STRATEGIC TALENT MANAGEMENT AND PERFORMANCE OF IMPERIAL BANK LIMITED IN KENYA

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DECLARATION

This research project is my original work and has never been submitted for examination to any other University.

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D61/64665/2013

This project has been submitted with my authority as university supervisor.

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DEDICATION

This project is dedicated to my family; my loving husband, Harry and my lovely children, Keith and Shawn who gave me moral support and encouragement when I was sick while still expecting to finish this project on time.

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ABBREVIATIONS AND ACRONYMS

CBK	Central Bank of Kenya
CIPD	Chartered Institute Personnel and Development
KBA	Kenya Bankers Association
SMEs	Small and Medium Enterprises

ABSTRACT

Most commercial banks have realized the worth of recruiting and retaining competent employees. To survive in the banking environment banks need to be equipped with talented and competent employees who are efficient and effective in their work. Imperial Bank Limited is one of the commercial banks in Kenya that consider talent management as an essential tool for enhancing organizational performance. This is achieved through providing quality and professional services in manner that meets customer satisfaction. The study sought to determine the how strategic talent management influence performance of Imperial Bank Limited in Kenya. To achieve the objective of this study, the study used a case study research design. The study targeted five departmental heads in Imperial Bank. Data was collected using an interview guide and data analysis was done using content analysis. The study successfully managed to interview all the interviewees who were: human resource department, marketing department, operations department, the finance department and Information Technology department. The chapter consists of data analysis, results and discussion from the data that was collected using interview guides. The study concludes that the most common strategic talent management practices used by Imperial Bank were as follows: performance-based reward system in terms of annual bonuses and salary increments, performance-based promotions, training programs and ensuring performance is measured based on well communicated specific, measurable, accurate, realistic and time bound targets and objectives. The findings further revealed that regular training programs were held both internally and externally. The study further revealed that Imperial Bank developed and exploited special characteristics of knowledge to improve organizational performance through mentorship, coaching to allow for promotions, career development through staff assistance academic programs for top performers, management development for succession planning, customer experience, excellent customer service, internal and external training to enhance skills and knowledge. The study recommended that that policy makers and governing bodies should set policies that promote and support commercial banks to adopt and implement strategic talent management in order to improve performance. The study was limited to scope; it only concentrated with Imperial Bank therefore the findings obtained in this study cannot be however used to make generalization for all commercial banks in Kenya. These findings can only be used for comparative purposes and not direct application to other sectors. Future researchers should consider replicating this study in the whole of banking industry like commercial banks. Other sectors like insurance companies would also be suitable to provide comparative findings. This will give a more detailed view of the nature of the relationship identified in the study. It would be appropriate to study the relationship between strategic talent management and organizational performance of commercial banks. The replication of this study in other countries especially in the Sub-Saharan region would demonstrate the universality and significance of strategic talent management practices and organizational performance relationship in general.

CHAPTER ONE
INTRODUCTION

1.1 Background

In the contemporary business environment the markets have become global and competitive; the organizations need to strategize to deliver excellent services and products that can attain a competitive edge against their rivals. Talented employees are an important asset towards realization of the organization's goals and objectives. The organizations needs to establish an effective human resource department that recruits, hire, retain and motivate a competent workforce that is efficient and professional to the organization (Coetsee, 2004).

This study is anchored by talent management model which demonstrates the importance of strategic talent management in an organizational setting, Equity and Hertzberg Two-factor theories. Warren (2008) argues that intellectual capital is an important component for any organizations survival. A well implemented talent management program is beneficial to both the organization and the workforce. It gives the organization a platform for growth and development by improving on efficiency and passion for the job (Ashton and Morton, 2005).

Most commercial banks have realized the worth of recruiting and retaining competent employees. To survive in the banking environment banks need to be equipped with talented and competent employees who are efficient and effective in their work (Lawler, 2009). Imperial Bank Limited is one of the commercial banks in Kenya that consider talent management as an essential tool for enhancing organizational performance. This is achieved through providing quality and professional services in manner that meets customer satisfaction.

Talent management has recently gained attention especially with the advent of stiff competition among commercial banks. Imperial Bank Limited have a talent management programme whereby the human resource management department engages new employees into a rigorous assessment programme to ensure that they fit in their jobs based on their skills and abilities. This enables the bank to maximize on its talents and thus boost its performance (Keteko, 2014).

1.1.1 Strategic Talent Management

Davis (2007) defines talent management as the systematic attraction, identification, development, engagement, retention and deployment of those individuals who are of particular value to an organization, either in view of their high potential for the future or because they are fulfilling operational roles of the business. According to Lawler (2009) talent management is the conscious, deliberate approach that is undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organizational needs. Strategic talent management is concerned with the recruitment, selection, identification, retention, management, and development of personnel considered having the potential for high performance.

The importance of strategic talent management is that it creates a career path, and development and reward plan for the most talented people. This will ensure that the organizations hire the best professionals to achieve its superiority. Strategic talent management ensures organizations have the right people with fit skills located at right place to access business strategy. In fact, talent management includes complete set of process for recognizing, managing people to ensure successful business strategy that is compatible with the organization's vision and mission (Lawler, 2009).

1.1.2 Organizational Performance

According to Richard (2009) organizational performance comprises the actual output or results of an organization as measured against its intended outputs. Organizational performance indicators include: financial performance measures, product market performance, shareholder return and economic value added. The conceptual domain of organizational performance can be specified only by relating this construct to the broader construct of organizational effectiveness. Organizational effectiveness is defined as the degree to which organizations are attaining all the purposes they are supposed to.

According to Kaplan and Norton (2001) assessing organizational performance is a vital aspect of strategic management. Top management must know how well their organizations are performing to figure out what strategic changes, if any, to make. Performance is a very complex concept, however, and a lot of attention needs to be paid to how it is assessed. The performance aspect involves the accomplishment of a given task measured in terms of costs and accuracy. The main measure of organizational effectiveness for a business will generally be expressed in terms of how well its net profitability compares with its target profitability. Additional measures might include growth data and the results of customer satisfaction surveys (Kaplan and Norton, 2000).

One of the key indicators of a performing organization is efficiency with which an organization is able to meet its objectives. The main measure of organizational effectiveness for a business will generally be expressed in terms of how well its net profitability compares with its target profitability. Additional measures might include growth data and the results of customer satisfaction surveys. Organization performance is how well the organization is able to achieve its set targets in terms of time and cost. One of the tools used to measure organizational performance is the balance score card (Kaplan and Norton, 2001).

Operational performance is part of the organizational performance measures that demonstrates the fulfillment of operational goals within different value chain activities that might lead to subsequent organizational performance. The key indicators include growth in market share, product quality, patent filings and marketing effectiveness. In contrast, organizational performance can also be defined as the economic outcomes resulting from the interplay among an organization's attributes, actions and environment (Richard, 2009).

1.1.3 Strategic Talent Management and Organizational Performance

Ashton and Morton (2005) argue that most firms believe that recruiting and hiring competent employees as the tools for enhancing organizational performance since employees are seen as human assets of an organization. In a survey conducted by Bowman (2001), the results found that organizations that recorded better performances had talented employees.

Ashton (2005) emphasizes that talented employees are simple and easy to manage since they require minimal supervision to deliver quality services. They play an integral role in improving the quality of services in a manner that suit the needs of their customers. They make quick and accurate decisions to outdo their rivals through strategies that give the firm a competitive edge. This is consistent with a study conducted by Coetsee (2004) who argued that one of the key pillars of a successful organization is its ability to hire talented staff that creates value and success for an organization (Lewis and Heckman, 2006).

Human capital is inevitably one of the components for realizing organizational performance. This is because the firm's knowledge capital highly depends upon the human capital that provides ideas that guide the organization on ways of utilizing its core competence for improved capabilities and skills. This enables the firm to satisfy unique needs in the market. Talent management program is one of human resource development measures that successful organizations take which involves helping the organization to recruit and retain competent talented employees to boost performance (Coetsee, 2004).

An organization that does not undertake planning on talent management program may face the issues of employee turnover and bear the direct and indirect costs thus incurred on having new employees and then preparing them to work. Talent management involves attracting, identifying, recruiting, developing, motivating, promoting and retaining people that have a strong potential to succeed within an organization. Talented employees are efficient and accurate in their work and hence save the organization a lot of costs which in turn improves organizational performance (Warren, 2008).

Subramaniam (2012) studied that the determinants of successful talent management in MNCs in Malaysia. The study was conducted using a quantitative research design. Correlation analysis was done and the results revealed that there was a positive and significant relationship between talent attraction and success in an organization. It was further revealed that corporate image was a key ingredient in attracting and retaining talent in the firm which led to improved organizational performance.

CIPD (2010) investigated the influence of learning on talent development and the results found that in-house development programmes accounted for 56% and coaching by line mangers at 51% was ranked among the top effective learning and development practices. The results further revealed that talent development was an essential driver in improving the quality of input of the organization and thus improved organizational performance. Azara and Syed (2013) studied the relationship between employee training and organizational performance. A descriptive survey was carried out and both quantitative and qualitative research was executed. Primary data was collected with the help of a questionnaire. The findings depicted that employees training influenced organizational performance.

Khulida and Siti (2004) examined the relationship between career management and individual performance in the insurance industry in Nigeria. In the study, a descriptive survey research design was used to explain the relationship between career management and performance. Primary data was collected using a semi-structured questionnaire. A correlation analysis was done and the results found that there was a significant positive relationship between career management and individual performance in the insurance sector.

Kahinde (2012) assessed the influence of talent management on organizational performance in Nigerian service firms. The study used a descriptive study whereby both primary and secondary data were used. Data was analyzed using correlation analysis and the results of the analysis revealed that there was a positive relationship between talent management and profitability indicators. Further, the study found that 95% of the organizations visited were either applying talent management or partially talent management.

