

**TALENT MANAGEMENT AND EMPLOYEE RETENTION AMONG
PROGRAM STAFF OF GOVERNANCE CIVIL SOCIETY ORGANIZATIONS
IN NAIROBI, KENYA**

ANTONINE ONYANDO RIANY

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER
OF BUSINESS ADMINISTRATION**

SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI

NOVEMBER, 2018

DECLARATION

This Research Project is my original work and has not been submitted for examination in any other University for the award of any degree.

Signed _____

Date _____

Antonine Onyando Riany

D61/61962/2010

This Research Project has been submitted for examination with my approval as University Supervisor.

Signed _____

Date _____

Dr. Florence Muindi

School of Business

University of Nairobi

ACKNOWLEDGEMENT

I express gratitude to God our Father for granting me gift of life, health, strength and knowledge that He bestowed upon me and for the far He has brought me in this academic journey. I additionally express sincere gratitude to my Supervisors, Dr Florence Muindi and Professor Peter K'Obonyo for their continuous support while undertaking the project.

DEDICATION

I dedicate the research paper to my parents, Mr. & Mrs. Riany for granting me the opportunity to go to school and acquire knowledge; and to my loving husband Elijah Bonyo and my children and for the support they have provided during this study.

TABLE OF CONTENTS

DECLARATION.....	ii
ACKNOWLEDGEMENT.....	iii
DEDICATION.....	iv
LIST OF TABLES	viii
LIST OF FIGURES	ix
ABBREVIATION AND ACRONYMS	x
ABSTRACT.....	xi
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study	1
1.1.1 Talent Management	3
1.1.2 Employee Retention.....	4
1.1.3 Governance Civil Society Organization in Kenya.....	6
1.2 Research Problem	7
1.3 Research Objective	10
1.4 Value of the Study	10
CHAPTER TWO: LITERATURE REVIEW.....	12
2.1 Introduction.....	12
2.2 Theoretical Framework.....	12
2.2.1 Resource Based View Theory.....	12
2.2.2 Firm Specificity Theory	13
2.2.3 Social Exchange Theory	14
2.3 Effect of Talent Management on Employee Retention.....	16
2.4 Empirical Literature Review.....	21
2.5 Summary of Literature and Research Gap.....	22

2.6 Conceptual Framework.....	23
CHAPTER THREE: RESEARCH METHODOLOGY	24
3.1 Introduction.....	24
3.2 Research Design.....	24
3.3 Population of Study.....	24
3.4 Data Collection	24
3.5 Data Analysis	25
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION	27
4.1 Introduction.....	27
4.2 Response Rate	27
4.3 Demographic Profile.....	27
4.3.1 Level of Education	28
4.3.2 Length of Service in the Organization	29
4.3.3 Level of Management	29
4.4 Talent Management Practices	30
4.4.1 Recruitment.....	31
4.4.2 Performance Management	32
4.4.3 Succession Planning.....	34
4.4.4 Training and Development	35
4.4.5 Mentoring Management.....	37
4.4.6 Employee Retention Strategies	38
4.5 Regression analysis	39
4.6 Discussion	43
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS	47
5.1 Introduction.....	47
5.2 Summary of Findings.....	47

5.3 Conclusion	49
5.4 Recommendation for Policy	50
5.5 Limitations of the Study.....	51
5.6 Recommendation for Further Studies	51
APPENDIX I: QUESTIONNAIRE	xi
APPENDIX II: LIST OF GOVERNANCE AND CIVIL SOCIETY ORGANIZATIONS IN NAIROBI, KENYA.....	xiv

LIST OF TABLES

Table 4.1: Level of Education.....	28
Table 4.2: Length of Service in the Organization.....	29
Table 4.3: Level of Management.....	30
Table 4.4: Recruitment	32
Table 4.5: Performance Management.....	33
Table 4.6: Succession Planning.....	34
Table 4.7: Training and Development Programs.....	36
Table 4.8: Mentoring Management.....	37
Table 4.9: Employee Retention.....	38
Table 4.10: Model Summary.....	40
Table 4.11 ANOVA ^b	41
Table 4.12: Coefficients of determination.....	42

LIST OF FIGURES

Figure 2 1: Schematic Diagram showing variable	23
--	----

ABBREVIATION AND ACRONYMS

CBO	-	Community-Based Organisations
COG	-	Centre of Open Governance
CSO	-	Civil Society Organization
FST	-	Firm Specificity Theory
GCSO		Governance Civil Society Organization
NGO	-	Non-Governmental Organization
PBO	-	Public Benefits Organization
PCO	-	Perceived career opportunity
RBV	-	Resourced Based View
RJP	-	Realistic Job Preview
SD		Standard Deviation
SET	-	Social Exchange Theory
USAID	-	United States Aid

ABSTRACT

Efficient strategies for employee retention begin with appropriate hiring practices because motivated and qualified people have the likelihood of staying longer in the organization. In developing countries, where it is regarded as high rate voluntary turnover of employee since employees have the capacity of shifting their services to international companies or local firms, fulfilling the expectations of job as described during the advertisement and interview process is important for organizations. Consequently, the objective of the study was to determine the impact of talent management on employee retention among program staff of governance civil society organizations in Nairobi, Kenya. In order to realise the study objective, the study employed a descriptive survey design whereby programme staff of governance civil society organizations in Nairobi, Kenya formed the population of the study. The independent variables used in the study included recruitment, performance management, succession planning, training and development, career management; while the dependent variable was employee retention. The findings suggest that there exists a positive effect of talent management variables on employee retention. The study found that talent management should be integrated with the organization management process such as leadership style instead of building it as one process in order to realize effective employee's retention. Furthermore, the study found that as a result of mentoring that lead to development of skills; qualification of employees increases meeting and to some extent surpasses the specification of the organizations facilitating specificity of the firm. In conclusion based on the analysis of finding, it is evident that there is a positive connection between talent management dimension and employee retention in governance civil society organisations. From this study, it is highly recommended that the government may consider legislating the various aspects of talent management as requirement to be implemented by the organisations to increase productivity and ultimately increase the GDP of the country.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

In the present-day business operating environment that is characterized by increased technological advances; changes in the cultural, social, and political environment have become inevitable. Under such an environment, for an organization to realise its objectives, luring high quality employees to the firm, retaining them and satisfying their loyalty to the business becomes important (Sheehan, 2012). On the part of organization employees, Sinha and Sinha (2012) opine that career progression and availability of education opportunities, succession planning and career management have been found to influence their willingness to continue working in the organization. Therefore, the changing organization environment has necessitated the need to develop an effective talent management process that is aimed at developing staff capacities through coaching, succession plans, development and training, as well as the general career development. Indeed, Yllner and Brunila (2013) suggest that that an effective talent management has a direct effect on employee satisfaction which consequently results in their intention to remain in the organization. Therefore, the understanding of how an organizations knowledge management influences employee retention will be important to public, private and non-governmental organizations.

The study was anchored on three theories, namely; Resourced Based View (Barney, 1991), Firm Specificity Theory (Williamson, 1985) and the Social Exchange Theory (Emerson, 1976). The Resource Based View (RBV) considers a organization human resource as a critical ingredient to a firm's competitive advantage. RBV is used to explain why an organization can outperform others and explains that greater performance and high degree of competitive advantage can only be acquired by

companies with particular capacities to influence the market and amount of resources. The distinctiveness of an internal resource will depend on its durability, rarity, value, non-substitutability, appropriability and inimitability of rents generated. According to Coff and Kryscynski (2011), firm specificity theory characterizes the scope at which individual assets are modified to suit the expected needs of a particular firm. Therefore, if human assets that an organization has are more important to the firm than to rival companies, then the firm will experience increased competitiveness and be able to realise its goals. Conversely, the social exchange theory argues that when relationships evolve over time, it results in improved level of trust, loyalty and mutual commitments to an organization given that partners adhere to prescribed exchange policies.

The United States Aid (USAID) (2014) report that due to persistent challenges facing civil societies in Kenya, for instance inadequate technical and institutional capacity for effective delivery of services and their roles, their full potential has not been fully realised. From the report, it is however highlighted that CSOs should have efficient systems of management, determined leadership structures and vigorous technical capacities, if growth and development is to gain sustainability and focus on people. The number of staff turnover in the civil society organization has been found to be high resulting to incapacity of the organizations to achieve their goals. According to a study by the Centre of Open Governance (COG) (2016), there is need for civil society organizations in Kenya to invest in employee development to equip them with requisite knowledge that is required to meet the market demands. This weakness therefore necessitates the need for these organizations to recruit the correct type of employees that will meet their aspirations. In addition, the USAID report pointed out

that there has been a high employee turnover among these organizations and there is need to establish the cause of dissatisfaction. Therefore, establishing the link between employee recruitment practices and employee job satisfaction in the civil society organization will help in realisation of their objectives.

