

**THE INFLUENCE OF TALENT MANAGEMENT ON EMPLOYEE
RETENTION AT MULTICHOICE KENYA LIMITED**

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DECLARATION

I declare that this project is my original work and has not been submitted to any other institution for academic or any other purpose.

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DEDICATION

I dedicate this research project to my dear Husband- Stanley Muluvi Kiima and my sons
Nathan Muriuki and Jason Kiima.

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Special thanks to the Almighty God.

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TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENTS	iv
LIST OF TABLES	viii
LIST OF FIGURES	ix
ABBREVIATIONS AND ACRONYMS	x
ABSTRACT	xi
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study	1
1.1.1 Talent Management.....	2
1.1.2 Employee Retention	3
1.1.3 Multi-Choice Kenya Limited.....	3
1.2 Research Problem	4
1.3 Research Objective	5
1.4 Value of the Study	6
CHAPTER TWO: LITERATURE REVIEW	7
2.1 Introduction	7
2.2 Theoretical Foundation	7
2.2.1 Maslow’s Hierarchy Of Needs	7
2.2.2 Equity Theory	8
2.3 Talent Management Practices	8
2.3.1 Recruitment of Employees	9
2.3.2 Employee Selection	10
2.3.3 Employee Development	11

2.3.4 Reward Structure	12
2.4 Factors Influencing Employee Retention	13
2.5 Conceptual Framework.....	14
Figure 2.1: Conceptual Framework	14
CHAPTER THREE: RESEARCH METHODOLOGY.....	15
3.1 Introduction	15
3.2 Research Design.....	15
3.3 Target Population.....	15
3.4 Data Collection	15
3.5 Validity and Reliability of Research Instruments	16
3.6 Data Analysis	16
CHAPTER FOUR: DATA ANALYSIS, PRESENTATION, AND	
 INTERPRETATION	17
4.1 Introduction	17
4.2 Demographic Information	17
4.1.1 Position Held	17
4.1.2 Years of Experience.....	18
4.3 Influence of Recruitment on Employee Retention	18
4.4 Influence of Selection on Employee Retention	19
4.5 Employee Development.....	21
4.5. Reward structure	21
4.6 Employee Retention	22
4.6.1 Number of employees who left	22
4.6.2 Attrition Rate	23
4.6.3 Comparing Male and Female Attrition.....	24

4.6.4 Positions Most Affected Between Year 2009 and 2012.....	25
4.6.5 Positions Most Affected Between Year 2013 and 2016.....	25
4.6.6 Distribution of Employee Turnover from 2009u to 2012 by Age group.....	26
4.6.7 Distribution of Employee Turnover from 2013 to 2016 by Age group.....	27
4.6.8 Reasons for leaving	27
4.7 Analysis of the influence of Talent management on employee Retention.....	28
4.8 Discussion of the Findings	29
CHAPTER FIVE: SUMMARY OF THE FINDINGS, CONCLUSIONS AND	
RECOMMENDATIONS.....	31
5.1 Introduction	31
5.2 Summary of the Findings.....	31
5.3 Conclusions	31
5.4 Recommendations.....	32
5.4.1 Policy Recommendations	32
5.4.2 Practice Recommendations.....	33
5.4.3 Theory Recommendation	33
REFERENCES	34
APPENDICES	38
Appendix One: Letter of Introduction	38
Appendix Two: Questionnaire	39

LIST OF TABLES

Table 3.1: Population Distribution.....	15
Table 4.1: Response Rate.....	17
Table 4.2: Position Held	17
Table 4.3: Years of Experience.....	18
Table 4.4: Influence of Recruitment on Employee Retention	19
Table 4.5: Selection on Employee Performance.....	20
Table 4.6: Employee Development.....	21
Table 4.7: Reward Structure	22
Figure 4.1: Number of Employees Who Left	22
Table 4.8: Attrition Rate	23
Table 4.9: Comparing Male and Female Attrition.....	24
Table 4.10: Positions Most Affected Between Year 2009 And 2012.....	25
Table 4.11: Positions Most Affected Between Year 2013 and 2016.....	26

LIST OF FIGURES

Figure 2.1: Conceptual Framework	14
Figure 4.1: Number of Employees Who Left	22
Figure 4.2: Distribution of Employee Turnover from left 2010 and 2012 by Age group	26
Figure 4.3: Distribution of Employee Turnover from 2013 to 2016 by Age group	27
Figure 4.4: Reasons for Leaving.....	28

ABBREVIATIONS AND ACRONYMS

HR	Human Resource
HRM	human resource Management
KBC	Kenya Broadcasting Corporation
KPLC	Kenya power and lighting corporation
KTN	Kenya television network
SPSS	Statistical Package for Social Sciences
UN	United nation

