

**FACTORS PERCEIVED TO INFLUENCE TALENT  
MANAGEMENT PRACTICES IN THE MOBILE PHONE  
SECTOR IN KENYA**

**BY**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL  
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD  
OF MASTER OF BUSINESS ADMINISTRATION DEGREE  
(MBA), SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI**

**NOVEMBER 2015**

**DECLARATION**

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

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

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## **ACKNOWLEDGEMENT**

First and foremost, I acknowledge the Almighty God for the opportunity to take the MBA program. His wisdom, strength, grace and guidance throughout the programme is immeasurable. I thank Him for sustaining my health and for giving me the energy, hope and resources amidst many obstacles and challenges.

I further extend my gratitude to the University of Nairobi, particularly the school of business staff for your support. I specially acknowledge my Supervisor, Prof. Stephen Nzuve for his tireless efforts in ensuring that I did the right thing at the right time. Your critical guidance is highly appreciated. Thank you Mr. Duncan Ochoro, for moderating this piece of work and your guidance, I really appreciate you. I acknowledge all the organizations that allowed me access to their company information. It was challenging but thank you for allowing me in.

To my family, especially my parents, Mr & Mrs. Nyaga, I say a big “Thank you” for the encouragement and support throughout the programme. Your love will be highly remembered. Chris, Lennox & Erick, my most dear brothers, your belief in me made me keep going on. Wambui, you came in at the right time! Rev. Chris J. Atemo, if you did not assure me of a home in the big city, I would never have taken the first step of registering for the MBA programme at the University of Nairobi. Thanks to your wife Pastor Beryl, who opened the doors to your home and took me in when I had to begin the programme. I appreciate you both. Your kind gesture will go a long way!

And finally, to my many friends who believed in me and understood me in my most difficult moments. For your encouragement and walk through the entire MBA program, I am really grateful. May God bless you all!

## **DEDICATION**

I dedicate this piece of work to my dear brother Chris & his wife Carol Mwenda. You sacrificed dearly to see me get through this programe. May God bless you dearly. I love you very much.

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## **ABBREVIATION AND ACRONYMS**

<b>HR</b>	Human Resources
<b>HRM</b>	Human Resource Management
<b>RBV</b>	Resource Based View
<b>SPSS</b>	Statistical Package for the Social Sciences



## ABSTRACT

Talent management is critical because it is the role of a strong human resource management to manage everyone to high performance and competitive advantage of the firm. The general objective of this study was to establish the factors perceived to influence talent management practices in the mobile sector in Kenya. This study adopted a descriptive cross sectional survey research design. The target population for this study consisted of all known sector players duly registered by Communications Authority of Kenya. A census survey was carried out on all the 12 mobile sector companies in Kenya. Primary data from a questionnaire was exclusively be used in this research. This study collected was qualitative data. After data collection the data was edited and coded in readiness for analysis by the researcher. Descriptive statistics such as mean, standard deviation and percentages were used for analysis. Data was presented in the form of tables. The findings indicate that aspects such as the organization is clear in prioritizing and evolving talent management offerings, the talent management practice adopted by the organization aligns the workforce so that employees understand how their goals connect to and support overall organizational goals and the organization actively engages the core components of talent management performance, compensation, and learning management; succession planning; and active collaboration with the social networking resources apply to their organization. The study concludes that talent management is seen as a group of efforts by the human resources. Others see talent management as a process of seeking and hiring talent, while some regard talent management as a term for handling skills and talents in an organization. A successful organization is well reflected by the way their talents are being managed. Thus, organizations need to spend time and money to plan how they can best protect them. It is recommended that firms need to strive to implement and achieve quality talent management practices because this presents guidelines intended to increase business efficiency and customer satisfaction. It is recommended that talent management scheme should be used for all categories of staff within the firm that have special talent, firms should separate between their talent management scheme and the total human recourses management style of the firm and talent management practices should be result oriented and not another human resources management style without result in focus. The government in the developing nations especially should take the issue of talent management practices very important in their economics policy from time to time; a pure capitalist economy must be practiced with caution.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

Today's business environment is more global and competitive than it has been in the past. The modern business is characterized with shorter product life-cycles, rapid new product introductions, increasingly knowledgeable, well informed and sophisticated customers. Thus, the organizations that always strive to excel need to be improved continuously in capabilities to suit the needs of their customers and their expectations, and that this improvement as theory of competitive advantage based on resources, suggests needs to different resources; and perhaps the most important are Human Resource, Information, and Time. If firms have access to similar resources, competitive advantage will be enjoyed by the firms possessing strategic capabilities that determine the efficiency of transformation of Inputs into Outputs (Byham, 2001). A shortage of talent has emerged in the workplace (Frank & Taylor, 2004). As organizational leaders struggle to find talented workers, leaders will be faced with the dilemma of how to retain knowledgeable workers and replace the 70 million Baby Boomers who will be retiring from the workforce (Frank, Finnegan, & Taylor, 2004). Companies are now faced with the dilemma of how to address Talent Management and reformulate strategies especially in today's global economy where every organizational leader must continually invest in human capital to combat the talent shortage (Temkin, 2008).

From the findings of Aston and Morton (2005), they noted that there is not a single consistent or concise definition of Talent Management. Since the advent of the current era of talent is widely acknowledged, it is not surprising that renewed significance is being placed on the management of that talent. According to Ingham et al (2006), in order to develop strategic capability, potential employers of choice need to ensure they clarify the requirements for their talent management program including the success criteria to be used to measure their program's contribution. The applications needed to support these processes are defined differently by Industry Analysts and Consultants, but the majority includes: Recruitment, Performance Management,

Competency Management, Succession Management, Career Development, and Compensation. Chohanec and Newstrom (1991), Hilton (2000), Mercer (2005) and Olsen (2000) identified Talent Management as a collection of typical human resource department practices, functions, activities in specialist areas such as recruiting, selection, development, and career and succession management.

