EFFECT OF TALENT MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE AMONG MOBILE TELECOMMUNICATION FIRMS IN KENYA

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DECLARATION

I hereby declare that this research project is my original work and has not been presented in any other institution.

Signature ……………………………….. Date …30|11|2020……….

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REG NO: D61/10621/2018

This research project has been submitted for examination with my approval as the University supervisor.

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DEDICATION

My dedication on this research project goes to my family, my dear husband Job Eipa Lomechu, my late mother Rebeca Joseph Karwani, whose effort have all time encouraged and supported me throughout my life. To my friends, Pamela Omengo, and classmate, Beatrice Katuva, your great contribution to this end has been a blessing.

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ABBREVIATIONS AND ACRONYMS

ANOVA   **:** Analysis of Variance

CAK   : Communication Authority of Kenya

SMS   : Short Message Service

SPSS   **:** Statistical Package for Social Sciences

WFP   : World Food Programme

ABSTRACT

The fact that we have modern competitive labor market, the main aim for most organization is the quest to attain performance levels that are high through utilizing human capital. Consequently, the management of talent is quickly becoming of high priority for many institutions around the globe. It is imperative for any organization in any part of the world to have a strong as well as positive employer brand if it intends to attract and retain the best talent. By possessing outstanding competencies and abilities, talented individuals are able to propel companies forward. Therefore, the main aim of this project was to analyze as to how practices of talent management affect telecommunication firms 'employee performance. This research adopted the theory of talent management and competence-based view theory. Descriptive survey research design was adopted. Population was 24 telecommunication firms in Kenya. The target respondents were senior human resource personnel or their representatives. The data was obtained using questionnaires which were made reach by means of drop and pick later method and mail. The data analysis was done through descriptive statistics comprising of standard deviation, inferential statistics and means which entailed correlation and regression analysis. This study revealed a significant positive relationship between human resource workforce or planning, recruitment and selection, learning development cycle, rewards policy and employee performance in telecommunication firms in Kenya. The model on Regression analysis established that changes of 45.1% in employee performance among the firms were collectively attributed to the use of the talent management practices. This study made a conclusion that talent management practices are important tools for firms to apply in their endeavor in order to enhance their employee performance levels. Based on findings, human planning had a greater impact on employee performances, with learning and development practices following while rewards management and recruitment and selection had the least effect on telecommunication firms' employee performance in Kenya. Hence, it is of importance that managers and partners of the firms that are due to practice talent management practices to do so to enhance employee performance in today's competitive business environment. Advisable too that telecommunication industry' management need to discover good strategies to direct in managerial of talent.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The Concept on talent management has attracted considerable attention from leading human resource scholars and practitioners. This attention in scholarly literature is due to the fact that effective talent management practices have been heralded as a source of improved employee performance (Berger & Berger, 2003; Burbach & Royle, 2010; Capelli, 2008). Empirical studies on talent management have common belief that management of talent practices is related with various practices of human resources like training, development, retention and recruitment of talented high performing employee (Lewis & Heckman, 2006; Armstrong & Baron, 2008). The above studies suggest that deployment of properly chosen individuals to the correct position and training and development of the applicable competence on strategic business objectives is related with improved performance of employee and is considered important for the success of an organization (Lewis & Heckman, 2006; Collings & Mellahi, 2009; Tarique & Schuler, 2010).

Two theories namely; talent management and competence-based theory guided this study. According to talent management theory of the firm, no other resource except talent which is able to offer a firm with competitive advantage that is sustainable and consequently all the decision making and attention of the firm ought to be directed on talent competitive capacities resulting from it (Roberts, 2008). Competence based view theory advanced by Sanchez (2001) argues that the reason of a firm utilizing competence is so as to achieve the set goals. The competence based perspective basis is founded on the way it approaches the nature of knowledge and the learning process discussion (Sanchez, 2001). Competence-based talent management is very attractive

since it is intuitively related to the main goal of talent management, successful team building and the maintenance of competencies.

In Kenya and more particularly in the telecommunication firms, talent management has been gaining more attention. This relates to shortage of highly talented employees as a result of increased competition for the similar well of talents by companies. Winning success in the diversifying demands of customers, institution strive to recruiting and hiring staffs who are competent and professionally qualified so as to attain improved efficiency leading to reduced costs (Moturi, 2013).

1.1.1 Talent Management Practices

Armstrong (2008) observes talent management practices comprise of a variety of activities that various organizations adopt. These take account of human resource planning strategy, talent audit, attraction and retention programmes and policies, management of talents, task development, total reward, management of performance, career management and learning and development. Dessler (2011) argues that talent management entails the coordination of different human resource activities such as acquisition of workforce, assessment, retention and development.

This study adopted Khan's (2017) definition of talent management as workforce planning, selection and recruitment, learning and development, and rewards management. Workforce planning is a critical analysis of human resource requirements so as to make sure that the ideal employees' number is available with the essential skills when they are required in the organizations (Cherian, 2011; Vareta, 2010). According to Saks (2005), recruitment comprises all actions and processes employed by a firm so as to identify and attract people with capabilities to help it in the attainment of its strategic objectives. Selection comprises the activities used by the organization to

assess people in order to make decisions regarding their suitability to be absorbed into the organization in order to perform specific tasks.

According to Armstrong (2008), reward management programmes and policies are top components in talent development and making sure that individuals obtain and enhance the competencies and skills needed. Learning and development engagements are vital way for developing managers and helping them in attainment of the skills needed to better perform their current responsibilities. The key objectives of compensation and reward programs include: to attract qualified individuals to join the firm; to encourage the employees to report to work and to motivate the workers to attain high performance levels for organizational competitiveness (Ivancevich & Matteson, 2002).

1.1.2 Employee Performance

As per the organizational setting, the performance is commonly referred to as the contribution made by individual towards the realization of the organizational goals. In service oriented companies, employees are the primary cause of competitive advantage (Luthans and Stajkovic, 1999; Pfeffer, 1994). More so, employees are perceived to be assets or resources by the commitment performance approach and their voiced is valued. Organizational performance is greatly influenced by the performance of employees. In the past employee performance was referred to mean what an employee is doing or is not doing. Performance of employees can be measured by means of; quality of products, quantity of output, cooperativeness, effective timeliness of output or availability at the place of work (Güngör, 2011). Macky and Johnson noted that the organizational performance could be improved by an improvement in the performance of an individual employee and performance can be established through distribution of results attained, performance could be measured through use of different parameters

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that explain the pattern of employee's performance over a period of time. Darden and Babin (1994) on the other hand posit that employee performance is a system of rating adopted by various companies in deciding the output and capabilities of an employee. Additionally, opinion of service quality by consumers has been associated with better performance of employees while brand switching and customer complaints has been associated with poor performance of employees.

In conclusion, employee performance can be basically referred as to the related activities which are expected of an employee and how well they perform those activities. Therefore, so as to assist employees in identifying suggested areas of improvement, most human resource managers normally appraise their employee performance either on annual or quarterly basis. The common perception is that the employee's performance is affected by factors for example working condition, profits, salaries, training, development and motivation that their employer undertakes (Obisi, 2011). Measures of employees' performance comprise productivity, efficiency, effectiveness, quality of output and profitability (Ahuja, 2012).

1.1.3 Mobile Telecommunication Firms in Kenya

In Kenya, the mobile communication has been documented as the most vibrant sector. It has been growing tremendously over the last couple of years. The mobile service operators offer services such as the internet, the SMS, email, video conferencing and voice services as well as mobile money transfer. The Kenyan mobile telecommunication industry has three main players: Safaricom, Airtel Kenya and Telkom Kenya following each other in that order in terms of market share and dominance. The industry's dynamism has contributed greatly to the growth in the country's economy. The prices in the sector have dropped by over 70% since 2016 in

effect of increasing number of industry's players and also through control by the Communications Authority of Kenya (CAK, 2019).