Even though most studies have explored the relationship between strategic talent management and organizational performance in different sectors especially in the service and retail sector, little focus has been laid on the finance sector in particular the banking sector. This study therefore attempts to investigate the influence of strategic talent management and performance at Imperial Bank Limited in Kenya.

1.1.4 The Banking Industry in Kenya

The banking industry in Kenya is regulated by the Central Bank of Kenya Act, Banking Act, and the Companies Act among other guidelines issued by the Central Bank of Kenya (CBK). Commercial banks in Kenya are licensed, supervised and regulated by the Central Bank of Kenya (CBK) as mandated under the Banking Act (Cap 488). Banking industry in Kenya was liberalized back in 1995 and exchange controls revoked (Keteko, 2014).

Currently there are 43 licensed commercial banks and 1 mortgage finance company, 11 microfinance banks and eighty six (86) Forex Bureaus that are licensed to work and operate in Kenya as of December 2013. The banks have come together under the Kenya Bankers Association (KBA), which works as lobby for the local banking industry. Kenya Bankers Association (KBA) also serves as a forum to address issues affecting the banking sector. The forex bureaus conduct business and are regulated under the provisions of the sections 33A to 33O of the Central Bank of Kenya Act (Cap 491) and Guidelines issued there under (CBK, 2013).

Banks represent a significant and influential sector of business worldwide that plays a crucial role in the global economy. The role of commercial banks in economic development rests solely on their role as financial intermediaries that serve as financial resource mobilization points in the global economy. They help drive the flow of investment capital throughout the marketplace. Due to stiff competition that is currently experienced in the banking environment most commercial banks engage their employees in a rigorous exercise in hiring and recruiting employees who are experienced and competent in specialized areas (Lawler, 2009). Talent management program has increasingly been adopted by commercial banks to ensure that they have the right crop of employees for specific tasks.

Keteko (2014) indicates that the banking industry has over the past few years enjoyed exponential growth in deposits, assets, profitability and products offering, mainly attributed to automation of services and branch network expansion both locally and regionally. This growth has brought about increasing competition among players and new entrants into the banking sector. Currently, banks are now focusing on the diverse customer rather than traditional banking products such as over the counter deposits and withdrawal.

1.1.5 Imperial Bank Limited in Kenya

Imperial Bank Limited also commonly known as Imperial Bank is one of the forty-three commercial banks licensed by the Central Bank of Kenya (CBK) and national banking regulator. The bank was established back in 1992 as a finance and securities company. After being licensed by Central Bank of Kenya (CBK), the bank commenced its banking operations. Imperial Bank converted into a fully-fledged commercial bank in January 1996 (Keteko, 2014).

Since then the bank has had a long standing tradition of achieving strong financial performance and carrying out expansion strategies while successfully focusing on efficient client service delivery. In January 2011 the bank partnered with Mukwano Group which is a Ugandan Business and manufacturing conglomerate, it opened a subsidiary, Imperial Bank Uganda with its headquarters at 6 Hannington Road, on Nakasero Hill, in the center of Kampala's central business district (Keteko, 2014).

Currently the bank operates a chain of more than 24 branches country wide across the country. To serve its customers' needs, Imperial bank offers retail and corporate products. Retail products allow quick and easy access to funds to cater for the financial needs of its customer. Some of the retail products include mobile and internet banking (Keteko, 2014).

1.2 Research Problem

Talent management has received growing attention among various organizations globally. This has been attributed by scarcity of talented employees due to immense competition by organizations for the same pool of talents. This is seen as a global labor market for talents (Bowman, 2001). To accommodate the changing needs of its customers, organizations should recruit and hire competent staff that is qualified and professional to achieve improved efficiency and costs reduction.

Competition in the banking sector has forced commercial banks to realize the need for talent management. Commercial banks in Kenya are investing in talent management through hiring recruiting agencies where new employees undergo through a rigorous process of evaluation before being employed. This is meant to ensure that only qualified candidates succeed for the job. Imperial bank offers competitive packages to its existing employees to retain them based on performance targets. The banks also offer recognition and award to the best performing employees. Recently the bank has introduced a career development program whereby employees are sponsored to further their education on discounted premiums. This gives them an opportunity to further their education to increase their chances of promotion.

Rahman and Said (2008) studied on benchmarking understanding and knowledge among Malaysian automotive components manufacturing SMEs. The study found that talent management led to improved efficiency in Malaysian automotive manufacturing firms. Warren (2008) examined the influence of talent management on organizational performance. The study found that talent management led to costs savings. Ashton and Morton (2005) investigated the relationship between talent management and competitive advantage in the service industry. The findings revealed that talent management positively impacted on competitiveness. The above studies did not address the relationship between talent management and organizational performance in the banking sector.

Chepkwony (2012) assessed the link between talent management practices, succession planning and corporate strategy among commercial banks in Kenya. The study found a significant relationship between talent management practices, succession planning and overall organization strategy. Wandia (2013) studied talent management as a source of competitive advantage at symphony (K) Ltd. The findings revealed that effective talent management influenced financial performance of a firm.

Moturi (2013) examined talent management as a source of competitive advantage for Kenya Data Networks Ltd. The study found that talent management enhanced efficiency and competence by employees leading to improved quality of services and thus improved competitiveness. Keteko (2014) studied the strategies employed by Imperial Bank Ltd to develop competitive advantage in the banking sector. The results found that main challenges were lack of resources and employee involvement in policy formulation.

From the above studies none has investigated the relationship between strategic talent management and organizational performance in the banking industry. This study therefore sought to bridge this gap by attempting to answer the question: what is the influence of strategic talent management on performance of Imperial Bank Limited in Kenya?

1.3 Research Objective

The objective of the study was to determine how strategic talent management influence performance of Imperial Bank Limited in Kenya.

1.4 Value of the Study

The policy makers for instance CBK might be interested with the findings of this study. They might use the empirical findings of this study as a guide in policy setting by encouraging commercial banks to promote talent management to boost their performances and overall profitability.

Other commercial banks might find this study resourceful. It will provide information on the significance of talent management in banks and how it impacts on performance. Commercial banks will understand the importance of recruiting and hiring competent and talented employees for purposes of achieving efficiency and cost savings for the bank.

The study will also contribute to the existing body of knowledge. It will enrich the literature with theories namely: Equity theory and Hertzberg Two-factor theory. Students pursuing strategic management will understand the empirical relationship between talent management and organizational performance. Researchers interested in this area or related topics might use the findings of this study as a base for further research.

1.5 Chapter Summary

This chapter consists of the background of the study which shows the motivation of the study which was based on the realization of the importance of strategic talent management in commercial banks as an essential contributor for improved performance. The concepts discussed are: strategic talent management, organizational performance and the relationship between strategic talent management and organizational performance. The study has shown the reliance of strategic talent management to the organization and how it contributes to improved organizational performance.

The chapter also covers the research problem which has clearly depicted the gap of this study ending with a research question. The study was guided by a robust objective which was to determine how strategic talent management influence performance of Imperial Bank Limited in Kenya. The value of the study has also been discussed in terms of policy, practice and theory.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers the theoretical foundation of the study, strategic talent management practice, organizational performance measurement and chapter summary.

2.2 Theoretical Foundation

This study was anchored by three theories namely: equity theory, talent management model and Hertzberg Two-factor theory as follows:

2.2.1 Equity Theory

According to Adams (1965), fairness refers to how much people are aware of and compare themselves with other people's situations. People would attempt to maintain fairness by comparing the inputs and outputs that others bring to and receive from the same behavior. As long as the ratio between these inputs and outputs is equal, people may perceive the given situation to be fair.

Adams suggested that the higher an individual's perception of equity, the more motivated they will be and vice versa: if someone perceives an unfair environment, they will be de-motivated. When a balance is achieved between inputs and outputs, it is believed that employees will be more satisfied and willing to work towards higher levels of productivity. Many would argue that fairness is something that we should expect out of our employers. According to equity theory, employees expect to be adequately rewarded for their efforts (Adams, 1995).

They also expect to be rewarded in the same way that other employees are, meaning if a potential reward is offered to one employee for a particular level of productivity, that same reward should be offered to any other employee who puts forth the level of effort required to earn that reward. Inequalities in rewards can lead to lower levels of job satisfaction, deviant workplace behavior and low employee morale and can cause performance problems that negatively impact the entire organization (Adams, 1995). The relevance of this theory in relation to this study is that employees expect to get the same pay when making the same input into the organization. If employees realize that some of their colleagues in the same position and making the same input are paid better than them, this would lead to dissatisfaction and unfair feeling among employees. This could negatively impact on the organizational performance.

Equity Theory consists of four proposed mechanisms for motivation and demotivation as follows: Individuals seek to maximize their outcomes where outcomes are defined as rewards minus costs. Groups can maximize collective rewards by developing accepted systems for equitably apportioning rewards and costs among members. Systems of equity will evolve within groups, and members will attempt to induce other members to accept and adhere to these systems. The only way groups can induce members to equitably behave is by making it more profitable to behave equitably than inequitably. Thus, groups will generally reward members who treat others equitably and generally punish (increase the cost for) members who treat others inequitably. When individuals find themselves participating in inequitable relationships, they become distressed (Smith, 2001).

The more inequitable the relationship, the more distress individuals feel. According to equity theory, both the person who gets "too much" and the person who gets "too little" feel distressed. The person who gets too much may feel guilt or shame. The person who gets too little may feel angry or humiliated. Individuals who perceive that they are in an inequitable relationship attempt to eliminate their distress by restoring equity. The greater the inequity, the more distress people feel and the more they try to restore equity (Adams, 1995).

People respond to a feeling of inequity in different ways generally the extent of demotivation is proportional to the perceived disparity with other people or inequity, but for some people just the smallest indication of negative disparity between their situation and other people's is enough to cause massive disappointment and a feeling of considerable injustice, resulting in demotivation, or worse, open hostility. Some people reduce effort and application and become inwardly disgruntled, or outwardly difficult, recalcitrant or even disruptive (Adams, 1995).