1.1.1 Talent Management

Tansley et al., (2007) highlight the difficulty in defining organizational talent because of the complexity in the issue. Indeed, some suggest that some firms currently do not know how to manage talent majorly because of ignorance on what talent actually mean (The Economist, 2006, p. 4). Despite, the different views of talent management, talent management has come out as an important factor in ensuring sustainability in the success of an organization (McDonnell 2011). In accordance with Hartley (2004), Talent Management is a concept that is widely covered in the daily activities of employees ranging from employee performance management, employees' loyalty, employees trust, human resource planning and succession planning. Towers (2003) opine that talent management is concerned with the process of creating a centre of attention, choosing, involving, developing and maintaining employees. Tansley et al., (2007) described talent management as a dynamic and systematic procedure of identifying, developing and retaining talent. This position mirrors that by Mellahi and Collings (2009) who explains that talent management begins with discovering of essential positions that add value uniquely to the organizational competitive advantage through a process of discovering, developing, engaging, retaining and deploying of appropriate talent.

The above definitions have basically used the scope of talent management to explain the concept. Lockwood (2006) suggests that the extent of talent management can be

categorized into five main groups, explicitly; enrolment, performance control, scheduling of succession, development and training and maintenance. It is argued that the five-individual class plays an important function in talent management and have been variously been identified as a process that should be adopted by organizations in order to productively harness the required talent necessary for business strategy execution. Recruitment dimension of talent management is concerned with sourcing the right employees while the performance management deals with assignment of the employees to perform the right job. A Framework for Talent Management (2007) represents that succession planning is concerned with having the right people at the right time in the organization's life cycle. Further, an organizations talent management strategy deals with carrying out training and development of staff at the right places as well as retaining right skills and ability.

1.1.2 Employee Retention

Employee retention is a vital aspect particularly in human resource management (HRM) with a greater impact realized as a result of effective implementation of employee retention strategies leading to sustainable organizational competitive advantage in the current global market (Tseng, 2010) and consequently, many organizations have set a centre stage on employee retention due to positive impacts on organizational success. Lee et al (1994) therefore have come out in support of the same idea and suggest that organizations should set and implement strategies that facilitate retention of employees. Employee retention therefore is the attempt of organizations to engage in activities that will prolong the time that an employee is likely to stay in the organizations. Frank, Finnegan and Taylor (2004) posit that employee retention is an effort undertaken by an organization that are geared towards

keeping its desirable employees and therefore reach the organization performance. Bluesteing (2010) define employee retention as the capacity of a firm to hold to its employees by using different strategies, both financial and non-financial, and in the process making them committed and loyal to the organization. Sundhya and Kumar (2011) suggest that employee retention defines the duration in which an employee decides to remain in the organization until the adjournment of a particular project or achievement of certain activity. Yamamoto (2011) reinforces the importance of retaining organizational employees.

This is because with a high employee turnover, it is going to lead to high recruitment, education and training costs as of the new employees. In a study by Bryant and Allen (2013), the cost of replacing and training exiting employees range from 25% to 500% of an employee's annual salary, though there are other costs that cannot be quantified such as disruption of work, loss of organizational memory, disrupted informal networks and losses in productivity. Bryant and Allen (2013) conclude that as a result of turnover realized among the employees, there is a likelihood that employees' number will be reduced but the amount of work will remain the same increasing the overall burden on employees resulting into adverse motivational impacts and consequently reducing the general organizational performance. Therefore, sustainable organizational competitive advantage can be realized if organizations implement strategic approaches that will ensure quality talents and skills are maintained in the organization (Gavino, Wayne, & Erdogan, 2012).

Messmer (2006) therefore advocate the need to improve employee retention through offering improved benefits and compensation, establishing an appealing work culture and a balanced life and work activities. Bhatnagar (2007) identify five key employee retention strategies to include the capacity of the firm to offer exciting work and new

challenges; career growth opportunities, good relationship with staff and employees by the organization management, fair remuneration as well as a supportive management.

1.1.3 Governance Civil Society Organization in Kenya

With regard to the World Bank (2007), governance civil society organizations can be described as the wide range group of not-for-profit and non-governmental organizations having existence in the life of the general public, conveying their values and interests of their affiliates or others with respect to cultural, ethical, political, religious scientific, or humanitarian contemplations. Joye and Van Leuven, (2014) described governance civil society organizations concept as a not-for-profit, non-State, voluntary organizations established by persons in the social arena that are quite different from the market and the State. CSOs signify an extensive variety of ties and interests. In Kenya, Wanyande (2009) characterized CSOs to imply to the group of organizations that carry out their activities in the sphere between the state and the individual with the aim of addressing the issues of the members and other interest groups. Conversely, Chemengich (2009) postulates that CSOs in Kenya is engaged in countless activities comprising of restoration and maintenance of democracy, spiritual development, establishment of policies that facilitates free market and service provision. Thus, it can be concluded from this description that CSOs will include a vast range of charitable organizations, community groups, organizations, NGOs, indigenous groups, labor unions, professional associations and faith-oriented organizations.

The civil society in Kenya is governed by the Public Benefits Organization (PBO) Act 2013 that replaced the Non- Governmental Organizations Co-Ordination Act, 1990.

The ACT applies to all local civil societies and indeed only locally registered NGOs are allowed to operate in Kenya. Githongo (2012) opine that, over the past decade, CSOs have progressively become strategic partners in political development and socioeconomic in Kenya. These organizations have been advocating for sustainable development, social justice, transparency and accountability in public affairs management. For example, in health sector, CSOs have become increasingly involved in development and have emerged as an instrument of great potential for better service delivery, especially at the community level. In particular, the presence of community-based organisations (CBOs) in rural areas makes them important partners if the government is to effectively address the issues that hamper demand for and utilisation of health services in rural areas. In the government of Kenya today, development players and civil society recognize governance, management and leadership, as the key factors that should be addressed effectively in order to enhance efficient execution of CSOs mandates sustainably effectively. Furthermore, these organizations should champion for integrated techniques that focuses on individuals' attitudes, knowledge and skills; the processes, structures and systems within organisations; environment and culture of the institution with the aim of generating sustainable results.

1.2 Research Problem

Over the last decade, organizations have faced challenges of recruiting suitable employees that will meet the job expectation and as a result, organizational leaders continue to struggle to find talented workers and at the same time faced with the dilemma of retaining knowledgeable workers (Frank, Finnegan, & Taylor, 2014). Due to the increasingly changing human resource management landscape, Temkin (2015) suggest

that organizations should now dedicate their energies and resources in talent management and reformulate strategies of retaining the employees. This is because the cost of recruiting employees as a result of a low retention has been found to be major expenses for any organization. Consequently, Deery (2015) has suggested that the success of organizations in today's operating environment is going to be determined by developing appropriate employee retention strategies. Further, as a result of the perceived importance of employee retention, Perrin (2015) opine that organizations should emphasize on employee attraction and retention rather than selection and recruitment process to enhance survival strategies particularly in the current competitive environment and towards this goal talent management is suggested to play an important role.

The Governance Civil Society Organizations (CSO) in Kenya has over the last decade increasingly become strategic players in Kenya's socioeconomic and political development. The CSOs have become important advocacy champions for accountability and transparency in the public sector, social justice and sustainable development. In the health sector, for example, the civil society organizations have emerged as an instrument of great potential for better service delivery, especially at the community level and in some cases being alternative medical service providers. Indeed, the civil society organization have a potential to becoming a partner to the government to supplementing government services, especially in the remote regions of Kenya as well as defending the rights of the poor. However, according to USAID report (2014), one of the challenges facing the governance civil society in Kenya, is a lack of appropriate employee retention strategies and this explains the reason why they could be high employee turnover.

The concept of talent management and its influence on employee retention has attracted various studies. Chitsaz-Isfahani and Boustani (2014) investigated the effect of talent management on employees' retention by establishing the mediating effect of organizational trust. The finding suggests that there is a significant impact on organizational trust employee retention and talent management. Oladapo (2014) investigated the influence of talent management on employee retention in USA retail supermarkets. The finding identified existence of job advancement opportunities as the most important factor influencing rate of employee retention. Alias et al (2016) sought to determine the relationships between talent, employee engagement, retention and management practices in ICT Organizations in Selangor. The results suggest that talent management activities, specifically; employee career development, rewards and recognitions, managerial support; have a positive impact on employee commitment.

Moturi (2013) investigated and found that the major source of competitive advantage in Kenya Data Networks Ltd is talent management. The study findings suggest that efficient talent management influence organizational performance as measured by the volume of sales, strategy development, productivity and increased market share. Ochieng (2016) researched on the link between employee retention and talent management strategies at DHL supply chain Kenya. From the findings of the study, it was discovered that a strong positive correlation exists between employee retention and talent management activities in DHL organization. Similarly, Kagwiria (2017) opt to establish the employee perception on employee talent management strategy and staff retention at Deloitte & Touché, Kenya. The findings reveal that organizational culture, remuneration, reward and recognition affects to large extent employee retention in the organization.

On the basis of the above studies and other related literature, it is evident that indeed various scholars have endeavoured to determine how organizational talent management influences employee retention. However, it is also evident that majority of these studies have been carried out on profit-oriented organizations whose employees are supposed to meet certain targets. However, there is need to also carry out a research in the non-profit oriented organizations. Consequently, the research sought to answer the following research question; how does talent management effect employee retention in governance civil society organizations in Nairobi, Kenya?