According to Stuart Kotze and Dunn (2008), talent has two components, namely Ability (current performance) and Capability (potential performance). Ability is about the now and capability is about the future. Both can be observed, tested and measured. Capability requires a bit more effort to observe, test and measure than ability; this is simply because it involves progressive testing and measurement over time, but it can also be dealt with effectively. Lewis and Heckman (2006) identify three streams of thought around the concept of Talent Management practices. The first stream substitutes Talent Management for Human Resources Management. The second stream focuses on the projection of staffing needs and managing employee progression. The third stream focuses on managing the performers and the players as the talented people. The fourth stream could also be identified as one that focuses on the identification of strategic positions (Collings and Mellahi, 2009). Heinen and O' Neill (2004) suggest that maintaining competitive advantage is a constantly moving target and the source of competitive advantage will shift over time.

In a company's relentless pursuit of seizing competitive advantage, it became clear that all the improvement initiatives and programs had a common denominator and that was the employee. Fix- it programs depended on the commitment, motivation and special talents of employees who ultimately determined if the program would succeed or fail. For most companies their payroll is their largest recurring expenditure. It makes practical business sense to optimize that monthly investment. Improving an organization's talent management practices however, isn't a silver bullet approach but rather a multi-pronged strategy that tackles challenges on at least four principal fronts, and they are: recruitment, performance and learning management, leadership development, and bottom-up communications (Barney, 2008).

### **1.1.1 Talent Management Practices**

Talent management forms the basis for creating a framework for understanding, and more importantly for investing in a firm's sustainable competitive advantage. Organizational Resources, Human Resources, and Physical Resources are three types of capital resources that can be identified as the source of a business competitive advantage. Examples of a firm's organizational capital resources are Organizational Planning & Control and firm's Organizational Structure. Examples of a firm's human capital according to Lewis and Heckman, (2006) are the knowledge of a firm's employees coupled with their judgment and skills, tacit knowledge and intellectual property. Talent management is an aspect of organizational culture that captures one source of competitive advantage that is human resources.

The importance of global talent management practices is evidenced by academics and HR practitioners alike. Similar to the results from the Manpower Talent Shortage Survey (2011), the general consensus is that organizations face intense competition for talent worldwide and confront major challenges in attracting, retaining, and developing people they need in many positions. Also in the current environment where the economic, political, and financial conditions are changing so rapidly, it is important for multinational organizations to scan the environment on a continuous basis to better understand the nature of changes in the workforce demographics, job structures and labor markets, both locally and globally in order to identify key gaps between the available talent and the talent required to support organizational goals and objectives. Baum (2008) said that talent management is an organizational mindset that seeks to assure that the supply of talent is available to align the right people with the right jobs at the right time, based on strategic business objectives. Talent consist of those individuals who can make a difference to organizational performance, either through their immediate contribution or in the longer term by demonstrating the highest levels of potential.

Talent management practice is increasingly seen as a critical factor in developing successful organizations and is a strategic priority for businesses (Davies and Davies, 2010). Talent management practice is the systematic attraction, identification, development, engagement or retention and deployment of those individuals with high

potential who are of particular value to an organization (CIPD, 2006). Armstrong and Baron (2007) claimed that talent management practice is being viewed as a comprehensive and integrated set of activities to ensure that the organization attracts, retains, motivates and develops the talented people it needs now and in the future (Hariss and Foster, 2010). Talent is one of the most critical factors in achieving organizational effectiveness.

Organizations work towards the achievement of their mission and strategic objectives. This requires a thorough understanding of the resources required for achieving the same. Now a day's most of the companies realize that if they can attract, hire and retained top talent, they will have a competitive advantage. The goal of talent management is to create a high-performance, Competitive advantage, sustainable organization that meets its strategic and operational goals and objectives. Talent management is the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining and utilizing people with the required skills and aptitude to meet current and future business needs (Stevenson, 2009).

Many organizations believe that effective talent management practices can be a critical source of differentiation in today's highly competitive, globally integrated economy. At the same time, industries face their own set of unique challenges a situation that has led enterprises to focus on different pieces of the talent management puzzle. As organizations change or refine their focus moving in and out of industry niches within which they compete they should reconsider the applicability of existing human-capital practices to their new business strategies and adjust accordingly (Barney, 2008).

### **1.1.2 Mobile Sector in Kenya**

Since the beginning of the liberalization of the telecommunication sector in 1999, Kenya has seen fast internet growth and even faster mobile phone growth. The telecom sector in Kenya is well developed having two major players, namely Safaricom and Telkom Kenya. Safaricom is the clear market leader in the mobile service segment while Telkom Kenya is the major player in the fixed line telecom

segment. The Kenyan telecom industry experienced strong growth in the year 2012 and the same is likely to continue till 2017. With increasing subscribers for both mobile and fixed line sectors, the Kenyan mobile sector is anticipated to post healthy growth rates in the coming years (Research and Markets, 2014).

