N	Mean	Std Dev
Your company engages in activities pertaining to workforce planning.	52	4.11	.504
Formalized, well documented, and communicated to all staff, the strategic plan is now in place.	52	4.54	.505
Your company has the appropriate employees, with the appropriate talents, in the appropriate roles.	52	4.23	.798
Your whole business participates in workforce planning activities, which are carried out across all divisions.	52	4.63	.547
There is a strong emphasis placed on promoting employees from inside the business.	52	4.26	.611
Composite Statistics	52	4.35	0.593

Source: Field Data (2023)

The results of the company's workforce planning are shown in Table 4.7. The mean score is 4.63, and the S.D is 0.547. This indicates that the planning is carried out throughout all divisions of the business. Formalized, well documented, and communicated to all personnel, the strategic plan has an average score of 4.54 and a S.D of.505 points. With an average of 4.26 and a S.D of.611 points, internal job rotation is promoted inside the firm. In addition to this, the company has an average score of 4.23 and a S.D of.798. This means it has strategically placed employees with the necessary skills where they are most needed. The company does workforce planning, as shown by the average score of 4.11 and the S.D of.504 points. The overall average of 4.35 suggests that Kenyan airlines have used personnel planning extensively.

4.5 Service Delivery

According to the findings of this study, the service delivery was a dependent variable. It was important to determine respondents' service delivery opinions.

4.5.1 Responsiveness

Respondents were given the three statements on responsiveness shown in Table 4.8 and asked to rate how much they agreed with each statement

Table 4.8: Responsiveness

Responsiveness	N	Mean	SD
The people that work with the company seem to be content and eager to assist clients.	52	4.63	0.487
The staff members inform the consumers of the precise time that the services will be done.	52	4.60	0.493
The staff members are not overworked and can easily attend to the needs of the customers.	52	4.57	0.498
Mean	52	4.60	0.493

According to table 4.8, responsiveness was affected by the fact that company workers are glad and ready to help clients, which resulted in an average score of 4.63 and S.D of 0.487. This was followed by the fact that employees notify consumers precisely when services would be completed, which resulted in an average score of 4.60 and S.D of 0.490. Last but not least, the personnel are not overworked to the point that they cannot reply to user

requests, which have an average of 4.60 and S.D of 0.493. The total average score was 4.56, which indicates that the organization is responsive to a significant degree.

4.5.2 Reliability

The findings of a poll measuring respondents' levels of agreement with three claims about dependability are shown in Table 4.9.

Table 4.9:Reliability

Reliability		Mean	Stdev
The company provides excellent work from the very beginning.	52	4.57	0.554
The company is reliable in terms of its provision of network services.	52	4.56	0.528
The administration is responsible for providing its services.	52	4.56	0.555
Mean	52	4.54	0.551

According to Table 4.9, dependability was affected by the company's ability to conduct services correctly on the first attempt, which received an average score of 4.57 and had S.D of 0.554. This was followed by the company's ability to supply network services on time, which received a score of 4.56 and had S.D of 0.528. The mean score at which the

management provided its services was 4.56, and the S.D was 0.555. The entire average score was 4.54, which indicates that dependability is, to a significant degree, present.

4.5.3 Assurance

Table 4.10 displays the percentage of agreement or disagreement the participants expressed regarding three statements about assurance.

Table 4.10: Assurance

Assurance		Mean	Stdev
The actions of the staff build trust in the company's clients.	52	4.54	0.582
The employees always maintain a friendly demeanor toward the customers.	52	4.53	0.583
Customers are given a sense of assurance as a result of the conduct of the staff.	52	4.53	0.557
Mean	52	4.53	0.574

According to table 4.10, the employee conduct that instills trust in the consumers has the greatest impact on assurance, with an average of 4.54 and S.D of 0.582. This is followed by employees who are consistently polite to customers, with an average of 4.53 and S.D of 0.583. Lastly, an average score of 4.53 out of S.D of 0.557 indicates that the conduct of

workers inspires trust in consumers. The total mean was 4.53, which indicates that confidence is, to a large degree, present.

4.5.4 Empathy

Table 4.11 displays the results of a survey in which respondents were asked to rate how much they agreed or disagreed with three assertions concerning empathy.