1.3 Research Objective

The objective of the study was to determine the influence of talent management on employee retention among governance civil society organizations in Nairobi, Kenya

1.4 Value of the Study

This study could add value to the practice of human resource management in Kenya, both in the public, private and non-governmental sectors by attempting to identify how various RJP practices are adopted by Civil Society organizations and how application of the same recruitment practice affects employee job satisfaction. The need to identify the correct group of employees and preparing them on what is expected of them is expected to influence the HRM in the country. From the study, the civil society organizations management may be able to identify the role of effective RJP application in the recruitment practice will have on employee performance as a result of satisfaction.

Secondly the study may be of benefit to regulatory authorities that develop various policies that guide the workers affairs in the country. The ministry of Labour, National Treasury and NGOs governing organizations may be able to establish how

recruitment practices, such as RJP could influence their performance through having a satisfied workforce. Thus, the regulatory bodies may be able to come up with appropriate guidelines and policies that govern the talent management policies in these organizations.

The study could also be of significance to the researchers and scholars as they may gain insights from the study since it is enriched with knowledge that adds value to the developing body of knowledge in human resources activities in Kenya. Consequently, future anticipated research studies could be done in relation to the topic and concept of employee retention and talent management may find a basis for reference in this study.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter discusses the literature related to the research objective which is to establish the effect of talent management and employee retention among governance civil society organizations in Kenya. The section covers theories that underlie the study and the talent management practices. Further, the chapter covers the summary of the literature review and conceptual framework.

2.2 Theoretical Framework

Davidson (2008), assert that a theory is a lay down of suitably argued concepts intended to clarify a condition by specifying laws that links the variables to each other. It is a collection of interrelated ideas based on theories. The study was anchored on three theories, namely; Resource Based Theory, Firm specificity theory and Social Exchange Theory.

2.2.1 Resource Based View Theory

The Resource-Based View (RBV) was advanced by Barney (1991) and recognizes that the fundamental drivers to firms' superior performance are attributes to the resources and capabilities which reside in the organization and are valuable and costly-to-copy (Peteraf & Bergen, 2003). The RBV contributes to explain the technique that firms adopt in order to achieve and uphold competitive advantage by taking into account a firm is a pool of valuable resources that are inimitable by competitors, and which, weighed against other firms' resources, might transform into a competitive advantage. According to Barney (1991), for a resource residing in a

firm to be a source of competitiveness, then it needs to be unique and the combination of different organization uniqueness through formation of an alliance will create much higher level of performance. The RBV suggests that firms are particularly a puddle of capabilities and resources which decides the performance and strategy implementation of the firm; implying that similarity in resource sourcing and possession will lead into production and provision of similar products and services respectively hence lack of greater performance in the industry (Wilden, et al., 2015).

The capacity of an organization management, as one form of internal organization resource, to develop and manage talent residing in a firm has the capacity to influence the firm ability to be competitive in the future. Internal knowledge that reside, say among employees, has the capacity of the firm being innovative and develop new products that will be appealing to consumers and therefore increase the firm's competitiveness. Therefore, the structure of knowledge management facilitates establishment, distribution and implementation of organizational knowledge (Alavi & Leidner, 2011). Talent management systems are able to collect internal abilities and the know-how sustaining the foundations of distinctive activities within an organization. Therefore, human capital can thus give a resource-based benefit if the individual abilities are unique and contains high level of expertise.

2.2.2 Firm Specificity Theory

Coff and Kryscynski (2011) advanced the firm specificity theory by basing on Riordan and Williamson (1985) theory of asset specificity. The Firm specificity theory (FST) suggests that a firm performance is dependent upon how every asset is customized to meet the desires of a particular organization. By extension therefore, FST highlights the importance of human assets to the organization if the firm has

unique human capital than to competitors. Likewise, if an employee does not have necessary technical skills that match a different firm requirement, this position will restrict mobility of employees since competitors may not realize desired value in them (Coff & Kryscynski, 2011).

Felin and Hesterly (2007) identify the need for the organizations human capital to be socially complex, by suggesting that strategic assets need to be entrenched in very composite social structure (Barney, 1991). If the human capital systems are embedded in an organization, it will hinder the replication since it is very hard to copy complex systems. Consequently, advancement in system complexity will render competing firms vulnerable in an attempt to emulate the system operation or extract employees from the organization without necessarily reducing their quality standard of work or value hence reducing mobility of employees (Coff & Kryscynski, 2011). Tacit knowledge is difficult to decode because it is deeply rooted within employees and this can therefore, be causally indefinite from the competitors and managers point of view, due to the fact that valuable employee with exceptional skills and knowledge as well as a particular knowledge that enhances success of a firm cannot easily be identified. In addition, causal uncertainty complicates further identification of highly skilled employees that competitors may likely approach. Hence, these measures ensure that valuable employees are retained for a longer period of time as far as organizational success is concerned.

2.2.3 Social Exchange Theory

Social exchange theory (SET) was promulgated by Emerson (1976) and postulates that the progressive interactions among individuals will necessitate support for one another and enhances mutual coexistence (Maslachet *al.*, 2011). The SET theory

argues that when relationships evolve over time, it results in improved level of trust, loyalty and mutual engagement provided the parties in question adhere to some specific rules and regulations concerning the principles of exchange. Employees' level of commitment and loyalty to the organization is perceived as one channel of paying back tribute to the organization. However, the degree of commitment will always vary from employee to employee depending on the amount of resources that one enjoys from the organization. Establishment of policies that will enhance their spiritual nourishment has been found to result in greater amounts of cognitive and emotional wellbeing among the employees.

Farooq, et al (2014), highlight that the social exchange theory results in both economic and social outcomes that is beneficial to the organization and employees. West (2007) infer social exchange theory to be a theoretical explanation for workers commitment and engagement as it examines a model of leadership and relational building between leaders and employees as a consequence of employer employee exchange. Therefore, the employer has to provide a warm environment for spiritual growth in order for the employees to be committed hence their retention is made possible. The social exchange theory suggests that continuous interactions among people who are in a condition of collective interdependence facilitate the value of commitment and engagement. Therefore, as a way of appreciating the organization for the benefits that an employee earns from being a member of the organization is to increase the level of commitment and engagement which comprises of emotional and psychological relationship between the head of departments and employees which may have constructive or adverse consequences the work place behavior (Ma & Qu, 2011). Consequently, these measures will increase the employee satisfaction level. This is in line with the organization citizenship behaviour principles.

2.3 Effect of Talent Management on Employee Retention

Efficient strategies for employee retention begin with appropriate hiring practices because motivated and qualified people have the likelihood of staying longer in the organization. Different scholars have suggested that effective talent management has also been found to influence employee retention and the understanding of talent management dimensions will be important in understanding retention. According to Ashton, and Morton (2005) the key talent management dimensions that are thought to influence employee retention include; training, performance management, recruitment, succession planning, and career advancement.

Meglino, Ravlin and DeNisi (2011) highlight the need for an organization recruitment process to provide a clear image of the position expectation by providing a summary of negative and positive information that the potential employee is likely to face so that he/she may prepare earlier to avoid mismatch of skills and knowledge capacity. One form of recruitment process that has been found to be effective is the realistic job preview and has been found that unlike the written RJP, verbal process has been shown by Breugh and Starke (2010) to be more effective and that preceding job exposure is also a fundamental instrument of RJP. In developing countries, where it is regarded as high rate voluntary turnover of employee since employees have the capacity of shifting their services to international companies or local firms, fulfilling the expectations of job as described during the advertisement and interview process is important for organizations (Ready et al., 2008). Effective RJP has a positive impact towards reduction of employee turnover because candidates are provided with relevant information about job expectation and this will enable an applicant in

deciding for the best job suited to him or her. This, in turn, is expected to result in reduced voluntary turnover level as a result of improved commitment of employees.

Allen and Shanock (2013) opine that a high level of employee turnover experienced over the first year at the job is as a result of high employee expectations set during the initial employment stages that cannot easily be met under normal circumstances resulting into dissatisfactions and reduced motivational levels. Consequently, effective adaption of employees into the new job environment and integration of employee knowledge and skills into the organizational system can be achieved mainly through prior description of job specification highlighting benefits and challenges clearly. However, system complexity may open doors for competitors to lure employees who find it hard to adapt to such complex working environment because they want to deliver and advance their career in a friendly environment, however, if the system is complex such that employees' ability cannot easily be identified, the plan of competitors cannot easily succeed. Hence effective RJP lead into reduced copying or transfer of human resources hence competitive advantage sustainability is achieved due to low voluntary turnover of employees.