Other people seek to improve the outputs by making claims or demands for more reward, or seeking an alternative job. Understanding Equity theory and especially its pivotal comparative aspect - helps managers and policy-makers to appreciate that while improving one person's terms and conditions can resolve that individual's demands (for a while), if the change is perceived by other people to upset the equity of their own situations then the solution can easily generate far more problems than it attempted to fix. According to Equity theory people see themselves and crucially the way they are treated in terms of their surrounding environment, team, system, not in isolation and so they must be managed and treated accordingly (Smith, 2001).

Employees are able to adjust for purchasing power and local market conditions. Thus a teacher from Alberta may accept lower compensation than his colleague in Toronto if his cost of living is different, while a teacher in a remote African village may accept a totally different pay structure. Although it may be acceptable for more senior staff to receive higher compensation, there are limits to the balance of the scales of equity and employees can find excessive executive pay demotivating. Staff perceptions of inputs and outcomes of themselves and others may be incorrect, and perceptions need to be managed effectively. An employee who believes he is over-compensated may increase his effort. However he may also adjust the values that he ascribes to his own personal inputs. It may be that he or she internalizes a sense of superiority and actually decrease his efforts (Smith, 2001).

The comparative aspect of Equity Theory provides a far more fluid and dynamic appreciation of motivation than typically arises in motivational theories and models based on individual circumstance alone. There are similarities with Maslow and Herzberg in that the theory acknowledges that subtle and variable factors affect each individual's assessment and perception of their relationship with their work, and thereby their employer (Bowman, 2001).

However, awareness and cognizance of the wider situation - and crucially comparison feature more strongly in Equity Theory than in other earlier motivational models. People may feel guilty because they feel they don't deserve the bonus. Or they may feel undervalued because someone else did get one, and they perceive their inputs to be superior to the person that got the bonus (Adams, 1995).

2.2.2 Talent Management Model

Fegley (2006) report for the Society for Human Resource Management, talent management model involves an integrated strategy or systems that are designed to improve the processes of recruiting, developing and retaining people with the required skills and aptitude to meet current and future organizational needs. Talent management is fundamental to any human resource department.

Previously, the disciplines of recruiting, compensation, retention, training and development were viewed as distinct. The concept of talent management is to integrate these considerations into a unified strategy; to identify skills needed to execute future business strategies; to identify gaps between required skills and skills available in the firm; and to develop ways to close the gaps. Crucial among these is the development of organizational cultures that encourage a committed workforce as well as more traditional human resource tactics such as staffing, employee relations, performance management and organizational design (Pruis, 2011).

Measurement is important in successful implementation of talents or any other evaluation of human resource skills and knowledge (Remillard, 2012). For instance if there is a gap with respect to a certain technological skill, the human resource department might consider training the current employees to learn the skill or to hire from outside to effectively execute its functions. In partnership with the top management, the organization might arrive at a decision to hire employees from outside but the decision should not end there.

Rather, human resources would be better off training some employees and hiring others. The performance of both groups could be tracked. Then, a better decision might be made in the future. Remillard (2012) argue that key talent management processes is essential part of strategic management module.

Talent management process includes: workforce planning, recruiting, onboarding, performance management, feedback, executive coaching and career path. Workforce planning is the intentional and strategic projection and planning of access to talent (either internal or external) with the skills, knowledge, and behaviors essential for the achievement of the university's strategic objectives and demands. Recruiting is the ability to successfully attract and hire key talent for current and future organizational needs through competency-based advertising and interviewing efforts (Remillard, 2012).

Onboarding is the process of acclimating new hires and ensuring that they quickly feel welcomed, and valued by the organization. This process enables new employees to become productive members of the organization, who understand expectations for their job roles. Onboarding goes beyond traditional orientation programs which focus mainly on managing policies, forms, and procedures. Strategic plan and goal alignment is the process of developing and implementing plans to reach an organization's long-term goals and objectives. It is the roadmap to lead an organization from where it is now to where it would like to be in 3-5 years (Pruis, 2011).

Performance management is an ongoing, continuous process of communicating and clarifying job responsibilities, priorities, performance expectations, and development planning that optimizes an individual's performance and aligns with organizational strategic goals. Feedback is an assessment tool that provides faculty and staff leaders with feedback about their performance. Supervisors, peers, and direct reports answer questions based on their perceptions and observations of the leader's skills and attributes (Fegley, 2006).

Tansley (2011) explains that executive coaching is a relationship between a client and a consultant, who uses a wide variety of behavioral techniques and methods, to assist the client to achieve mutually identified goals to improve professional performance and personal satisfaction in an effort to improve the effectiveness of the client's organization. Leadership development is intentional goal-driven activities that enhance the quality of leadership abilities or attitudes within an individual or organization.

Professional development is the process of establishing training goals and plans that link to individual goal attainment, career planning, and possible succession planning. Career path is how the organization structures the career progress of their members, and the individual's process for identifying job opportunities within an organization's structure, and the sequential steps in education, skills, and experience-building needed to attain specific career goals. Recognition programs is a method of acknowledging, honoring, encouraging, and supporting individuals and teams who contribute, through behaviors and actions, to the success of the organization (Kaye and Jordan-Evans, 2000).

Many companies use these employee assessments to help them find ways to motivate their employees to live up to their full potential. This provides better results as each employee's reason for working is unique. Addressing each individual needs in the organization will create a highly motivated workforce that strives for the best as a whole (Tansley, 2011).

Kaye et al. (2000) indicates that keeping employees engaged and motivated is the key to a successful, highly-productive workforce. Some employees are able to produce at the highest level regardless of the incentive, others need encouragement. When handled effectively, the result can be greater productivity and increased employee morale. Fortunately, employee retention increases can be achieved by having employees that don't feel the need to leave in order to find opportunities for fulfillment elsewhere.

Coetsee (2004) Managers must find ways to understand what drives each individual employee within the context of his or her role in the company. Every employee has a different reason for working. Some employees may be motivated by things like performance-based bonuses, a promotion, flexible working conditions or additional paid time off. Whatever the reason, employees must find some satisfaction in their work or they may become unhappy and unproductive.

The relevance of this theory is that employee development is not just the responsibility of the employee. In today's diverse workforce, business practices have evolved to reflect the economic advantage in developing and retaining talented employees (Fegley, 2006).

Fegley (2006) argues that organizations are continually seeking new solutions to assess, understand and strategize employee development. Managers use employee assessments and surveys to allow them to scope job requirements, evaluate how potential employees fit jobs, and identify changes that will keep employees engaged. By better understanding the people they employ, companies can solve many of their most critical and expensive problems. With reliable information to make human resource decisions, employers can successfully fit people to jobs in which they will excel, become better managers, improve service, build more effective teams and ultimately retain their best employees.

One of the greatest challenges faced by managers is the strategic personal development of their employees in order to ensure effective use of their talent. To properly manage this important resource, they must identify their challenges and implement employee development and training. Employee development will help managers effectively manage, motivate and empower employees resulting in higher rates of employee retention (Pruis, 2011). By using employee assessments, managers are better able to take stock of an employee's interests and aptitudes and help them apply these talents where most appropriate.

2.2.3 Hertzberg Two-Factor Theory

Frederick Herzberg's Two-Factor Theory, also known as Motivation-Hygiene Theory or intrinsic versus extrinsic motivation. Herzberg posits that there are certain factors in the place of work that can cause satisfaction and a separate set of factors that can lead to dissatisfaction (Jiang and Xiao, 2012).

It is important to underscore the fact that there is no linear relationship: the factors that cause satisfaction do not necessarily negate those that cause dissatisfaction; one does not necessarily increase exactly as the other decreases. Extrinsic motivators include status, job security, salary, and fringe benefits. Managers must realize that to attract and retain talents they must provide extrinsic motivators to boost the levels of employees satisfaction and unmotivated behavior among the employees (Jiang and Xiao, 2012).

It is also important to point out those intrinsic motivators and extrinsic motivators exhibit an inverse relationship. This implies that intrinsic motivator inspires motivation when present while extrinsic motivators reduce the levels of motivation when they are absent. Intrinsic motivators for example challenging work on the other hand can be a source of additional motivation. If the management needs to increase employees' job satisfaction, they should be concerned with the nature of the work itself, the opportunities it presents employees for gaining status, assuming responsibility, and achieving self-realization (Tansley, 2011).

If, on the other hand, management wishes to reduce dissatisfaction, then it must focus on the job environment policies, procedures, supervision, and working conditions. To ensure a satisfied and productive workforce, managers must pay attention to both sets of job factors to realize increased organizational performance (Kaye and Jordan-Evans, 2000).

According to Herzberg, intrinsic motivators and extrinsic motivators have an inverse relationship. This is to say that intrinsic motivators tend to inspire motivation when they are present, while extrinsic motivators tend to reduce motivation when they are absent. This is because of expectation. Extrinsic motivators for example salary, benefits are expected and so will not increase motivation when they are in place, but they will cause dissatisfaction when they are missing. Intrinsic motivators like challenging work, on the other hand, can be a source of additional motivation (Hinton and Barnes, 2005).

Coetsee (2004) argue that if the management wants to increase employees' job satisfaction, they should be concerned with the nature of the work itself, the opportunities it presents employees for gaining status, assuming responsibility, and achieving self-realization. If, on the other hand, management wishes to reduce dissatisfaction, then it must focus on the job environment policies, procedures, supervision, and working conditions. To ensure a satisfied and productive workforce, managers must pay attention to both sets of job factors. If the motivation-hygiene theory holds, management not only must provide hygiene factors to avoid employee dissatisfaction, but also must provide factors intrinsic to the work itself in order for employees to be satisfied with their jobs.