Kenya's mobile market has had great potential for growth because of its previous low penetration levels in both fixed and mobile markets. In 2009, the Government recognized rapid changes and developments in technology and introduced the Kenya Communications (Amendment) Act 2009. They are now responsible for facilitating the development of the information and communication sector and electronic commerce. Mobile services in Kenya were pioneered with the launch of network in 1993. But due to issues such as the high cost of handsets and high charges for the service, the number of mobile subscribers at the end of 1999 was only 20,000. The total number of mobile subscribers in Kenya at the end of 2009 was 19.11 million, resulting in a penetration rate of approximately 48 percent. Total mobile subscribers in the country have increased at a rapid rate of approximately 459 percent from 3.42 million at the end of 2004 to 19.11 million at the end of 2009. The corresponding increase in the penetration rate during this period has been from around 5 percent to 48 percent ((ResearchandMarkets, 2014).

## **1.2 Research Problem**

Talent management is critical because it is the role of a strong human resource management to manage everyone to high performance and competitive advantage of the firm (Buckingham and Vosburgh, 2001). From the viewpoint of Cunningham (2007), there are two main strategic choices available when considering talent management. There are four main factors in relation to aligning people with roles which are Selection, Recruitment, Placement and Promotion; learning and development; succession planning and career guidance. It is the assumption that there are agreed roles and the aim is to align people with roles. This strategic arena is based on taking the people as fixed and adjusting factors in the context of the organization.

Talent is not just about having the brainpower, the knowledge, the experience, the skill or the mental and physical characteristics to do something currently; it is also

about doing something differently or in a higher order of difficulty and complexity in the future (Kotze and Dunn, 2008). One of the outstanding characteristics of human beings is their ability to adjust to changing circumstances. Anticipated skill shortage in the coming years is another factor that is driving talent management (Hickey & Dell, 2002). While not all organizations, industries and professions will experience a lack of skill, organizations are already competing for talent. To sustain outstanding business results in a global economy, organizations will rethink and reinvent their approaches to talent management (Ashton & Morton, 2005).

Effective talent management practices calls for strong participatory leadership, organizational buy-in, employee engagement and workplace scorecards with talent management metrics (De Long & Davenport, 2003). Companies that master talent management will be well-positioned for long-term growth in workforce performance for years to come.

In Kenya, there are twelve firms that actively participate in the mobile sector. The mobile sector is technology-based and this makes invention and innovation a key component in strategic decision making. For instance, in data services there has been provision of 2G then 3G and recently to 4G Networks and also fibre optic transmission. This requires training and development of employees. Looking at the number of players in the sector, it therefore calls for inventive and innovative employees so as to be competitive enough. This makes it important to ask whether the firms should be concerned about the talents possessed by employees or development of the same and hence talent management.

The little work that has been done on this topic in Kenya has addressed a firm-specific problem rather than an industry problem for example Moturi (2013) looked at talent management by Kenya Data Networks Ltd and found out that talent management practices influence their competitiveness in the industry. In the same way Mutunga (2009) looked at employee engagement by Zain Kenya and established that positive employee engagement is as a result of effective talent management practices and this has a positive influence of competitive advantage. There is no comparison that could be done in such studies. This study seeks to holistically understand talent management in the industry and comprehensively analyze the competitive advantage. This can also

inform policy makers on matters like property rights. The current study was also necessitated by the factor the sector is in a growing trend. The question answered was therefore: what were the factors perceived to influence talent management practices on competitive advantage in the mobile sector in Kenya?

### **1.3 Research Objectives**

To establish the factors perceived to influence talent management practices in the mobile sector in Kenya.

### **1.4 Value of the Study**

This study was aimed at looking at talent management in the mobile sector in totality. This might give the industry players information that can be used for strategic decision making. This ensures that a comparative analysis can be done so as to know how different industry players are dealing with talent management. It also provides the policy makers and regulators with information which will help them make necessary rules, for instance regarding property right so as to protect innovations. This might boost the mobile sector by ensuring inventions and innovations are recognized as well as remunerated.

The findings of this study might give the sector management players relevant information to help them build and improve their organizational capacity and competitiveness by responding to a range of changes while operating in the micro and macro environment through effective global talent management practices. Mobile sector players would use the study findings to formulate relevant talent management practices that would help them to achieve their set targets at the same time be competitive in the market place.

The findings of this study would enrich existing knowledge and hence might be of interest to both researchers and academicians who seek to explore and carry out further investigations. It would provide basis for further research in the area of the factors perceived to influence talent management practices on competitive advantage in the mobile sector in Kenya.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter covered the theoretical grounding of the study, literature on talent management practices, competitive advantages and the relationship between talent management practices and competitive advantage.

#### **2.2 Theoretical Foundation**

This study was grounded on resource-based view theory, talent-based theory and competence-based view.

##### **2.2.1 Resource-Based View**

Resources are the fundamental units of value generation. They can be specialized and bundled together in highly distinctive configurations to lend firms special competitive advantage. The resource-based approach sees firms with superior systems and structures as being profitable not because they engage in strategic investments that may deter entry and raise prices above long-run costs, but because they have markedly lower costs, or offer markedly higher quality of product performance (Tece et al., 1997). This approach assumes that firms' outstanding performance comes from the rents accruing to the owners of scarce firm-specific resources rather than the economic profits from product market positioning.

The resource based view (RBV) is the dominant theory in strategy literature (Newbert, 2007); it explains sustained and superior performance as a function of the heterogeneity of firm-specific resources such as brands, customer relationships and distribution partnerships (Barney, 1991). However, others feel that RBV has failed to make a major contribution to our understanding of competitiveness as the definition of resources is vague and tautological (Priem and Butler, 2001). As a result, the theory of dynamic capabilities side-steps this criticism by focusing less upon

identifying the static advantage-creating resources, such as brands, to focus more upon exploring how these resources are created and used for competitive advantage.