Technological innovation in the industry such as mobile money transfers and mobile internet access has led to increase in the number of subscribers. There has been accelerated demand for mobile telephone, owing to availability of cheap handsets. These companies compete on the products and services they offer although the products and services are similar. Although the markets were distinct, discrete and recruitment and selection formally, they have passed over the old boundary by investing massively on capital which mostly come from private stakeholders (CAK, 2018).

Success in the communications sector is largely driven by creativity and innovation. This, in turn, depends on the right mix of human resource or talent management practices. One of such practices is goal-setting. Salalaman et al. (2013) additionally related the goal theory to performance management by noting that goals set by an employee performs a task in enhancing motivation improving better engagement. Research in the telecommunication industry is thus crucial for purposes of analyzing the status of talent management practices and ultimately assists the firms to establish workforces that are willing and have initiative of improving the firms' performance, in line with Vision 2030 policy document.

1.2 Research Problem

In today's competitive labor market, main concern for most organization is the quest to attain performance levels that are high through utilizing human capital. Consequently, management of talent practices is quickly becoming a priority for many institutions around the globe. It is imperative for any organization in any part of the world to have a strong as well as positive employer brand if it intends to attract and retain the best

talent. By possessing outstanding competencies and abilities, talented individuals are able to propel companies forward (Cappelli, 2008). According to the literature review it is shown that talent management practices are yet to be embraced and in fact it is at the beginning stages and henceforth its impact on employee performance is not well understood (Vaiman & Holder, 2011).

Talent management theory recognizes that talent is the chief resource that may empower a firm to maintain and sustain competitive advantage, and, thus organizations must emphasize the attraction and retention of a talented work force to enhance performance (Roberts, 2008). Competence based theory argues that by employing persons with the required competencies in regard to behavioural capabilities and tendencies and placing them in appropriate position as per their competencies leads to its workers' overall competence and ability to execute tasks and performance successfully (Sanchez, 2001).

In modern competitive economy, telecommunications firms ought to continually capitalize in human capital. Human resource managers in their roles of business partner works closely with senior management with the agenda of attracting, hiring, developing and retaining talented employees. Though scarcity of competent employees and competitive working environment results into cultural and economic challenges as talents crosses borders. Because of workforce inclinations for example global supply chains, changing demographics and easier global mobility, there is need for telecommunication firm to reconsider how they approach talent management so as to get most out of the talent.

There are International studies that have been carried out in relation to this area of research. Bibi (2018) aimed on ascertaining how practices of talent management affect employee performance in Pakistan healthcare companies. The results of the study

discovered that talent practices which were coaching and mentoring, reward management, recruitment and selection, learning and development for talent retention significantly influenced the employees' performance. In regard to a case study to link between rewards and employee performance, Aqib et al. (2015), linked positive rewards to commitment of the employees to the organization. Frequent rewards motivate employees and boost their confidence. The results show intrinsic and extrinsic rewards have important results on the employee performance. Maya (2013) aimed on determining the effect of management of talent on organizational efficiency and employee performance in Chennai city of India. The findings discovered that organization efficiency and employee performance had a significant relationship with talent management. All these studies were conducted in a different context to find the association amongst practices of talent management and employee performance for employees' performance.

Locally, Wandia (2013) did an investigation in relation to the management of talent practices as the origin of the symphony (K) Ltd's competitive advantage. The results showed that effective talent management influenced a firm's financial performance. Moturi (2013) examined management of talent as stream for Kenya Data Networks Ltd.'s competitive advantage. The research established that talent management enhanced employee competency and efficiency leading to improved quality of service offering and thus enhanced competitiveness. Gitonga (2016) undertook an examination on tools of talent management among competitive advantage of Kenyan commercial banks and generation Y which resulted to talent management strategies having influence on competitiveness. Despite these studies revealing presence of a positively significant relationship amongst performance and talent practices, they did not investigate if this was still the case for Kenyan mobile telecommunication firms. The

present study aimed at filling the research gap through answering the question, what is the effect of talent management practices on employee performance among mobile telecommunication firms in Kenya?

1.3 Research Objective

The objective of the study was establishing effect of talent management practices on employee performance among mobile telecommunication firms in Kenya.

1.4 Value of the Study

This study is of importance to the current theories by either supporting or challenging them through research findings. This study may provide an insight in understanding management of talent practices and performance of employees. It may too form a foundation for future research on talent management practices among telecommunication firms and all firms in general.

The study may be useful to managers and management in general in informing them on talent management practices as an instrument for effective performance of employees among telecommunication industry. Importantly, the study may educate clients appreciating the state of talent management practices and employee performance among mobile telecommunication firms.

Further, the Communication Authority of Kenya (CAK) the regulator, would center around policy decisions designed to promote as well as sustain high employee management practices and good governance. The study may help to support policy considerations in this sector. Such policy considerations may be significant in improving the strategies for improving effectiveness and performance of telecommunication firms so as to improve their efficiency for the advantage of their customer base.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Research related to talent management practices in association with performance of the employee is taken in-depth in this section. This section analyzes the theories guiding the study, summarizes the gaps and identifies the contradictions in the empirical literature.

2.2 Theoretical Foundation

The talent management theory and competence-based theory are the two theories which this study was anchored on.

2.2.1 Talent Management Theory

Talent theory argues that the only resource that offers highly sustained competitive advantages is talent and thus decision making and attention of the firm need to primarily focus towards talent management and the competitive advantages accrued from it (Roberts, 2008). The firm is perceived as an establishment that is talent integrating. Talent resides within and inside individuals; through provision of arrangements of co-operation and co-ordination of highly talented employees the firm primarily consolidates the individual talents. The firm examines the organizational processes across these structural set ups used by individuals to take part in creation of talent, deployment and storage (Roberts, 2008). The discussion as to what leads to competitive advantage has witnessed a change in paradigm from balance of competitive advantage forces and external positioning, towards apprehending internal resources vital to sustained effectiveness of the organization (Wright et al., 2009).

Fegley (2006) states that the following constitutes talent management model; strategy and systems that are integrated which are tailored to boost recruitment processes,

development and retention of individuals who possess prerequisite skills to meet the organization's current needs and future needs. Talent management is important to each human resource department. Previously, the recruiting, retention, training, development and compensation were perceived as independent. Talent management ideology seeks to break these factors to one strategy; in order to identify the skills required to undertake the future business plans; to identify the existing gaps amongst the skills needed and competence existing in the firm and to advance methods to ceiling the gaps.

This theory is applicable to the present study as it identifies that talent is the main resource that may enable a firm to maintain and sustain employee performance, and, thus organizations must emphasize on the attraction and retention of the talented employees. Firms' contribution is neither the creation nor acquisition of talent but rather a talent integration institute since talent grows from the minds of individuals and companies only provide the structural arrangements for co-operation and coordination between the gifted workers. Mobile telecommunication firms are of need to therefore come up with effective workforce planning measures, develop a good criterion of selection and recruitment, be actively involved in learning and development and develop competitive rewards management systems and this may bring about better improving performance of the employee.

2.2.2 Competence Based Theory

Theory of competence was explored by Sanchez (2001). It argues that organizations need use competence to meet the set goals. Sanchez (2001) argues that the root of the competence-based view theory is founded in its dimension of the state of knowledge and contribution to the learning cycle. A major attribute to this perspective is

conversion of a talent into competence that is attained via learning processes, involving individual, groups as well as the organization (Sanchez, 2001).