Herzberg argued that job enrichment is required for intrinsic that it is a continuous management process. The job should have sufficient challenge to utilize the full ability of the employee. Employees who demonstrate increasing levels of ability should be given increasing levels of responsibility (Coetsee, 2004). If a job cannot be designed to use an employee's full abilities, then the firm should consider automating the task or replacing the employee with one who has a lower level of skill. If a person cannot be fully utilized, then there will be a motivation problem.

Critics of Herzberg's theory argue that the two-factor result is observed because it is natural for people to take credit for satisfaction and to blame dissatisfaction on external factors. Furthermore, job satisfaction does not necessarily imply a high level of motivation or productivity (Hinton and Barnes, 2005).

2.3 Strategic Talent Management Practices

According to Remillard (2012) top management should be focused on basic talent management; this involves acquiring, hiring and retaining talented employees. However, to drive optimal levels of success, business leaders need engaged, high-performing employees. The key to inciting a workforce to greatness is to align your talent management with company strategy, define consistent leadership criteria across all functional areas, and identify specific competencies (analytical, technical, education and experience) to cultivate improved performance. Organizations that implement the best talent management processes are prepared than their competitors to compete in the global economy and capitalize quickly on new opportunities. True success is only available when firms do more than adapt to long-term trends; they must be able to anticipate and jump on new opportunities before the rest of the market.

Warren (2008) posits that strategic talent management plan is closely aligned with the company's strategic plan and overall business needs. Goal alignment is a powerful management tool that not only clarifies job roles for individual employees, but also demonstrates ongoing value of the employees to the organization. When employees are engaged in their work through goal alignment, this creates greater employee ownership in the company's ultimate success; they become more committed to the company and achieve higher levels of job performance. To achieve goal alignment, the organization must clearly communicate the strategic business objectives across the entire company.

By allowing managers to access and view the goals of other departments, the organization can greatly reduce redundancy. Goal sharing also helps departmental heads find ways to better support each other, as well as identify areas where they may be unintentionally working at cross purposes. With everyone working together toward the same objectives, the company can execute strategy faster, with more flexibility and adaptability. Essentially, goal alignment strengthens leadership and creates organizational agility by allowing managers to: Focus employees' efforts on the company's most important goals; understand more clearly all responsibilities associated with specific goals; and Strengthen accountability by assigning measurable and clearly articulated goals that are visible company-wide (Warren, 2008).

Strategically minded organizations are able to change ahead of the curve when it comes to planning and developing a workforce with the right competencies. They have deeper strategic insight into their employees, and use that insight to proactively put the right workforces in place to effectively respond to urgent marketplace needs (Porter, 2011).

The development of skilled talent pools makes it easier to develop desirable skill sets in a broader group of employees, resulting in higher performance across all levels and functions. By cultivating talent pools internally you are ensuring that you will have experienced and trained employees prepared to assume leadership roles as they become available. To drive success, business leaders must do whatever they can to overcome the organizational silos that prevent the flow of information throughout the organization. For companies to perform faster and with more flexibility, knowledge and experience must be readily available or, even better, proactively delivered -to the right people at the right time. In many cases, the innovation required to meet a new marketplace challenge exists somewhere in the organization; the challenge is tapping into it (Pruis, 2011).

In order to cultivate a collaborative atmosphere, management needs to align the metrics for success if success is based only on individual performance, you will be sending mixed messages to your employees. Beyond simply encouraging collaboration, organizations need to provide the tools to facilitate easier collaborative efforts. Better collaboration across an organization, employees and management need access to rich employee data, including experience, interests and special skills, such as language abilities (Mendez, 2011).

Centrally locating this robust information drives greater success, companywide employees can reach across departments or offices to tap into a knowledge base and collaborate easily, while managers can use the information to make informed talent management decisions to increase business performance. In a pay-for-performance culture, managers gain easy access to all the information they need to reward individuals for actual performance, review data and performance notes taken throughout the year. This allows managers to make consistent, quantifiably fair decisions, thus avoid improper compensation (Mendez, 2011).

Many companies use employee assessments to help them motivate their employees to reach their full potential. This provides better results as each employee’s reason for working is unique. Addressing each individual’s needs in the organization will create a highly motivated workforce that strives for the best as a whole. By measuring the essential factors that mark the difference between success and failure in specific jobs, the organization will be able to put the right person into every position, allowing them to utilize their talents without limitations. This leads to greater job satisfaction, improved morale and employee retention because your organization is staffed with a workforce of people who are highly productive, skilled and committed to doing their very best (Ulrich and Brockbank, 2009).

In this new talent oriented economy, successful organizations are those that can assimilate new ideas into action faster than their competitors. This has led organizations to turn to talent management in an effort to improve organizational performance. There are various talent management practices that improve organizational performance. These involves implementation of integrated strategies or systems that are 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 (Porter, 2011).

Porter (2011) pinpoints that creating the strategy of talent management that is based on the organization strategy and is in compliance with it is one of the principal preconditions of effective talent management. Business strategy is the starting point of the talent management strategy. Mutual linking of the organization strategy with the given strategies enables to identify the processes of talent management which are crucial from the point of view of meeting the organization objectives. The right talent strategy starts with the organization strategy and continues by understanding the organization position in the business environment. The business strategy indicates the product to be produced, strategic goals to be reached and the competitive advantage to be won. Talent management should underpin this strategy by attracting, selecting and engaging suitable talents.

Ulrich and Brockbank (2009) indicate that the top management should nurture and support talents in the organization to motivate the other employees to sharpen their skills and excel in their strong areas. Talent management is a key ingredient to superior performance and successful business culture. One of the most important factors towards successful integration of talent management in an organization is active support of the top management.

The importance of talent management in an organization is similar to the importance of other business processes. Firms that continuously support talent management focus on building organizational abilities by bringing talents into the processes and systems to ensure that the organization is well equipped with competent staff to deliver efficiently. The demand for human talent has received much attention locally and international as an essential tool for competitiveness. Talent management strategies focus more on primary areas that is attracting, engaging, developing and retaining employees. Although pay and benefits is equally a suitable way of attracting talents, top-tier leadership organizations focus on retaining and developing talent amongst employees (Ulrich and Brockbank, 2009).

Attracting talent is one of the talent management practices used by organization; most firms attract talents through offering them competitive packages. This includes a good salary, employee benefits and better working conditions to attract employees as a good employer. Mendez (2011) emphasizes that an organization needs to retain its employees to be successful. For instance a good compensation package is important in attracting employees, offering an attractive, competitive benefits package with components such as life insurance, disability insurance and flexible hours motivates employees to commit themselves to an organization.

According to Remillard (2012) firms that offer competitive packages to their employees' record high performances compared to organizations that are reluctant to remunerate their employees competitively. Remuneration is a key motivator to employees; most employees aspire to be paid according to their input. To retain talents, the organization should be ready and willing to pay its employees competitively in order to retain them. Retaining talents is not easy, the organization has to keep review of its employees' salaries based on their performance in order to retain them in the organization. Talented employees are hardworking and efficient in their work, they are highly productive and efficient in their work, through them the organization is able to save a lot of costs.

The current business environment especially the banking industry is very competitive and retaining employees is not easy. Organizations that want to save costs of hiring and training new employees should be able to retain its existing staff. This is advantageous to the organization since it does not require recruiting and training new employees which would be very expensive to the organization in terms of effectiveness and costs. Organizations that fail to remunerate its employees well might experience a high employees' turnover at a go, this might negatively impact on the performance of the organization in terms of cost of recruiting new employees and efficiency since the organization has to recruit and train new ones which is a long process before the new employees gain efficiency (Pruis, 2011).

Mihelic and Plankar (2010) maintain that reputable organizations rarely experience employees' turnover since they are perceived to be the best. Most employees are comfortable and enjoy working in such organizations since they are able to meet their personal goals and that of the organization. It is worth noting that the working environment, top management and employees' relationships are key components that impact on employees' retention in an organization. Some of the organizations that experience high employees' turnover have a poor working environment coupled with weak relationship between the top management and the employees.

Talent development is the process of changing an organization, its employees, its stakeholders, and groups of people within it, using planned and unplanned learning, in order to achieve and maintain a competitive advantage for the organization (Davis, 2007). Training and development is an essential talent management practice used by most organizations who seek to nurture and grow a competitive team of highly motivated and enthusiastic employees who are self-driven. Training and development gives employees an opportunity to sharpen their skills and increase their knowledge on their work. This is seen as a personal development on their career goals and development. It is important for an organization to have frequent training and development to its employees. This makes them feel appreciated and hence more productive in their work since they are updated with the current developments either on their job or the environment.

One of the ways to increase value and productivity in the work place is through training and development programs. It is imperative to point out that most firms that consistently perform well are continually seeking ways to increase value from their human assets that is the people employed. Employees are seen as a source of sustaining competitive advantage and optimizing business performance (Ulrich and Brockbank, 2009).

Leigh (2009) explains that organizations that develop career training and development programs could find success in maintaining top performers. In particular, young workers are interested in knowing they have a future with their current employer. Outlining potential career paths provides better opportunities for employees, but managers also need the ability to identify if specific skills have been learned and what interests individuals. Training and development programs assist employees to manage change by helping them to be more adaptable to unforeseen events that happen in their work life. It enables the employees towards self-help actions on their skills, knowledge and behavioral growth to ensure that they meet the organizational goals and objectives and thus improves the overall performance of the organization.

To succeed in talent management, the organization has to strategize on the most appropriate way of getting the right people in their job and ensure that organizational strategy is well aligned with the employees in place. Tansley (2009) asserts that organizational process should include all processes needed to optimize people within an organization. This perspective believes that the future success of the company is based on having the right talent so managing and nurturing talent is part of the everyday process of organizational life.