ABSTRACT

The purpose of this study was to establish the influence of talent management on employee retention at Multi-choice Kenya limited. The study was guided by descriptive research design with a target population of thirteen staff at multi-choice limited in the department of human resource and head of departments. The study used census sampling method. The study also used structured questionnaires to collect the data using drop and pick method. Data collected was analyzed using descriptive statistics where mean, frequencies and standard deviation were used for measurements of central tendencies. Also T-tests were carried out to show significance in mean difference of attrition. Results of the study was either tabulated or shown in graphs for the quantitative data whereas through content analysis narrations reporting was done for the open ended questions. The results of the study revealed that talent management practices such as recruitment process of employees at multi choice influences their retention through the different aspects on job Advertising, job Interviews and testing on their abilities to perform different tasks. The study also established that through Orientation environment Fit and also through employee engagement fit the organization is able to retain employees. The study further found that through competency assessment, through employee recognition, through performance Agreement, through provision of Reward and room for improvement. The study also found that compensation enhances benefits given to employees and recognition given to employees enhances their retention. The study finally established that most of the people who left were young people below 30 years of age who asserted that they left their jobs due to low payment or termination of their contracts. The study also revealed that different years had significant different attrition rates for either female of male employees. The study concluded that recruitment process in an organization has an influence on retention of the employees. The recruitment process has to ascertain that good advertisement for positions is done well and also proper testing on their abilities is ascertained. Proper selection process has to be carried out in order for those employees to stick longer with the organizing. Organizations need to recognize their employees through promotions and provision for room for improvement. The study further concluded that employee reward structure plays a critical role in ensuring there is retention at multi-choice in this case gifts and bonuses enhance their retention. The study recommended that the process of employees' recruitment should be well advertised and employees well tested for their different capabilities to suit well in their job description. There should be proper placement for the job through ensuring a conducive orientation environment fit and a proper development program for the employee such as study leaves, training on and off the jobs as well as job rotations and other work life balances. Finally a proper reward structure involving a good remuneration should be designed to enhance job commitment through gifts and other rewards.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Talent management refers to “the required skills, attitude and knowledge in an organization and the plan to meet those requirements” McKinsey’s (1997) research. Talent Management is the art of using strategic human resource planning to achieve company goals and objectives at the same time improving its value. Talent management has been cited as one of the major factors leading to proper employee’s retention in the organization through an appropriate process of selecting, placing and rewarding employees Crane & Matten, (2010). Employee retention, on the other hand, refers to “an organizations ability to retain talent in the organization, efforts used to make employees loyal to the company.”

This study applied the theories of hierarchy of human needs and Equity theory. The purpose of the theory of Hierarchy of human needs as stipulated by Abraham Maslow is that human needs are met from basic going up the hierarchy to the self-actualization. Organization that have human needs in their formulation of policies therefore are able to design talent management policies that motivates the workers through meeting their needs in terms of good pay and improved workplaces. On the other hand application of equity theory informed this study based on the fact that equity theory postulated that inputs begets outputs and therefore employees expectations in organization is that their efforts in terms of services offered receives reflective compensation. Therefore an organization applying there basic theories are to reap from committed workforce that guarantees employees retention.

Being an entertainment company MultiChoice Kenya forms a perfect industry to study since other researchers have focused on different sectors. It also has the ideal combination of talent ranging from shared services such as finance to specialized talents such as camera crew and content specialist.

1.1.1 Talent Management

Talent management is defined as “essential human resource practices that are associated with recruitment, selection, training, and development, succession planning, Heinen & O’Neill, (2004).

Companies that have failed to plan well on talent management have found themselves on a scenario whereby replacing of aging employees who are senior employees in the organization through appropriate succession plan failing. Employees who are juniors to the bosses have not had an easy time succeeding their bosses due to lack of proper nurturing of succession in these organization. In some cases, many companies have found themselves poaching for a chief executive officer from other groups instead of cultivating the deputies (Deb, 2015).

In such scenarios where CEO are poaching it has brought a lot of conflicts and even having some employees leave the organization due to the inculcation of a new culture or lack of trust between the management and the shareholders. These have to lead to a higher demand for highly talented employees than the supply of such in emerging economies such as Kenyan case where there is a significant pool of highly educated employees with little specific skills required in running corporations, (Minella O’Donnell, Robbins & Rosenberg Jr, 2010).

1.1.2 Employee Retention

Employee retention is defined as the “ability of an organization to retain its employees by using various strategies to make them committed and loyal to the company. Employee commitment in the organization is a product of a supportive administration. Employees main views are that where they can influence policies in an organization through being part of decision-making through the provision of inputs or filling of surveys on work environment give them security and desire to remain the organization. On the other hand, where employees feel threatened by the administration mainly, we tend to have a high turnover (Bluestein, 2010).

Burrows (2012) noted that Employees from an organization might leave one job for a different one or go to a similar organization and hold similar responsibilities if they felt safer and recognized in such organizations, therefore, the need for human resource managers to focus on retaining such employees.

Chitsaz-Istahani (2014) noted that employees will always stay longer in a company where their development is taken into consideration and reward, and recognition strategies are fair.

1.1.3 Multi-Choice Kenya Limited

The history Of multi choice in kenya was as a result of puplic private partnership between The kenya broad casting corporation and multichoice africa through a joint venture to ensure that kenyan get informed on what is happening across African nations back then in 1995. Multi choice Kenya which offers its services through Digital Satellite Television (DSTv) has played key roles in education through programmes that are customized to benefit learning institutions. Such programmes have cut across all the subjects learnt in schools such as biology, phisics, religion, and literature.