A strong correlation exists between the competency-based talent management theory and the ultimate talent management goal. This means that by employing persons with the required competencies with consideration to behavioural capabilities and tendencies, an organization can improve its workers' overall competencies and their abilities to execute the tasks. The capacity to institute competencies within individual personnel to demonstrate job competencies is highly promising for organizations that have previously had difficulties in quantification of their performances. The definition of this concept vary depending on the context and it is important to understand that different behavioural approaches result to positive outcomes of same magnitude (Stahl et al., 2007).

Rather than struggling to describe effective performance in terms of a well-prescribed task, this situation presents the problem of capturing the behaviours related to service which often lead to a positive reaction by the customer. Competency modelling is a change management process that require effective communication and careful assessment pre, post and when conducting implementation. Competency models are able to define and promote organizations talents brand if they are properly executed (Stahl et al., 2007). This theory is related to the objective of learning and development as it recognizes the role played by learning process in enhancing employee performance among firms.

2.3 Talent Management Practices and Employee Performance

Bibi (2018) aimed on determining how practices of talent management impact employee performance in Pakistan healthcare companies. A sample of 364 employees

who worked in healthcare organizations were the study sample which was derived from the population using convenience sampling method. A cross sectional design and quantitative approach was utilized. Data collected using questionnaires. Outcome of study discovered that practices of talent management which were coaching and mentoring, learning and development, recruitment and selection and compensation for talent retention significantly influenced the employees' performance. Through case study to show the link between rewards and employee performance.

Ndolo, Kingi and Imbua (2017) aimed on examining how talent management practices affects the performance of employee in Kenyan commercial based state corporations. In selecting 55 purely commercial state corporation stratified random sampling was utilized. Miller and Brewer's (2003) sampling method was used to select 48 parastatals out of the population of 55 parastatals. Questionnaires used to collect quantitative data. Multiple regression adopted to evaluate how talent management affected employee performance. ANOVA was utilized in testing the hypotheses of this research. The study results brought out that developing talent positively affected the employee's performance in the Kenya commercial based state corporations. More so, career development and work life balance were found to be positively related with the employee performance in the Kenya commercial based state corporations.

Mkamburi (2017) aimed on evaluating effect of managing talent on performance of World Food Program (WFP). In particular, the study aimed on determining talent acquisition influence of WFP performance in order to evaluate effect of training and development of highly talented personnel of WFP performance in Kenya. The Research embraced Descriptive survey research design. Population of the study was 216 employees with supervisory roles working in WFP in Nairobi. Data was gathered using

questionnaire. Through use of SPSS software version 22, data was analyzed for inferential statistics (regression and correlation) and descriptive statistics (mean, standard deviation, percentages). From the findings, it was found out that, recruitment and deployment of talents and training practices had a statistically strong association with World Food Program's employee performance.

Gitonga (2016) undertook an examination on management strategies of talent among competitive advantage of the Kenyan commercial banks and generation Y. Research objective was ascertaining the association Kenyan commercial banks' competitive advantage with strategies of talent management which were; procurement, development and retention of human resources as applied to employee (generation Y). To realize objectives, descriptive research design was applied. All commercial banks, 43 in number in Kenya formed the population. Semi structured questionnaires were used to collect primary data. Inferential statistics together with descriptive statistics were adopted to analyse the collected data. This research project discovered that strategies of talent management to a large extent were attributed to the Kenyan commercial banks' competitive advantage. The recommendation of this study was that Generation Y strategies of talent management be considered by Kenyan commercial bank when formulating policies. They should also adopt best HR practices which adds onto human capital management to help them attain competitive advantage.

Hooi (2015) sought to determine the impact on organizational performance caused by talent management in multinational corporations by using Human Resource strategies and management development, and analyzing the facilitating contribution of employee involvement in relation to organizational performance and strategic HR inputs. The study surveyed the top ten global multinational corporation as per 2013 Fortune

Magazine and a total of 498 responses were obtained. Using stratified sampling technique respondents from LinkedIn were selected. The hypothesized relationships of the model were tested by use of PLS-SEM. A positive association amongst, employee engagement and institutional performance and strategic HR was established.

Mangusho, Murei and Nelima (2015) sought to determine how employees' performance was affected by talent retention, evaluate the effect of attraction of talent, learning cycles and development practices on the Kenyan beverage industry's employee performance. A descriptive research design was adopted and 2,500 Del Monte Kenya employees were the target population. 83 employees were selected according to their job cadres using stratified sampling method adopted by the study. The frequencies, percentages and standard deviation were the used. The study recognized that ultimate performance was as a result of the job retention that motivated the employees of Del Monte.

Gathiga (2014) sought to analyze the extent to which organizational competitiveness is impacted by effective talent management. There were three specific objectives guided that this study: (i) To evaluate the degree to which selection and recruitment process impacts talent management for organizational competitiveness (ii), To establish the extent as to how reward system and recognition impacts talent management for organizational competitiveness, and (iii) To determine the degree to which human capital development impacts talent management for organizational competitiveness. The research design nature was descriptive focusing on Company X that was before referred to as an international agribusiness company. The researcher used a questionnaire to collect the information needed. The following major findings were included in the study: On Selection and recruitment, it was found out that majority of

employees believed that, it was done through a free and fair manner and that an opportunity was given to them to apply for vacancies when they fell vacant. On reward and recognition, a significant number, majority felt that the benefit package that they received was not equitable. Finally, on human capital development, the majority of the employees expressed that the level of training and development was good, they were rewarded for learning, provided for career growth, and they were happy with their career advancement prospects. Although this study has a close relationship in the current study, its specific objectives were different with the ones in the current study and it was also carried out in a different context.

Keoye (2014) did a case study of Comply Industries in Nakuru aimed in determining effect of talent practices on organizational employee performance. Study's objective was to investigate whether targeted talent management impact organization performance at Comply industries ltd. 419 people was the target population, consisting of 44 Heads of departments/Managers, 165 staff in general (marketing, accounting, finance) and 210 managerial staff at a lower level (grounds men). The descriptive research design was adopted whereas qualitative data was collected by means of interview guide and quantitative data through questionnaire. Through assistance of SPSS software, descriptive statistics analyzed quantitative data. The results discovered that management of talent enriched behavior and attitude of the employee towards work. Development of a talent culture is recommended by the study so that conversations of talent become suitable across the organization and hence encouragement of individuals to expanding their networks. The current study focuses on employee performance while the previous study focused on organization performance.

Maya (2013) addresses the way in which practices of talent management assist in enhancing the employee performance and the part it performs in efficiency of organizations. In ITSP's in Chennai city is where the survey was carried out. Top five companies as per the ranking of NASSCOM were chosen and the samples were collected from the software development team, were the job turnover is quite high. Friedman analysis together with Chi square test was applied in analyzing the data. As indicated in the findings there was a strong significant relationship amongst performance and efficiency of organizations and the part performed by talent management.

Moturi (2013) aimed on determining the management of talent role as a resource of c Kenya Data Networks' competitive advantage. The research design used was a case study where the respondents chosen were seven senior managers at Kenya Data Networks who participated in the strategic process of talent management at the organization. Interview guide was the tool employed in collecting data. The study findings were that the financial performance of a firm is affected by effective talent management and this was reflected in increased sales revenue, productivity and market share within the period following the adoption of the strategy. Moreover, as a result of resultant teamwork in the organization, there were improvement in innovation and product development within the period. Although this study is related to the current study, it was qualitative in nature while the present research study is quantitative in nature.

Wandia (2013) aimed on determining effect of talent management as a source of Symphony (K) Ltd sustainable competitive advantage. A case study was a research design applied where respondents chosen were Symphony seven senior managers who

participated in the talent management strategies processes at the organization. Interview was the tool employed in data collection. From findings, organizational performance is massively affected by the choice of talent management strategy. The study findings were that the financial performance of a firm is affected by effective talent management and this was reflected in increased sales revenue, productivity and market share within the period when the adoption of the strategy. This study just like Moturi (2013) was qualitative in nature while the current study is quantitative in nature.