Implementation of talent management requires extensive involvement of top management at all levels. Talent management mindset must cascade from the top, with the top manager as a driver (Earle, 2003). In accordance with Mihelic and Plankar (2010) the talent mindset is defined as a deep-seated belief that having better managers at all levels allows the organization to outperform its rivals in terms of performance. It is the recognition that better talent pulls all other performance levers. This belief motivates the leaders to strengthen their pool of talents with the realization that talent management is part of the organizational goals.

2.4 Organizational Performance Measurement

Hinton and Barnes (2005) argue that performance measurement often results into measuring. It is worth noting that measurement is the first step in improvement. But while measuring is the process of quantification, its effect is to stimulate positive action. Managers should be aware that almost all measures have negative consequences if they are used incorrectly or in the wrong situation. Managers have to study the environmental conditions and analyze these potential negative consequences before adopting performance measures (Kaplan and Norton, 2002).

Performance measures can be grouped into two basic types: those that relate to results outputs or outcomes such as competitiveness or financial performance and those that focus on the determinants of the results inputs such as quality, flexibility, resource utilization, and innovation. This suggests that performance measurement frameworks can be built around the concepts of results and determinants. According to Gunasekaran (2010) the indicators of performance depict the measures that show progress towards a desirable outcome. Strategic key performance indicators monitor the effectiveness of the organization's strength as well as determining the gap between the actual and targeted performance hence determine the organizational effectiveness and operational efficiency.

Gunasekaran and Williams (2010) note that performance measurement represents the management and control systems that are meant to produce information that will be shared by both internal and external users. It constitutes a variety of business management cycle; this model contains processes for developing and deploying performance direction. The performance measurement models evolved from a cybernetic view whereby performance measurement was based on financial measures and considered a component of the planning and control cycle to a holistic view based on multiple nonfinancial measures where performance measurement acts as an independent process integrated in a wide range of activities.

Previously, performance measurement was seen as an element of the planning and control cycle that captures performance data, enables control feedback, influences work and monitor strategy implementation. According to Norton and Kaplan (2002) performance measurement is mainly underpinned by a financial perspective.

In a holistic view, performance measurement plays an instrumental role in development of strategic plans and evaluating performance with the objective of achieving organizational goals. Performance measurement also acts as a signaling and learning device whereby the organization is able to learn and improve on its weak areas (Norton and Kaplan, 2002).

On the other-hand, Norton (2002) puts forth that performance can effectively be evaluated when there is a way of getting performance feedback. Feedback is having the outcome of work communicated to the employee, work group, or company. In an organizational setting, performance measurement is the relationship between decisions and organizational goals. It is important to realize that before the organization improves on something, it should be able to measure and qualify it; this implies that what needs to be improved should be quantifiable.

Key performance indicators (KPI) consist of both financial and non-financial measures used to measure progress and the current status of performance of an organization. The top management should consider both financial and non-financial measures to accurately determine the expected outcome of an activity. Financial measures are entity's performance measures that are expressed in monetary terms. All organizations have financial performance measures as part of their performance management, although there is debate as to the relative importance of financial and non-financial indicators. Proponents of financial performance measures argue that they are necessary because of the primary objectives of companies that are maximizing shareholder wealth. The primary objective of a profit seeking organization is to maximize shareholder wealth. This is based on the argument that shareholders are the legal owners of a company and so their interests should be prioritized (Kaplan and Norton, 2001).

Nonfinancial are individual or entity's performance that is not expressed in monetary terms. The measures of organizational performance are particularly important for ensuring the success of an organization. Some of the non-financial indicators that are highly considered for measuring organizational performance include: the management of human resources, product and service quality, brand awareness, company profile and the management of human resource. Traditionally, the main performance measure for staff was cost. However, businesses have started to view staff as a major asset and recognize that it is important to attract, motivate and retain highly qualified and experienced staff. Nonfinancial performance indicators are now also used to monitor and control staff. These can include the staff turnover, competence survey, absentee rates among others (Kaplan and Norton, 2001).

Balance score card is the most common tool for measuring organizational performance. This tool consists of financial and non-financial measures. Financial measures reveal the results of actions already taken and non-financial measures these are drivers of future financial performance. It includes external as well as internal information. The balance scorecard suggests that the organization can be viewed from four perspectives namely: financial perspective, internal business processes, learning and growth and customer perspective. When measuring organization performance, the management should develop the metrics, collect data and analyze its relative to each of the four perspectives (Kaplan and Norton, 2001).

Kaplan and Norton (2001) argues that efficiency is one the indicators of organizational performance. It is important to note that how well the management of an organization utilizes the human, physical and financial resources at their disposal contributes to efficiency. Organizational performance entails the recurring activities to establish organizational goals, monitor progress toward the goals, and make adjustments to achieve those goals more effectively and efficiently. When seeking to improve organizational performance it is advisable to conduct regular assessments of the current performance of the organization. Assessments might be planned, systematic and explicit.

These are often the best kind of assessments or unplanned and implicit. Well-done assessments typically use tools, such as comprehensive questionnaires, SWOT analyses and diagnostic models. The profitability of a company influences its value and the amount of income it generates for its owners (Kaplan and Norton, 2001).

2.5 Chapter Summary

This chapter provides a comprehensive coverage of the theories that anchor this study which are: Equity Theory, this theory argues that employees should be paid according to their input; this highly motivates them to work harder. Talent management model was designed to effectively enable institutions to hire competent personnel to effectively contribute to improved performance.

Hertzberg two-factor theory explains the factors that cause motivation and demotivation in the organization as well as how an organization can balance between the two factors. The chapter has also reviewed about performance measurement which entails key performance indicators and the balance score card tool that was advanced by Norton and Kaplan.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides a framework of the components that constituted the research methodology. This included the research design, data collection, data analysis and chapter summary.

3.2 Research Design

A case study is an empirical enquiry that investigates a contemporary phenomenon in-depth and within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident. With a case study, the researcher was able to explore and understood complex issues in relation to strategic talent management and performance.

A case study was considered a robust research method particularly because a holistic and in-depth investigation was required. Grassel and Schirmer (2006) indicate that a case study is a method that allows a lot of detail to be collected that would not normally be easily obtained by other research designs. The data collected was a lot richer and of greater in-depth.

3.3 Data Collection

This study used qualitative form of research. According to Morgan (1997) qualitative research is designed to reveal a target audience's range of behavior and the perceptions that drive it with reference to specific topics or issues. The study used qualitative form of research design. The results of qualitative research were descriptive rather than predictive.

An interview guide was used for data collection purposes. Primary data was used since the nature of the data that was collected was qualitative. Primary data was collected by interviewing four departmental heads and a Senior Officer at Imperial Bank Limited, these departments were: human resource department, marketing department, operations department, the finance department and Information Technology department. The interview guide consisted of three sections namely; section A contained questions on the general information about the bank and the interviewees. Section B contained questions on the strategic talent management practices used by Imperial Bank Limited while Section C contained questions on the influence of strategic talent management practices and performance of Imperial Bank Limited.

A face to face interview was conducted with four senior management and departmental heads and a Senior Officer that were responsible for implementing strategic talent management practices adopted by the bank and how these practices impacted on the bank's performance. These categories of interviewees were deemed to understand the concepts of strategic talent management and performance at Imperial bank Limited.

3.4 Data Analysis

Data was analyzed using content analysis which is a systematic qualitative description of the composition of the objects or materials of the study. Grassel and Schirmer (2006) posit that content analysis involves observations and detailed description of objects, items, or things that comprise the unit of analysis.

The study used content analysis because qualitative content analysis concentrates on unique themes that illustrate the range of the meanings of the phenomenon rather than the statistical significance of the occurrence of particular texts or concepts. According to Maxwell (2005) it enables the researcher to obtain detailed information about the organization especially on the variables under study.

3.5 Chapter Summary

This chapter consists of the research methodology that was used to achieve the objective of the study which was to determine how the strategic talent management influences performance of Imperial Bank Limited in Kenya. It consisted of a case study research design of Imperial bank Limited that was used by the researcher to explore and understand complex issues concerning strategic talent management and how it contributes to improved performance.

This research design was highly considered because it is robust especially because an in-depth investigation was required. This study used qualitative form of research in this case the results of qualitative research were descriptive rather than predictive. An interview guide was used for data collection purposes.

Primary data was collected by interviewing four departmental heads and a Senior Officer at Imperial Bank Limited, these departments were namely: human resource department, marketing department, operations department, the finance department and Information Technology department. Data analysis was done using content analysis which involved detailed descriptions of objects, items, or things that comprised the unit of analysis (Imperial Bank Limited).

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter consists of the major findings of this study. It has reviewed the demographic information of the five interviewees and the bank, strategic talent management practices adopted by the bank and how strategic talent management practices influence organizational performance. This has been done in line with the objective of this study which was to determine how strategic talent management influence performance of Imperial Bank Limited in Kenya. The chapter is structured as follows: demographic information, strategic talent management practices, how strategic talent management influences organizational performance, discussion of results and chapter summary.

4.2 Demographic Information

The position of the interviewees in Imperial bank was as follows: Head of Information Technology, Head of Operations, Chief Finance Officer, Senior Officer, Marketing and Head of Human Resources. The findings further revealed that one of the interviewee held his position for nineteen years; two others held their position for nine years while another two held their positions for two years.

With regard to the duration that the interviewees had served in the bank, the findings revealed that one of the interviewees had served for a period of two years while the other four interviewees had served for a period exceeding ten years. This implied that they had relevant experience in their positions and an understanding of the bank operations. The findings revealed that most of the interviewees had master's degree which means that they understood the concept of strategic talent management and how it influence performance of Imperial Bank.

4.3 Strategic Talent Management Practices

The findings revealed that the steps that Imperial Bank took to manage talent were as follows: a performance management system in place, performance-based reward system in terms of annual bonuses and salary increments, performance-based promotions, training programs and ensuring performance is measured based on well communicated specific measurable accurate realistic and time bound targets and objectives.

