

**A SURVEY OF RECRUITMENT AND SELECTION PRACTICES OF PILOTS
AMONG COMMERCIAL AVIATION FIRMS IN KENYA**

BY

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DECLARATION

This project is my original work and has not been submitted for a degree in any other university.

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DATE: 10th January, 2005.

This project has been submitted for examination with approval as the University Supervisor.

Signed:  _____

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Date: 10th January 2005

DEDICATION

To my Sons, Ian Peter and James; Daughter Michelle:

In their innocence,

They thought school was for children

And often wondered

How daddy could be going to school

In old age,

May this be inspiration to you

In your all ages as well.

ACKNOWLEDGEMENT

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ABSTRACT

This study set to explore the recruitment and selection practices of pilots among commercial aviation firms in Kenya. The study was founded on the premise that piloting in Kenya remained a preserve of the rich and or the white community. This paradox led to the objectives of the study which was to:-

- a) Identify the practices of recruitment of pilots and
- b) Study the practices of selection of pilots in commercial aviation firms in Kenya.

The second objective in Kenya identifies factors that influence the process in the recruitment and selection of pilots in the commercial aviation firms in Kenya. The study narrowed down to selection and recruitment among commercial aviation firms leaving out the military recruitment of pilots which employs a different method altogether.

In a growing, yet little known about piloting in Kenya, many parents and young school going students have always expressed the desire to be pilots yet there is little or no information available for them on what goes on in recruitment and selection.

This study will therefore shed some leading light on common practices and factors influencing the recruitment and selection of pilots to all those interested in this well paying yet risky and less known about career.

BACKGROUND

1.1 Recruitment and selection practices.

There is a growing concern that human resources managers participate in the development of corporate strategies (Hsu et al, 2000). The human resources managers ought to pursue and achieve strategic integration by playing a proactive role by being members of the senior management team and participating in the development of the corporate /business strategy. It is only by being involved at this stage, would human resources managers be in a better position to develop an effective human resources strategy which could integrate with the business strategy and directly support the achievement of strategic goals (Armstrong, 1992).

When making the final hiring or selection decisions, human resources managers should look for potential candidates whose qualifications, characteristics and work-related values and attitudes must closely conform to the requirements of the open positions and can fit well with organization's needs, by effectively carrying out required tasks and collaborate well with colleagues. On the whole, human resources managers need to ensure that the recruitment and selection practices they adopt is coherent and consistent with their firms' business strategies and with other associated functions of human resources management such as planning, training and development, pay and benefits. In other words, recruitment and selection need to be considered as an integrated process rather than ad hoc activity. Since recruitment and selection are the first stages of employment relationship between applicants and the organization, human resources managers need to identify staff with potential to match the needs of employers. This makes the achievement of potentially desired human resources management outcomes like increasing employee performance and commitment easier (Gold, 1994).

In this regard, proper use of internal recruitment methods may not only motivate current employees to perform better and increase their commitment towards the organization, but also improve their job security through upward or lateral career opportunities. Using internal personnel sources effectively may also allow management to observe and assess the abilities of employees accurately given the accrued knowledge gathered over the employment relationship (Sparrow et al, 1994).

However, human resources practitioners may use the expertise of a search firm(s) to procure a senior executive or a manager with rare technical or managerial skills. This is considered to be as important as planning the career development of a company's existing high-potential managers and should be handled with care. In the long run however, human resources manager will have to retain responsibility and accountability for the overall success of the services and at the same time minimize the risk of the failure and achieve the desired results (Adshead, 1990). In selection practices, application forms, knowledge or skill tests and one -to- one panel interviews can be used. Psychometric tests and assessment centers can also be applied. However, these techniques require well-trained people who can use the technique and interpret the results objectively.

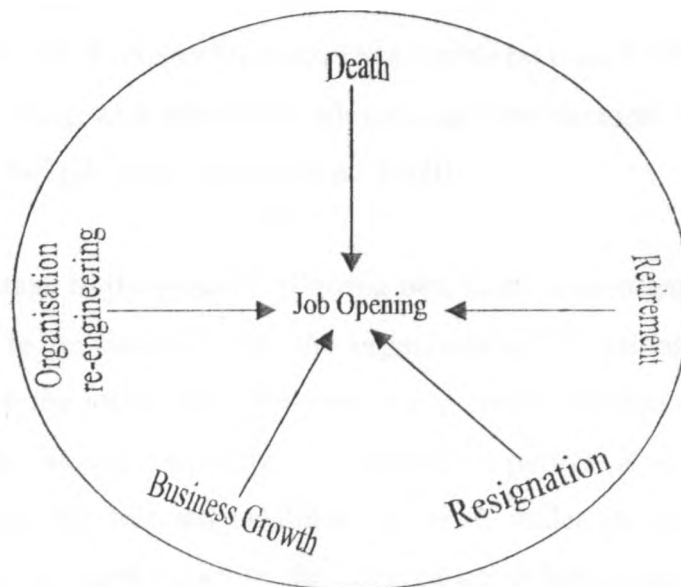


Figure 1 – 1
Reasons why new
job openings arise
in organizations.

Ordinarily, when a job opening arises the human resources department should be informed of the same, giving details of the job specifications and the qualifications of a jobholder, by the user department. The human resources department then coordinates the process leading to the identification of appropriate staff to fill the vacant position. Recruitment and selection of an employee in a firm/ organization is a process. This process has several stages and activities (Hsu et al, 2000).

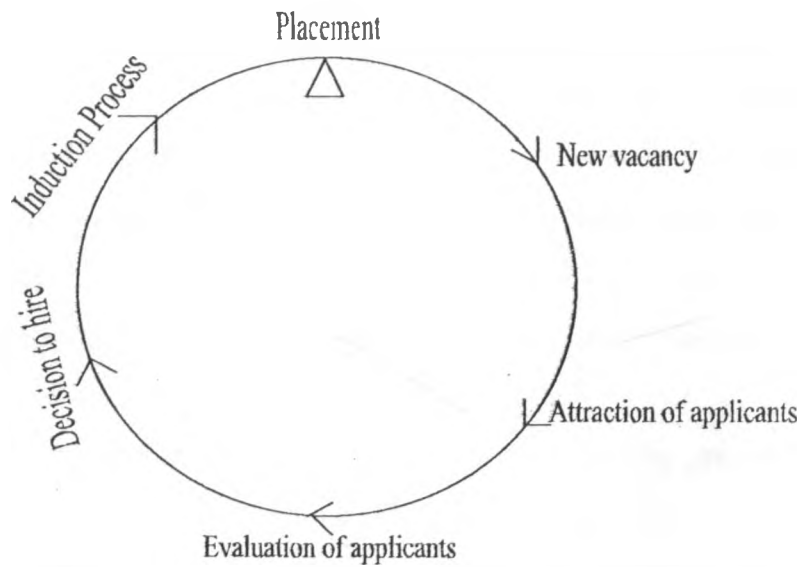


Figure 1 – 2
Process of recruitment
and selection of an
employee in an
organization.

For entry-level recruitment, Colleges/Universities seem to be used more frequently by the responding employers along with other methods such as advertisement in the media, direct applications, transfers and job rotation (Hsu et al, 2000).