Mitchell et al. (2011) suggests that the salaries and remunerations of valuable employees should be harmonized particularly for top employees in the management. Consequently, it is necessary that an organization designs its process of evaluating performance in a manner that employees can realize and appreciate the fact that the organization recognizes and values high performing employees. Peterson and Luthans (2006) reinforce the need for a performance-oriented compensation system because they argue that out of this, employees will have the perception that the organization values their hard work and commitment. Indeed, they find financial rewards will be even significantly relevant as contrasted with social rewards for the highly trained

staff than the lower cadre group of staff. This implies therefore that there is need for an organization to come up with appropriate performance management to limit the rate of employee turnover.

Bryant and Allen (2013) note that though compensation alone cannot be enough factor of employee's motivation, they find that quite a huge number of employees resign from their job as a result of what they perceive as inadequate compensation and availability of potential promising opportunities elsewhere that guarantees better returns. With the above findings, it suggests that the systems of compensations that are based on the level of performance is an important aspect of consideration during the process of selection and hiring of employees as well as an approach that facilitates retention of valuable employees in the organization (Gupta & Shaw, 2014). In accordance with the provisions of RBV, compensations based on the level of performance is a significant item that relate firm competitiveness and retention strategies, since it promotes specialization within the firm. Therefore, employees who are willing to commit their resources into the organization with an aim of registering improved organizational performance should be rewarded accordingly thereby enhancing job specialization leading to increased performance. Thus, increased firm specificity, will lead to performance-oriented compensation which results in non-imitability of human assets, a process that is expected to result in a long-term competitive advantage by minimizing voluntary turnover of employees.

Kraimer et al. (2011) suggest that employee's cases of turnover can be minimized or eradicated if they feel that their lifetime career objectives can be achieved in the same organization. Perceived career opportunity (PCO) is particularly involving individual career desires and preference including, for instance, upward mobility and promotion within the vertical track of career development. Nevertheless, it is significantly

important to distinct that different employees have diverse career progression desires within the same profession and working environment meaning that the career scope and opportunities of each individual employee vary across the board (Kraimer et al., 2011). Similarly, employees' career goals are not static but rather change over time and with them, a situation that means that their perceived career opportunity will also change. These changes in the career progression are an outcome of work history, career self-management, and transforms in individual state of affairs (Kraimer et al., 2011).

Gavino et al., (2012) career progression is one other reason why top performers in an organization stay in an organization. Assuming that such group of employees have the same level of satisfaction, it follows therefore that the probability of employees leaving the current job is dependent upon availability of alternative opportunities outside the working environment. In addition, employees that have the perception that the current organization can provide them appropriate opportunities to advance their career and achieve their ambition have low probability of quitting their jobs and vice versa (Bryant, & Allen, 2013). From the above discussion, it follows that employees may look for more opportunities in other companies to advance their career if they perceive that this is best alternative to accomplish their career goals.

Employee training and development programs enable them to acquire the requisite competence and job-related skills needed to advance their career in managerial positions (Schuler & Tarique, 2012). Nonetheless, various studies have proved that employee degree of training based on specific line of specialization should be adopted rather than general training since advancing general knowledge and skills will equip employees with skills that will suit them in various industries hence increasing their job mobility thus increasing the likelihood of employee qualification leading to

migration of employees looking for more desirable job opportunities elsewhere that meets their specifications

Kraimer et al. (2011) suggested similarly that training employees in the same level and degree of skills enhances the chances of mobility from the current organization to others. Consequently, training and development, particularly in very competitive markets among the developed countries for instance Brazil, may enhance the intention of employees leave and therefore increasing the rate of turnover. With regard to Resource Based View, if the training offered to employees is based on a general background, industry specialization within the firm will decrease hence contributing to chances of their movement and finally working for competing firms. It is therefore proposed that general knowledge acquired as a result of training and development will cause degradation of specialization in the organization meaning that employees may rule over the employer.

Mentoring can be defined as the direct interaction between a highly experienced individual, otherwise referred to as mentor, and a relatively less experienced person, known as mentee (Mullen, 1994). A mentor offers a lot of benefits to the mentee including guidance and decision-making concerning carer progression as well as job decision as far as turnover intensions are concerned. RBV believes that mentoring facilitates embeddedness of employees within the organization and therefore improving social involvedness.

Holtbrügge and Ambrosius (2015) as a result of mentoring that lead to development of skills; qualification of employees increases meeting and to some extent surpasses the specification of the organization facilitating specificity of the firm. Therefore, mentoring enhances both firm specificity and social complexity of the human

resources, resulting into minimization of intentions of employee turnover, low level of imitation by rival companies, facilitating competitive advantage.

2.4 Empirical Literature Review

Alias et al., (2016) investigated the link between employee retention, employee engagement and talent management activities among the information and technology (IT) firms in Selangor. The talent management activities that the study ought to investigate include; employee career advancement, managerial support, and recognitions and rewards on employee commitment and retention of employees within Malaysian IT firms. From the study findings, it was discovered using analysis of Pearson correlation that talent management activities (recognitions and rewards, development of employee career and managerial support) have significant positive correlation with retention of employee.

Oladapo (2014) investigated the influence of talent management on employee retention among US shipping firms. The data results from 69% of the firms sampled that had in place talent management programs, the findings support the position that talent management strategies are very important despite of the underlying challenges faced during implementation process. The major factor that undermines retention rate as mentioned by respondents is low job development opportunities. However, for the 31% of the shipping firms that had not instituted appropriate talent management indicated that the lack of effective talent management was due to a lack of the top management support.

Chitsaz-Isfahani, et al., (2014) in the same line investigated the effects of talent management on employee's retention by determining the impact of organizational trust among staff in Iranian Universities. The research employed descriptive research

design. The findings suggest a significant connection between organizational trust, employee retention and talent management. The research is relevant since it focuses on the impact of talent management activities on organizational employee's retention and organizational trust. Cooke, Saini and Wang (2014) researched on talent management in India and China by comparing the human resource activities and perceptions through perspectives of 178 HR-practitioners. The research findings established the centrality of money-orientated principles in the growing, present-day relationships of employment opportunities in the two states. Furthermore, the study proposed necessity of establishing more strategies that enhances value addition in HR institutions in the two nations and also adopting a more specific approach to implementing and conceptualizing talent management strategies in the global view.

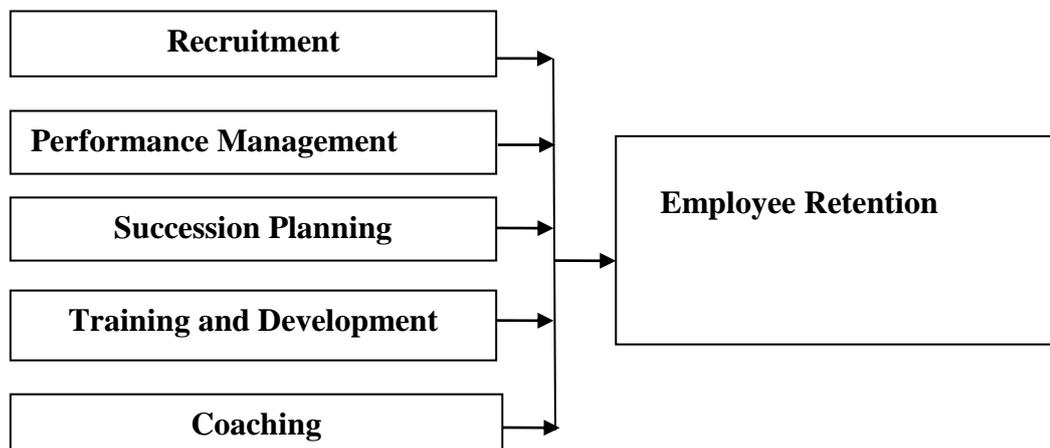
2.5 Summary of Literature and Research Gap

The area of talent management and employee retention has attracted sizeable research work and majority of the findings find a positive association between talent management dimensions and employee retention. While Lalitha (2012); Tiwari et al (2013) and Altrnaz et al (2013) finding show existence of a positive relationship between talent management and employee retention – dominant position, other studies have not shown the strong association. Different studies have used varied talent management dimensions which have led to inclusive results on the relationship between talent management and employee retention. This has been due to the varied ways in which talent management has been defined by various scholars. Consequently, there is need to further improve on organization talent management practice with a view to coming up with an explicit definition and dimensions that can be generalized across all industries.

Majority of the studies that have been undertaken with regard to how talent management influences employee retention, the studies have concentrated on profit-oriented organizations in Western and Asian countries that have different labour and cultural values that differ with Kenyans'. Consequently, it is necessary to enrich the literature and establish how talent management in non-governmental organizations in Kenya influence employee retention.

2.6 Conceptual Framework

According Miles and Huberman (1994), a conceptual framework is a diagram or written blueprint that elaborates, either in narrative or graphically format, the major points of concern to be studied, variables, the crucial elements, or ideas and the reputed associations among them. In the model presented in Figure 2.1, it is postulated that an organization talent management strategy influences the employee retention.



**Independent Variables
Variable**

Dependent

Figure 2 1: Schematic Diagram showing variable

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter deliberates the methodology that the present study applied in the entire process of achieving research objective. It expounds on the research design, target population of study and procedures for data collection that the study used as well as data analysis procedures.