2.4 Summary of Literature Review and Research Gaps

Locally, different studies on talent management and employee performance have been carried out but there exist conceptual, contextual ad methodological gaps that the current study sought to leverage on. Mkamburi (2017) sought to evaluate management of talent influence on performance of WFP. Although this study is related to current study, the operationalization of strategic management practice differs. Moreover, the current study considers all the mobile telecommunication firms while the study was a case study.

There are also methodological gaps. Wandia (2013) studied the origin of competitive advantage at the symphony (K) Ltd to be talent management. The results showed that a firm's competitive advantage was influenced by effective talent management. Although descriptive design was adopted by the research just like the current study, the methodologies were different as it was qualitative in nature relying on interview guides to collect data and applying content analysis as the procedure for data analysis while the current study is quantitative in nature relying on questionnaires as the data collection instrument and inferential and descriptive statistics as aids in data analysis. The study by Moturi (2013) that pursued to examine effect of talent management as a stream for

Kenya Data Networks Ltd's competitive advantage was also descriptive just like the current study but the methodologies are quite different as it was qualitative in nature.

Contextually, there exist studies whose findings could not be generalized to the current study because they had the same or closely related objectives but focused on different contexts. Gathiga (2014) had three objectives that were similar to the current study but focused on an international agribusiness firm referred as firm Y and therefore the findings cannot be used to represent mobile telecommunication firms as the contexts are different. Gitonga (2016) also conducted a similar study and had closely related objectives but the context was banking sector and hence the results cannot be used to represent the present context. The research study by Keoye (2014) that focused on organizational performance as the dependent variable was also closely related to the present study while the current study focuses on employee performance. It is due to these conceptual, contextual and methodological gaps that the present study was conducted.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The study entails the methodological approaches undertaken in carrying out the research. It comprises the following subsection; research design, data collection method and data analysis.

3.2 Research Design

Khumar (2005) described it as that method that is procedurally acquired by the researcher and which empowers the researcher to respond research questions accurately, validly, objectively, and economically. Wanyama and Olweny (2013) suggested that research design aims at enabling the researcher to organize an operational plan for use in stages of the study.

Research design adopted was descriptive cross sectional. Major aim of a descriptive study is figuring out the where, how and what of a situation (Cooper & Schindler, 2008). The suitability of this design in this research study was based on the fact that data was collected across different organizations over a certain period.

3.3 Population of the Study

The population target is denoted as a group of people or elements with same features or traits (Kothari, 2004). In current study, the population target was the 24 telecommunication firms in Kenya as at 31st December 2019 (Appendix II). Respondents were persons in charge of the human resource department or their senior representative. It employs a census study as it involved all the firms in the industry.

3.4 Data Collection

It is the methodology embraced to acquire pertinent information on the items of interest in predetermined systematic way which allows the researcher respond the specified research question and test hypotheses (Khan, 2008). A primary data from the respondents was gathered by means of questionnaires. Justification on the use of questionnaire is that it provided efficient and cost effective means of collecting large amount of data within minimal period of time.

The questionnaire comprised five-point- likert-type scales starting from one (the lowest point) to five (the highest point). It was divided into three sections, namely organization and employees' profiles, practices of talent management and employee performance. Researcher dropped the questionnaire to two senior managers in the human resource department who were assumed to be well conversant with talent management strategies. Effort was made to ensure the return of questionnaires issued to the respondents. In order to realize this is achieved, register of questionnaires issued and returned was maintained.

3.5 Data Analysis

Primary data was obtained and inputted into SPSS. Analyzing the descriptive elements of the study descriptive statistics consisting of means, frequencies standard deviation and percentages was used. Correlations and regression analysis was used to draw inferences to the entire population. Multiple regressions analysis model was adopted for testing the relationship between talent management practices on employee performance. Employee performance being dependent variable while independent variables included workforce planning, recruitment and selection, reward management and learning and development: multiple regression model was adopted.

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

Where; Y= Employee performance

α = Constant Term

β_i = Beta Coefficient of variable

X_1 = Human resource planning

X_2= Recruitment and selection

X_3= Learning and development

X_4= Rewards management

ε =Error term

CHAPTER FOUR: PRESENTATION AND ANALYSIS OF RESEARCH FINDINGS

4.1 Introduction

This section contains general information comprising the response rate and demographic information. It also introduces the descriptive and inference statistics in accordance with the study objectives.

4.2 Response Rate

In survey research, response rate is a percentage of the number of responses obtained in relation to target respondents. Response data presents in Table 4.1.

Table 4.1: Response Rate

Response Rate	Frequency	Percent
Returned	45	93.75
Unreturned	3	6.25
Total	**48**	**100**

Primary Data (2020)

Table 4.1 showcases that 48 questionnaires were issued to the two respondents by managers in each of the 24 telecommunication firms in Kenya. Of the 48 questionnaires issued to the respondents, 45 got completed and returned which translated to an overall 93.75% response rate. This is well above the recommended threshold of 70% or above and is consistent with Neil (2009), who stated that a study with 70% response rate and above is sufficient for analysis and drawing conclusions.

4.3 Respondents' Demographics

This section tabulates the descriptive statistics for demographic profiles of the respondents.

4.3.1 Gender Representation

The Target population were requested to specify their gender. Study results showcases the proportion of respondents who were male as 51.1% while the rest 48.9% were female. This depicts that the telecommunication firms uphold gender diversity as it finds out that no great difference in the number of male and female employees among respondents targeted. Results present in Table 4.2

Table 4.2: Gender Distribution

Gender	Frequency	Percentage
Male	23	51.1%
Female	22	48.9%
Total	**45**	**100%**

Primary Data (2020)

4.3.2 Age of the Respondents

The study researcher was interesting in finding the respondents' age. Results present in Table 4.3.

Table 4.3: Respondents' Composition

Age	Frequency	Percentage
21-30	2	4.4%
31-40	16	35.5%
41-50	18	40%
51 and Above	9	20%
Total	**45**	**100%**

Primary Data (2020)

Results in Table 4.3 illustrate largest proportion of respondents (40%) that were aged between 41-50 years, 35.5% age bracket was 31-40 years, 20% were aged 51 and above while the least percentage (4.4%) were between 21-30 years. The results postulate that most human resource managers in the telecommunication firms are relatively young.

4.3.3 Highest Level of Education

Target respondents were requested to highlight their highest level of education. Table 4.4 presents the results. Results present that the largest proportion (66.7%) had master's degree while 33.3% had bachelor degrees. None of the respondents had a PhD but all of them had at least a first degree. The implication of the results is that telecommunication firms in Kenya are keen to hire staffs that are educated. In most cases, high level of educated is associated with competence and mastery of requisite skills required to execute one's duties at the place of work.

Table 4.4: Distribution of Respondents by Highest Level of Education

Education	Frequency	Percentage
First Degree	30	66.7%
Masters	15	33.3%
Total	**45**	**100%**

Primary Data (2020)

4.3.4 Years in the Firm

The respondents had spent varied number of years with their current employer. The duration with an organization can be used as an indicator of their level of knowledge of internal organizational processes, capabilities, and success.

Table 4.5: Years of Service in the Firm

Number of years	Frequency	Percentage
Less than 1 year	6	13.3%
1-3 years	15	33.3%
4-7 years	18	40%
8 years and above	6	13.3%
Total	**45**	**100%**

Primary Data (2020)

The results in Table 4.5 indicated that 40% had worked with the current employer for 4-7 years, 33.3% for 1-3 years, 13.3% for less than 1 year and another 13.3% for 8 years and above.