### **2.2.2 Talent-Based Theory**

Talent-based theory of the firm postulates that talent is the only resource that provides sustainable competitive advantage, and therefore, the firm's attention and decision making should focus primarily on talent and the competitive capabilities derived from it (Roberts, 2008). The firm is considered being a talent integrating institution. Its role is neither the acquisition nor the creation of organizational talent; this is the role and prerequisite of the individual. Talent resides in and with individual persons; the firm merely integrates the individually owned talent by providing structural arrangements of co-ordination and co-operation of specialized talent workers. That is, the firm focuses on the organizational processes flowing through these structural arrangements, through which individuals engage in talent creation, storage, and deployment (Roberts, 2008).

The concept of talent in regard to talent based theory is extremely impoverished in many enterprises. Talent is not seen as something above-average, but something that fits well certain expectations. Various types of projects created and implemented in diverse organizations programs raise objections. They indicate the risk of inconstancy in talent management. Hence, the suggestion that the term talent management should be replaced with talent development, which means to create appropriate environment for talents identification, development, and exploitation. An organization that develops talents is the one that cares for the development of organizational culture and simultaneously has results of it, as probably the talented employees have opportunities there for self-realization. The processes are the success factors that should arise so that the people indeed want to give everything of themselves of what is possible to give, and even more. It also constitutes the management style which rejects the haphazardness, and replaces it with a constant improvement of working conditions and management (Lepak and Snell, 2002).

### **2.2.3 Competence-Based View**

The competence-based view, primarily represented by Sanchez (2001) argued that firms should utilize competence in order to reach set goals, regardless of whether it is reduced costs or competitive advantage. But the core of the competence-based perspective lies in its approach to the nature of knowledge, and of its discussion of learning processes (Sanchez, 2001). For instance, the difference between data, information, knowledge and interpretive framework is highlighted as the difference between learning and sense-making. A key feature of this school of thought is the transformation of talent into competence, which is made through learning cycles, encompassing individual, group and organizational learning (Sanchez, 2001).

Competency-based talent management is broadly appealing because it is so intuitively linked to the ultimate talent management goal: successfully building and maintaining competence - for example an effective or, better still, high-performing workforce. The implication of this is that by hiring individuals who possess the right competencies in regard to behavioural tendencies and capabilities, an organization can increase the overall competence of its workforce and its ability to do the work at hand. The ability to link competencies within individual workers to demonstrated competence on the job is especially appealing for organizations that have typically had difficulty quantifying performance quality. A useful definition will vary greatly from one service event to another, and it is entirely possible that a variety of behavioural approaches can all lead to equally positive service outcomes. Instead of attempting to define effective performance in terms of a well-defined task, the challenge in this type of situation is in capturing those service-related behaviours that are most likely to lead to a positive customer reaction. This is where a focus on competencies can make sense. Competency modelling is a change management process requiring thorough evaluation and effective communication before, during and upon implementation. When well executed, competency models can define and elevate an organization's talent brand (Stahl *et al.*, 2007).

### **2.3 Talent Management Practices**

The idea of talent management was originated from Lepak and Snell's (1999, 2002) differentiation perspectives which suggested that a firm's HR architecture should be

varied by different value and uniqueness of an employee's skills. In fact, the concept has been mentioned in 1988 by Zuboff which suggested that the talent should be classified by difficulty-to-replace and value, the strategic talent implications of these classifications and the recommended specific actions. On the basis of talent management, Becker and Huselid (2006) officially proposed the concept of strategic talent management as differentiating the HR architecture contingent on strategic business practices which emphasize on strategy implementation and focus on differentiated HR system fit with different groups of human capital in an organization.

Formally talent management is defined by Collings and Mellahi (2009) as activities and processes that involve the systematic identification of key competencies which differentially contribute to the organization's sustainable competitive advantage. Organizations are dedicated on the development of a talent pool of high potential and high performing incumbents to fill these roles, and the development of differentiated human resource architecture to facilitate competencies accumulation with competent incumbents and to ensure their continued commitment to the organization. Based on Collings and Mellahi's (2009) definition, we argued that strategic talent management is a comprehensive human resource management system which is specifically catered for identified talents to align with business strategies from time to time.

Three streams of thought around the concept of talent management were identified by Lewis and Heckman, (2006). The first stream substitute's talent management for human resources management, the second stream focuses on the projection of staffing needs and managing employee progression, the third stream focuses on managing the performers and the players as the talented people. A fourth stream could also be identified as one that focuses on the identification of strategic positions (Collings and Mellahi, 2009). The concept of talent management has developed to be one of the biggest challenges facing organizations on the global market (Frank & Taylor, 2004). The demand for superior talent has increased as more and more companies are feeling the impact of competition for labor in a global market. The labor market has entered a new era as a result of innovation, knowledge development, globalization and increased competition (Sheehan, 2012). The rise of talent management focus in organizations is becoming more complex, turbulent and contradictory than ever

before in addition to creating new strategies on how to manage talent (Cheese *et al.*, 2008).

Talent management is seen as a tool to strategically gain competitiveness and efficacy by incorporating and maintaining knowledgeable individuals. HRM practices like workforce planning and talent development, training and management are central components in the business strategy and are integrated into everyday process throughout an organization. It is considered that this perspective is in ensuring HR becomes strategic in business. This implies that the HR line managers and senior executive management are engaged in the talent management process through close cooperation with each other (Rothwell & Kazanas, 2004). In order to get significance from talent management practice, an organizational agreement on talent definition desires to be established within the organization, matching the business goals, strategy, value and vision (Tansley, 2011).