3.2 Research Design

This study used a descriptive cross-sectional survey design. As stated by McBurney and White (2009), descriptive study design defines the set of circumstances as they appear on the ground. The design identifies every phenomenon in relation to what, when, who and how it appears in the study (Sekaran & Bougie, 2009). Descriptive research design also enhances validity, reliability and generalizability of the research findings and involves qualitative and quantitative collection and analysis of data.

3.3 Population of Study

The population of this study was program staff of 13 governance civil society organization operating in Nairobi, Kenya and registered with National Council of NGO Board (Appendix II). Hence the population of the study will be a census.

3.4 Data Collection

The study collected primary data from the program staff in the GCSO in Kenya. These target respondents were deemed to be versed with talent management and employee retention matters. The instrument for collecting data employed in the

present study is a questionnaire since has suitable features favouring it for the study. These features include time friendly, safeguarding confidentiality as well as its perception of being considered as the best basis of primary data. The questionnaire prepared for collecting primary data comprised of both open ended and closed ended questions. Closed questions were presented uniformly in responding to the questions whereas open ended enquiries gave impartiality to respondents by letting them to provide their personal and unbiased views. The researcher sought after an appointment with the administration of the civil society organizations. In the course of these meetings, it provided an opportunity for a researcher to clarify the objective of the present study, a move that was aimed at reducing the confrontation from the target respondents as well as enhance self-confidence towards the researcher. The target respondents were program officers of the organizations.

3.5 Data Analysis

Analysis of data was computed using descriptive statistics that included frequency distribution, percentages and mean scores. These descriptive are presented by pie charts, bar graphs and tables for convenient interpretation. In addition, the study employed inferential statistics in the form of multiple regressions.

The regression equation is:

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

- y - Employee retention
- β_0 - constant term,
- X_1 - Recruitment,
- X_2 - Performance Management

X_3 - Succession Planning
 X_4 - Training and Development
 X_5 - Career management
 $\beta_1 - \beta_5$ = Regression coefficients
 ϵ = Error Term

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The purpose of the current study was to establish the impact of talent management on employee retention among program staff of governance civil society organizations in Nairobi, Kenya. This section therefore expounds on data analysis, discoveries and the discussion consistent with the study objective. Furthermore, the analysis outcome is presented in standard deviations and mean scores whereas the findings are presented in tables and frequency distributions.

4.2 Response Rate

Out of the 78 questionnaires distributed, 71 were duly filled and returned. This translates to 91%. As stated by Mugenda & Mugenda (2003), a 50% of rate response is sufficient, 60% is regarded as good and whereas 70% is rated very well. In conjunction, Bailey (2000) demonstrated that a response rate of 50% is deemed sufficient, whilst greater than 70% response rate is very good. With regard to the recommendations above, the response rate of 100% is very good. Thusly, the response rate in this study is regarded suitable to draw inferences and make conclusions on the study topic

4.3 Demographic Profile

This study focused on program staff of 13 governance civil society organization operating in Nairobi as its target population. The respondents' demographic information considered in this study included the highest level of education, years worked in the organization and the management level that the respondent is whereas

organizations demographic include the number of employees in the organization. The length of service, experience level and number of employees provides an oversight on the extent at which a respondent is conversant with the organization activities regarding talent management and employee retention. In addition, results are presented in conjunction with objectives of the study.

4.3.1 Level of Education

There was need to establish the level of education to enable us to determine whether the respondents were knowledgeable to understand the questions. The table below presents the findings of the level of education of the respondents.

Table 4.1: Level of Education

Level of Education	Frequency	Percent	Cumulative Percent
Secondary	-	-	-
Diploma	13	18.3	18.3
Graduate	36	50.7	69.0
Post-Graduate	22	31.0	100
Total	71	100	

Source: Research Data (2018)

From the findings presented in Table 4.1 above, it is evident that 50.7% of the respondents had attained university level of education of which 31.0% had post-graduate level of education and with all other factors remaining constant, there are deemed to be knowledgeable to understand the questions well and therefore answered appropriately.

4.3.2 Length of Service in the Organization

It was necessary to establish how long the program staff had been with the organisations as it was important in determining whether they had been with the organisations long enough to understand issues of talent management. The table below presents the findings of the length of service that the respondents has served in their respective organizations.

Table 4.2: Length of Service in the Organization

Length of Service in the Organization			
Less than 5 years	26	36.6	36.6
5-10 years	29	40.8	77.5
11 – 15 years	16	22.5	100
Over 15 years	-	-	100

Source: Research Data (2018)

Similarly, of these respondents, 77.5% had worked in the respective CSO for 10 years and this can be attributed to the contract term nature of employment of the NGO which makes employees work on contracts and by the short-term nature of organizational activities. Therefore, they had worked long enough to be able to appreciate the issues of talent management in the organization.

4.3.3 Level of Management

It was worth establishing the level of management of our respondents to help understand whether they are involved in the supervision of other staff hence appreciates the process of recruitment, performance management, mentorship and

training and development. The table below presents the findings on the level of management that the respondents has served in their respective organizations.

Table 4.3: Level of Management

Level of management			
Lower level	10	14.1	14.1
Middle level	37	52.1	66.2
Top level	21	29.6	95.8
Others	3	4.2	100

Source: Research Data (2018)

In terms of management level of the respondents, the findings show that the majority (52.1%) were in the middle level management and the top management level respondents constituted 29.6% of the respondents. Generally, the top and middle level management cadre employees formed 81.7% of the respondents. From this it can be concluded that they are involved in the execution of policies relating to talent management in the organization.

4.4 Talent Management Practices

Towers (2003) harangue that the concept of talent management entails on the process of creating a centre of attention, choosing, involving, developing and maintaining employees. This fragment of the questionnaire sought after establishing the various talent management practices that have been adopted by the civil society organizations studied. The variables were measured in a range represented by ‘Not at all (1) to ‘Very great extent’ (5). The tallies of disagreement were assumed to be represented by

a variable with the mean score of between 0 and 2.5 on the incessant Likert scale; ($0 \leq S.D < 2.4$). in addition, the researcher assumed that the 'Neutral' took the variable with a mean point of 2.5 to 3.4 on the incessant Likert scale: ($2.5 \leq M.E. < 3.4$) whereas the score of both strongly agree and agree represented the variables whose mean score were between 3.5 and 5.0 on a continuous Likert scale; ($3.5 \leq S.A. < 5.0$). A standard deviation of > 1.0 indicate a significant change on the effect of the questionnaire item among respondents. The talent management dimensions represented in the study include training and development, performance measurement, recruitment, career development and succession planning.

4.4.1 Recruitment

The recruitment process of an organization should make it clear on what is expected of the potential employee as well as what the organization expects at the same time. The results are presented in Table 4.4.

Table 4.4: Recruitment

Statement	Mean	Std. Deviation
My organization employs realistic job previews during its recruitment	4.11	0.942
The organization adopts multi-channel recruitment system	3.94	0.785
The organization adopts employee referral system	3.65	1.012
We undertake critical skill gap to identify the needs	3.51	0.821
My organization uses free-lancing as a recruitment process	3.42	0.651
Overall Mean	3.73	

Source: Research Data (2018)

From the study outcomes, the researcher found out that the CSO employs realistic job previews during its recruitment process (Mean=4.11, SD=.942) as well as adoption of multi-channel recruitment system (Mean=3.94, SD=.785). Similarly, the organizations adopted employee referral system, through collaboration with partner firms in the civil advocacy sector to increase retention rate (mean=3.65, SD=1.012). To a low extent, the findings suggest that the organizations use free-lancing as a recruitment process (Mean =3.42, SD=0.651).

From the analysis in table 4.4.1 the organization employs realistic job review, adopts multi-channel system, and employee referral system. Of the 3 methods used, it was evident that realistic job reviews were highly utilized during recruitment.

4.4.2 Performance Management

Performance management is concerned with the remuneration aspect of the employees as a retention strategy. The remuneration of vital employees should be equitable and fair, particularly for employees occupying higher job levels and this

requires that the organization designs its process of evaluating performance in way that shows the willingness of an organization to identify and appreciate high performance levels. The findings on the CSO performance management strategy is presented in Table 4.5.

Table 4.5: Performance Management

Statement	Mean	Std. Deviation
The organization links performance appraisal to rewards and promotion	4.15	0.984
My organization links competence to rewards	4.01	0.781
My organization mostly uses social rewards	3.89	1.103
My organization uses mostly financial rewards	3.51	0.964
The organization fast tracks promotion of performing employees	3.43	0.894
Overall Mean	3.80	

Source: Research Data (2018)

From the study findings in table 4.5, the respondents indicated that the organization links performance appraisal to rewards and promotion (Mean=4.15, SD=.984) as well as the employee competence (Mean=4.01, SD=.781). Furthermore, the study discovered that the respondents apprehend that the organization uses mostly financial rewards to enhance performance (mean=3.51, SD=.964) while others indicated that their organization fast tracks promotion of performing employees (Mean=3.43, SD=0.894). Therefore, the results suggest that CSO have varied ways of encouraging and motivating employees.