4.4 Descriptive Statistics for the Key Variables

This subsection describes descriptive findings for each of the variables under study, presented in terms of percentages, means and standard deviations.

4.4.1 Human Resource Planning

The mean and standard deviation of the specific attributes of Human resource planning were presented in Table 4.6. From the table, the telecommunication firms have adopted human resource planning to a great extent. It is supported by the fact that on a five-point likert scale, the mean score for attributes related to human resource planning was greater than 3 which is above the midpoint of 2.5. The mean score for having the right personnel in the right places was 4.3, standard deviation of 0.5, implying a number of respondents agreed that they practice this form of human resource planning. The respondents also agreed that their organization's human resource planning is long term oriented.

The descriptive statistics further brought out that human resource planning is carried out broadly and consistently across all departments, that the organizations forecasts their manpower and talent requirements on a timely basis, that the firms stress on identifying of skills gaps amongst their personnel to a great extent and that the firms undertakes job analysis so as to plan for the right skills to a great extent. The statement that the firm human resource planning is long-term oriented had the greatest mean implying that this was practiced to the greatest extent compared to all the other statements. The statement that the firms undertakes job analysis so as to plan for the right skills had the lowest mean, implying that although the firms practice this form of human resource planning, it was the least practiced.

Table 4.6: Descriptive Statistics for Human Resource Planning

Statement	N	Mean	Std. Dev
Our organization has the right personnel in the right places	45	4.3	0.5
Human resource planning in our organization is long-term oriented	45	4.4	0.7
Human resource planning is carried out broadly and consistently across all departments	45	4.2	0.8
This organization forecasts its manpower and talent requirements on a timely basis	45	4.1	0.6
This organization stresses on identifying of skills gaps amongst its personnel	45	3.8	0.5
This organization undertakes job analysis so as to plan for the right skills	45	3.6	0.8
Average		**4.07**	**0.65**

Primary Data (2020)

4.4.2 Recruitment and Selection

The specific attributes of recruitment and selection were as presented in Table 4.7. Results demonstrate that the telecommunication firms practice recruitment and selection to great extent. This is due to the fact that on a five-point Likert scale, the mean scores for attributes related to recruitment and selection was greater than 3. The mean score for the statement that recruitment and selection practices in the firms are able to attract the best talent was 4.2 and standard deviation of 0.7 implying it has been practiced to great extent. The mean score for assertion that the telecommunication firms' recruitment processes follow an existing internal talent pool in readiness to occupy vacant or unidentified positions was 3.7 and standard deviation 0.9. Results give implication that the practice has been explored to a greater extent among the telecommunication firms.

The mean score for the affirmation that the telecommunication firms' recruitment process involves managers at all levels was 4.0 and standard deviation 0.7. The mean score for the statement that the firms advance innovative recruitment strategies to

recruit the best individuals was 4.0 and a std deviation of 0.7. Mean score for statement

that telecommunication firms adopt online job advertisements that offer possibility of

a larger recruitment market allowing it attract the talent it needs was 4.0 and standard

deviation of 0.5. Further, means score for the statement that strict procedures are

followed during the selection of candidates after interviews were 4.4 and deviation of

0.4.

Table 4.7: Descriptive Statistics for Recruitment and Selection

Statement	N	Mean	Std. Dev
The practices of recruitment and selection at our organization is able to attract the best talent	45	4.2	0.7
Recruitment processes follow an existing internal talent pool in readiness to occupy vacant or unidentified positions	45	3.7	0.9
The recruitment process involves managers at all levels	45	4.0	0.7
Our organization advances innovative recruitment strategies to recruit the best individuals	45	4.0	0.7
Our organization adopt online job advertisements that offer possibility of a larger recruitment market allowing it attract the talent it needs.	45	4.0	0.5
Strict procedures are followed during the selection of candidates after interviews	45	4.4	0.5
Average		**4.05**	**0.67**

Primary Data (2020)

The statements that strict procedures are followed during the selection of candidates

after interviews had the greatest mean at 4.04, which implies that the respondent agreed

that this is the type of recruitment and selection that they practice the most. The

statement that the telecommunication firms' recruitment processes follow an existing

internal talent pool in readiness to occupy vacant or unidentified positions had the least

agreement and this means that although the respondents agreed that they do this to a great extent, the extent of this recruitment and selection is not as high as compared to the others.

4.4.3 Learning and Development

The mean and standard deviation for the specific attributes of learning and development were as presented in Table 4.8. Results showcase that learning and development is being practiced by the telecommunication firms to greater extent, supported by the fact that on a five-point Likert scale, the mean scores for attributes related to learning and development was greater than 3. The mean score for the statement that the telecommunication firms offer in-house training programs used to develop its employees was 4.2 and standard deviation 0.6, with implication that the respondents came into consensus that telecommunication firms in Kenya practice this to great extent.

The mean score for the affirmation that the telecommunication firms encourages coaching and mentoring by managers was 4.2 and standard deviation of 0.7 implying that it was done to great extent. Thus, mean score for the statement that the telecommunication firms encourage personal career growth and development was 4.0 and a standard deviation of 0.7. On average, the respondents came into consensus that the telecommunication firms' managers are encouraged and supported in their efforts to develop talent to great extent shown through a mean of 3.5 and standard deviation of 0.9.

Table 4.8: Descriptive Statistics for Learning and Development

Statement	N	Mean	Std. Dev
Our organization has in-house training programs used to develop its employees	45	4.2	0.6
Our organization encourages coaching and mentoring by managers	45	4.2	0.7
Our organization encourages personal career growth and development	45	4.0	0.7
In our organization managers are encouraged and supported in their efforts to develop talent	45	3.5	0.9
In our organization training and development is done as a retention strategy	45	4.2	0.6
Our organization has reasonable allocation of resources on training and development	45	4.2	0.7
Our organization conducts evaluation to assess its training needs	45	4.0	0.7
Our organization uses various training methods to achieve its training objectives	45	3.5	0.9
Average		**4.0**	**0.5**

Primary Data (2020)

The mean score for the statement that the telecommunication firms offer training and development as a retention strategy was 4.2 and standard deviation of 0.6, implying that the respondents got into consensus that telecommunication firms in Kenya practice this to greater extent. Mean score for the affirmation that the telecommunication firms allocate reasonable resources to training and development was 4.2 and standard deviation of 0.7 implying that was done to a great extent. The mean score for the statement that the telecommunication firms conducts evaluation to assess their training needs was 4.0 and a standard deviation of 0.7. On average, the respondents came into agreement that the telecommunication firms' uses various training methods to achieve its training objectives to great extent shown by mean of 3.5 and standard deviation of 0.9.

4.4.4 Rewards Management

The specific attributes of rewards management, Mean score and standard deviation, are as tabulated in Table 4.9. Results demonstrate that the telecommunication firms have adopted rewards management to a greater extent, supported by the fact that on a five-point likert scale, the mean scores for attributes related to rewards management was greater than 3. The mean score for the statement that telecommunication firms' rewards are both financial and non-financial was 4.0 and a standard deviation of 0.5 implying that indeed this type of rewards management is being practiced to a great extent.

The mean score for having a clear rewards management policy in the organizations of 3.8 and standard deviation of 0.7. Hence, mean score for organization's total compensation and benefits acting as a strategy to attract and retain the best employees was 3.9 and standard deviation of 0.8. Further, means score of 3.8 for the statement that the organization compensation is competitive and standard deviation of 0.8 indicating an agreement on the statement that most firms have competitive compensation to a great extent. The statement that telecommunication firms' rewards are both financial and non-financial had the highest mean at 4.0 implying that this is the most practiced form of rewards management. This would mean that financial and non-financial benefits is the form of rewards management widely practiced by Kenya's telecommunication firms. Statement on having competitive compensation had the lowest mean at 3.8. This implies that although having a competitive compensation has been practiced to a great extent; it is the least form of rewards management being practiced among telecommunication firms in Kenya.