Table 4. 11:Empathy

Empathy		Mean	Stdev
Individual care and attention is provided to each client by the staff.	52	4.50	0.532
The services are personalized to cater to the distinct necessities of each one of a kind customer.	52	4.41	0.625
The business hours are planned in such a way as to be convenient for each individual customer.	52	4.44	0.581
Mean	52	4.45	0.579

There was a correlation between personnel giving clients specific attention, which received an average score of 4.50 and S.D of 0.532, and empathy. This was followed by services being altered to fit the individual requirements of customers, which received an average score of 4.41 and S.D of 0.625. The mean number of clients per hour is 4.44, and the S.D is 0.567. These hours are convenient for all consumers. The 4.50 average implies that empathy is important in customer service. The average score was 4.45, showing that the organization has embraced empathy.

4.6 Correlation Analysis

An examination of the link between the predictor factors and the response variables was accomplished by use of a correlation analysis. It was helpful in establishing a connection between talent management and service delivery. The conclusions of this inquiry are outlined in Table 4.12 below.

Table 4.12 : Pearson Product-Moment Correlations Results for Study Variables

		CM	LD	PM	WP	S
CM-Career Management	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	52				
LD-Learning and Development	Pearson Correlation	.613*	1			
	Sig. (2-tailed)	.05				
	N	52	52			
PM-Performance Management	Pearson Correlation	.653**	.233*	1		
	Sig. (2-tailed)	.01	.05			
	N	52	52	52		
WP-Workforce Planning	Pearson Correlation	.730**	.425**	.225*	1	
	Sig. (2-tailed)	.01	.01	.05		
	N	52	52	52	52	
P-Performance	Pearson Correlation	.723**	.718**	.416*	.505**	1
	Sig. (2-tailed)	.01	.01	.03	.01	
	N	52	52	52	52	52

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Field Data (2023)

The Pearson's $r=0.723$ correlation coefficient between career management and service delivery is shown in Table 4.12. Although the association between leadership, growth, and service was quite good (Pearson's correlation coefficient = 0.718, significance level = 0.01), the correlation between performance management and service delivery was only moderately significant (Pearson's correlation coefficient = 0.416, significance level = 0.05). Last but not least, there is a strong association between workforce planning and service delivery (0.505, $p < 0.05$).

4.7 Multiple Regression Analysis

In order to make conclusions about the connections between talent management and service delivery, a regression analysis was conducted, and the determination coefficient (r^2) and the correlation coefficient (β) were used. According to the data, there is some kind of link between the two variables. Multiple regression analyses were conducted to disentangle the relative contributions of the four predictors (career management, learning and development, performance management, and workforce planning) to the dependent variable (service delivery).

4.7.1 Model Summary

An investigation using multiple regressions was carried out so that the impacts of predictor factors on dependent variables could be uncovered. The summary of the model may be seen in Table 4.13.

Table 4.3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.889 ^a	.790	.653	.645

a. Predictors: (Constant), Career management, Learning and development, Performance management and Workforce planning

Source: Field Data (2023)

The findings are shown in Table 4.13, and at a significance level of 0.005, it is possible to observe that R and R² were, respectively, 0.889 and 0.790. These values may be seen in the results. There is a significant connection between service delivery and talent management, as shown by the fact that R's value is equal to 0.88. In addition, the data demonstrated that the predictors in the model were responsible for 79% of the variation in service delivery, but other factors were responsible for 21% of the variation in performance that the model could not adequately explain.

4.7.2 Goodness of Fit of the Model

ANOVA was performed on the data, and the researcher found that the regression model they used was appropriate for the data. Table 4.14 displays the outcomes.

Table 4.4: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.134	4	.034	0.507	.015 ^b
	Residual	1.347	47	.067		
	Total	1.152	51			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Career management, learning and development, performance management and workforce planning

Source: Field Data (2023)

The results of the analysis of variance are shown in Table 4.11. When the table's significance level is set to $\alpha=5\%$, the f statistic equals 0.507. This result is crucial for testing the significance of the coefficient of determination. The p value is statistically significant, sitting at 0.015. Therefore, it may be concluded that talent management factors have a crucial role in predicting service delivery.

4.7.3 Model Regression Coefficients

Table 4.15 includes not only unstandardized but also standardized coefficients as well as t statistics and significant values in its presentation.