This analysis indicates that the CSOs link performance appraisal to rewards and promotion, competence to rewards and also use social rewards to implement performance management as a talent management mechanism.

4.4.3 Succession Planning

Succession planning concerned with the degree to which the perception of employees that they can realise their career objectives from the current working environment. It is expected that, ceteris paribus, that if employees perceive achieve their career goals within the same organization, this will limit cases of employee turnover. The finding on this dimension of talent management is presented in Table 4.6.

Table 4.6: Succession Planning

Statement	Mean	Std. Deviation
The organization carries out continuous managerial education	4.11	0.893
The organization provides appropriate skills and experience to possible successors	3.92	0.964
Internal job rotation is encouraged in the organization	3.67	1.114
The organization identifies and assess possible successors	3.51	1.121
There is a systematic way of determining critical roles within the organization	3.31	0.916
Overall Mean	3.70	

Source: Research Data (2018)

From succession planning point of view, the study findings indicate that organizations undertake continuous managerial education (Mean=4.11, SD=.893) as well as providing appropriate skills and experience to possible successors (Mean=3.92, SD=.964). Whereas some respondents indicated that internal job rotation is

encouraged in the organization to enhance succession planning (Mean=3.67, SD=1.114), others suggested that the organization identifies and assess possible successors (Mean=3.51, SD=1.121). However, the high standard deviation on this practice indicated that the respondents' views was more varied.

The findings indicate that in increasing the level of employee competence and therefore preparation to assume higher role in future, the study found that the CSO direct more effort towards carrying out continuous managerial education and providing appropriate skills and experience to possible successors. However, it was established there was no systematic way of determining critical roles within the organizations which could lead to inadequate succession planning.

4.4.4 Training and Development

Employee training and development programs are aimed at impacting them with the requisite competence and job-related skills needed to advance their career in managerial positions. Employees are equipped and trained on an all-purpose level, chances of mobility increase and therefore their capacity to move to another organization. The results on this talent management dimension are presented in Table 4.7.

Table 4.7: Training and Development Programs

Statement	Mean	Std. Deviation
The organization sponsors qualification based higher education	4.00	0.891
We have in-house learning and training programs	3.98	0.762
Succession planning programs are provided in the organization	3.51	1.011
Leadership development programs exist in the organization	3.36	0.721
We offer overseas training qualification	3.14	1.119
Overall Mean	3.60	

Source: Research Data (2018)

It is clear from the study results that the respondents indicated that the organization sponsors qualification based higher education as a way of enhancing employee training (mean=4.00, SD=.891), that the organization have in-house learning and training programs (mean=3.98, SD=.762), whereas some respondents indicated that internal job rotation is encouraged in the organization to enhance succession planning (mean=3.51, SD=1.011). In addition, the study found out that some respondents opine that Leadership development programs exist in the organization (mean=3.36, SD=.721) while others indicated the organization offer overseas training qualification (mean=3.14, SD=1.119).

The findings indicate that the organizations depended on sponsoring qualification based higher education and facilitate in-house learning and training programs as a means of training and developing existing employees. However, it was observed that most organizations did not focus on leadership and development programs an aspect which would also be critical in succession planning.

4.4.5 Mentoring Management

Mentoring is concerned with development of a balanced connection between a person with more experience and information (tutor) and a person with less experience and learning (mentee). In this regard, the researcher sought after determining the degree at which various mentoring programs are employed by the CSO and the findings are presented in Table 4.8.

Table 4.8: Mentoring Management

Statement	Mean	Std. Deviation
Career planning programs are available in the organization	4.02	0.861
Mentoring programs exists in the organization	3.98	0.967
The management builds esteem on the higher performance employees	3.75	1.101
The organization invites consultants to offer career talks to staff	3.51	0.647
We provide feedbacks on employees' performance	3.33	1.001
Overall Mean	3.72	

Source: Research Data (2018)

The study findings suggest that with regard to mentoring programs, the organizations have put in place career planning programs (Mean=4.02, SD=.861) and the organization builds the esteem on the higher performance employees (Mean=3.75, SD=1.101). In addition, the study established that the organization invites consultants to offer career talks to staff (mean=3.51, SD=.647) as well as providing feedbacks on employees' performance (Mean=3.33, SD=1.001).

The findings therefore show that most organization develop career planning programs for the organization and establish mentoring programs while building the esteem of

employees who perform higher. However, it was established that feedback on employees' performance, which contributes towards improving performance, was seldom administered.

4.4.6 Employee Retention Strategies

Employee retention is a vital aspect particularly in human resource management (HRM) with a greater impact realized as a result of effective implementation of employee retention strategies leading to sustainable organizational competitive advantage in the current global market. The researcher sought to find out the strategies that civil societies have adopted in enhancing employee retention. The influence of talent management on employee retention is presented in Table 4.9.

Table 4.9: Employee Retention

Statement	Mean	Std. Deviation
We offer exciting work environment	4.24	0.951
The organization offers fair pay	3.96	1.009
The relationship between the management and staff is good	3.81	1.131
We have a supportive management team	3.55	1.113
We guarantee career growth	3.41	0.894
Overall Mean	3.79	

Source: Research Data (2018)

The perception of respondents regarding employee retention strategies were weighed using the following statements, that the organization offer exciting work environment (mean=4.24, SD=.951), that the organization offers fair pay (mean=3.96, SD=1.009),

whereas some respondents indicated that relationship between the management and staff is good (mean=3.81, SD=1.131). In addition, the study found out that the organization have a supportive management team (mean=3.55, SD=1.113) while others indicated the organization guarantee career growth (mean=3.41, SD=.894).

The findings indicate that the most organizations offer exciting work environment, offers fair pay and the relationship between management and staff was considered good. Most organizations, however, did not offer career growth for the employees.

4.5 Regression analysis

The relationship between talent management practices and employee retention was through multiple regression analysis. The researcher utilized statistical package for social sciences (SPSS V 21.0) to input and run the study measurements. Coefficient of determination evaluates the degree to which variations in the independent variables explain deviations in the dependent variable or the variation proportion in the dependent variable (organizational competitiveness) that is described by all the four explanatory variables (knowledge source, knowledge type, knowledge process and knowledge breadth).

Table 4.10: Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.894 ^a	.799	.784	.349

a. Predictors: (Constant), recruitment, performance management, succession planning, training and development, career management

b. Dependent Variable: employee retention

Source: Research Data (2018)

Table 4.10 provides the model summary of regressed study variables. The correlation coefficient (R) value represents the degree and strength of association between predictor variable and the outcome variable. Coefficient of correlation in this model is 0.894 which indicates a positive correlation between talent management practices and employee retention strategies. The R Squared is the coefficient of determination which indicates the extent of the total variation in the dependent variable. From the analysis above the R squared statistic shows that the predictor variables were able to explain the variability of the dependent variable. The R squared of this model is 0.799 which implies that the model is a good fit and that the predictor variables can be able to predict and the dependent variable. The coefficient of determination of 0.894 implies that 89.4% of the variance in dependent variable (employee retention) is described by changes in the independent variable (talent management).

Table 4.11: ANOVA^b

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	31.419	5	6.284	51.673	.000 ^b
1 Residual	7.905	65	.122		
Total	39.324	70			

a. Dependent Variable: Employee retention

b. Predictors: (Constant), Career management, Recruitment process, Training and development, Performance management, Succession planning

Source: Research Data (2018)

From the model summary, it is shown that the outcome variable is statistically predicted by the regression model. The statistical importance of the model of regression analysis that was computed is shown by the F test. The P=0.000, which is less than 0.05 implying that, generally the regression model significantly and statistically predicts the dependent variable that is good fit for the data.

From the above analysis, talent management specifically predicts retention.

Table 4.12: Coefficients of determination

Co-efficients^a

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	-1.264	.576		-2.196	.032
Recruitment process	.804	.090	.757	8.942	.000
Performance management	.247	.083	.200	2.970	.004
1 Succession planning	.186	.061	.269	3.073	.003
Training and development	.023	.045	.030	.513	.610
Career management	.068	.047	.084	1.448	.152

a. Dependent Variable: Employee retention

Source: Research Data (2018)

The overall equation model for predictor and outcome variables will take the following format.

$$Y = -1.264 + 0.804 X_1 + 0.247 X_2 + 0.186 X_3 + 0.023 X_4 + 0.068 X_5.$$

This implies that from the model, at any given point, Employee retention will reduce by -1.264 units when all the predictor values are zero. The model demonstrates that

when recruitment process changes by one-unit employee retention will increase by .804. In addition, when performance management changes by one unit, employee retention will increase by 0.247 units. Similarly, when succession planning changes by one-unit employee retention increases by 0.186. In the same occasion, when training and development is altered by one unit, employee retention will go up by .023 units and career management will bring an impact of .068 units on employee retention if it is advanced by one unit.

From the analysis of the beta coefficient of the independent variables, recruitment process seems to be the variable with the highest impact on talent management, followed by performance management and succession planning. Career management and Training & development have minimal impact on talent management.