Talent management approach needs to be strategic, integrated and proactive to managing talent. First, in order to make talent management a strategic priority and ensure competitive advantage, Farley (2005) highlights that the business goals need to be translated into workforce needs in order to drive success. Heinen and O'Neill (2004) state: to be successful, the talent strategy must be aligned with an organization's business strategy and human capital context". Second, talent management approach needs to be integrated in to corporate and HR practice including the daily work processes. Talent management involves an array of interdependent policies and procedures that need to be well integrated - the organization will not achieve the desired level of human capital performance if talent management processes do not operate as a cohesive whole (Heinen & O'Neill, 2004).

There is considerable evidence that shows organizations worldwide are having difficulty finding the right talent (Robinson & Weitzman, 2011, Sridharan, 2007). The recent studies by the World Economic Forum and the Boston Consulting Group (2011) and the Manpower Group (2011) show that the shortage of talent problem is truly global: it affects a wide variety of positions in many regions and countries of the world. In the Manpower Group study (2011) it is reported that 34 percent of employers are having difficulty finding suitable talent to fill positions. Japan, India

and Brazil are the top three countries in terms of having difficulty filling jobs. This study found that organizations are using several strategies to manage the talent shortages including employee training and development and aggressive recruiting strategies. From a talent management perspective the general consensus is that the structure of work will continue to change creating more challenges for organizations to retain talent. Recent studies provide interesting trends with respect to the future of work (Gratton, 2010, Levit, 2009). Some of the trends include virtual teams, social networks, flexible work hours, remote workstations, contingent workers and more dependence on mobile technology.

The role of talent planning to identify future talent needs is important at all levels of the organization (Harttig, 2010). The goal of talent planning is to have an optimal level of talent positioning, which refers to having the right talent at the right place at the right time with the needed competencies and motivation at all levels and all locations of the firms (Guthridge et al., 2008). Talent planning becomes even more critical at a time when most of the economies of the world are recovering from a recession. Learning from a period of recession is becoming an integral part of talent planning (Cheese, 2010). Most organizations are concerned about retaining the current level of talent, but more importantly, attracting new talent when the recession ends regardless of worldwide location.

Various studies have been done which relate to talent management. Mutunga (2009) looked at the factors that contribute the level of employee engagement in the telecommunication industry in Kenya. The study was done for Zain Kenya and the findings were that one of the biggest factor was remuneration and as equally important was training and development. Career growth was also an important factor of employee engagement. Moturi (2013) sought to determine whether talent management is a source of competitive advantage for Kenya Data Networks Ltd. The study found that talent management was an important strategic tool. It was found to create customer focus which enhanced innovation and invention in development of products and services. There was also better and faster decision making due to talent development. This helped the company to be competitive and adaptively survive in the industry which had a boost on financial performance.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter contains the research design, target population of the study, sample design and size, data collection methods and data analysis techniques.

#### **3.2 Research Design**

This study adopted a descriptive cross sectional survey research design. This design was considered appropriate for the study as it provides the best way to determine prevalence and is useful at identifying associations that can then be more rigorously studied by the researcher. The nature of this study offers a quick and easy way for the researcher to quickly amass data. The ease of gathering the needed information translates to cost-effectiveness as a result of this study design. This was a descriptive study because the information was collected from a number of people targeted by the study at one point in time. This corresponds to the aim of the study of establishing the factors perceived to influence talent management practices on competitive advantage in the mobile sector in Kenya.

#### **3.3 Target Population**

The target population for this study consisted of all known sector players duly registered by Communications Authority of Kenya as shown in appendix ii. A census survey was carried out on all the 12 mobile sector companies in Kenya.

#### **3.4 Data Collection**

Primary data from a questionnaire was exclusively be used in this research. The study targeted to get information from the head of Human Resource department. The human resources manager in each institution was identified as the key person so as to guide on the talent management practices of the institution. The questionnaires had both open ended and closed-ended questions. The questionnaire was divided into two sections; section A Bio data, section B talent management practices and competitive advantage. The researcher personally administered the questionnaires. Questionnaires

were distributed to the key informants using the drop and pick later approach. Questionnaires allowed for confidentiality of the respondents to be kept.

### **3.5 Data Analysis**

This study collected was qualitative data. After data collection the data was edited and coded in readiness for analysis by the researcher. The qualitative data collected was subjected to content analysis. This study utilized the SPSS software to perform descriptive statistics such as frequency distributions, mean, standard deviation and percentages. Data was presented in the form of tables and figures.



## CHAPTER FOUR

### DATA ANALYSIS, RESULTS AND DISCUSSION

#### 4.1 Introduction

This chapter captures the data analysis, results and discussion. It presents personal information in relation to the durations the respondents had served in the organization, their level of education and their marital status. In addition the chapter looks at the talent management practices.

#### 4.2 Response Rate

The objective of this study was to establish the factors perceived to influence talent management practices in the mobile sector in Kenya. Data was collected through a questionnaire administered by the researcher herself targeting twelve heads of human resource department in the twelve mobile sector companies.

**Table 4.1 Response Rate**

Response	Frequency	Percentage
Non Response	2	17
Response	10	83
<b>Total</b>	<b>12</b>	<b>100</b>

**Source: Researcher (2015)**

According to the research findings above a total of twelve heads of departments were targeted for this study. Only ten respondents answered the questionnaires. This represents 83% response rate which is considered sufficient for data analysis, conclusion and recommendation purposes.

#### 4.3 Biographical Data

The biographical data covers the gender of the respondents, highest level of education, work experience and marital status.

### 4.3.1 Gender

The researcher wanted to find out the gender response. The findings are as illustrated in Table 4.2.

**Table 4.2 Gender**

Gender	Frequency	Percentage
Male	4	40
Female	7	70
<b>Total</b>	<b>10</b>	<b>100</b>

**Source: Researcher (2015)**

In relation to the gender to the respondents' majority of them were female representing 7 or 70% of the respondents while male respondents were 4 representing 40% of the total response rate.