Table 4.15: Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.159	.746		0.213	.000
	Career management	.130	.219	.165	.59	.000
	Learning and development	.232	.179	.272	1.130	.000
	Performance management	.240	.115	.305	2.09	.000
	Workforce planning	.150	.253	.126	.593	.000

a. Dependent Variable: Service Delivery

Source: Field Data (2023)

Table 4.15 displays regression coefficients that indicate a link between effective personnel management and the financial well-being of Kenyan airlines. Career management posted $p=0.000 < 0.05$, learning and development posted ($p=0.000 < 0.05$), performance management posted ($p= 0.000 < 0.05$) and workforce planning posting ($p=0.000 < 0.05$). At the level of significance assumed by this test ($\alpha=0.05$), significance is found when p is less than or equal to <0.05 . The findings demonstrate that talent management factors contribute positively to the success of Airline operators in Kenya.

Therefore, the linear model may be interpreted as;

$$Y=0.159+0.130X_1+0.232X_2+0.240X_3+0.150X_4$$

The results of the research indicate that Airline operators in Kenya should anticipate a change in service delivery of 0.130 for every unit increase in the career management

parameter's relation to service delivery; nevertheless, despite the absence of the driving variables, their service delivery stays unchanged at 0.159. In the assumption that all other factors remain same, there will be a change in service delivery that is proportional to the amount of the career management parameter. The service delivery of Airline operators in Kenya is predicted to shift by 0.232 percentage points as a direct consequence of a single unit's increased learning and development to changing a parameter associated with talent management. The service delivery of Airline operators in Kenya will vary by 0.240 percentage points as a direct consequence of an increase of one unit in the performance management parameter that relates to service delivery of Airline operators in Kenya. Finally, the service delivery of Airline operators in Kenya would shift by 0.150 percentage points if the managing workforce planning parameter were increased by one unit.

4.8 Discussion of Findings

Career management systems were found to be in place at the majority of Kenyan airlines. This is based on anecdotal evidence and the assumption that all workers are aware of and following the company's career development strategy. Dessler (2011) found that an organization's ability to manage employees' careers had a direct impact on how committed they felt to the firm. Work rotation, staff seminars, career progression ladders, work enrichment, and formally planned programs are only few of the organizational career management tactics mentioned by Sturges et al. (2002).

Findings suggest that learning and growth have a modest effect on talent management. This was backed by feedback that the firm funds trainings and programs to nurture already-existing talent, and that it runs its own development initiatives for employees. The results show that the claims made by Armstrong (2008) about the importance of learning and

development activities for the professional development of both employees and managers are valid. This is because these activities enable talented people to expand their skills in their present jobs and even progress to new roles.

It was observed that the majority of airline operators in Kenya had used performance management to a reasonable degree. According to the results, the business does, in fact, relate performance assessment to awards and promotion, while also providing managers with coaching and making work rotations in an effort to increase competence and performance. According to the results, Tansley et al.'s (2007) demonstration that performance management is a technique to increase employee engagement and participation via the giving of recognition and positive feedback is supported by these findings.

It was discovered that the majority of airline operators in Kenya had, to a significant degree, integrated manpower planning into their business operations. This was backed by the following. Hills (2009) cites the following as necessary components for successful succession planning: succession planning that fits in with the bigger picture of the business; evaluation of a candidate's potential for leadership based on their level of competence, culture, and connection; utilization of executive or external mentoring or other formal learning events to include talent into the succession planning process; and gaining insight from pre-existing successors.

The evidence suggests that talent management is key to service delivery. Regression analysis was used to investigate how talent management affects Kenyan airline companies. With an R² of 0.790, there is a high likelihood that the model accurately predicts the

underlying data. When testing a regression model, a p-value of 0.015(<0.05) shows statistical significance. Research by Garg and Rani (2014), which looked at how talent management affects businesses' ability to provide services in Ghana, supports this conclusion. The descriptive method was used extensively for this investigation. The results of this study provide credence to the argument that effective personnel management has a bearing on service delivery and is crucial for companies to thrive in the fast-paced, highly competitive markets of today.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter gives an overview of the results, together with the researchers' interpretations of those findings, their suggestions, and their conclusions about those findings. For the study's final goal to be fulfilled, it's necessary to carry out such an exercise.