4.6 Discussion

The study was to establish the impact of talent management on employee retention among program staff of governance civil society organizations. The study incorporated five major talent management practices to come up with an instrument of collecting opinions from the civil society organizations in Kenya. These talent management strategies include: recruitment process, succession planning, performance management, career development, training and development.

This is in line with a study by Alias et al., (2016) which found that talent management activities (recognitions and rewards, development of employee career and managerial support) have significant positive correlation with retention of employee. Similarly, Oladapo (2014) investigated the influence of talent management on employee retention among US shipping firms and established that talent management strategies

are very important in determining the rate of employee retention with the major factor that undermining retention rate being low job development opportunities.

The findings of the study show that the GCSO have employed varied strategies of talent to retain their current employees. This is in line with the findings of Chandranshu and Sinha (2012) suggested that retention is a multifaceted concept and a single recipe for making employees remain in an organization does not exist; and as suggested by Bhatnagar (2007), the common strategies employed by organizations to retain their employees include exciting work environment, fair pay, working with great staff and employees as well as having a supportive management team.

From the findings, CSO have employed these strategies within talent management concept, with the aim to retaining its employees and also making the organizations competitive in comparison to other players in the market. Similarly, the findings support that of Plansoongnern et. al. (2011) who while investigating talent management methodologies and employee commitment actualized in three driving cement manufacturing organizations in Thailand found that management planning of powerful and vital talent, admirably backings of the administration, organization solidarity, parity of work and Routine life, and other ecological and authoritative elements are vital to keeping talented staffs to associations.

The study established that civil society organizations are well equipped on average with talent management programs that are aimed at enhancing employee retention. Talent management strategies are a vital program in organizations. This is because tacit talent is challenging to decipher since it is intensely entrenched among the employees and this can therefore, be causally indefinite from the competitors and managers point of view, due to the fact that valuable employee with exceptional skills

and knowledge as well as a particular knowledge that enhances success of a firm cannot easily be identified. This finding is in accordance with the discoveries of Becker and Huselid (2016) which recommended that the idea of strategic management of talents as portrayed by distinguished HR framework dependent upon key business practices which underscore on procedure usage and spotlight on separated HR framework fit with various degree of human capital in a organization. In addition, causal uncertainty complicates further identification of highly skilled employees that competitors may likely approach. Hence, these measures ensure that valuable employees are retained for a longer period of time as far as organizational success is concerned.

Based on recruitment process, the study found that civil society organizations have employed realistic job previews during its recruitment process by adopting multi-channel and free-lancing as a recruitment process. The study further found that in order to uphold performance management, organizations have linked performance appraisal to rewards and promotion by using social rewards mostly among other means. From succession planning point of view, the study findings indicated that education carries out continuous managerial education to ensure appropriate succession of skills and experience. It is however determined from the findings that civil society organizations sponsor qualification based on higher education and internal job rotation as a way of enhancing employee training. The study findings found that with regard to career management, mentoring program exists in the organizations which is achieved through invitation of consultants who offer career talks to staff members.

The study also found out that employees' level of commitment and loyalty to the organization is perceived as one channel of paying back to the organization. However, the degree of commitment will always vary from employee to employee depending on the amount of resources that one enjoys from the organization. In general, the study findings have demonstrated existence of a positive relationship between talent management and employee retention.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter will give the overall oversight that entails study conclusions, limitations, suggestions and recommendations for further research.

5.2 Summary of Findings

The findings reveal that different talent management strategies are employed by the CSO with an aim to retain their employees. The retention strategies were found to start from the recruitment of employees' process where majority of the firms adopted realistic job previews as well as multi-channel recruitment system. Similarly, the organizations adopted employee referral system, through collaboration with partner firms in the civil advocacy sector to increase retention rate by getting suitable staff for particular position. The need for the CSO recruitment process to provide a clear image of the position expectation, by providing a summary of negative and positive information that the potential employee has was identified as a key recruitment practice to enhance retention.

The performance compensation package was identified to be a key factor that will enhance employee retention, particularly for employees occupying higher levels of management and this requires that the organization designs its process of evaluating performance in such a way that it illustrates the willingness of the organization in recognizing high altitudes of individual employee and organizational performance. The results showered that the CSO linked the organization performance appraisal to rewards and promotion as well as the employee competence. The need to have a

compensation package that meets the employee's needs level was identified to be a key retention strategy that need to be tailored to individual staff level of need.

From succession planning point of view, the study findings indicate that CSOs undertake continuous managerial education as well as providing appropriate skills and experience to possible successors. The findings indicate that in increasing the level of employee competence and therefore preparation to assume higher role in future, the study found that the CSO direct more effort towards increasing the employee competence through training.

Employee training and development programs are aimed at impacting them with the requisite competence and job-related skills needed to advance their career in managerial positions. It is clear from the study results that the respondents indicated that the organization sponsors qualification based higher education as a way of enhancing employee training, that the organization have in-house learning and training programs, whereas some respondents indicated that internal job rotation is encouraged in the organization to enhance succession planning.

The organizations mentoring was found to take the form of career planning programs and the organization builds the esteem on the higher performance employees. In addition, the study established that the organization invites consultants to offer career talks to staff as well as providing feedbacks on employees' performance. As the findings suggest, the CSO have put in place career planning programs that lead to development of skills; qualification of employee's increases meeting and to some extent surpasses the specification of the organization facilitating specificity of the organization.

The overall findings indicate that all the variables contributed towards talent management in the organizations that the program staff worked for. There was a

significant relationship between talent management and the recruitment process adopted, performance management practices, succession planning, training and development and career management.

5.3 Conclusion

The wide target of the present study as prior expressed was to distinguish and discover the effect of talent management strategies on retention of employees among program staff of governance civil society organizations. The discoveries demonstrate that there is a positive connection between talent management dimensions and employee retention of the civil society organizations.

However, talent management should be integrated with the organization management process such as leadership style instead of building it as a under one process in order to realize effective retention of employees. Various civil society organizations, paying little attention on size or industry, could profit by the expanded formalization and combination of some human capital management systems and strategies that fall obviously inside the talent management area, including Mentoring, Career Management, Coaching, Succession Planning, Job Experience, and Training. The administrators have a vital task to carry out in this regard, especially as for understanding what inspires individuals, guaranteeing access to opportunities that support the learning of new technology, and enforcing fair treatment of employees. Rather, reflecting on a reactionary methodology, in numerous organizations raises or rather ensure that the remuneration bundle are normal reactions when an esteemed worker hints at taking off.

Furthermore, the study found that as a result of mentoring that lead to development of skills; qualification of employees increases meeting and to some extent surpasses the specification of the organization facilitating specificity of the firm. Therefore, mentoring enhances both firm specificity and social complexity of the human resources, resulting into minimization of intentions of employee turnover, low level of imitation by rival companies, facilitating competitive advantage. Finally, given the developing requirements for companies to hold its best employees even with rivalry, the discoveries of the present study propose that specific factors are vital in impacting workers' choice to either leave or stay in a firm. Such factors incorporate development and training, acknowledgment/compensate for good performance, appropriate pay bundle and job stability. In any case, the significance of different factors ought not to be under-assessed while planning a retention approach. It is just an extensive mix of natural and outward inspirational factors that can improve retention and diminish the high rate of employee turnover in different firms.

5.4 Recommendation for Policy

The study indicates that talent management positively influences employee retention in GCSOs. The government may consider legislating the various aspects of talent management as a requirement to be implemented by organizations in order to increase productivity and ultimately increase the GDP of the country.

The GCSOs may consider incorporating Succession Planning and Training & Development to into their talent management programs. Enhancing these aspects of talent management may directly influence their staff retention. Incorporating these factors into their human resource management policies and procedures may exude confidence in their staff for the implementation

5.5 Limitations of the Study

This study was limited by the area of coverage; scope of the study, which the researcher termed as the weakening factor. This therefore implies that the study outcome cannot take the general assumption. In addition, the adopted a descriptive study design calls for implementation of distinctive inferential approaches to further validate the findings. Furthermore, this study was limited by integrity concerns from the employees since it is perceived that employees will always protect the image of his/her employer thereby giving a biased response. For enhanced consistency and competency of the study items, it could have been more precisely if the respondents would have been more to give opinions that may be used to characterize the entire population of study with much precision. Though, notwithstanding the mentioned restrictions, the study findings demonstrated in this research have significant contribution and impact on policy implementation.

It was also evident that in some occasions the respondents experience challenges in getting good returns from their organizational commitment due to lack of proper training and performance evaluation. Employee training and development programs enable them to acquire the requisite competence and job-related skills needed to advance their career in managerial positions (Schuler & Tarique, 2012).

5.6 Recommendation for Further Studies

Research studies should be carried out on other CSOs other than GCSOs. This would give a wide range of responses and vies form respondents form other sub-sectors other than governance CSOs. Further, the studies could focus on other factors that may influence talent management other than those that have been considered in this study. Future research may also expand area of study to focus on public sector

including ministries, departments, agencies and parastatals.