Placement is the last stage in the process of hiring new staff in an organization. Once the candidate is believed to be familiar with the organizational functions, he/she is placed appropriately and given the job to do. However, some conditions may be attached to this candidate. These may include working on probation period after which he/she is confirmed. In this case the selected candidate do work under close supervision. This period is meant to give an opportunity to the selected candidate to prove that he/she can work independently especially in most technical positions. Once the probation period is

over and the employer is satisfied, then the selected employee is served with a permanent and pensionable contract of service. This means that the employee has now been completely absorbed in the company and is entitled to enjoy all the benefits arising from the employment relationship (Werther et al, 1993).

1.2 Piloting in Kenya

Piloting in the world started with Wright Brothers in 1902 in USA. They flew kitty hawk which gave rise to the current flying of planes. Since then, flying has developed to include the most sophisticated planes like the French concord and warplanes. The aviation industry in Kenya started with the First world war and commercial routes were pioneered by Imperial airways and its successor BOAC in the 1920's. In July 1929, Wilson Airways Ltd. was formed by Mrs. Florrie Wilson to operate an airfield at Dagoretti Corner, Nairobi.

Later, that year the airfield at Dagoretti Corner was abandoned in favour of the present site of Wilson Airport, originally called Nairobi Aerodrome. The construction work was carried out and by 1933, two murrum runways had been laid and Imperial Airways commenced operation of an airmail service to Kisumu in July of that year. In 1962, the colonial Government of Kenya renamed the aerodrome "Wilson Airport" as a tribute to the pioneering spirit of the real expansion of Wilson into the major domestic airport. Today, it is a gazetted border control point accommodating short haul scheduled domestic services, international, private and charter flights. The actual commercial aviation in Kenya was begun by the British mail company. This was a company charged with transporting mails from her majesty in Britain and the first commercial pilot was Lady Wilson and this gave birth to the current name Wilson airport.

The Kenyan aviation was predominantly an exclusive of the whites until the establishment of Kenya airforce. Kenyan men were trained as pilot cadets. Later the airforce trained pilots who found their way to commercial pilots especially to the Kenya airways. Today about 70% of pilots in Kenya airways are former airforce captains. Currently, there are about four pilot training schools based in Nairobi. These schools have students from East and Central Africa taking courses leading to one qualifying as a pilot. Flying was regarded as a preserve of the whites. They owned aeroplanes and other aviation support related companies. This scenario changed when the old Embakasi airport was built in 1960's and the subsequent modern airport of Jomo Kenyatta International airport (JKIA) was constructed in 1972.

1.3 Statement of the problem

A professional pilot is guided not only by a country's laws but also by international standards. International organizations that regulate piloting include International Civil Aviation Organization (ICAO) and International Air Traffic Association (IATA). The Kenya civil aviation authority standards also apply to piloting. A qualified pilot therefore has to comply with the international standards including laws governing the airspace of country he/she will be over flying. Arising from this therefore, licensing of pilots is a restricted and well-controlled process in this country.

Pilots determine the popularity and competitiveness of a commercial airline and are therefore core to the airline business. The competitiveness of the airline is determined by the ability of the pilot to pass information to passengers, strict adherence to time schedules and safe landing. Piloting career has a zero-error acceptance. This is due to the fact that an error while the aeroplane is in the sky will result into total loss of lives as the survival chances are minimal.

There are only one hundred and two fully qualified and registered pilots in the Kenyan market. Researches in other parts of the world, like Taiwan (Hsu et al, 2000), indicate that recruitment and selection practices vary across industries, from firm to another, and for specific skills and categories. No study of the recruitment and selection practices in commercial aviation firms has ever been carried out in Kenya.

This study addresses the research question:-

What are the recruitment and selection practices of pilots among commercial aviation firms in Kenya?

1.4 Objectives of the study

1. To identify the practice of:-
 - (a) Recruitment of pilots in commercial aviation firms in Kenya.
 - (b) Selection of pilots in commercial aviation firms in Kenya.

2. To identify the factors that influence the process of recruitment and selection of pilots in the commercial aviation firms in Kenya.

1.5 Significance of the study

The findings of this survey will be of importance to flying schools. This being one of the first surveys in recruitment and selection of pilots in the country, flying schools will benefit in getting to understand what pilot employers (airlines) expect of the new pilot graduates. This can be incorporated or enhanced in the schools curricula.

Researchers and academics will also benefit in filling the knowledge gap of recruitment and selection practices of pilots in Kenya.

CHAPTER 2

LITERATURE REVIEW

Human resources management and development has been a major concern over the years. However, lately human resources management and development has evolved from a mere policing of policies to the actual strategic formulation of policies in the organizations. Sound and competitive policies even for those organizations whose employees need not come to their physical offices need human resources management and development policies. These policies range from recruitment and selection, placement and management of employee needs and the needs of the employer, management of the compensation, industrial or employee relations, motivation, performance appraisal management and the general strategic policies that affect the organization (Werther et al, 1993). Indeed, the success of an organization in terms of performing its very core business has to rely on its employees in one way or another

2.1 Recruitment Process

Recruitment is a process of finding and attracting capable applicants to apply for employment. Although line managers are often involved, much of the recruitment process is the responsibility of professionals in the human resource department called recruiters. Recruiters should be aware of the constraints and challenges surrounding the recruitment process before they undertake to find suitable applicants. (Hallet, 1986)

Recruiters should be familiar with the organization's policies, human resources and affirmative action plans, environmental conditions, job requirements, costs, possible incentives that can be used to induce recruits to become applicants and the recruiter's own habits (Halcrow, 1988).

Recruiters pursue applicants through a variety of channels. Although walk-ins and write-ins are common sources, the growing diversity in the work force and changing demographics often require recruiters to be proactive. Employee referrals and advertisements are other channels. To help recruiters, a variety of public and private organizations exist such as state and unemployment offices, private placement agencies, and search firms (Werther et al, 1993).

Many institutions like schools, labor organizations, professional associations, military facilities, and government and community training programs also offer placement assistance which recruiters can access (Evans, 1978).

However, recruitment depends on the organizational policies. Organizational policies seek to achieve uniformity, economies, public relations benefits, or other objectives that are sometimes unrelated to recruiting. At times, policies can be potent source of constraints (Edwards, 1986). Promote-from-within policies are intended to give present employees the first opportunities for job openings. These policies help assure that each employee has a career, not just a job. These policies also aid employee morale, attract recruit looking for jobs with a future, and help retain present employees. Organizations with human resource departments usually establish pay wages and salaries. If the recruiters find promising candidates, the pay range will influence the job seeker's desire to become a serious applicant. Some companies have policies about hiring part-time and temporary employees. Although there is a growing interest in hiring these types of workers, policies can cause recruiters to reject all but those seeking full time work. Policies also may require foreign job openings to be staffed with local citizens. The use of foreign materials, reduces relocation expenses, lessens the likelihood of nationalization and if top jobs held by local citizens, it minimizes charges of economic exploitation (Gould, 1988).

2.2 Selection process

Recruitment seeks to create a pool of suitable applicants. Once that pool has been assembled, the selection process begins. The selection process relies on three helpful inputs. Job analysis information provides the description of the jobs, the human specifications and the performance standards each job requires (Rynes and Barber 1990). Human resource plans to identify likely job openings and allow selection to proceed in a logical and effective manner. Finally, recruits form pool of applicants from which employees are selected.