5.2 Summary of Findings

The major purpose of this research was to determine how people management practices at Kenyan airlines affected their bottom lines. The bulk of Kenya's airlines have been in business for more than four years, and their staff sizes range from 301 to 600 people. Additionally, the majority of these companies have between 301 and 600 employees. The majority of Airline operators in Kenya have between five and ten branches around the country.

It was shown that airline operators in Kenya had, to a significant degree, integrated staff planning and career management into their operations. The organization has made its core principles available to its clientele, which helps to reduce the number of disagreements that arise; also, once a disagreement does arise, it is immediately resolved, and issues are avoided as much as possible. The strategy plan has been formally approved, meticulously recorded, and disseminated to all staff members. Long-term thinking and an appreciation for both existing strengths and potential growth areas inform Kenya's aviation industry's approach to workforce planning.

It was found that Kenyan airlines have adopted several forms of performance management and leadership training. The organization has both an internal policy for developing talent it has already identified and a formal training and development program for its employees. The business's appreciation of its employees for improved performance is fantastic, the firm offers flexible benefits in addition to reasonable rates, and the fact that a firm attracts and retains essential workers by using complete compensation approach is a positive.

The results indicate that talent management contributes to better service output. This study's regression analysis proved that the model used was reliable as a forecasting tool. P-values for variance analyses that are less than 0.05 are considered to be statistically significant.

5.3 Conclusion

Service provision, career management, learning and development, performance management and workforce planning were all shown to have a good relationship with one another. The research found that personnel management strategies at Kenyan airlines had a favorable and statistically significant relationship with service quality. This finding suggests that improved personnel management techniques led to better service performance by Kenyan airlines, and vice versa.

The study came to the conclusion that airline operators in Kenya have competent employees working in the appropriate positions, that airline operators are the ones who do the planning for their personnel, that the official strategic plan has been well documented and presented to all employees, and that employee planning at Kenyan airlines takes into

account the future and takes into account what is expected to do well, in addition to what sort of talent is now being employed in the industry.

The survey also showed that managers are encouraged to train and mentor their subordinates and that all airline operators have a structured coaching and mentoring program, which benefits the firm. Furthermore, the research concludes that succession management for airline operators in Kenya is achieved via the cultivation of a robust talent pool, that with prior achievements and competencies serving as the foundation for staff advancement, that the strategy for growth and professional development is well-described and widely recognized, that personal connections and network affiliations play a significant role in the selection process for higher positions., and that one's progression is reliant on the breadth of their experience.

The research also concludes that workforce planning helps Kenyan airlines prepare for the unexpected loss of staff that might result from factors like retirement or death, that Kenyan airlines care about keeping their best employees, and that succession planning allows for the deliberate implementation of its tenets. In addition, the research came to the conclusion that employee appreciation for improved service delivery at Kenyan airline operators is outstanding, that the company is appealing to key workers owing to its use of entire incentive approach, and that the company provides enough compensations.

5.4 Recommendations

In order to guarantee service delivery to airline customers in Kenya, it is essential that the organization prioritizes the development of programs that are necessary to the industry and also raises the overall level of expertise possessed by employees. Managers and employees alike should participate in the process of outlining programs. Workers are essential to the success or failure of a company's training programs and should not be overlooked because of this. In the same vein, airline operators in Kenya are strongly encouraged to investigate what other companies in the sector are doing to improve the career advancement opportunities available to their workforce before formulating any plans for professional development. After a training and development program has been conceived of, discussed, and agreed upon, it ought to be put into action. The company should make sure that the efforts are based on the current demands of the market, and it should also put up methods for monitoring the performance of its personnel to assist in the process of benchmarking.

As a means of ensuring that services will be provided, it is essential for airline operators in Kenya to modernize the management of talent management frameworks they have in place. It should be required that the concept of worker contribution be included throughout the whole process of employee evaluation. If employees are involved more in the building of a framework that will be used to evaluate them, then the talent management frameworks will need more assistance from the employees.

It is important for companies that operate airlines in Kenya to have a strategy for talent management that will enhance the quality of service provided to both employees and consumers. Systems of performance management for Kenyan airline carriers should include career advancement plans at each step of administration as well as for employees.

The framework for ongoing performance monitoring inside the company is a crucial morale booster for the staff members since they are aware of what is required of them to advance to the next available activity.