Table 4.9: Descriptive Statistics for Rewards Management

Statement	N	Mean	Std. Dev
In our organization, rewards are both financial and non-financial	45	4.0	0.5
There is a clear rewards management policy in my organization	45	3.8	0.7
Our organization's total compensation and benefits acts as a strategy in order to attract and retain the best talented employees	45	3.9	0.8
Our organizational compensation is competitive	45	3.8	0.8
Average		**3.88**	**0.7**

Primary Data (2020)

4.4.5 Employee Performance

Mean and standard deviation on the specific attributes of telecommunication firms' employee performance were as presented in Table 4.10. Results show that telecommunication firms' employee performance had improved to a great extent. This can be described by the fact that the mean score for telecommunication firms' employees rarely making errors or mistakes was 3.9 and standard deviation of 0.6 projecting that errors and mistakes are rare among telecommunication firm employees. The mean score for employees being motivated at work stood at 3.6 and a standard deviation of 0.7. Target respondents are in consensus that employees almost always are able to meet set work targets demonstrated as mean of 3.8 and standard deviation of 0.6.

Output quality produced by employees meeting the required standards and frequently completing assignments within stipulated timelines was also depicted by mean score of 3.9 and standard deviations of 0.6 and 0.8 respectively. The mean score for employee surpassing the set targets as 3.7 and standard deviation of 0.7 indicating that indeed employee surpasses set targets.

Table 4.10: Descriptive Statistics for Employee Performance

Statement	N	Mean	Std. Dev.
Majority of employees in my organization rarely make errors or mistakes	45	3.9	0.6
Majority of employees in my organization are motivated at work	45	3.6	0.7
Employees almost always are able to meet set work targets	45	3.8	0.6
The quality of output produced by our employees meets the required standards	45	3.9	0.6
Employees very frequently completes assignments within stipulated timeliness	45	3.9	0.8
Employees in my organization often surpass the set targets	45	3.7	0.7
Average		**3.8**	**0.5**

Primary Data (2020)

4.5 Inferential Statistics

The inferential statistics for all the variables are presented in this section. The inferential statistics were Pearson correlations and multiple regressions. Pearson correlations was adopted to establish the association amongst all the variables and regression was performed to find the relationship between talent management practices and telecommunication firms' employee performance.

4.5.1 Correlation Analysis

This aided in demonstrating relationship between dependent and independent variables. This entailed r coefficient and whether the correlation is positive or negative. Results illustrated in Table 4.11.

Table 4.11: Correlation Results

		Employee performance	HR planning	Recruitment and selection	learning and development	Rewards management
Employee performance	Pearson Correlation	1				
	Sig. (2-tailed)					
HR planning	Pearson Correlation	.516**	1			
	Sig. (2-tailed)	.000				
Recruitment and selection	Pearson Correlation	.457**	.519**	1		
	Sig. (2-tailed)	.002	.000			
learning and development	Pearson Correlation	.378*	.236	.070	1	
	Sig. (2-tailed)	.010	.119	.649		
Rewards management	Pearson Correlation	.614**	.646**	.299*	.371*	1
	Sig. (2-tailed)	.000	.000	.046	.012	

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).
c. Listwise N=45

Primary Data (2020)

The correlation results indicate a strong, positive and significant correlation between human resource planning and telecommunication firms' employee performance as reflected by Pearson coefficient of 0.516 and P-value of 0.000. An indication that human resource planning translates into improved employee performance. The correlation results also demonstrate a moderate, positive and substantial relationship between recruitment and selection and telecommunication firms' employee performance as reflected by a Pearson correlation coefficient 0.457 and P-value of 0.002. This is an indicator that better recruitment and selection translates into improved telecommunication firms' employee performance.

Further, the correlation results show a weak, positive and substantial association between learning and development and telecommunication firms' employee performance as reflected by Pearson correlation coefficient of 0.378 and P-value of 0.010. An indicator that a unit change in the level of learning and development

translates into improved telecommunication firms' employee performance. Finally, the correlation results show the presence of positive relationship between rewards management and telecommunication firms' employee performance as proved by Pearson correlation of 0.614 and P value of 0.000. An indication that an increase in the level of learning and development associated with an increase in telecommunication firms' employee performance in Kenya.

4.5.2 Talent Management Practices and Employee Performance

Effect of talent management practices on employee performance was analyzed using multiple linear regression analysis as shown in table 4.12, 4.13 and 4.14

Table 4.12: Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.679[a]	.461	.407	.396676

a. Predictors: (Constant), HR Planning , Reward management , learning and development , recruitment and selection

Primary Data (2020)

Research findings in Table 4.12 show R square of 0.461. Which indicates that human resource planning, recruitment and selection, learning cycles and development and rewards management explain 46.1% of the variations in telecommunication firms' employee performance with the difference being explained by other factors beyond the study. The other implication is that the regression model attained goodness of fit (F=8.55 and P <0.05). The R value of 0.679 stating existence of a strong relationship amongst the predictor variables (human resource planning, recruitment and selection, learning and development and rewards management) and employee performance in telecommunication firms.

Table 4.13: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	5.381	4	1.345	8.550	.000[b]
1	Residual	6.294	40	.157		
	Total	11.675	44			

a. Dependent Variable: Employee performance
b. Predictors: (Constant), Rewards management , Recruitment and selection , learning and development , HR planning

Primary Data (2020)

Results in Table 4.13 confirm the significance of the model as shown by F statistic of

8.550 and a p value of 0.000. Results from regression analysis show magnitude of effect

human resource planning, recruitment and selection, learning and development and

rewards management have on employee performance in the telecommunication firms

in Kenya.

Table 4.14: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	.266	.382		3.357	.000
	HR planning	.274	.075	.330	3.646	.000
	Recruitment and selection	.179	.075	.204	2.376	.019
1	Learning and development	.252	.116	.178	2.181	.031
	Rewards management	.199	.085	.192	2.346	.021

a. Dependent Variable: Employee performance

Source: Primary Data (2020)

Results in Table 4.14 showcase a strong relationship between human resource planning

and performance of employees ($\beta =0.274$, P<0.05). The findings illustrate that increase

in human resource planning by one unit causes an improvement on telecommunication

firms' employee performance by 0.274. Results in Table 4.14 also portray a positive

relationship between employee performance and recruitment and selection ($\beta= 0.179$,

35

P <0.05). This is an indication that an increase in recruitment and selection by one unit would cause an improvement of employees' performance by 0.179. Further, results demonstrate a positively significant relationship between learning and development and performance of employees (β =0.252, P <0.05), suggesting that unit change in the level of learning and development practices by one unit causes increase in employees' performance by 0.252. Finally, results also show a positively significant effect of rewards management on telecommunication firms' employee performance (β =0.199, P <0.05), meaning that a change in the level of learning and development by one unit would cause a positive change in employee performance by 0.199.

The resulting regression model is as follows:

Y = 0.266 +0.274X$_1$+0.179X$_2$+0.252X$_3$+0.199X$_4$+ Ɛ

Where

Y = Employee performance,

X$_1$ – Human resource planning,

X$_2$ – Recruitment and selection,

X$_3$ – Learning and development,

X$_4$ – Rewards management

4.6 Discussion of the Research Findings

This research focused on effect of talent management practices on employee performance among telecommunication firms in Kenya. The objective illustrates effect of talent management practices on the employees' performance in the Kenya's telecommunication firms. Primary data was collected from two senior human resource officers in each of the 24 mobile telecommunication. In this respect the target respondents were 48. Analysis of data adopted descriptive and inferential statistics.