REFERENCES

- Alavi, T., & Leidner, P. (2011). Managing customer support knowledge. *California Management Review*, 40(3), 195–208.
- 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
- Allen, D. G., & Shanock, L. R. (2013). Perceived organizational support and embeddedness as key mechanisms connecting socialization tactics to commitment and turnover among new employees, *Journal of Organizational Behavior*, 34 (3), 350 – 369.
- Ashton, C., & Morton, L. (2005). Managing talent for competitive advantage. *Strategic HR Review*, 4(5), 28-31.
- Barney, J. B. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 17, 99-120.
- Bhatnagar, J. (2007). Talent management strategy of employee engagement in Indian ITES employees: key to retention. *Employee relations*, 29(6), 640-663
- Bluestein, D (2010). *Becoming a Win-Win Teacher, beginning strategies for an educator*, Corwin Press.
- Bryant, P. C., & Allen, D. G. (2013). Compensation, benefits and employee turnover: HR strategies for retaining top talent. *Compensation & Benefits Review*, 45 (3), 171 – 175.
- Breaugh, J. A., & Starke, M. (2010). Research on employee recruitment: So many studies, so many remaining questions. *Journal of Management*, 26 (3), 405 – 434.
- Chemingich, M. (2009) *The Prospects of Civil Society Driven Change in Kenya, Discourses on Civil Society in Kenya, 2009*
- 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
- Coff, R., & Kryscynski, D. (2011). Drilling for micro-foundations of human capital based competitive advantages. *Journal of Management*, 37, 1429 – 1433

- Cooke, F. L., Saini, D. S., & Wang, J. (2014). Talent management in China and India: A comparison of management perceptions and human resource practices. *Journal of World Business*, 49(2), 225-235.
- Deery, M (2015). Talent Management, Work-Life and Retention strategies, *International Journal of Contemporary Hospitality*, 20(7), 792-806
- Gavino, M. C., Wayne, S. J., & Erdogan, B. (2012). Discretionary and transactional human resource practices and employee outcomes: The role of perceived organizational support. *Human Resource Management*, 51, 665 – 686
- Gupta, N., & Shaw, J. D. (2014). Employee compensation: The neglected area of HRM research. *Human Resource Management Review*, 24 (1), 1 – 4.
- Emerson, R.M. 1976. Social Exchange Theory. *Annual Review of Sociology* 2:335–62.
- Farooq, O., Payaud, M., Merunka, D., & Valette-Florence, P. (2014). The impact of corporate social responsibility on organizational commitment: Exploring multiple mediation mechanisms. *Journal of Business Ethics*, 125(4), 563-580.
- Holtbrügge, D., & Ambrosius, J. (2015). Mentoring, skill development, and career success of foreign expatriates. *Human Resource Development International*, 18, 278 – 294.
- Kagwiria, M.L (2017). *Employee perception of talent management strategy and staff retention at Deloitte and Touch*, Unpublished MBA Project, University of Nairobi
- Kraimer, M. L., Seibert, S. E., Wayne, S. J., Liden, R. C., & Bravo, J. (2011). Antecedents and outcomes of organizational support for development: The critical role of career opportunities. *Journal of Applied Psychology*, 96, 485 – 500
- Lockwood, N. R. (2006). Talent management: Driver for organization success. *Research Quarterly*, 1-13.
- Meglino, B. M., Ravlin, E. C., & DeNisi, A. S. (2011). A meta-analytic examination of realistic job preview effectiveness: A test of three counterintuitive propositions. *Human Resource Management Review* 10, 407 – 434
- Messmer, M. (2006). Four keys to improved staff retention. *Strategic Finance*, 88(4), 13-14.
- Mitchell, T. R., Holtom, B. C., & Lee, T. W. (2011). How to keep your best employees: Developing an effective retention policy. *Academy of Management Perspectives*, 15 (4), 96 – 108.
- Moturi, A.K (2013). *Talent Management as a Source of competitive advantage for Kenya Data Networks Ltd*, Unpublished MBA Project, University of Nairobi

- Ochieng, P.K (2016) *Relationship between talent management practices and employee retention at DHL supply chain Kenya*, Unpublished MBA Project, University of Nairobi.
- Oladapo, V. (2014). The impact of talent management on retention. *Journal of business studies quarterly*, 5(3), 19.
- Perrine, P. (2015). Integrating talent management. *Human Resources Management*, 36(2)
- Peteraf, M. A. & Bergen, H (2003). The cornerstones of competitive advantage: A resource-based view. *Strategic Management Journal*, 14 (3), 179 – 191.
- Peterson, S. J., & Luthans, F. (2006). The impact of financial and nonfinancial incentives on business-unit outcomes over time, *Journal of Applied Psychology*, 91 (1), 156 – 165.
- Riordan, M. H., & Williamson, O. E. (1985). Asset specificity and economic organization. *International Journal of Industrial Organization*, 3, 365 – 378
- Sandhya, & Kumar, P.D (2011). Employee retention by motivation, *Indian Journal of Science and Technology*, 4(12), 1478-1482
- Schuler, R., & Tarique, I. (2012). Global talent management: Theoretical perspectives, systems, and challenges. In G. K. Stahl, I. Björkman, & S. Morris (Eds.), pp 205–219. *Handbook of research in international human resource management*. Cheltenham, England: Edward Elgar
- 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.
- 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.
- Wanyande, P. (2009), *Civil Society and Transition Politics in Kenya: Historical and Contemporary Perspectives, Discourses on Civil Society in Kenya, 2009*.
- Yamamoto, H. (2011). The relationship between employee benefit management and employee retention. *International Journal of Human Resource Management*, 22, 3550 – 3564.
- 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

APPENDIX I: QUESTIONNAIRE

SECTION A: GENERAL INFORMATION AND BIO DATA

- 1.. Name of the organization (Optional).....
2. What is your highest level of education qualification?
 - a) Secondary () b) Tertiary College ()
 - c) Post Graduate () d) Secondary ()
3. For how long have you worked with the organization?
 - a) Less than five years () b) 5-10 years ()
 - c) 10 – 15 years () d) Over 15 years ()
4. At what level of management are you?
 - a) Lower Level () b) Middle level ()
 - c) Top Level () d) Others (Specify) ()
5. How many employees are there in your organization?
 - a) Less than 50 () b) 50 – 100 ()
 - c) 100 - 200 () d) Over 200 employees ()

Section B: Talent Management Practices

5. Below are innovation strategies on the banking industry. Please indicate the extent to which the following strategies are applied in your organization. Key:

5 - Very great extent 4 - Great extent 3 - Moderate extent 2 - Little extent

1 - No extent

	Recruitment	1	2	3	4	5
1	My organization employs realistic job previews during its recruitment					
2	The organization adopts multi-channel recruitment system					
3	The organization adopts employee referral system to increase retention rate					
4	We undertake critical skill gap to identify the needs					
5	My organization uses free-lancing as a recruitment process					
	Performance Management					
1	The organization links performance appraisal to rewards and promotion					
2	The organization fast tracks promotion of performing employees					
3	My organization links competence to rewards					
4	My organization uses mostly financial rewards					
5	My organization mostly uses social rewards					
	Succession Planning					
1	There is a systematic way of determining critical roles within the organization					
2	The education carries out continuous managerial education					
3	The organization identifies and assess possible successors					
4	The organization provides appropriate skills and experience to possible successors					
5	Internal job rotation is encouraged in the organization					
	Training and Development					
1	The organization sponsors qualification based higher education					
2	We offer overseas training qualification					
3	We have in-house learning and training programs					
4	Leadership development programs exist in the organization					
5	Succession planning programs are provided in the organization					
	Career Management					
1	Mentoring programs exists in the organization					
2	Career planning programs are available in the organization					
3	The management builds esteem on the higher performance employees					

4	We provide feedbacks on employees performance					
5	The organization invites consultants to offer career talks to staff					

What other talent management practice does your organization undertake in enhancing employee retention

.....

Section C: Employee Retention

6. In your opinion, has the talent management strategies employed by your organization improved employee retention rate? Explain

.....

7. How would you rate the following retention practices in the organization?

Using the following rating; 5 = to a very large extent, 4 = Large extent, 3 = Moderate extent, 2 = Small extent, 1 = Very small extent

Statement	1	2	3	4	5
We offer exciting work environment					
We guarantee career growth					
The organization offers fair pay					
We have a supportive management team					
The relationship between the management and staff is good					

What other aspect of employee retention does the organization practice

.....

THANK YOU SO MUCH FOR YOUR TIME

APPENDIX II: LIST OF GOVERNANCE AND CIVIL SOCIETY ORGANIZATIONS IN NAIROBI, KENYA

1. Institute of Economic Affairs
2. Transparency International
3. Centre for Minority Rights Development
4. International Commission of Jurists (ICJ-KENYA)
5. Institute of Economic Development
6. United Disabled Persons of Kenya
7. Constitution and Reform Education Consortium
8. National Muslim Civic Education Consortium
9. National Council of Churches of Kenya
10. Kenya Muslim Youth Alliance
12. Uraia Trust
13. International Foundation for Electoral System (IFES)
14. National Democratic Institute (NDI)