5.5 Limitations of the study

Some of the interviewees shown strong opposition when asked to provide details they regarded as exclusive to the business. In addition, respondents were hesitant to provide details because they were worried that their answers may be used against them. In addition, the majority of the people whose opinions were sought had very full schedules, which made it difficult for them to complete the feedback forms within the allotted amount of time. Because of the many bureaucratic procedures that were involved, the process was made even more drawn out by the tight regulations of the companies.

The data for this research came from the participants' self-reported questionnaires. However, it may not be a bad idea when data gathered from primary and secondary sources are utilized to replace one another for one another. As a consequence of people not finishing their surveys, the researcher also saw a drop in response rate.

5.6 Suggestions for Further Studies

The data for this inquiry were collected using a quantitative research that included both longitudinal and cross-sectional components. The study acted, in essence, as a journal in which the participants may record their most private thoughts. The whole cross-sectional investigation was conducted using quantitative techniques. The constraints of time and money led us to choose this approach, since it seemed best suited to overcoming those

obstacles. For this reason, in order to arrive at a result, comparative research that is based on qualitative methods such as interviews is essential.

In addition, the scope of this study was constrained to include just airline carriers in Kenya as the investigated issue. Companies in the healthcare, aviation, large-scale farming, and manufacturing sectors, to mention a few, are not doing as well when it comes to talent administration. Future studies should look at how different types of human resource management affect service delivery in other fields, including but not limited to business.

REFERENCES

- Agarwala, T. (2007). *Strategic Human Resource Management*. Oxford University Press.
- Alias, N. E., Nor, N. M., & Hassan, R. (2016). The Relationships Between Talent Management Practices, Employee Engagement, and Employee Retention in the Information and Technology (IT) Organizations in Selangor. In *Proceedings of the 1st AAGBS International Conference on Business Management 2014 (AiCoBM 2014)* (101-115). Springer, Singapore
- Apeyusu, P. (2012). the Impact of reward systems on corporate performance: A Case of Ghana Commercial Bank Ltd. *Unpublished Commonwealth Master of Business Project*. Kwameh Nkrumah University.
- Armstrong, M. (2006). *A hand Book of Human Resource Management Practice*. (10th
- Armstrong, M. (2008). *Human Resource Management Practice*. USA: Blackwell publishing London Armstrong,.
- Bhatnagar, J. (2007). Talent management strategy of employee engagement in Indian ITES employees: key to retention. *Employee relations*, 29(6), 640-663.
- Chelangat , J. (2019). The Relationship Between Job Stress and Job Satisfaction of Industrial and Technical Teacher Educators. *Journal of Career and Technical Education*, 20(1).
- Chen, S. (2008).The role of personality traits and perceived values in knowledge management. *Social Behavior and Personality: An International Journal*, 36(10),o1379-1400
- Chitsaz-Isfahani, A., & Boustani, H. R. (2014). Effects of talent management on employees retention: The mediate effect of organizational trust. *International Journal of Academic Research in Economics and Management Sciences*, 3(5), 114
- Clark, D. B. (2009). Talent Management Strategies for Public Procurement Professionals in Global Organisations. *Retrieved from*.
- Crook, R., Todd, S.,oCombs,oG.,oWoehr, D., & Ketchen, J. (2011).Doesohuman capital matter? A meta-analysisofo the relationship between human capitaloandofirm performance. *JournalofoAppliedoPyschology*,96(3);443-560
- Deluca, M.J. (1993). *Handbook of compensation management*. New Jersey, US: Prentice-Hall.
- Fegley., W (2006).oTalentomanagement strategy of recruitmentoin Indian ITES employees: keyotooretention.o*Journal of Employee Relationso29o(6) ;640-663*
- Festing, M., Kornau, A., & Schäfer, L. (2015). Think talent–think male? A comparative case study analysis of gender inclusion in talent management practices in the German media industry. *The International Journal of Human Resource Management*, 26(6), 707-732.