The selection process is a series of steps through which applicant's pass. Preliminary reception of applicants. Selection starts with a visit to the human resources office or with a written request for an application. The applicant begins to form an opinion of the employer. When an applicant appears in person, preliminary interviews may be granted as a courtesy. This courtesy interview is simply a matter of good public relations (Broussand et al, 1986)

Employment tests. These are devices that assess the probable match between applicants and job requirements. These tests include psychological tests, knowledge tests, performance tests, graphic response tests, attitude tests and medical tests.

Selection interview. This is formal, in-depth conversation conducted to evaluate the applicant's acceptability. The interviewer seeks to answer three broad questions: Can the applicant do the job? Will the applicants do the job? How does the applicant compare with others who are being considered for the job? The interview format may be presented in the unstructured or structured questions, mixed, behavioral and stress type of questions (Rout, 1979).

References and background checks. What type of person is the applicant? Is the applicant a good reliable worker? Are the job accomplishments, titles, educational background, and other facts on the resume or application true? And most importantly what information is relevant to matching the applicant and a job?

Medical evaluation. The selection process may include a medical evaluation of the applicant before the hiring decision is made. Normally, the evaluation is a health checklist that asks the applicant to indicate health and accident information. A company nurse or physician sometimes supplements the questionnaire with a physical examination. The medical evaluation may: entitle the employer to lower health or life insurance rates for company-paid insurance, be required by state or local health officials-particularly in food handling operations where communicable diseases are a danger and be useful to evaluate whether the applicant can handle the physical or mental stress of a job.

Supervisory interview. Since immediate supervisors are ultimately responsible for newly hired workers, they should have an input into hiring decision. The supervisor is often able to better evaluate the applicant's technical abilities. Likewise, the immediate supervisor can often answer the interviewee's specific job-related questions with greater precision and often has the authority to make the hiring decisions.

Realistic job preview. A realistic job preview shows the employee, the job and the job setting before the hiring decision is made. Often this involves showing the candidate the type of work, equipment and working conditions involved.

Hiring decision. Whether made by the supervisor or by the human resource department, the final hiring decision marks the end of the selection process, assuming the candidate accepts the offer. To maintain good public relations, employers should notify applicants who were not selected. The applications of those hired should be retained.

2.3 Recruitment and selection of pilots

A pilot is a person who has been given the responsibility by the laws of Kenya to ensure using the knowledge he/she has acquired the proper and safe movement of an aircraft and its occupants while on ground and in the air with reference to all the instruments and equipment necessary for the said action. A qualified pilot should be able to check and interpret the following: weather, center of gravity limits (weights and balance of the aircraft), good operating state of the instruments both in air and on ground, runway conditions, countries rules and regulations for entry and exit when flying and documents to be carried as in certificates, insurance, maintenance manuals, technical logs, aircraft logbook among others.

The type of licenses required varies from one firm to another. In some cases, a firm may demand that a pilot hold more than one licence category. Private pilot licence holder (PPL). This kind of a pilot flies only for non-commercial purposes like leisure flying. This is because his/her knowledge scope cannot allow him/her to fly a bigger aircraft. The commercial pilot licence holder (CPL) is allowed to fly commercial planes but with a restriction that flying is done only during the day. The commercial pilot licence/ instrument rating (CPL/IR), is a pilot who flies in all weather conditions and at night. He/She can fly any plane so long as he is rated on it. Airline transport pilot licence (ATPL), is a pilot who has acquired an equivalent of masters in flying. However, he/she has to be rated with the aircraft when changing from one to other.

In the end, a pilot demand in recruitment and selection process may be due to the firm having various types of aircraft. The cessnas for example are single engine aircraft. These are mostly used for training and bit of commercial. They range on series like 150, 172, 210, 182 and 208 which is the caravan 12 seater and also a single engine. This plane is referred to as the "plane that knows Africa". It can take off and land at very small airstrips. The Piper family aircraft are PA 28 cheronkee, PA34 Seneca and piper arrow.

Dashes and boeing or jets, include series like 737, 767, 777, 747 and the concords among others. These are four engine planes. These are planes that can cruise for long distance without re-fueling. Planes of this type would require 3-4 co-pilots but with the chief pilot who is in-charge of taking most important decisions.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 The Population

- 1) The population of interest in this study will consist of only eighteen (18) Kenyan owned commercial aviation firms, which were operating in Kenya as at December 21st, 2002. More emphasis will be given to those firms who do operations themselves as opposed to those firms who lease their aircraft to other firms and thus do not have their own pilots employed on permanent basis.

3.2 Sampling

The research will capture all the eighteen commercial aviation firms owned by Kenyans and operating in Kenya. However, considerations will be given to these firms which operate the aircraft and have employed their own pilot(s).

3.3 Data collection

Primary data will be used in the study. The data collection instrument will be a structured questionnaire comprising of both open and close-ended questions. The respondent will be the human resources manager or officer in-charge of recruitment and selection of pilots in the aviation firms. The questionnaire will be administered through the drop and pick-later method.

3.4 Data analysis.

- 1) Descriptive statistics like mean, frequency distribution, mode, median and others will be used to identify the predominant practices in the recruitment and selection of pilots. This will be achieved through the mean scores of responses.

CHAPTER 4

4.0 Data Analysis and Findings

This chapter presents a summary of findings of the practices of recruitment and selection of pilots in commercial aviation firms in Kenya. The summary will also discuss the factors that influence the process of recruitment and selection of pilots in commercial aviation in Kenya.

4.1 Destination By Regions

In table one (1) below, we present routes covered whereas in table two we show type of aircrafts employed by respondents. Three respondents with a score of five (5) under route covered, operate local and regional routes. Local are largely Kenyan destinations whereas regional are largely East and Central Africa including Somali and Sudan. The rest of the routes are classified as international i.e. Europe and USA. All respondents visit local destinations. Three respondents report that they operate as far as United States of America and Europe. Seventy (70) percent of the operators have destinations within East Africa.

Table 1 Destinations By Regions

Firm(Respondent)	1	2	3	4	5	6	7	8	9	10	Total Yes (%)
RC	5	5	1	6	6	1		5	6	1	
RegK	1	1	1	1	1	1	1	1	1	1	100
Reg EA	0	1	0	1	1	1	1	1	1	0	70
RegA	0	0	0	1	1	0	1	0	0	0	30
RegEu	0	0	0	1	1	0	0	0	0	0	20
RegUSA	0	0	0	1	1	0	0	0	1	0	30
RegOth	0	1	0	0	0	0	0	0	0	0	10
Total Yes in (%)	16.67	50	16.67	83.33	83.33	33.33	50	33.33	83.33	16.67	

Reg K=Region covered Kenya. Reg EA= Region covered East Africa. Reg A =Region covered Africa. Reg EU =Region covered Europe
Reg USA =Region covered USA. Reg Other =Region covered other areas

4.2 Types of aeroplane

Most of the operators use different plane types. It is only C210 that is used by three different operators otherwise, there is lack of duplication of plane type preference (Table 2). It is difficult telling why this is so. It appears as if a number of planes are second hand acquisitions. This would mean that it is more of a case of availability of the plane in the market rather than other factors influencing the operator's choice of the plane.