### 4.3.2 Level of Education

The study sought to establish the highest level of education among the respondents. This is as illustrated in Table 4.3.

**Table 4.3 Level of Education**

Level of Education	Frequency	Percentage
Secondary	0	0
College	3	30
University	7	70
<b>Total</b>	<b>10</b>	<b>100</b>

**Source: Researcher (2015)**

From the study findings it is clear that majority of the respondents 70% had a bachelors` degree from universities while those with college qualification were 30%. The findings indicate that there were no respondents with secondary level of

education as their highest level of education.

### 4.3.3 Work Experience

The study was interested in establishing work experience in the organization among the respondents. This is best illustrated in Table 4.4.

**Table 4.4 Work Experience**

Work Experience	Frequency	Percentage
Less than one year	1	10
1 – 5 years	2	20
6 – 10 years	4	40
11 – 15 years	1	10
Above 15 years	2	20
<b>Total</b>	<b>10</b>	<b>100</b>

**Source: Researcher (2015)**

The study findings as shown above indicate that most of the respondents had been with the organization for a period of 6-10 years representing 40% of the total respondents. This category of respondents was followed by those who had been with the organization for a period of 1-5 years and those with years above 15 representing 20%. From the study findings 10% of the respondents had been with the organization for a period of 11-15 years while another 10% had worked with the organization for a period of less than one year.

### 4.3.4 Marital Status

The study sought to find out the marital status of the respondents. The Table 4.5 elaborates on this aspect.

**Table 4.5 Marital Status**

Marital Status	Frequency	Percentage
Single	1	10
Married	6	60
Divorced	2	20
Widowed	0	0
Separated	1	10
<b>Total</b>	<b>10</b>	<b>100</b>

**Source: Researcher (2015)**

In terms of marital status the study findings indicate that most of the respondents were married representing 60% of the total respondents while 20% of the respondents were divorced. The findings show that 10% a piece of the other respondents were either single or separated.

#### **4.4 Talent Management Practices Application to Their Organization**

The study sought to establish the extent to which various aspects of talent management practices apply to their organization using a five point scale where 1- not at all, 2- less extent, 3- moderate extent, 4-large extent and 5-very large extent. In relation to how various aspects of talent management practices that apply to their organization, the findings indicate that aspects such as the organization is clear in prioritizing and evolving talent management offerings, the talent management practice adopted by the organization aligns the workforce so that employees understand how their goals connect to and support overall organizational goals and the organization actively engages the core components of talent management performance, compensation, and learning management; succession planning; and active collaboration with the social networking resources apply to their organization. This is justified with a 3.4 mean value for each of the above talent management practices.

The findings also indicate that talent management practices such as the organization talent management program includes effective goal management which enables the

organization to create a true an advantage in the industry, the firm is better at operationalizing talent and moving it into the tangible world, the company hires competent and motivated employees who fit with the company culture and the selection process adopted by the organization looks at the future of the company through talent selection with a mean value of 3.3 also apply in the organization but not to a very large extent.

On the other hand the study findings indicate that the following talent management practices with a mean value of 2.8 did not apply in the organization, the company management strategy fosters employee development to ensure continuity and the organization tools that automate and integrate the administrative aspects of the talent management help to streamline processes and engage corporate-level decision-makers.

In addition to these talents management practices such aspects such as the organization talent management strategies are typically aligned with the organizations overall business strategy and are designed to ensure the organization maintains its competitive advantage over the long-term, the company has been able to build an internal talent management capability and Putting in place a talent management strategy which focuses on creating a culture based on performance helps drive efficiency, productivity and competitive edge did apply in the organization with a mean value of 2.9. These findings are as illustrated in Table 4.6.

**Table 4.6 The extent to which various Aspects of Talent Management Practices Apply To Organization**

	<b>Statement</b>	<b>MEAN</b>	<b>STD. DEVIATION</b>
1.	Internal contingencies of the human capital is applied in your organization	3.2	0.64
2.	External contingencies of the human capital are applied in your organization	3.1	0.62
3.	The selection process adopted by the organization looks at the future of the company through talent selection	3.3	0.66

4.	The company overall process of developing, managing and retaining employees focuses on specified talent management practices	3.1	0.62
5.	Putting in place a talent management strategy which focuses on creating a culture based on performance helps drive efficiency, productivity and competitive edge	2.9	0.58
6.	The company management strategy fosters employee development to ensure continuity	2.8	0.56
7.	All talent management functions are based on actual data from the performance management process	3.1	0.62
8.	The organization makes better business decisions based on actual employee and organizational needs	3.1	0.62
9.	The organization talent management strategies offers the opportunity to improve overall organizational execution, and drive a competitive advantage.	3.4	0.68
10.	The company has been able to build an internal talent management capability	2.9	0.58
11.	The company hires competent and motivated employees who fit with the company culture	3.3	0.66
12.	The firm is better at operationalizing talent and moving it into the tangible world	3.3	0.66
13.	The organization balances manager training with leadership skills and promoting bottom-up communications gets all the oars in the water pulling in unison	3.0	0.60
14.	The organization is clear in prioritizing and evolving talent management offerings	3.4	0.68
15.	The organization talent management strategies are typically aligned with the organizations overall	2.9	0.58

	business strategy and are designed to ensure the organization maintains its competitive advantage over the long-term.		
16.	The organizations uses talent management technologies to view and set talent management roadmaps, but does not rely on them to make talent management decisions	3.0	0.60
17.	The organization actively engages the core components of talent management performance, compensation, and learning management; succession planning; and active collaboration with the social networking resources	2.9	0.58
18.	The organization tools that automate and integrate the administrative aspects of the talent management help to streamline processes and engage corporate-Level decision-makers	2.8	0.56
19.	The organization talent management program includes effective goal management which enables the organization to create a true an advantage in the industry	3.3	0.66
20.	The talent management practice adopted by the organization aligns the workforce so that employees understand how their goals connect to and support overall organizational goals	3.4	0.68
	<b>GRAND MEAN</b>	<b>3.1</b>	

**Source: Researcher (2015)**

From the study findings above the grand mean shows that the various aspects of talent management practices that apply to their organization that were covered in this study were applied in their organizations to a large extent as shown with a grand mean of 3.1.