- Garg, D., & Rani, K. (2014). Talent management: empirical research results. *International Journal of Management and Commerce Innovations*, 2(1), 289-295
- Güngör, P. (2011). The relationship between reward management system and employee performance with the mediating role of motivation: A quantitative study on global banks. *Procedia-Social and Behavioral Sciences*, 24, 1510-1520.
- Gursoy, D., Chi, O. H., Lu, L., & Nunkoo, R. (2019). Consumers acceptance of artificially intelligent (AI) device use in service delivery. *International Journal of Information Management*, 49, 157-169.
- Johennesse, L. A. C., & Chou, T. K. (2017). Employee Perceptions of Talent Management Effectiveness on Retention. *Global Business & Management Research*, 9(3).
- Kagwiria, M.L (2017). *Employee perception of talent management strategy and staff retention at Deloitte and Touch*, Unpublished MBA Project, University of Nairobi
- Kravariti, F., Tasoulis, K., Scullion, H., & Alali, M. K. (2022). Talent management and performance in the public sector: the role of organisational and line managerial support for development. *The International Journal of Human Resource Management*, 1-26.
- Krishnan, T. N., & Scullion, H. (2017). Talent management and dynamic view of talent in small and medium enterprises. *Human Resource Management Review*, 27(3), 431-441.
- Kumara, P., & Bahuguna, P. (2012). Measuring the Impact of Talent Management on Employee Behavior: An Empirical Study of Oil and Gas Industry in India, Universal of Petroleum and Energy Studies, Dehradun. *Journal of Human Resource and Development*.
- Latukha, M. (2015). Talent management in Russian companies: domestic challenges and international experience. *The International Journal of Human Resource Management*, 26(8), 1051-1075.
- Latukha, M. (2016). The Competitive Advantage of Emerging Market Firms: Is Talent Management Involved?. In *Talent Management in Emerging Market Firms* (pp. 69-92). Palgrave Macmillan, London.
- Lewis, R. and Heckman, R. (2006), 'Talent Management: A Critical Review. *Journal of Human Resource and Development*
- M.&oTaylor,.Ro(2014). *Armstrong's handbook of human resource management practice*. London:oKoganoPage
- Mathew, A. (2015). Talent management practices in select organizations in India. *Global Business Review*, 16(1), 137-150.
- Meyers, M. C., & Van Woerkom, M. (2014). The influence of underlying philosophies on talent management: Theory, implications for practice, and research agenda. *Journal of World Business*, 49(2), 192-203.

- Mkamburi, M. (2017). *Influence of talent management on employee performance at the United Nations: A case of World Food Programme*. Available online
- Moczyłowska, J. (2012). Talent management: theory and practice of management. the polish experience. *International Journal of Bussiness Economic Research*, 3(1), 432-438.
- Moturi, A.K (2013). *Talent Management as a Source of competitive advantage for Kenya Data Networks Ltd*, Unpublished MBA Project, University of Nairobi
- Mullins, J. (2010). *Management and organizational behaviour* (9th edition) England, Pearson Education limited
- Muuo, G. M. (2018). Factors affecting teacher motivation in public secondary schools in Thika West District, Kiambu County. *Unpublished Master Degree Project submitted to School of Education Kenyatta University*.
- Njue, K. (2018). *Human resource management practices and performance of manufacturing companies in Nairobi county*. Unpublished MBA project, Kenyatta University
- Ochieng, P.K (2016) *Relationship between talent management practices and employee retention at DHL supply chain Kenya*, Unpublished MBA Project, University of Nairobi.
- Ogolo, E.o(2018). *Analysis of talent management strategies and its influence on the performance of non-governmental organizations in Kenya*. Unpublished MBA thesis, Strathmore university
- Oladapo, V. (2014). The impact of talent management on retention. *Journal of business studies quarterly*, 5(3), 19.
- Orlando, J. F., Beard, M., & Kumar, S. (2019). Systematic review of patient and caregivers' satisfaction with telehealth videoconferencing as a mode of service delivery in managing patients' health. *PloS one*, 14(8), e0221848.
- Pagan-Castaño, E., Ballester-Miquel, J. C., Sánchez-García, J., & Guijarro-García, M. (2022). What's next in talent management?. *Journal of Business Research*, 141, 528-535.
- Roberts, (2008). The role of the corporate HR function in global talent management. *Journal of World Business*, 45(2);161-168
- Sheehan, M. (2012). Developing Managerial Talent: Exploring the Link between Management Talent and Perceived Performance in Multinational Corporations (MNCs). *European Journal of Training and Development*, 36(1), 66-85.
- Siddiqui, S. O. (2018). *Factor Theory: Bridging Talent Management Ends With Data Science Means*. Air Command and Staff College, Air University Maxwell AFB United States