Regular training programs were held both internally and externally. High achievers are also mentored with the intention of them taking on more responsibility. The findings also observed that rigorous attraction of the employees, engaging staff on both internal and external trainings, flexible leadership to promote creativity and innovation, supporting top performer through academic assistance programs, mentorship and coaching, competitive compensations, retention and engagement of competent staff and engaging with performance management to promote performance were key steps that the bank had taken to manage its talent.

It was also revealed that opportunities for growth within the institution; provide career development plan; involve them be it change management, process management, projects-consult them in terms of what can the bank can do better. These findings are consistent with Azara and Syed (2013) who argued that employees' training was an important process in enhancing the skills and knowledge of their employees. The findings depicted that employees training influenced organizational performance.

One of the interviewees pointed out that engaging the staff on both internal and external trainings, flexible leadership, supporting top performer through academic assistance programs, mentorship and coaching, competitive compensations, retention and engagement of competent staff and engaging with performance management to promote performance were the key steps that imperial bank used to manage its staff.

The interviewees agreed that the bank integrated its talent management with business strategy to get organizational excellence. One of the interviewees pointed out how Imperial Bank integrated its talent management through identifying high performers and giving them various leadership roles to manage teams in day-to-day running of the organization or one-off projects. The findings also revealed that Imperial bank deployed the right people in the right jobs at the right time, ensuring the right environment for individuals to deliver their best and remain committed to the bank. This enabled the bank to build stronger-relationships with its employees and encouraged them to work and realize their strategic goals and objectives.

The findings observed that the benefits that accrue to the bank as a result of managing its talent were staff motivation, improved efficiency and delivery of services, innovation, improved customer service delivery, innovation and creativity, improved performance, staff engagement and staff retention. One of the interviewees pointed out that team members with a clear career path were well organized and easily managed their workload. This enabled the bank to successfully implement succession planning. Two of the interviewees indicated that excellent performance, staff retention, staff commitment, loyalty and reduced frauds were some of the greatest benefits that Imperial Bank realized from using strategic talent management.

4.4 How Strategic Talent Management Influences Organizational Performance

The findings revealed that the bank developed and exploited special characteristics of knowledge to improve organizational performance. This was achieved through regular performance management at individual and departmental levels. Mentorship and coaching paved way for promotions, career development through staff assistance academic programs for top performers, management development for succession planning, through customer experience department that promoted excellent customer service, through internal and external training to enhance skills and knowledge.

In in-house and external trainings included practical experiences in different units and locations expose the employees to different experiences and ways of dealing with customers to increase interaction. This sharpened employees' skills and competence to handle more changing situations and roles in leadership, problem solving, patience and understanding.

Talent benchmarking was seen as a way of improving talent-based capabilities for improved bank performance. The top management challenged and motivated employees to share and expose their talents to enhance a working culture. The findings also revealed that the bank matched employees skills with their positions to enable them exploit their full potential. Benchmarking was used to borrow some of the best practices that were implemented by competitors in order to learn and improve on their performance. It was also revealed that some of the ambitious employees wished to excel higher and faster although the bank encouraged gradual but more detailed approach.

The findings observed that the imperial bank ensured maximum exploitation of resources by implementing talent management to boost performance; this was managed through the performance reviews. The right recruitment was done to avoid under or over staffing, right and continuous communication of the mission and objectives of the departments and that of the bank ensured the right staff was in place to the right roles, rigorous training and development to promote skills and knowledge, flexible leadership allowed for creativity and innovation. All concerned stakeholders were involved in the decision making process of identifying talent, provided all the required support and exposure based on laid down objectives.

A rigorous training and development program was used as a tool to promote skills and knowledge, flexible leadership to improve creativity and innovation, through performance management to promote performance. The bank used performance management tool to identify talent and deploying the identified staff where their strengths was fully utilized, giving priority to internal recruitments whenever there were opportunities, externally recruiting the right people for the role and fair rewards.

The findings revealed that the bank developed and increased its talent and learning capabilities of its employees through talent acquisition and talent sharing and transfer. This led to increased employees productivity and thus enhanced employees' capabilities both from internal and external forces. Through identifying the kind of people and capability that would create value and enhance performance of the banks now and in the future as well as conducting regular staff appraisals to improve performance.

A rigorous recruitment and performance management, allowed for creativity and innovation to identify talent. The interviewees agreed that through performance management, open communication and various interactions with senior management helped in identifying potential staff, and an opportunity to work independently with minimal supervision.

The findings revealed that the bank ensured that the adoption of information technology was coupled with talent-friendly organizational culture in order to improve performance through adequate training and support to various technology initiatives that were available in-house. All stakeholders were involved in these initiatives. This was done together with the employees who were deemed to be human assets of the bank. This was part of the change management process meant to increase efficiency model of the organization as a whole.

Further, it was also revealed that the bank ensured that the employees were trained and mentored to embrace the processes and the systems put in place. The interviewees agreed that through technology the bank was able to integrate its functions through employees' involvement, improved information sharing a and timely communication to get their buy-in, training, identifying the right staff to form teams to run with the project and cascade it down to colleagues.

It was further revealed that the bank had a culture that reduced the fear of employees' redundancy after using their talent to enhance the bank performance. It was further revealed that the bank implemented an employee's appraisal systems that monitored employees' performance. This made them more responsible and proactive to work towards achieving organizational goals and objectives. The findings revealed that by avoiding the role of duplication and having properly outlined job descriptions made employees clear on their roles in relation of the bank overall performance targets and objectives, regularly communicating about the bank's performance to staff as well set objectives.

The interviewees pointed out that the bank offered incentives to its employees in order to share and exploit their talents in enhancing innovation and creativity. The employees were motivated to work-extra harder. This was achieved by ensuring that the bank's performance management was conducted in a friendlier and objective manner. The employees were provided with incentives and rewards based on their performance for equity purposes. Apart from financial reward, other recognitions were provided based on the objectives achieved; meeting or exceeding set targets. The bank offered incentives as part of the quarterly or bi-annual strategy reviews and aligned them to strategic objectives. Benchmarking with other banks on incentives and staff benefits ensured sustainable performance-based incentives, objectivity in setting the incentives applicable for each staff.

The bank's strategic talent management program integrated performance and value creation by ensuring succession planning in the key business areas, job rotation, relevant on-the-job and external training and engaging constantly with staff to identify changing areas of interest and possible training needs. The bank's performance management was conducted in a friendly and objective manner, providing incentives and rewards based on each staff performance to allow for equity. Right recruitment, training, open leadership, coaching and mentorship, attractive compensation ensured that right measures were taken into consideration this added value to the business strategies and thus allowed for improved performance. Individuals were placed on work areas that they excelled in and provided training and guidance to others.

The bank had an open forum where they can air their opinions and engage in discussions with the intention of improving things. Good customer service delivery improves the bank's image; good incentives led to motivated staff and thus improved bank's performance. This improved stakeholders' image and corporate reputation. The findings revealed that incentives were instrumental in attracting and retaining key performers. Effective communication of the mission and the business strategies promoted efficiency and effectiveness thus led to more staff engagement and eventually improved attractiveness. Innovation and creativity allowed for competitive new products and services which improves the Bank's image**.**

The bank used strategic talent management programs to improve its image and attractiveness thus achieving competitive advantage and enhanced bank performance, this was achieved through continuous monitoring and evaluation, the bank had a management trainee program where the individuals were exposed to all the functions of the bank especially talent management. The findings further revealed that recruiting the right employees was an important part of talent management program which was intended to attract and retain top performers. One of the ways used by the bank was creating a good and friendly work environment where staff felt valued and motivated; this stimulated them to exploit their full potential. Employees were encouraged to participate in different forums and to provide feedback on issues raised. The managers also encouraged an open door policy for individuals to make suggestions and involve them in their discussions.

The findings also revealed that customer service management improved the bank's image; incentives motivated the employees to work extra-harder and achieve their targets. The interviewees agreed that incentives given by the bank were seen as key ingredients to retain top performers.

The bank maintained adequate communication between top management and the lower level employees to enhance sharing of information and decision making. This enhanced effectiveness which led to more staff engagement, good working relationships and a positive attitude towards their work. The bank engaged its employees in its activities and functions thus making employees feel recognized and valued as an important asset of the bank. Innovation and creativity enabled the bank enhance the bank's competitiveness in products and services this improved the bank's image.

Effective strategic talent management provided the bank with ability to constantly reconfigure, accumulate, and dispose of talent resources to minimize wastage. Talent identified was groomed to take on more and bigger responsibilities. Talent resources were armed with skills and then redeployed to other roles where they were given bigger challenges. Promoting high performers into leadership roles gave employees a window of opportunity to lead their teams for improved performance. Top performers were given more responsibilities to enhance their skills and competencies for improved performance. This enabled them to make maximum use of their skills and talents in executing their roles.

Transfers were done based on performance, performing employees were given an opportunity for more demanding and challenging tasks in order to give their best. Top performers were transferred to other locations which were not performing, this was intended to boost performance and develop a working culture by ensuring that employees exploited their full potentials. This way the bank was able to identify the caliber of each individual and work to grow their potential within the institution.

It was revealed that with a proper resource management system in place, the bank was able to identify projected business requirements against available resources and thus made decision to redeploy or recruit accordingly. The bank promoted high performers into leadership roles and also allow them to lead their team for improved performance. This highly exposed the employees to effectively utilize their skills, abilities and competencies for increased performance. It ensured that they were placed in the right roles to ensure they were well utilized, transfers of high performers to other locations sought to enhance branch performance and department. The findings revealed that the employees were guided by performance targets which were reviewed annually. This assisted the bank to manage and measure its appraisal process through sharing capabilities and forums as one unit to contribute and learn ways of improving day to day functions of the bank.