Table 2 Type of Aeroplane

Firm(Respondent) Type	B2000	C 210L	C180	C310	C172	BE20	C550	CESSNA206	CESSNA TU-206B	C-208	PA34	C182	Total Yes (%)
	1	1	0	0	0	0	0	0	0	0	0	0	0
2	0	1	0	0	0	0	0	0	0	0	0	0	8.333
3	0	0	1	0	0	0	0	0	0	0	0	0	8.333
4	0	0	0	1	1	1	1	0	0	0	0	0	33.33
5	0	0	0	0	0	0	0	1	0	0	0	0	8.333
6	0	0	0	0	0	0	0	0	1	0	0	0	8.333
7	0	0	0	0	0	0	0	0	0	1	1	0	16.67
8	0	1	0	0	0	0	0	1	0	0	0	1	8.333
9	1	1	0	0	0	0	0	0	1	1	1	0	25.00
10	0	0	0	0	0	0	0	0	0	0	0	0	0.00
Total Yes in (%)	20	30	10	10	10	10	10	20	20	20	20	10	

Key: 1= Yes; 0 = No

4.3 Destinations by Routes

Table 3 shows routes by destinations. The most frequented route is route2 (Maasai Mara) that is served by sixty seven (67) percent of the respondents. Those who serve many routes have many planes too. Respondent four (4) have four different planes serving different routes. Route six Laikipia is also served with three different operators. However, operator two (2) gives the impression of serving different routes with a single plane or using many planes with same model.

Table 3 Destinations By Routes

Firm	Routes Type	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
	1	B2000	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2	C 210L	0	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
3	C180	0	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0
4	C310,C172,BE20,C550	0	1	0	0	0	0	1	1	1	0	0	0	0	0	0	0	0	0
5	CESSNA 206	1	0	1	0	0	0	0	1	0	1	1	1	0	0	0	0	0	0
6	CESSNA TU-206B	0	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
7	C-208, PA34	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8	C182,C206,C210	0	1	0	0	0	1	0	0	0	0	0	0	1	1	1	0	0	0
9	All	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	1	1	1
10																			
Total Yes in (%)		22	67	22	22	22	33	11	22	11	11	11	11	22	22	22	22	22	22

Key: 1= Yes; 0 = No.

Route1= Somalia. Route2 = Masai Mara, Route3= Kilimanjaro, Route4= Lamu, Route5= Lokichogio, Route6 = Laikipia, Route7= Tanzania, Route8= Uganda. Route9= Ethiopia; Route10= Mombasa; Route11= DRC; Route12= Entebe ; Route13 = Samburu; Route14= Meru, Route15= Turkana. Route16= Amboseli; Route17= North Eastern Province. Route18= Southern Sudan

4.4 Routes Serviced

Table 4 show that eighteen different routes are serviced. Route two (2) is the most popular route with two hundred and five flights shared among the ten respondents. Samburu (route 13) and Lokichogio are the next most frequented decisions. Lokichogio is popular due to its proximity to war ravaged Southern Sudan. At the time of the survey, the responding firms employed one hundred and seventy six (176) employees. This makes an average of 18 employees per firm.

Table 4 Number of Trips per Route Per Month

Routes	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	Total
Firm Type Of Aeroplane																			
1B2000																			
2C 210L		45	30	30	25														130
3C180		30			50	30													110
4C310,C172,BE20,C550	5						5	5	5										20
5CESSNA 206	40		45							40	20	30							175
6CESSNA TU-206B																			
7C-208, PA34																			
8C182,C206,C210		40				20						15	10	2					87
9All		90										75			30	15	60		270
10EURO COPIERS																			
Total	45	205	75	30	75	50	5	5	5	40	20	30	90	10	2	30	15	60	792

Pilots Recruited and Total Employees

Table 5 (a) show that 109 pilots were employed over the period 1997 to 2002. The highest number was employed in the years 2000,2001 and 2002. The average number of pilots varies between one and three. This makes the demand for pilots to be extremely low.

Table 5a Pilots hired per year in the last six (6) years

Firm	1997	1998	1999	2000	2001	2002	Total
1	0	0	0	4	0	0	4
2	1	1	3	3	4	5	17
3	0	1	1	1	1	2	6
4	0	0	0	0	3	2	5
5	2	2	4	5	8	8	29
6	1	1	1	1	2	2	8
7	0	0	0	2	2	3	7
8	0	1	2	2	2	2	9
9	2	2	2	3	2	1	12
10	2	2	2	4	2	0	12
Total	8	10	15	25	26	25	109
Average	1	1	2	3	3	3	11
Standard Dev.	0.92	0.82	1.35	1.58	2.17	2.42	7.46

The operators recruit their pilots locally and externally. Almost twenty- three (22.72) percent of the pilots are foreigners. Four (4) out of ten (10) firms surveyed did not recruit foreigners; whereas one firm is employing forty (40) percent of foreigners (see table 5b).

Out of the total employees (176), forty-four (44) or twenty five percent were pilots. This is a ratio of four (4) service staff to one (1) pilot (see table 5 b). Most of the pilots, nearly ninety five percent are male. Only two firms out of ten recruited two female pilots. This suggests a bias towards recruitment of male pilots. It could be that more males train as pilots than females. It could be that more males than females take piloting as a career.

Table 5b Details of Employees

Firm	NoEmpl	Pilots	BPIHired	BPIMale	BPIFemale	BPIKenya	BPIForeign	Pi/TE%
1	25	4	4	4	0	3	1	16
2	23	5	17	4	1	5	0	22
3	8	2	6	1	1	2	0	25
4	11	5	5	5	0	1	4	45
5	23	8	29	8	0	6	2	35
6	8	2	8	2	0	2	0	25
7	8	4	7	4	0	4	0	50
8	5	2	9	2	0	1	1	40
9	60	10	12	10	0	9	1	17
10	5	2	12	2	0	1	1	40
Total:	176	44	109	42	2	34	10	25
Average	18	4	11	4		3	1	31
Standard Deviation	16.83	2.76	7.46	2.86	0.42	2.63	1.25	12.17

NoEmpl=Total number of employees Pilots=Total number of pilots. hired=Pilots hired per year in the last 6yrs.

BPIMale=Number of male pilots

BPI Female=Number of female pilots BPI Kenyan=Number of Kenyan pilots BPI Foreign=Number of foreign pilots

4.5 Factors That Explain Recruitment of New Pilots

Table 6 is a summary that of factors that help in explaining recruitment of new pilots. We use the mode as an indicator of the most frequently occurring factor. Standard deviation is relied on to measure the level of agreement amongst respondents on a particular point.

Operators were asked to rate pre-determined set of factors considered before deciding to hire a pilot. These range from growth of business to retirement of a pilot. All respondents agree that new business and growth of business are the most important factors before making a request to recruit new pilots.

Growth as a factor post the highest score of five and has a standard deviation of zero suggesting that all respondents concur on its rating. Operationally, growth means new routes and or additional passengers. Both would require large planes or more planes thus triggering the recruitment of new pilots.

Table 6 Factors That Explain Recruitment Of New Pilots

Firm	BGb	Bppilot	BRp	BRep	
1	5		3	4	4
2	5			4	1
3	5				
4	5		2	1	2
5			5	4	
6	5				
7	5		4	3	4
8	5		1	1	1
9	5		4	4	4
10	5		5	5	5
Mode		5	5	4	4
Max		5	5	5	5
Min		5	1	1	1
Average		5	3	3	3
St. Dev		0	2	1	2

BGB=Growth of business Bppilot=Promotion of a pilot BRp=Resignation of a pilot BRep= Retirement of a Pilot

Resignation on the average is neither important nor unimportant, but with a standard deviation that is greater than one, i.e. two (2), there is less agreement amongst respondents on their rating of this item. Promotion of a pilot is also ranked as neither important nor unimportant with an average of score of three (3) and its standard deviation of one (1) show agreement on the rating in recruitment of new pilots. The rating for retirement of a pilot as a factor is not different from that of a promotion of a pilot.