- Sinha, C., & Sinha, R. (2012). Factors Affecting Employee Retention: A Comparative Analysis of two Organizations from Heavy Engineering Industry. *European Journal of Business and Management*, 4(3), 145-162.
- Stahl, G. Bjorkman, I., Farndale, E., Morris S. S., Paauwe, J., Stiles, P, Trevor, J., & Wright P. (2007). *Global talent management: How leading multinationals build and sustain their talent pipeline*. INSEAD, Fontainebleau France
- Sturges, J., Guest, D., Conway, N., & Mackenzie Davey, K. (2002), *A longitudinal study of the relationship between career management and organizational commitment among graduates*.
- Tummers, L. L., Bekkers, V., Vink, E., & Musheno, M. (2015). Coping during public service delivery: A conceptualization and systematic review of the literature. *Journal of Public Administration Research and Theory*, 25(4), 1099-112
- Uddin, R., & Arif, A. A. (2016). Talent management and organizational performance: An empirical study in retail sector in Sylhet city, Bangladesh. *iosr Journal of Business and Management*, 18(10), 11-18.
- van Zyl, E. S., Mathafena, R. B., & Ras, J. (2017). The development of a talent management framework for the private sector. *SA Journal of Human Resource Management*, 15(1), 1-19.
- Wright, P.M., McMahan, G.C., & McWilliams, A. (2009). Human resources as a source of sustained competitive advantage: A resource-based perspective, *International Journal of Human Resource Management*, 5(2), 301-326”
- Yllner, E & Brunila, A (2013). *Talent management – Retaining and managing technical specialists in a technical career*. Master of Science Thesis KTH Industrial Engineering and Industrial Management, Stockholm

APPENDICES

Appendix I: Introduction Letter

November 2022

Masters Student- MBA

University of Nairobi

RE: REQUEST FOR RESEARCH DATA

At the moment, I am working toward earning a Master of Business Administration degree with a concentration in Human Resources at the University of Nairobi, where I am a student. As a component of the overall evaluation of my course work, I am expected to turn in a research paper on the topic of "EFFECT OF TALENT MANAGEMENT PRACTICES ON SERVICE DELIVERY AMONG AIRLINE OPERATORS IN KENYA". In order to accomplish this goal, your company has been chosen to provide the data necessary for this enquiry. Your privacy will be protected and the data will be used only for research. Nobody else will see this report except you. Following your request, we will provide you with access to the study's findings.

Your help and cooperation will be very much welcomed in this endeavor.

Much appreciation in advance.

Masters Student – Researcher

University of Nairobi

Appendix II: Questionnaire

This survey is being conducted for purely academic purposes, and the data collected will be utilized in a Masters thesis examining the "effect of talent management practices on service delivery among Airline operators in Kenya." At every step of the way, the confidentiality of the information gathered will be ensured. There are six distinct sections.

Section One: Organizational Characteristics

Please choose the one that best fits the description.

1. Which airline company do you now work for? (Enter below)

2. How long has the company been providing airline services to customers? (tick one)

Less than 4 years 4-8 years Above 8 years

3. What is the total number of staff members at your airline company? (tick one)

Less than 400 401 - 800 Above 800

4. How many different locations does your airline company have across Kenya? (tick one)

Less than 10 10-20 20-30 More than 30

SECTION TWO: TALENT MANAGEMENT PRACTICES

To what degree do you agree with the following assertions describing the talent management practices that your company employs? Use the following scale: 1- No extent, 2- Little extent, 3-Moderate extent, 4-Great Extent, 5- Very great Extent.

Career Management	1	2	3	4	5
Everyone working for your company is aware of and familiar with the organization's policy on advancement and career development.					
Within the organization are programs that serve as mentors.					
The management bestows respect and admiration on personnel who achieve better levels of performance.					
The creation of a robust talent pool is the means through which succession is achieved in your firm.					
Your company uses personal contacts and linkages to one's network as a primary selection criteria for promotions inside the company.					
The Processes of Learning and Growth	1	2	3	4	5

There is a policy in place regarding the sponsorship of trainings and programs for the development of talent that has been recognized inside your business.					
Your company provides its workers with training and development opportunities via in-house programs.					
Your organization encourages The provision of coaching and mentoring by management					
You have a system in place at your company to review and reward department heads for the work they do in fostering employee growth.					
Your company provides a wonderful program that encourages professional development via mentoring and coaching for all of its staff members.					
Performance Management	1	2	3	4	5
The evaluation of one's performance is linked inside the firm to gaining awards and advancement.					
The organization expedites the promotion process for high-performing staff.					