There were four independent variables namely HR planning, learning cycles and development, compensation management and recruitment and selection processes. The effect of each of this on employee performance was established using simple linear regression analysis.

The findings of the researcher indicated a significant influence of human resource planning on employee performance of telecommunication firms in Kenya. Human resource planning is positively and significantly related with employee performance of telecommunication firms in Kenya ($\beta=0.274$, $p<0.000$). Secondly, there is significant effect of recruitment and selection practices on performance of employees in telecommunication firms in Kenya. Recruitment and selection was positively and significantly related with performance of employees in telecommunication firms in Kenya ($\beta=0.179$, $p<0.05$). Thirdly, learning and development has a positively strong effect on performance of employees in telecommunication firms in Kenya. Learning and development was positively and significantly related with performance of employees in telecommunication firms in Kenya ($\beta=0.252$, $p<0.05$). Finally, effect of rewards management policies on performance of employees in telecommunication firms in Kenya was positively significant ($\beta=0.199$, $p<0.05$).

The findings of the research study concur with Bibi (2018) who studied the effect talent management has on employee performance in Pakistan healthcare companies using a sample of 364 employees who worked in healthcare organizations. The study found that talent management practices consisting of coaching and mentoring, recruitment and selection, learning and development and compensation for talent retention had significant effect on performance of employees.

Findings of this study also agree with Ndolo, Kingi and Imbua (2017) who aimed on examining how talent management practices affects the performance of employee in Kenyan commercial based state corporations. The study results revealed that talent development positively and significantly affected the employee's performance in the Kenya commercial based state corporations. More so, career development and work life balance were found to be positively related with Kenya commercial based state corporations' employee performance.

The results hold that the talent management theory is known as the main resource that may enable a firm to maintain and sustain employee performance. This suggests organizations need to emphasize on the attraction and retention of the highly talented personnel. The firms' contribution is neither the creation nor acquisition of talent but rather a talent integration institute since talent grows from the minds of individuals and companies only provide the structural arrangements for co-operation and coordination between the gifted workers. Telecommunication firms are of need to therefore come up with effective workforce planning measures, develop a good criterion of selection and recruitment, be actively involved in learning and development and develop competitive rewards management systems and this may bring about better improving performance of the employee.

The results of the study also support competence based theory in that the theory brings link between development on training and improved employee performance and the findings of the present study confirm this assertion. The competence-based theory by Sanchez (2001) and argues that organizations need to use competence to meet the set goals. Sanchez (2001) argues that the basis of competence theory is founded in its dimension to the state of knowledge and contribution to the learning processes. A major

attribute to this perspective is conversion of a talent into competence that is attained via

learning processes, involving individual, groups as well as the organization.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section presents findings' summary, conclusions, recommendations on policy and practices, suggestions for further research and limitations of the research in accordance with the study's objectives.

5.2 Summary of the Findings

This research had its main objective being finding effect of talent management practices on mobile telecommunication firms' employee performance. Two theories were used to support the study; talent management and competence based theory. Employee performance being dependent variable was represented by Likert scale questions. The independent variables included, rewards management, recruitment and selection, human resource planning, and learning and development policy. Descriptive survey design applied. All 24 mobile telecommunication firms in Kenya constituted the population.

Census approach was applied to the study because the population was small. Structured questionnaire distributed to 48 human resource officers of the telecommunication firms provided primary data for the study using drop and pick later method and emails. Researcher needed to follow up and as a result 45 questionnaires out of 48 were collected giving 93.75% rate of response. Data analysis employed the descriptive statistics, regression and correlation models. A simple r regression model and t-statistic were adopted in order to find out the relationship among independent variable affecting employee performance.

First objective being to assess effect of human resource planning on mobile telecommunication firms' employee performance in Kenya. Results brought out that mobile telecommunication firms have adopted human resource planning to a great extent, supported by the fact that on a five-point Likert scale, the mean scores for attributes related to human resource planning was greater than 3. The aim of carrying out correlation analysis was testing the association between the human resource planning and employee performance. Results brought out a positively significant relation between human resource planning and employee performance. Rejection on null hypothesis resulted into a conclusion that human resource planning significantly affected the mobile telecommunication firms' employee performance. The findings brought out that a unit change in human resource planning resulted in 0.274 change of employee performance. A proof of strong positive effect of human resource planning on employee performance among mobile telecommunication firms in Kenya.

The second objective being establishing effect of recruitment and selection on the telecommunication firms' employee performance. The descriptive analysis showed that several telecommunication firms in Kenya had applied recruitment and selection to a great extent. The strength between recruitment and selection and employee performance of telecommunication firms in Kenya was tested using correlation analysis, the findings showed a strong association between the two variables. A confirmation that increase in recruitment and selection resulted to an increase in employee performance. Results also revealed that a unit change in recruitment and selection resulted in 0.179 units change in employee performance among the telecommunication firms in Kenya. This gives stand of the significant effect of recruitment and selection on employee performance. Rejection on null hypothesis

affirmed that recruitment and selection had a positive effect on employee performance of telecommunication firms.

Third objective involved establishing influence of learning and development on telecommunication firms' employee performance. The results on Descriptive showed that telecommunication firms practice learning and development to a great extent. Correlation analysis brought out that practices of learning and development had a positive correlation with employee performance. Correlation gives a confirmation that a positive change in learning and development policies results to a corresponding change in employee performance. The regression findings revealed a significant association between learning and development strategy and employee performance. The results indicate that a unit change in learning and development policies resulted an increase in employee performance of telecommunication firms in Kenya. Rejection on null hypothesis brought conclusion that learning and development had a positive effect on employee performance of telecommunication firms.

Study's fourth objective being to evaluate effect of rewards management on telecommunication firms' employee performance. Results on Descriptive showed that telecommunication firms practice rewards management to a great extent. Correlation analysis revealed that rewards management policy had a positive relationship with employee performance. Correlation results affirm that positive change in rewards management resulted to a positive change in employee performance. Regression analysis brings out positive relationship between rewards management and employee performance. A unit change in rewards management leads into unit increase in employee performance of telecommunication firms in Kenya. Rejection on null

hypothesis leads into a conclusion that rewards management strategy had influence on employee performance of telecommunication firms.

5.3 Conclusions

Study's concluded that human resource planning influenced telecommunication firms' employee performance positively. This was reflected by the regression and correlation results that support a positive relationship between human resource planning and telecommunication firms' employee performance. Furthermore, the study concluded that human resource planning in the telecommunication industry is applied to a great extent where telecommunication mobile firms have the right personnel in right places and human resource planning is long term oriented. Human resource planning has also been carried to a great extent broadly and consistently across all departments.

It also concluded that recruitment and selection affected telecommunication firms' employee performance positively. This was reflected by the regression and correlation results that showed a positive relation between recruitment and selection and telecommunication firms' employee performance. Descriptive results show that recruitment and selection practices in the firms are able to attract the best talent, the telecommunication firms' recruitment processes follow an existing internal talent pool in readiness to occupy vacant or unidentified positions and that the telecommunication firms' recruitment process involves managers at all levels.

This study also concluded that learning and development practices have positive influence on employee performance among the mobile telecommunication firms in Kenya. Regression and correlation results support the results as there exist positive relationship between learning and development and telecommunication firms' employee performance. Descriptive analysis brought out that the telecommunication

firms offer in-house training programs used to develop its employees, telecommunication firms encourages coaching and mentoring by managers and that the telecommunication firms encourage personal career growth and development.