The reason for this rating is that retirement and promotion activities are well planned, and in some instances promotion of a pilot unlike retirement does not necessarily lead to a vacancy. There are firms that assigned some of the factors a score of one (not important at all). The three factors considered a not important are promotion, resignation and retirement of a pilot.

4.6 Recruitment Department and Channels

Most of the firms interviewed prefer to recruit directly rather than relying on agents. None of the respondents recruit through the human resource department. From the feedback it is unlikely that these firms have set up such human resource department (Table 7). The recruitment is either through the operations department or through the chairman of the firm or chief pilot.

Nearly all firms interviewed sources largest number of pilots locally i.e. local recruitment. Only one firm recruits externally. However, most firms find it difficult recruiting pilots internally because there are no pilots in other departments. The other reasons why they do not recruit internally is because they do not keep trainees but only recruit fully trained pilots.

When the operators have to advertise positions, they prefer buying space on daily newspapers than head hunting and reference. The daily newspapers preferred are the Daily Nation and Standard Newspapers. Some get references from other aviation firms. Mention is not made of electronic media. However there are firms that rely on word of mouth.

Table 7 Recruitment Department and Channels

Firm	BCh	BDeptR	BLsp	Bri	BEmedia	Bimedia
1	1		5	1	0	4 Daily Newspaper
2	1		3	1	0	1 N/A
3	1		5	1	0	5 Self
4	1		3	2	1	1 Daily Newspaper
5	1		5	1	1	4 Head Hunting & Reference
6	1		5	1	0	4 N/A
7	1		3	1	1	1 Daily Newspaper
8	5		4	1	0	1 Daily Newspaper
9	1		5	1	0	1 Print Media
10	4		4	1	1	1 Daily Newspaper
Mode	1		5	1	0	1

BCh=Channels used to hire pilots; BdepR=Department that undertakes Recruitment of Pilots; BLsp=Largest source of pilots you recruit
 Bri=Does the firm recruit internally; Bimedia=External labour Market which media do you prefer to use.
 Bimedia=Internal Labour Market which media do you prefer to use

The recruitment process consist of receiving application and Curriculum Vitae, then call the pilot for an interview, after the interview short list, then officially recruited. The process as mentioned above require taking the pilot for check – outs i.e. to acquire general knowledge on how well the pilot can fly.

4.7 Recruitment Policy and Costs

Only one firm does not consider it necessary having a policy that governs the process of recruiting pilots in their firm. This firm's argument is that it is inappropriate having a policy because the factors that warrant recruitment of a pilot vary from one case to another thus having a recruitment policy irrelevant. However all firms evaluate the process of recruitment (Table 8).

Pilots are first rated by the rating agencies. This requires taking into account the agency rating and the flying hours.

The time point when evaluation is done varies amongst respondents with fifty percent of the respondents evaluating after recruitment drive and the other fifty before recruitment drive. Some operators consider recruitment a continuous exercise. This is because even after recruitment a decision is still made whether to keep the pilot or not. The idea is to have the best candidate. At the same time, expenses are evaluated and whether the process confirms with KCAA standards.

Table 8 Recruitment Policy and Costs

Firm	Bpolicy	BAAp	Bepr	BEir	BRc (Shs)
1	0	1	1	0	
2	1	1	1	1	65000
3	1	1	1	1	30000
4	0	1	1	1	
5	1	1	1	2	250000
6	1	1	1	1	20000
7	1	1	1	0	20000
8	1	1	1	0	50000
9	1	1	1	1	300000
10	1	1	1	1	200000
Mode	1	1	1	1	20000
Average	1	1	1	1	116875

Key: 1= Yes; 0 = No.; 2 = Others

Bpolicy=Is there Policy that cover recruiting of Pilots in the firm BAAp=Does the firm Adequate applications
 Bepr=Does the firm Evaluate process of recruiting BEir=Is evaluation done immediately after a recruitment drive
 BRc=How much is spent of recruiting a pilot

pilot shortage is not an issue. All respondents agree that they receive adequate applications from which to choose a pilot or pilots, "Applications are fairly sizable". At the same time, there are a good number of pilots that are not on permanent jobs who are looking for full time employment.

The average cost of recruitment is around Kenya Shillings one hundred and twenty thousand (Ksh 120,000). However, the amount incurred varies from one firm to another with the least cost being Shs 20,000 and the highest being Shs 300,000 (see table 8)

4.8 Basic Requirement to be listed as A Pilot

Most of recruiting firms consider 'O' Level grade as a basic requirement (Table 9). In addition they must have commercial pilot License and a Multi/ Instrument Rating. (Multi/IR). At times, they ask for the pilots flight instructor ratings and private piloting license. Most respondents emphasize on number of flying hour experience.

The respondents seek guidance on Cap 394 The minimum age required range from eighteen years to thirty- five (35) years. The most common (mode) minimum age is eighteen (18) years. The average minimum age is twenty- three (23) years. The firm setting 35 years as a minimum age seem to be emphasizing on maturity and minimum flying time, which could be tied to age. The most common maximum age is sixty (60) years, which two firms setting no limit suggesting that it is in experience that matters.

Most respondents did not detail the test administered to those recruits as pilots. One respondent remarked " we employ already qualified pilots and do not subject them to tests mentioned in the questionnaire." Those who explained the tests administered emphasized on psychological tests, knowledge based tests, performance tests, attitude tests and medical tests.

Psychological tests components are personality; temperament, logic, reasoning, creativity, and judgement. Personality test involves provoking the pilot to talk of his/her hobbies, character, views or general knowledge. In the case of temperament, patience is put to test by the examiner taking long to ask a word or finish sentences. Logic require asking basic general knowledge questions about the world such as world wars, politics etc. Reasoning requires testing general breadth of thinking. The open-minded pilots consider multiple options. Creativity is measured by finding out

what a person does with free time or when given a blank piece of paper what he/she will begin writing or drawing. Judgment is establishing the response of the interviewee (applicant) if confronted with a problem.

Knowledge based tests concern leadership practices, verbal levels, numeric, aptitudes and dexterity. Verbal tests are to check on a pilots communication skills, language audibility and affluence. Numeric tests examine speed in calculations, ability to do mind calculations under pressure. Aptitudes involve asking silly question then observing interviewee response.

Performance tests relate to the capacity to perform the job. For example, it is evaluation on how punctual the person is both on ground and in the air. The relevant attitude tests are on theft, career perspectives, performance i.e. self-actualisation, perception of the job etc.

Medical tests emphasise on drug addiction, genetic predisposition and exposure to hazardous chemicals. The operators want to avoid recruiting a pilot who consumes hazardous drugs or on any form of special dedication etc. The medical tests are carried out by qualified and prescribed doctors.

Seventy (70) percent of the respondents are aware of the existence of international standards that govern the process of selection of a pilot.