My company determines compensation based on employees' levels of proficiency.					
Coaching for managers and job rotations are two methods used in your company with the goal of improving both capacity and performance.					
The majority of the motivation in my company comes from cash benefits.					
Workforce Planning	1	2	3	4	5
Your company engages in activities pertaining to workforce planning.					
Formalized, well documented, and communicated to all staff, the strategic plan is now in place.					
Your company has the appropriate employees, with the appropriate talents, in the appropriate roles.					
Your whole business participates in workforce planning activities, which are carried out across all divisions.					
There is a strong emphasis placed on promoting employees from inside the business.					

SECTION 3: SERVICE DELIVERY

To what degree do you agree with the following claims describing the manner in which your company provides its services? Check the box next to the answer that best fits the option given, using the scale from 1 to 5. 1=No extent, 2=little extent, 3=Moderate extent 4=Great extent, 5=Very great extent.

Service Delivery	1	2	3	4	5
Responsiveness					
The airline company's staff members smile widely and are eager to assist passengers.					
The staff members inform the clients of the precise time that the services will be conducted.					
The staff members are able to reply to the requests made by users despite their high volume of work.					
Emergency situations are something that the staff is eager to help consumers with.					
Reliability	1	2	3	4	5
When it comes to handling the issues or complaints raised by consumers, the airline company is reliable and consistent.					

The airline company provides services correctly on the first attempt.					
The airline company is reliable in terms of providing network services on schedule.					
The administration is responsible for providing its services.					
Assurance	1	2	3	4	5
The support team is equipped with the necessary expertise to fix issues and provide answers to concerns.					
Customers' trust is boosted as a direct result of the employees' actions.					
Always polite to the patrons, the staff members provide their best treatment.					
When employees behave in a trustworthy manner, customers will follow suit.					
Empathy	1	2	3	4	5
The staff members provide individualized attention to each consumer.					

The workers are dedicated to upholding ethical standards, and they encourage their other coworkers to do the same.					
Each client's needs are addressed individually by adapting the services provided.					
The business hours cater to the needs of each individual consumer.					

Thank You

Appendix III: Airline Operators in Kenya

1. British Airways
2. Ethiopia Airways
3. Kenya Airways
4. Fly 540 Aviation
5. Jubba Airways
6. African Express LTD
7. Air Arabia
8. Etihad Airways
9. Turkish Airlines
10. Lufthansa –German Airline
11. Swiss International Airline
12. Emirates Airline
13. South African Airways
14. Rwanda Air
15. Oman Air
16. Air Maroc
17. East African Safaris; FlySaxs

18. Air Mozambique
19. KLM Royal Dutch Airline
20. Precision Air
21. China Southern Airline
22. Qatar Airways
23. Saudi Arabian Airline
24. Egypt Air
25. Air Mauritius
26. Astral Aviation
27. Air France
28. Martin Air
29. Condor
30. Enter Air
31. Blue Paranoma
32. Air Kenya
33. Neon Airways
34. Freedom Air
35. Skyward International Aviation
36. Ocean Air

37. Buff Air
38. Condor
39. Meridian airlines
40. Rudufu Aviation
41. Som Air
42. Air Traffic Limited
43. Air Malawi
44. Silverline aviation
45. Aero-Pioneer Group
46. Acariza Aviation
47. AD Aviation charters
48. Aeronov Air services
49. Aerospace Consortium
50. Air direct
51. Airlink Kenya
52. ALS-Aircraft leasing services
53. Astral Aviation
54. Avro Express
55. Blue Bird Aviation

56. Blue Bird Aviation Services

57. Capital Airlines

58. DAC Aviation

59. Global Airlift

60. Great Airways

61. Jetways Airlines

62. KASAS

63. Tubania Aviation Group

64. Knight Aviation

65. Lady Lori

66. Mombasa Air Safari

Source: Kenya Civil aviation Authority report (2021).