#### **4.5 Discussion of Findings**

The findings show that talent management strategies directly affect the employee engagement and overall business performance. Right talent will not only bring value to your organization but it also creates value for the customer. Satisfied and engaged customers always stay connected to your organization and bring value to it. This study agrees with the findings of Kossen (2002) who found that employees rate having opportunities to learn and grow at work as one of the most important factors for employee satisfaction, retention and engagement. According to him the effective and great organizations are those who engage and empower their employee, develop competencies and skills at level, encourage creativity and build a trust among the teams and organizations.

On the other hand the study findings shows that majority of the respondents were of the opinion talent management is integral to engaging employees in the organization. A focused talent management practices not only increase employee engagement but also increase employee satisfaction. These findings agrees with the findings of Lockwood, (2006) who argues that effective talent management requires strong participatory leadership, organizational buy-in and employee engagement. He concludes that organizations needs to put efforts in talent management framework in which employees and managers works together and establish measurable goals, competencies and their career development activities must be align with their corporate objectives.

It is clear from the study findings that talent management helps in many factors like increased competition, recruitment and retention; need to address future leadership, skills shortages, changes in demographics and external labor market. Employee engagement is defined as the relationship between an organization and its employees. An engaged employee always takes positive action towards organization and always care about organization's reputation. These study findings are in agreement with the findings of Morton (2005) who found out that talent management is integral to engaging employees in the organization. A focused talent management practices not only increase employee engagement but also increase employee satisfaction.



## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter covers the summary of the findings of the study. It also discusses the conclusions arrived at from the study findings and the recommendations for policy and practice drawn from the findings. Equally the chapter covers various recommendations on talent management practices. In addition this chapter looks at the limitations of the study and suggestions for further research.

#### **5.2 Summary**

In relation to how various aspects of talent management practices that apply to their organization, the findings indicate that aspects such as the organization is clear in prioritizing and evolving talent management offerings, the talent management practice adopted by the organization aligns the workforce so that employees understand how their goals connect to and support overall organizational goals and the organization actively engages the core components of talent management performance, compensation, and learning management; succession planning; and active collaboration with the social networking resources apply to their organization. This is justified with a 3.4 mean value for each of the above talent management practices.

The findings also indicate that talent management practices such as the organization talent management program includes effective goal management which enables the organization to create a true an advantage in the industry, the firm is better at operationalizing talent and moving it into the tangible world, the company hires competent and motivated employees who fit with the company culture and the selection process adopted by the organization looks at the future of the company through talent selection with a mean value of 3.3 also apply in the organization but not to a very large extent.

On the other hand the study findings indicate that the following talent management practices with a mean value of 2.8 did not apply in the organization, the company management strategy fosters employee development to ensure continuity and the

organization tools that automate and integrate the administrative aspects of the talent management help to streamline processes and engage corporate-level decision-makers.

In addition to these talents management practices such aspects such as the organization talent management strategies are typically aligned with the organizations overall business strategy and are designed to ensure the organization maintains its competitive advantage over the long-term, the company has been able to build an internal talent management capability and Putting in place a talent management strategy which focuses on creating a culture based on performance helps drive efficiency, productivity and competitive edge did apply in the organization with a mean value of 2.9.

From the study findings above the grand mean shows that the various aspects of talent management practices that apply to their organization that were covered in this study were applied in their organizations to a large extent as shown with a grand mean of 3.1.

### **5.3 Conclusion**

In conclusion talent management is seen as a group of efforts by the human resources. Others see talent management as a process of seeking and hiring talent, while some regard talent management as a term for handling skills and talents in an organization. It is essential that organizations manage their resources well so that they do not lose their greatest talents to competitors. The performance and success of an organization is highly dependent on skilled employees, therefore it is important that organizations are able to hold on to them.

In summary organizations now are beginning to realize how important it is to practice talent management. Talents in organizations are slowly reducing as the older generation of employees retire and move out. Shortage of talent is becoming a problem because young graduates are not capable of taking over the place of their seniors. In addition, many organizations do not have a proper transition plan of knowledge and skills. There is a lack of leaders who plan ahead and envision the bigger picture. Evidently, talent management is so new to some organizations and it takes charismatic leaders to be bold enough to implement an aggressive talent

management plan. Furthermore, talent management will take time to bear results as organizations invest into implementing new initiatives.

In conclusion talents which are able to contribute especially in terms of intellectual to organizations are the most valuable assets. A successful organization is well reflected by the way their talents are being managed. Thus, organizations need to spend time and money to plan how they can best protect them. Therefore, there should allocation budget for talent management practices as it builds employees positively. Most organizations judge their performance by their achievement of financial goals. Leaders in the organizations place too much focus in achieving targets and deadlines that they forsake their employees.