Table 9 Basics Requirements to be Recruited as a Pilot

Firm	Cmaq	CLrp	CM Age	CmaxAge	CIS	
1	5	5		60		0
2	1	5	18	No Limit		1
3	6	5	18	60		1
4	1	5				1
5	1	5	18	60		0
6	1	2	30	No Limit		1
7	7	6	21	60		1
8	5	7	22	65		0
9	1	3	18	Experience		1
10	1	2	35			1
Mode	1	5	18	60		1
Minimum	1	2	18	60		0
Maximum	7	7	35	65		1
Average	3	5	23	61		1
Standard Deviation	3	2	7	2		0

Cmaq=Minimum Academic Qualifications CIS=International Standard
 CLrp=License required of a pilot C M Age=Minimum Age of a pilot C Max Age=Maximum age of a pilot

4.9 Respondent Rating Of Age As A Factor During Selection Process

On average respondents consider age is an important factor. It looks like the preferred age is 31-40 years with an average rating of five (i.e. very important) and a low standard deviation of almost zero (0). Respondents do not agree in their rating of age bracket 41-50, but require that pilots over 50 years in age be screened thoroughly.

Table 10 Respondents Ratings of Age as A Factor During Selection Process

Firm	CAgeA	CAgeB	CAgeC	CAgeD
1	4	4	4	4
2	5			
3	5	5	5	5
4	2	4	1	
5	4	5	5	3
6		5	4	4
7	5			
8	4	5	5	4
9	5			
10		5		
Mode		5	5	5
Minimum		2	4	1
Maximum		5	5	5
Average		4	5	4
Standard Deviation		1	0.5	2

CageA = 19-30, CageB = 31-40, CageC = 41-50;
CageD = 51-60.

4.10 Respondent Rating Of Academic And Professional Requirements

Again firms are not in agreement on academic and professional requirements. Though some individual firms give a maximum rating for those qualifications (Table 11 below), on average the qualifications are rated as either, neither important, unimportant, or somewhat important. The highest rated items are 'O' Level qualification and Military training with the air force. It is as if you must have gone through form four but you do not need a PhD to be a commercial pilot or that PhD graduates consider it inappropriate to take up a career as a pilot.

Table 11 Respondents Ratings Of Academic and Professional Qualifications as Factors to Consider During Selection Process

Firm	CACo	CACB	CACM	CACD	CBSc	CMilt	CBArt	CAnPR
1	3	3	3	3	3	4	3	3
2	4				3			
3	5	3	3	3		3	3	3
4	5	1	1	1	1	4	1	3
5	4	4	3	3	4	5	3	3
6	4	4	3			5		
7	5	3	1	1	1	1	1	
8	4	5	5		5	5		
9	5							
10	4	4			3	4		
Mode	4	3	3	3	3	4	3	3
Minimum	3	1	1	1	1	1	1	3
Maximum	5	5	5	3	5	5	3	3
Average	4	3	3	2	3	4	2	3
Standard Deviation	0.67	1.19	1.38	1.10	1.46	1.36	1.10	0.00

CACo = Academic Qualifications O Level;CACB = Academic Qualifications B Degree;CACM = Academic Qualifications Masters;
 CACD = Academic Qualifications PhD.
 CBSc = Professional Qualifications BSc ,Cmilt = Professional Qualifications Military (Airforce) ;CBArt = Professional Qualifications B Arts (BA) ;CAnPR = Professional Qualifications (Any Profession) ;

4.11 Pilot experience, as a factor during selection process.

The measure of experience is flying hours, which is categorised, into five brackets ranging from a minimum of sixty (60) hours to a maximum of five thousand hours (5000). Most respondents prefer pilots with a minimum of 2000 flying hours (table 12). All respondents agree rate highly pilots will over 4000 flying hours, a mean ranking of five (5) and standard deviation of zero.

Table 12 Respondents Ratings Of Pilot Experience as a Factor During Selection Process

Firm	CPEx60	CPEx10	CPEx20	CPEx30	CPEx40	
1	4	5	5	5	5	5
2	5	5	5	5	5	5
3		5	5	5	5	
4	4	5	5	5	5	5
5	5	5	5	5	5	5
6	5	5	5	5	5	5
7	5					
8	4	5	5	5	5	5
9	5					
10	1	3	4	4	4	5
Mode		5	5	5	5	5
Minimum		1	3	4	4	5
Maximum		5	5	5	5	5
Average		4	5	5	5	5
Standard Deviation		1.30	0.71	0.35	0.35	0.00

CPEx60 = Pilot Experience 60-1000 Flying Hours; CPEx10= Pilot Experience 1001-2000 Flying Hours;
 CPEx20= Pilot Experience 2001-3000 Flying Hours; CPEx30= Pilot Experience 3001- 4000 Flying Hours;
 CPEx40= Pilot Experience 4001-5000 Flying Hours.

4.12 Discipline/ Personal Disposition And Training Background As Factors During Selection Process

There is agreement that self respect, respect to others, dressing and communication skills are key characteristics of successful pilots (Table 13).

On the average, type of school and college that a pilot attends are not considered to be very important but important. It also does not matter much whether a pilot is trained locally or in a foreign country. This is because the pilot lessons or training are uniform across the world. One respondent remark is that “ we know the competence of some training schools.” However, a handful of operators are particular about the straining school – “Some graduates from some schools are more dependable than others” or “Some schools have good instructors but some do not”.

Table 13 Respondents Ratings Of Discipline/Personal Disposition and Training Background as Factors During Selection Process

Firm	CDSr	CRto	Cdress	CComS	Cts	CtCol	CFt	CLF	
1	4	4	4	5	5	5	4	4	
2	5	5	5	5	5		5	5	
3	5	5	5	5	5	4	5	5	
4	4	5	5	5	2	2	1	1	
5	5	5	5	5	4	4	4	4	
6	5	5	5	5	4	4	4	4	
7	5	5	5	4	5	5	2		
8	5	5	4	5	4	4	4	5	
9	5	5	5	5	5	5	5	5	
10	5	5	4	4	4	4	2		
Mode		5	5	5	5	5	4	4	5
Minimum		4	4	4	4	2	2	1	1
Maximum		5	5	5	5	5	5	5	5
Average		5	5	5	5	4	4	4	4
Standard Deviation	0.42	0.32	0.48	0.42	0.95	0.93	1.43	1.36	

CDSr=Self Respect CRto=Respect to others C Dress= Dressing CcomS=Communication Skills CDothers=others
 Cts=Type of school CtCol=Type of college CFt=Foreign trained CLF=Both locally and foreign trained

4.13 Natural Aptitude as a Selection Factor

Indicators of natural aptitude, such as mental stability, alertness, memory retention capability, confidence and self-motivations are considered as very important characteristics of a pilot (Table 14). Criminal records, Previous Employer and Compensation are rated as important.

Table 14 Respondents Ratings Of Natural Aptitude

Firm	1997	1998	1999	2000	2001	2002	Total
1	1	5	5	5	5	5	26
2	2	5	5	5	5		27
3	3	5	5	5	5	5	28
4	4	5	5	5	5	5	29
5	5	5	5	5	5	5	30
6	6	5	5	5	5	5	31
7	7	5	5	5	5	5	32
8	8	5	5	5	5	5	31
9	9	5	5	5	5	5	32
10	10	5	5	5	4	4	34
Mode		5	5	5	5	5	
Minimum		5	5	5	4	4	5
Maximum		5	5	5	5	5	5
Average		5	5	5	5	5	5
Standard Deviation	0.00	0.00	0.00	0.00	0.42	0.32	

CNAMS= Mental stability CNAAL= Alertness CNAMRC= Memory Retention Capability CNASM= Self Motivation

Criminal record is considered neither important nor largely unimportant, suggesting that operators do not ignore it as a factor. Compensation is not important. The reason could be that standard rates exist.