This study concluded that reward practices have positive influence on employee performance among telecommunication firms in Kenya. Most commonly used rewards management practices among mobile telecommunication firms in Kenya are offering both financial and non-financial rewards, having a clear rewards management policy in the organizations, organization's total compensation and benefits acting as a strategy to develop better ways of attracting and retaining the best employees and having a competitive compensation.

5.4 Recommendations for Policy and Practice

From the study, human resource planning influenced telecommunication firms' employee performance positively. The study gives a recommendation that the telecommunication firms' management need to apply and implement relevant human resource planning practices that promotes the desired employee performance and eliminates undesired employee behaviors. Furthermore, the study recommends that regulatory authorities look into the suitability of the current regulations for telecommunication firms in order to make sure the firms have enough legislation protection when applying any of practices of talent management. Top management officials need tabulate policies to direct companies and offer protection to employees during human resource planning.

The study found out that recruitment and selection influenced telecommunication firms' employee performance positively. It also recommends that the management of the firms that have not applied recruitment and selection policy to put effort in place to

ensure internal organizational policy and culture that promote recruitment and selection best practice. These telecommunication firms need acquire the recruitment and selection strategy as a competitive element to achieve desired levels of employee performance and in essence overall firm performance.

The study showed that learning and development influenced telecommunication firms' employee performance positively. The study recommends that there is need of those firms that have not applied training and development to their employees to do so as this may improve their employees' performance leading to a competitive advantage and enhanced firm performance.

The study brought out that rewards management influenced telecommunication firms' employee performance positively. The study therefore recommended that to reduce competition and enhance firm performance, telecommunication firms should practice rewards management such as offering both financial and non-financial benefits, competitive pay and having a clear rewards and compensation policy. The net effect of such rewards management practices is positive performance of the employees.

5.5 Limitations of the Study

Firstly, research relied on primary data collected with an aid of questionnaires, some target participants failed to fill the questionnaires. Others filled certain options and skip others thus affecting the reliability of the results. The researcher had to make regular follow up both on mail and phone calls. Further, some of the respondents feared of their confidentiality while answering the questions. However, the researcher assured them that the information obtained is for academic use only.

Main focus was on some factors that are hypothesized to affect employee performance among telecommunication firms. Specifically, the study focused on four explanatory

variables. In reality however, there are other variables that are likely to influence employee performance among these firms some which are internal such as corporate governance, organization culture, top leadership among others while others are external such as exchange rates, inflation and political interference.

To finalize the analysis of data collected, simple linear regression model was applied. Because of the challenges involved when using the model like erroneous and misguiding results as a result from a change in variable such as employee performance, it made it so difficult for the researcher to generalize the findings accurately.

5.6 Suggestions for Further Research

Later research should focus on the research gaps brought out from this study. Focus of this study was to evaluate effect of talent management practices on employee performance among mobile telecommunication firms in Kenya. Likewise, study can be carried out in other firms in Kenya or firms in other East African countries for purposes of comparisons.

This study did not exhaust all the factors influencing employee performance among telecommunication firms in Kenya and therefore gives a room that futuristic studies be based on other variables such as corporate governance, organization culture, top leadership among other. Through finding out as to how each of the variables affects employee performance, the policy makers may be able to formulate and firmly adopt an appropriate mechanism to enhance employee performance.

Finally, this study was based on a multiple linear regression model, which has its own limitations like errors and misleading results resulting from a change in variable

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APPENDICES

Appendix I: Research Questionnaire

The questionnaire has been structured so as to collect information on the talent management practices and employee performance among mobile telecommunication firms in Kenya. Please read the questions carefully and respond to the best of your understanding. The facts gathered will be for academic purposes.

Instructions

Do not write your name on the questionnaire.

Tick only one answer (box) for each question.

PART A: BACKGROUND INFORMATION

1   Gender: Male   [ ]   Female [ ]

2   Under which age bracket are you?

   21 – 30 Years   [   ]   31 - 40 Years   [   ]

   41 - 50 years   [   ]   Over 50 years   [   ]

3   Which is the highest education level that you have attained?

   Diploma   [   ]   Masters   [   ]

   Bachelor's Degree   [   ]   PhD   [   ]

   Others, Specify…………………….

4   How many years of experience have you worked in your firm?

   Less than one year   [   ]   1-3 years   [   ]

   4-7 years   [   ]   8 years and above   [   ]

PART B: TALENT MANAGEMENT PRACTICES

Use a rate, a scale of 1 to 5, the extent to which each of the following statements applies to your organization. There is no right or wrong answer.

In this apply: 5 – to a very great extent, 4- to a great extent, 3- to a moderate extent, 2- to a less extent, 1- to a very less extent.

1. Human Resource workforce	1	2	3	4	5
Human resource workforce in our organization is long-term oriented					
Human resource planning is carried out comprehensively and consistently across all departments					
This organization forecasts its talent requirements regularly					
This organization conducts skills audit regularly before embarking on HR planning					
This organization undertakes job analysis to provide input for human resource planning					
2. Recruitment and selection process	**1**	**2**	**3**	**4**	**5**
practices on recruitment and selection at our organization is based on competence					
Recruitment processes starts with an existing internal talent pool of staff before searching externally if necessary					
The recruitment process involves managers at all levels					
Our organization advances innovative recruitment strategies to recruit the best individuals					
Our organization uses online job advertisements that offer possibility of a larger talent pool.					
Strict procedures are followed during the selection of candidates during and after interviews to ensure that candidates with the right skills are clearly identified					
3. Learning and development.		**1**	**2**	**3**	**4**	**5**

	1	2	3	4	5
Our institution applies in-house training practices for developing a talent pool of employees					
Our organization encourages coaching and mentoring by managers to nurture talent					
Our organization encourages personal career growth and development that enhances talent					
In our organization managers are encouraged and supported in their efforts to develop talent					
In our organization training and development is used as a talent retention strategy					
There is a reasonable allocation of resources to training and developing staff					
Our organization uses job analysis to identify gaps in skills that require training					
Our organization uses several training methods to achieve its training objectives					
4. **Rewards management**	1	2	3	4	5
In my organization, rewards are competence based					
There is a clear rewards management policy in my organization					
My organization's total compensation and benefits acts as a strategy for attracting and retaining the best employees					
My organizational compensation is competitive					

PART C: EMPLOYEE PERFORMANCE

5. The following are statements on employee performance in your organization. Kindly rate your level of consensus with each statement using a scale of 1 to 5 provided below, in that 5 means to a very great extent, 4- to a great extent, 3- to a moderate extent, 2- to a less extent, 1- to a very less extent

Statements	1	2	3	4	5
Majority of employees in my organization rarely make errors or mistakes					
Majority of employees in my organization are motivated as demonstrated by their work output					
Majority of our employees almost always meet the set work targets					
The quality of output produced by our employees meets the required standards					
Our employees very frequently complete work assignments within stipulated timeliness					
A large number of employees in my organization often surpass the set targets					
There are very few complaints from our customers about performance of our employees					

THANK YOU

Appendix II: Mobile Telecommunication Firms in Kenya

1. Adwest Communications Limited
2. Airtel Kenya Source
3. Amiran Communication
4. Antco Automation & Telecommunication Ltd
5. Broadband Communication Networks Limited
6. Communications Carrier Ltd
7. Dansue Communication Services
8. Ericsson Kenya Limited
9. Fireside Group Ltd
10. Indigo Telecom Limited
11. Jamii Telecommunications Ltd
12. Kenya Data Networks Source
13. Kenya Energy & Telecommunications
14. Liquid telecom Kenya
15. Masaba Services
16. MTN Business
17. My ISP Limited
18. Orange – Kakamega
19. Safaricom
20. Samchi Telecom
21. Simba Telecom
22. Teledata technologies Ltd
23. Telkom Kenya
24. Wilken Telecommunication Solar