In conclusion, the researcher can state that identifying and maintaining talented human resources within organizations, especially with some complex positions on a globalized labor market, can generate a major competitive advantage of the organization and obviously its increasing performance. Talent management forms a basis for creating a framework for understanding and, more importantly for investing in a firm's sustainable competitive advantage.

#### **5.4 Recommendations for Policy and Practice**

In the light of this research it is recommended that firms need to strive to implement and achieve quality talent management practices because this presents guidelines intended to increase business efficiency and customer satisfaction. Once firms achieve quality talent management practices they are sure to increase productivity, reduce unnecessary costs, and ensure quality of processes and products. With this in place organizations can identify the root of the problem, and therefore find a solution. By improving efficiency, profit can be maximized thorough having in place talented human resources.

It is recommended that talent management scheme should be used for all categories of staff within the firm that have special talent, firms should separate between their talent management scheme and the total human recourses management style of the firm and talent management practices should be result oriented and not another human

resources management style without result in focus. On the other hand the study recommends that the government in the developing nations especially should take the issue of talent management practices very important in their economics policy from time to time; a pure capitalist economy must be practiced with caution.

### **5.5 Limitations of the Study**

In carrying out this study the researcher faced by various limitations. Among the limitations were an issue to do with confidentiality of the respondents was a limitation the study faced. Accordingly the respondents feared for this privacy being exposed which is against the company policy. However the researcher guaranteed all the participants privacy and confidentiality of information provided for, for the purposes of this study so as to facilitate honesty responses.

The researcher had limited access to relevant data from the company departments in regards to accessing information on the study topic. The mobile sector lacks a centralized system where all information is stored and accessed with easy. The researcher liaised and sought authority from various department heads of the target firms so as to access as much information as possible on the research topic.

Respondents were unwilling to supply the right response to the research questions and this had a negative scholarly impact on the study. The respondents felt there is no benefit in giving the right answers to the questions. The researcher I however encouraged them to participate in the study by explaining to them the necessity of providing answers to questions.

### **5.6 Suggestions for Further Research**

Owing the limitations noted above the researcher recommends further research to be carried out on the following: the influence of talent management practices on employee commitment in the mobile industry in Kenya, the impact of external and internal factors on ensuring effective talent management practices in Kenya and the effect of talent management practices on organizational performance.

Apart from the above studies it is recommended that further studies be carried on the major factors in the global arena impacting on talent management practices and the influence of human resource functions on quality management practices implementation. These studies are recommended because the business trends, environmental factors, human resource management and shifts in the global, social and political sphere are so unpredictable and continuous in nature thus the need for frequent legislations on the operations of private business operations in relation to talent management practices.

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**APPENDICES**

**APPENDIX I: QUESTIONNAIRE**

Dear respondent you are requested to provide appropriate responses to the following questions. All the responses given shall be kept in strict confidentiality.

**SECTION A: BIOGRAPHICAL DATA**

1 Gender (tick)

Male

Female

2 What is your Level of Education (tick)

Secondary

College

University

Others (Specify).....

3 Work Experience in the organization (tick)

Less than one year

1 – 5 years

6 – 10 years

11 – 15 years

Above 15 years

4 What is your marital Status (tick)



Single

Married

Divorced

Widowed

Separated

### SECTION B: TALENT MANAGEMENT PRACTICES

To what extent do the following aspects of talent management practices apply to your organization? Tick in the appropriate box against each statement

1

2

3

4

5

Not at all    Less extent    Moderate    Large extent    Very Large extent

	<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	Internal contingencies of the human capital is applied in your organization					
2.	External contingencies of the human capital are applied in your organization					
3.	The selection process adopted by the organization looks at the future of the company through talent selection					
4.	The company overall process of developing, managing and retaining employees focuses on specified talent management practices					
5.	Putting in place a talent management strategy which focuses on creating a culture based on performance helps drive efficiency, productivity and competitive edge					
6.	The company management					

	strategy fosters employee development to ensure continuity					
7.	All talent management functions are based on actual data from the performance management process					
8.	The organization makes better business decisions based on actual employee and organizational needs					
9.	The organization talent management strategies offers the opportunity to improve overall organizational execution, and drive a competitive advantage.					
10.	The company has been able to build an internal talent management capability					
11.	The company hires competent and motivated employees who fit with the company culture					
12.	The firm is better at operationalizing talent and moving it into the tangible world					
13.	The organization balances manager training with leadership skills and promoting bottom-up communications gets all the oars in the water pulling in unison					
14.	The organization is clear in prioritizing and evolving talent management offerings					
15.	The organization talent management strategies are typically aligned with the organizations overall business strategy and are designed to ensure the organization maintains its competitive advantage over the long-term.					
16.	The organizations uses talent management technologies to					

	view and set talent management roadmaps, but does not rely on them to make talent management decisions					
17.	The organization actively engages the core components of talent management performance, compensation, and learning management; succession planning; and active collaboration with the social networking resources					
18.	The organization tools that automate and integrate the administrative aspects of the talent management help to streamline processes and engage corporate-Level decision-makers					
19.	The organization talent management program includes effective goal management which enables the organization to create a true an advantage in the industry					
20.	The talent management practice adopted by the organization aligns the workforce so that employees understand how their goals connect to and support overall organizational goals					

**Thanks for responding to the Question**

## **APPENDIX II: LIST OF MOBILE SECTOR RELATED FIRMS IN KENYA**

1. Access Kenya Group
2. Africa Online
3. African Mobile Money
4. Finserve Africa Limited
5. Inter-Connect Ltd
6. Jambonet
7. Kenya Data Networks
8. Kenya Internet Exchange
9. Kenya Posts and Telecommunications Corporation
10. Mobitelea Ventures Limited
11. Safaricom
12. Telkom Kenya