The findings revealed that the bank ensured that there was a consistent flow of talent this contributed to improved bank performance. The bank ensured careful identification of good talent**,** recruiting the right people, retention of talented staff, competitive and fair rewards, continuous training, education support to encourage further study and encouraging creativity. These findings are consistent with Azara and Syed (2013) who studied the relationship between employee training and organizational performance. The findings depicted that employees training influenced organizational performance

4.5 Discussion of Results

The findings revealed that the steps that imperial bank took to manage talent were as follows: a performance management system in place, performance-based reward system in terms of annual bonuses and salary increments, performance-based promotions, training programs and ensuring performance was measured based on well communicated specific measurable accurate realistic and time bound targets and objectives. These findings are consistent with Ashton (2005) who indicated that rewards and recognition are key motivators that drive employees work and achieve set targets.

Regular training programs were held both internally and externally. High achievers were also mentored with the intention of them taking on more responsibility. The findings also observed that rigorous attraction of the employees was achieved through giving them opportunities for career growth and development. The banks had a flexible and dynamic kind of leadership that promoted talents, creativity and innovation which were deemed as key towards improved performance. These findings conform to Azara and Syed (2013) who emphasized that in-house and external training exposed employees’ to more specialized skills and to handle challenges, improve on their leadership skills and enhance their creativity.

The top management and the executives supported top performers through giving employees scholarships to further their education and study leave to allow them to study and seat for their exams. This was key motivator in creating a conducive environment for the employees to tap and exploit their full potential. This enhanced performance and retention of employees in the bank. These according to the findings were fundamental steps that the bank found key in striving towards achieving performance excellence through human capital. The bank valued its employees and was confident of achieving better results through motivating them and ensuring that they were satisfied. These findings are consistent with Azara and Syed (2013) studied the relationship between employee training and organizational performance and concluded that employees training influenced organizational performance.

The bank had an integrated talent management program which was linked to business strategies. This provided a platform for employees to work in the same direction towards achieving organizational goals and objectives. The talent management program was implemented through identifying top performers and giving them leadership roles to manage teams in day-to-day running of the organization or one-off projects. This gave them an opportunity to exploit their potential and provide the best. Imperial Bank deployed the right people in the right jobs at the right time, ensuring the right environment for individuals to deliver their best and remain committed to the bank. Khulida and Siti (2004) explained that integrating employees into the organization's strategic goals builds strong relationships and unites the employees and the management to share in a common vision that drives them to work in the same direction to realize their strategic goals and objectives.

The benefits that accrue to the bank as a result of managing talent are staff motivation, improved efficiency and delivery of services, improved customer service delivery, innovation and creativity, improved performance, staff engagement, staff retention. Team members with a clear career path were well organized and easily managed their workload. This enabled the bank to successfully implement succession planning as advanced by Fegley (2006) who insisted that an institution needed to organize for its future leaders in order to ensure effective implementation of strategic plans and decisions.

Excellent performance, staff retention, staff commitment, loyalty and reduced frauds were some of the greatest benefits that Imperial Bank realized from using strategic talent management. Kahinde (2012) insisted that succession planning was part of talent management program which ensured that the organization had the right people and the right places. This way, the organization was able to produce better results.

The findings revealed that the bank developed and exploited special characteristics of knowledge to improve organizational performance through mentorship, coaching to allow for promotions, career development and leadership roles, management development for succession planning, customer experience, excellent customer service, internal and external training to enhance skills and knowledge. These findings are in line with Subramaniam (2012) who indicated that mentorship and coaching was part of the talent management program that created a platform for exposing the employees to leadership.

The bank exposed its employees to different experiences and ways of dealing with customers to increase interactions with the support of Customer Experience department. This sharpens their skills and competence to handle more changing situations and roles in leadership, problem solving, patience and understanding. Ashton and Morton (2005) the banks used talent benchmarking to improve talent-based capabilities for improved bank performance. The bank ensured that all the employees were suited to their positions based on their knowledge and skills.

The findings observed that the Imperial Bank ensured maximum exploitation of resources by implementing talent management to boost performance; this was managed through the performance reviews. The right recruitment was done to avoid under or over staffing, right and continuous communication of the mission and objectives of the departments and that of the bank, ensured the right staff was placed to the right roles, rigorous training and development to promote employees' skills and knowledge. These findings are consistent with Subramaniam (2012) who pointed out that having the right employees in the right place was a key determinant towards realizing successful talent management.

The bank adopted a rigorous training and development program which was used as a tool to promote skills and knowledge, flexible leadership to improve creativity and innovation, through performance management to promote performance. This is in line with Azara and Mohammed (2013) who highlights the importance of an institutions' training in developing and sharpening employees' skills. The bank developed and increased the talent and learning capabilities of the employees through talent acquisition and talent sharing and transfer to enhance improved bank performance through putting their skills and knowledge together. The bank conducted regular staff appraisals to ensure that those employees that showed exemplary performance were rewarded accordingly. Rigorous recruitment and training process made it easier for the human resources management team to identify employees based on their abilities. This played an instrumental role in setting the path for creativity and innovation in the bank.

Kaye (2000) argues that the adoption of information technology was coupled with talent-friendly organizational culture in order to improve performance through adequate training and support to various technology initiatives were made available in-house, all stakeholders were involved in these initiatives. The banks ensured that all its employees were well trained and conversant with the processes and systems put in place.

The bank was also involved in important decisions or any other form of change that the bank intended to introduce and this motivated them to embrace and understand any form of change that took place as well as ensuring that the systems and processes were in place. This minimized resistance to change and improved unity and harmony in the work place. These findings are consistent with Kaye and Jordan-Evans (2000) who emphasized on the use of information communication technology to enhance efficiency and minimize the cost of training.

Further, it was also revealed that the bank ensured that the employees were trained and mentored to embrace the processes and the systems put in place. The interviewees agreed that through technology the bank was able to integrate its functions through employees' involvement, improved information sharing and a timely communication to get their buy-in, training, identifying the right staff to form teams to run with the project and cascade it down to colleagues. Jiang and Xiao (2012) posit that training and mentoring created a foundation for employees to accept any form of changes. It was revealed that the bank had an enabling culture that nurtured talents to contribute towards performance. The bank implemented an employee's appraisal systems that monitored employees' performance.

With performance appraisal systems, the employees become more responsible and proactive to work towards achieving organizational goals and objectives (CIPD, 2010). The findings revealed that by avoiding the role of duplication, having properly outlined job descriptions where staff are clear on their roles in relation of bank overall performance targets and objectives, regularly communicating about the bank's performance to staff as well set objectives.

The bank offered incentives that were pegged on the employees' performance records and innovation. This was meant to motivate them to work extra-harder to ensure that performance management was conducted in a more friendly and equitable manner. Other than financial rewards, there were other special recognitions and rewards that were given to those employees who showed exemplary performance like exceeding set targets. Incentives were created as part of the quarterly or bi-annual strategy reviews and were generally aligned to the strategic objectives of the time. These findings are consistent with Ashton (2005) who indicated that rewards and recognition are key motivators and stimulates staff to put extra effort in achieving the targets provided.

The bank's strategic talent management program integrated performance and value creation by ensuring succession planning in key business areas, job rotation, relevant on-the-job and engaging the employees constantly was important in identifying their training needs in order to keep up with the changing needs of the customers and the market. In line with Ulrich and Brockbank (2009) right recruitment, training, open leadership, coaching and mentorship, attractive compensation ensures that right measures were taken into consideration which adds value the business strategies and thus lead to improved performance. Employees were placed in the areas that they did best; they were also given training and guidance to have a clear direction.

The bank had open forums the customer were given an opportunity to give their views, complaints or comment. This was part of the bank's customer service management to improve its image to its customers and other stakeholders. This also gave the bank an opportunity to know its areas of improvement. Tansley (2011) maintains that customer feedback is important in shaping the management decisions and strategy since they are aware about what their customers and the entire market think about their products and services. This guides priority areas of improvement and emphasis on innovation as an imminent component for countering competition.

The bank used strategic talent management programs to improve its image and attractiveness thus achieving competitive advantage and enhanced bank performance this was achieved through continuous monitoring and evaluation of the programs. Management trainee program where the individuals were exposed to complete bank operations in all departments and at the same time have certain incentives to keep them motivated. These findings are consistent with Pruis (2011) who argued that talent management was an essential tool for improving its corporate reputation; this gave an institution a competitive edge against its competitors since customers were confident about the quality of products and services offered.

Also, recruiting the right and the best people in the market, competitive rewards were used to attract and retain good talent, creating a good and friendly work environment where staff felt valued. Lawler (2009) when an institution provides an enabling environment to its employees, they feel satisfied and proud about their work and thus they are highly motivated to work since they are able to offer quality services. From the findings the bank utilized its employee's capabilities and skills to boost performance and corporate reputation. Top performers were promoted into leadership roles and more challenging tasks to exploit their full potential and capabilities. This is in line with Warren (2008) who insists the importance of exposing performing employees to more challenging roles to exploit their full potential.

The bank ensured careful identification of good talent**,** recruiting the right people, retention of talented staff, competitive and fair rewards, continuous training, education support to encourage further study and encouraging creativity. These findings are consistent with Kaye and Jordan-Evans (2000) who argued that transfers were essential in transferring and sharing talent to maintain performance across the branches in an organization. Some of the transfers were meant to expose the employees to different challenges and experiences.

4.6 Chapter Summary

The chapter provides that the interviewees that interviewed in this study were qualified and had a relevant experience in matters involving strategic talent management and organizational performance. This is because they were highly involved in one way or another.

It consists of the major findings that have concluded that some of the strategic talent management practices are as follows: trainings and development, rewards and recognition, matching employees' skills and knowledge with their capabilities. The chapter seeks to compare the findings with other related studies. The findings also concluded that strategic talent management is an essential contributor towards the realization of improved performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter constitutes a comprehensive summary of major findings that was drawn from chapter four and the conclusion. This was done in line with the general objective of the study which was to determine how strategic talent management influence performance of Imperial Bank Limited in Kenya. The chapter is structured as follows: summary, conclusion, recommendations, limitation of the study and suggestions for further research.