The operators are interested in knowing who the previous employer was (table 15). In most cases the pilots fall under the level of captains.

Table 15 Respondents Ratings Of Criminal Record, Previous Employer and Compensation as Factors Considered During Selection Process

	Firm	CCR	CPE	CC	C11Other	CCoPil	CASP	CPTS
	1	3	3	3		1	N/A	0
	2	4	4	2		1	do it ourselves	1
	3	5	5	2		1	N/A	1
	4	3	3	2		4		1
	5	5	5	2		1	N/A	1
	6	4	3	2		1	N/A	
	7	3	1	1		4	N/A	1
	8	4	3	3		1	N/A	1
	9	5	5	5		1	N/A	1
	10	4	4	3		1	N/A	0
Mode		4	3	2		1	#N/A	1
Minimum		3	1	1		1	0	0
Maximum		5	5	5		4	0	1
Average		4	4	3		2	#DIV/0!	1
Standard Deviation		0.82	1.26	1.08		1.26	#DIV/0!	0.44

CCR=Criminal Record;CPE=Previous Employer;CC=Compensation;C11Other=Others CCoPil=Cadres or Level of Pilots available
 CASP=Selection Process how is the best selected

4.14 Other Factors Considered During Selection.

The result on Table 16 show those respondents were not concerned about the country of origin of the pilot. However, they take into account the size of an aircraft and whether the plane is for passengers or cargo when recruiting pilots. The opinion is divided on rules and pilots understanding of International Aviation Standards. The recruiting panel also considers factors such as when initial interest in flying started. Attitude towards hard work, team player, and willingness to fly the aircraft allocated.

Table 16 Respondents Ratings Of Other Factors Considered During Selection Process

Firm	C32Coun	C32Size	C32Route	C32UIAS	C32PCBC32Other
1	0	1	1	0	0
2	0	1	1	1	1
3	0	1	0	0	1 Growth of Business
4	0	0	0	0	1
5	0	1	0	0	1
6	0	0	0	0	0 Number of Hours flying
7	0	1	1	1	1
8	0	1	1	1	1
9	1	1	1	1	1
10	0	1	0	0	0

Key: 1= Yes; 0 = No.

C32 Coun=Country; C32 Size=Size of an aircraft; C32 Route=Routes served by the aircraft; C32 UIAS=Understanding international Aviation Standard
 C32 PCB=Passenger/ Cargo Planes or both; C32 Other=Others

CHAPTER 5

CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS FOR FURTHER RESEARCH.

5.1 Conclusions.

The objectives of this study were to identify the practices of recruitment and selection of pilots in commercial aviation firms in Kenya and to identify the factors that influence the process of the recruitment and selection of pilots in the commercial aviation firms in Kenya.

The most common practices of recruitment and selection of pilots in the commercial aviation firms in Kenya reveal that human resources practitioners are not involved in the two processes. The results show that the chief pilot and or the managing director of the firms are the people directly involved in the recruitment and selection processes. Reasons advanced for this practice is that piloting is a very highly technical skill, which has zero error tolerance and therefore requires candidates to be tested on the job (cockpit) of the aircraft. The only person in the aviation firms who has this knowledge is the chief pilot. The chief pilot is the person entrusted with safety of all the aircraft of any firm in terms of their safety and procuring the most qualified pilots to assist him or her. He (chief pilot) therefore would be able to make an accurate judgement on the skills and competencies of a competitive pilot in accordance to the needs of the firm. The chief pilot also has mastered the entire operations of the aviation firm whose core business is flying and other functions are supportive.

On the other hand however, the managing director of the various aviation firms do have a final say on the recruitment and selection practices and most often banked on the recommendations made by the chief pilots. About 60% of the managing directors in the commercial aviation firms are known to be pilots also. The managing directors if not practicing pilots have the capacity to understand the way forward for their firms and therefore would be able to select the best pilot(s) given by the chief pilot. The research also indicated that the Kenya aviation firms do not have an elaborate human resources department. The junior human resources officers who are under the operations department do maintain the pilot's records, process payments and other benefits or allowances and administer other statutory requirements. Growth of business is the most common factor leading to recruitment of a pilot. Increasing business in an aviation firm means that the firm

is transporting an increasing volume of cargo or an increased number of passengers. For passengers, new routes or destinations may increase due to the customer needs. The increase in cargo volume also depends on new routes being established or customers who may require their cargo to be airlifted. All this translates into the aviation firm purchasing more aeroplanes or an increased frequency in flying to other destinations hence this requiring more pilots to fly the aeroplanes.

Recruitment of pilots also depends on the previous employer's recommendations. In other cases, the recruitment is done on head hunting basis because the market is small and well known. When recruitment is not done on the basis of previous referrals or head hunting, the aviation firms advertise vacancies in the local print media and apparently they receive enough applications. The recruitment costs range from Kshs. 30,000/= to Kshs. 100,000/= but firms say that they do not mind these costs because they prefer procuring the most competent pilot(s) in the market. Other factors range from the acquisition of a different type of an aircraft or sackings of a pilot. The most common factor in selection process of a pilot is his/her flying competencies and skills. This is determined by the number of flying hours and the most preferred being over 3000 flying hours. This is subject to the fact that he/she should be a registered pilot with the Kenya civil aviation authority, above 18 years of age and able to communicate effectively in English language.

Other common factors in selection process include passing tests administered to the candidates namely; medical tests, psychological and other performance tests. In the selection process, medical tests are emphasized and a pilot has to be tested on drugs and other genetic predisposition. The chief pilots however do not appear to have mastered how to administer these tests. The findings of this study are very helpful to the young people who wish to study piloting as a career. It gives an insight of what is expected of them and as such they can shape up to a piloting career in time. Further, parents shall benefit from this study. They will be able to prepare their children because what is expected of them as pilots is quite unique from other careers.

5.2 Limitations of the study

This study mainly relied on primary data obtained directly from the officers in-charge of recruitment and selection of pilots in commercial aviation firms in Kenya. This means that the researcher placed a high reliability on what was said because there was no recorded information or data regarding recruitment and selection of pilots since this study had not been hitherto done.

There are limitations in using the primary data from the officer in-charge of recruitment and selection because this may change from time to time depending on the circumstances prevailing in the aviation industry. The study also limited itself to the locally owned aviation firms and the findings therefore may not be generalized to represent the practices of recruitment and selection of pilots as an international practice.

5.3 Recommendations for further research

A further study could be carried out to the international airlines, some of which have their operating offices in Kenya. International airlines may present a different approach to recruitment and selection of pilots. Similarly, the study can be extended to the charitable aviation organizations and the military (Airforce) who also may have different approaches to recruiting pilots. The airforce for example remains a big source of well-trained, experienced and qualified pilots to the Kenyan aviation firms. Their practices and procedures may be helpful to an in-depth knowledge in this study.

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APPENDIX II

QUESTIONNAIRE

PART A:

6.1 COMPANY INFORMATION

1. Routes covered by your firm (a) Local _____ (b) Regional _____

(c) International _____ (d) Other _____

2. Describe the type of aircraft that operates in the following regions below-

REGION	TYPE (S)	CARGO	CAPACITY
Kenya			
Africa Region			
Europe			
U.S.A			
<i>Other Regions</i>			

3. List route(s) in order of the number of aeroplanes on each per month.

	Route	Number of aeroplanes per month.
Most frequented: 1.		
2.		
3.		
4.		
Least Frequented 5.		