5.2 Summary

The findings revealed that interviewees in Imperial Bank were: Head of Information Technology, Head of Operations, Chief Finance Officer, Senior Officer, Marketing department and Head of Human Resources. These categories of interviewees were found to have a relevant experience and were highly involved in matters involving implementation of strategic talent management practices and performance.

Imperial Bank implemented strategic talent management practices; this was realized through putting up performance management systems and performance-based reward system. The bank offers annual bonuses and salary increments but this was mostly based on performance. This motivated the employees to work extra harder to reap more benefits. These findings are consistent with Remillard (2012) who opines that firms that recorded superior performances offered competitive packages to their employees plus bonuses and rewards for employees who demonstrated exemplary performances.

These findings are also consistent with Equity theory that posits that the higher an individual's perception of equity, the more motivated they will be and vice versa: if someone perceives an unfair environment, they will be de-motivated. When a balance is achieved between inputs and outputs, it is believed that employees will be more satisfied and willing to work towards higher levels of productivity (Adams, 1995).

The bank offered regular training programs to boost employees' skills and knowledge to improve the quality of their input and efficiency to realize improved performance. Further, it was revealed that top performing employees were mentored and prepared to take-up more challenging responsibilities. These findings are consistent with CIPD (2010) who investigated the influence of learning on talent development and the results found that in-house development programs accounted for 56% and coaching by line mangers at 51% was ranked among the top effective learning and development practices. These findings are further supported by a study by Azara and Syed (2013) who concluded that employees training influenced organizational performance.

Lower level employees were encouraged and nurtured to take more challenging positions to boost their creativity and innovation as well as improve on their leadership skills. The bank constantly engaged its employees for internal and external trainings to retain and offered more growth opportunities. These findings are consistent with Ulrich and Brockbank (2009) indicate that the top management should nurture and support talents in the organization to motivate the other employees to sharpen their skills and excel in their strong areas. Talent management is a key ingredient to superior performance and successful business culture. One of the most important factors towards successful integration of talent management in an organization is active support of the top management.

The top management offered adequate support to its employees by providing them with a conducive environment, facilities and the resources that they needed to perform their duties and responsibilities. This motivated them to work harder and achieve their goals. These findings are consistent with Hertzberg two factor theory that indicate that to ensure a satisfied and productive workforce, managers must pay attention to both sets of job factors to realize increased organizational performance (Kaye and Jordan-Evans, 2000).

The bank had an open forum where customers were engaged at different levels to give their opinion on the various products and services, their level of satisfaction and customer service management. This was perceived important by the bank since it played an essential role in shaping the image of the bank. The bank had an integrated talent management program that was used as a platform for corporate reputation especially on professionalism and customer services management. This according to the findings created a platform for the both the employees and the bank to achieve their goals. These findings are consistent with Mihelic and Plankar (2010) maintains that employees are an invaluable asset to the organization since they contribute in shaping the image of the organization. They represent the organization in the way they conduct business with their customers. This enables the organization and the employees to achieve their strategic goals and objectives.

5.3 Conclusion

The study concluded that the most commonly used strategic talent management practices used by Imperial Bank were as follows: performance-based reward system which included; annual bonuses and salary increments, performance-based promotions, training programs and performance was measured based on well communicated specific, measurable, accurate, realistic and time bound targets and objectives. Regular training programs were held both internally and externally, this was intended to sharpen employees' skills and knowledge.

The study further revealed that Imperial Bank developed and exploited unique skills, knowledge and creativity. This was intended to boost the quality of input, efficiency and performance. This was achieved through mentorship, coaching for promotions, career development, academic programs, and management development for succession planning, customer experience among others. More resources and facilities in talent management, employees were deemed as essential assets for the bank whose full exploitation yielded the bank better results. Performance reviews were undertaken by ensuring that employees' skills and abilities were matched into their work, training and dynamic leadership to create a platform for creativity and innovation which were key drivers of performance.

5.4 Recommendations

The empirical findings concluded that strategic talent management contributed to improved performance. The study therefore recommends that the policy makers should set policies that promote and support commercial banks to adopt and implement strategic talent management in order to explore their employees' full potential and effective utilize it towards improving performance.

The study further recommends that commercial banks should integrate strategic talent management programs in their strategic plans. This will ensure that the banks have skilled and competent employees who can share in the same vision and thus work towards realizing similar goals and objectives.

The study also recommends that commercial banks should conduct regular audits to ensure that strategic talent management programs are fully implemented. Positions should be allocated based on employees' skills and abilities in order to tap and exploit their full potential. This will boost professionalism, creativity, innovation and the quality of input made by the employees.

Commercial banks should use strategic talent management program to recognize and reward employees who show exemplary performances. This will motivate and encourage employees to work extra-harder to realize the bank's strategic goals and objectives. This will create a working culture that will unite the employees in the vision.

Due to stiff competition in the banking industry, the study recommends that commercial banks should maintain and uphold strategic talent management best practices in order to maximize on the use of their talents and skills. This will enable commercial banks to tap the best talents locally and internationally as well as enhance performance.

5.5 Limitations of the Study

The study was limited to scope; it only concentrated with Imperial Bank therefore the findings obtained in this study cannot be however used to make generalization for all commercial banks in Kenya. These findings can only be used for comparative purposes and not direct application to any another sector.

The researcher had to squeeze her way for interviews with Senior Managers who had tight schedules at work. The researcher had targeted to interview five Senior Managers but one of them was not available and instead interviewed four and a Senior Officer. The researcher fell sick after finalizing with data collection and this significantly delayed the entire process of on-time project submission. This was not easy to achieve.

5.6 Suggestions for Further Research

Future researchers should consider replicating this study in the entire banking industry and other sectors like insurance companies and manufacturing firms to have comparative findings. This will give a clear picture on the nature of the relationship identified in the study. It would be appropriate to study the relationship between strategic talent management and organizational performance of commercial banks.

The replication of this study in other countries especially in the Sub- Saharan region would demonstrate the universality and significance of strategic talent management practices and organizational performance relationship in general.

This study used an interview guide which is specifically based on the interviewees' judgment and thinking might be biased or untrue depending on the mood of the interviewee and their understanding of the questions. The interview guide allowed the interviewee to express their mind without limits. Future researchers interested in this field of study should consider doing a comparative study using a structured questionnaire where findings can then be compared upon which reliable conclusions can be made.

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APPENDICES

Appendix I: Interview Guide

The interview guide will seek to achieve the following objective; to determine how strategic talent management influence performance of Imperial Bank Limited.

SECTION A: Demographic Data

1. Which position do you hold in the bank?
2. For how long have you been holding the current position?
3. For how long have you worked in the bank?
4. What is the highest level of education you have achieved?

Section B: Strategic Talent Management

5. What steps has the bank taken to manage its talent?
6. Does your bank integrate talent management with business strategy to get the organizational excellence?
7. Does the bank deploy the right people in the right jobs at the right time, ensuring the right environment for individuals to deliver their best and remain committed to the bank?
8. What are some of the benefits that accrue to the bank as a result of managing its talent?

Section C: How Strategic Talent Management Influences Organizational Performance

9. How does the bank develop and exploit special characteristics of knowledge and find a niche to improve organizational performance?

10. How does the bank retain its talented employees to ensure continuous organizational performance?

11. How does talent benchmarking in the bank improve talent-based capabilities for improved bank performance?

12. How does the bank ensure maximum exploitation of resources by implementing talent management to boost performance?

13. Does the bank develop and increase the talent and learning capabilities of the employees through talent acquisition and talent sharing and transfer, to ensure increased employees productivity?

14. How does the bank identify the kind of people and capability that will create value and enhance performance of the banks now and in the future?

15. How does the bank ensures that the adoption of information technology is coupled with talent-friendly organizational culture in order to improve performance?

16. Does the bank have a culture that reduces the fear in employees of redundancy after they have contributed their talent in the quest to enhance bank performance?

17. How does the bank create the right incentives for its employees to share and apply talent in order to motivate them to work extra-harder?

18. How does the bank's strategic talent management program integrate performance and value creation?

19. How does the bank use strategic talent management programmes to improve its image and attractiveness thus achieving competitive advantage and enhanced bank performance?

20. How does effective strategic talent management provide the bank with ability to constantly reconfigure, accumulate, and dispose of talent resources to minimize wastage?

21. How does the bank utilize individual capabilities in order to contribute positively to performance and enhance organizational image?

22. Does the bank ensure that there is a constant flow of talent in order to ensure effective talent management that improves bank performance?

Appendix II: Letter of Introduction

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAMME

Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, Kenya

DATE 8 September 2015

TO WHOM IT MAY CONCERN

The bearer of this letter Christine Mwara Kuria

Registration No. D61/64665/2013

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
08 SEP 2015
P.O. Box 30197 - 00100, NAIROBI

PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS

Appendix III: Letter of Acceptance

Imperial Bank Limited

Head Office, Imperial Court, Westlands Road, Westlands.
P.O. Box 44905 - 00100, Nairobi Kenya
Telephone: (020) 2874200, 2874249
Mobile: 0711 019000/200, 0732 119000/205
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Email: info@imperialbank.co.ke
customerservice@imperialbank.co.ke

9th September, 2015

Patrick Nyabuto
MBA Administrator
School of Business
University of Nairobi

Dear Sir,

RE: CHRISTINE MAKENA KIMATHI

Your later dated 8th September refers.

We accept the request for Christine Makena Kimathi to collect data from our organization for her academic purposes.

We would be glad that a final copy of the Research project is availed to us for our records.

Thank you.

Yours faithfully,
For: Imperial Bank Limited

for **Ikua Gacheche**
Head of Human Resources