4. Total number of employees _____

5. Total number of pilots _____

6. Indicate the number of pilots hired per year in the last 6 years.

(a) 1997 _____

(b) 1998 _____

(c) 1999 _____

(d) 2000 _____

(e) 2001 _____

(f) 2002 _____

PART B.

6.2 RECRUITMENT PROCESS

7. How many pilots in your firm are?

(a) Male _____

(b) Female _____

8. How many pilots in your firm are?

(a) Kenyans _____

(b) Foreigners _____

9. Rate the following reasons in order of importance that makes your firm to hire a new pilot.

(Tick the column appropriate)

1. Very important

4. Least important

2. Important

5. Not important.

3. Neither important nor unimportant

	Very important	Important	Neither important Nor unimportant	Somewhat important	Not important
Growth of business					
Promotion of a pilot					
Resignation of a pilot					
Retirement of a pilot					
Others specify					

10. What channels does your firm use to hire a pilot (please tick)
- I. The firm directly ()
 - II. A recruiting agency ()
 - III. Online recruitment ()
 - IV. Other (specify) _____
11. Which department undertakes the recruitment exercise of pilots in your firm?
(Please tick)
- (a) Human resource department ()
 - (b) Engineering department ()
 - (c) Operations department ()
 - (d) Joint departmental function ()
 - (e) Other (specify) _____
12. Which of the following is the largest source of the pilots that you recruit? (Please tick)
- I. Local recruitment ()
 - II. International recruitment ()
13. Does the firm recruit internally?

Yes.

No.

Explain _____

14. If your firm recruits from the external labour market which media do you prefer to use?
(Please tick)
- (a) Daily News papers ()
 - (b) Professional Journals ()
 - (c) Electronic media ()

Please name the media _____

15. If your firm recruits from the internal labour market, which media do you prefer to use?
(Please name) _____

16. Is there a policy that governs the process of recruiting pilots in the firm?

Yes

No.

Please explain _____

17. Does the firm receive adequate applications wherever it attracts applicants?

Yes

No.

Please explain _____

18. Does the firm evaluate the process of recruitment?

Yes

No.

How is the evaluation carried out?

19. Is the evaluation done immediately after a recruitment drive?

Yes.

No.

If yes, explain _____

If no, explain when it is done _____

Explain why it's done at that point in time _____

20. On average, how much does the firm spend in recruiting a pilot?

Kshs _____ per pilot.

19. Is the evaluation done immediately after a recruitment drive?

Yes.

No.

If yes, explain _____

If no, explain when it is done _____

Explain why it's done at that point in time _____

20. On average, how much does the firm spend in recruiting a pilot?

Kshs _____ per pilot.

PART C:

6.3 SELECTION PROCESS

21. Indicate the minimum academic qualification your company requires of a pilot

- (i) O level
- (ii) A level
- (iii) Diploma
- (iv) University
- (v) Others (specify) _____

22. What are the licenses required of a pilot (please tick)

- I. Private Piloting License (PPL) ()
- II. Commercial Piloting License (CPL) ()
- III. Multi/Instrument Rating (Multi/IR) ()
- IV. Flight Instructor Ratings ()

23.(a) What is the minimum age required of a pilot? _____

(b) What is the maximum age required of a pilot? _____

24. Who makes the final decision on the pilot to be hired?

25. In selecting the applicants the following tests are administered (please tick the ones used for selection of pilots).

- (a) Psychological tests ()
Measures: (Personality, Temperament, Logic, Reasoning, Creativity & Judgement)

(a) Psychological tests ()

(i) Personality. Explain how it is measured

(ii) Temperament. Explain how it is measured

(iii) Logic. Explain how it is measured

(iv) Reasoning. Explain how it is measured

(v) Creativity. Explain how it is measured

(vi) Judgement. Explain how it is measured

(b) Knowledge tests ()

Measures: (leadership practices, verbal, spatial, numeric, aptitudes & dexterity)

(i) Leadership practices. Explain how it is measured

(ii) Verbal. Explain how it is measured

(iii) Spatial. Explain how it is measured

(iv) Numeric. Explain how it is measured

(v) Aptitudes. Explain how it is measured

(vi) Dexterity. Explain how it is measured

(c) Performance tests ()

Measures: (physical co-ordination, spatial visualization & on-the-job demands)

(i) Physical co-ordination. Explain how it is measured

(ii) Spatial visualization. Explain how it is measured

(iii) On- the job demands. Explain how it is measured

(c) Attitude tests ()

Measures: (theft, career & performance)

(i) Theft. Explain how it is measured

(ii) Career. Explain how it is measured

(iii) Performance. Explain how it is measured

(e) Medical tests ()

Measures: (drugs, genetic predisposition's to specific medical problems, exposure to hazardous chemicals & others)

(i) Drugs. Explain how it is measured

(ii) Genetic predisposition's to specific medical problems. Explain how it is measured

(iii) Exposure to hazardous chemicals. Explain how it is measured

(f) Others (state)

Explain

26. Are there any international standards that govern the process of selection of a pilot?

Yes.

No.

Explain _____

27. On average, how much does the firm spend on the selection of a pilot?

Kshs _____ per pilot.

28. Rate the following factors according to their importance in the process of selection of a pilot.

- | | |
|--------------------------------------|-----------------------|
| 1. Very important | 2. Important |
| 3. Neither important nor unimportant | 4. Somewhat important |
| 5. Not important. | |

Qualifications/Factors/ Characteristic	Categories of the factors	Very important	Important	Neither important nor unimportant	Somewhat important	Not Important
1 Age (Years)	19 – 30					
	31 – 40					
	41 – 50					
	51 – 60					
2 Academic qualifications	O Level					
	B. Degree					
	Masters					
	Ph.D.					

3	Professional qualifications	B. Science (B.Sc.)					
		Military (Airforce)					
		B. Arts (BA)					
		Any Profession					
		Other profession (Specify)					
4	Piloting experience (Flying hours)	60 – 1000					
		1001 – 2000					
		2001 – 3000					
		3001 – 4000					
		4001 - 5000					
5	Discipline/personal disposition	Self respect					
		Respect to others					
		Dressing					
		Communication Skills					
		Others					
6	Training Background	Type of school					
		Type of college					
		Foreign trained					
		Both locally and foreign trained					
		Other (specify)					

7	Natural Aptitude	Mental stability					
		Alertness					
		Memory Retention Capability					
		Self motivation					
		Confidence					
		Other					
8	Criminal Record						
9	Previous Employer(s)						
10.	Compensation						
11	Others. (Please specify)						

29. What cadres or levels or grades of the pilots do you have in your airline?

I. Captains ()

II. Cadets ()

III. Others (specify) _____

30. If you use an agency in the selection process, how does it select the best out of the number forwarded to you?

31. Does the pilot training school influence the selection of a candidate in your firm?

- (i) YES (ii) NO

If YES, How? Explain briefly _____

32. What other factors, other than stated before, influence your selection of a pilot?

(Please tick)

- (i) Country of ownership of the airline ()
(ii) Size of an aircraft ()
(iii) Routes served by the aircraft ()
(iv) Understanding International Aviation Standard. ()
(v) Passenger / Cargo Planes or both ()
(vi) Others (specify) _____