Other critical roles that that Multi choice kenya has played in enya is through entertaining viewers through ball games(football, basket ball volleyball et.c), comedies ,music and other artistic and fiction works.

1.2 Research Problem

Bryman(2007), defined a research problem as an area of concern to be improved or eliminated in a scholarly literate. We are living in an era where ICT advances are changing and, consequently, technology, culture and social, changes are inevitable. Training and career advancement opportunities, career management, succession progression and service of coaching by the head of departments to their employees should be adopted so that an organization can attract, retain employees and make them loyal. (Schwenker, B., & Bötzel, 2010; Tomar, 2014). The employees now prefer working environments in which they can develop, upgrade themselves, continuous learning and in which their ideas are implemented and encouraged. Unfortunately, many organizations have not woken up to this reality, therefore, realizing high rates of employee turnover in these businesses, this has involved loss of talented workforce and hence leading to low returns and at the worst closure of these companies. The International labor organization report (2012) indicated that about 50% to 67% of the companies that closed down in sub-Saharan Africa had at least something to do with poor human resource management among them being to do with talent management.

MultiChoice Kenya limited has been on the receiving end of high turnover of its highly trained employees since 2012, with human resource department reporting as high as 12% of attrition of workforce annually a case which has raised worries as to whether it could be something to do with talent management crisis (Human Resource Report, 2016). This unfortunate incident is the alarming and immediate address of the situation

is a way forward in shaping its performance as well as its sustenance due to its immense contribution to our economy through provision of jobs and revenues to the state. To reduce the high turnover, the human resource manager introduced exit interviews so that they could get a better understanding of why employees are leaving the company. According to the Human Resource Report (2017), the exit interviews enabled the management track the reasons the employees are resigning from the company and improve on them. MultiChoice Kenya limited introduced and implemented talent management as a strategy to see if the situation would have reduced since turnover was very high. Reward and recognition programs were also revised, and performance pay was introduced where employees were rewarded according to their performance, all basic salaries were benchmarked with other top multinational companies in Kenya and all positions but in their correct grade and pay. The working environment was also improved to bring in some fun that included recreational activities over the lunch hour and after work hours or over the weekend.

Some local and international studies have been carried out on talent management and employee retention though little focus has linked talent management on retention. This study is therefore informed by this gap. This study looked at human resource records between 2009 and 2016. Given the above my research problem was to establish the influence of talent management on employee retention at MultiChoice Kenya Limited and especially after implementing talent management.

1.3 Research Objective

The objective of the study was to establish the influence of talent management on employee retention.

1.4 Value of the Study

This study is of benefit to Multi-choice Kenya limited human resource managers who learnt about different talent management practices and their role in attraction and retaining of the workforce. The human resource managers can also use the recommendations of the study a number of schemes on talent management geared towards attracting and retaining a pool of performing and skilled workforce. Future researchers can use study finding for their empirical literature. Policy makers in other institutions got an understanding of policies that needed to be addressed in ensuring talent management that result in better performance.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Theoretical review, empirical review on previous studies and conceptual framework was covered in this chapter.

2.2 Theoretical Foundation

The leading theories on which this was be anchored comprise of hierarchy of needs, two factor and equality theories.

2.2.1 Maslow's Hierarchy Of Needs

Abraham Maslow was the pioneer of this theory on human motivation through a hierarchy of needs. The human needs as stipulated by him starts from the bottom as the basic needs and goes up the hierarchy to the self actualization of needs at the top most of the hierarchy. This argument by Maslow basically states that human needs in their pursuit to self actualize develops their skills and talents to achieve at the top most of the hierarchy. In this regard the organization through the department of human resource planning needs to understand first of all the different interests of the employees from there the employer can focus on managing different skills and talents of the employees and makes use of this in a productive way and achieve different objectives set by the organization. This theory is important to this study as it focuses on explaining the role that hierarchy of needs conceptualization by an organization serves in suiting interests of employees to that of the organization goals such as retaining competitive staff in the organization.

2.2.2 Equity Theory

The theory of equity was pioneered by Adam (1963), the theory stipulates that there are two factors in organization setup which are input and output. The input refers to what an employee or entrepreneur offers to the organization in the production process whereas the output is what the employee or entrepreneur receives in return. In an instance where an employee's feels that that the payment she/he s getting from doing a particular job is not the same as what is being offered in the market such an employee may become demotivated and therefore leave such an organization to such for greener pastures and likewise for an entrepreneur who may close down a business that is not paying well. This theory is of importance to our study because the organization needs to reward their employees' services competitively to retain them for a longer time.

2.3 Talent Management Practices

A study by Ong'iyo (2013), on the talent management practices at Barclays Kenya limited, whose purpose was to review how recruitment, selection and retention processes were affected in the organization revealed after conducting a detailed descriptive analysis with a sample size of 144 respondents that employees would remain in an organization if they feel that their interests are taken good care of, good compensation is given for the services offered and that the exists good working environment such as work life balance and opportunities for staff development through education leaves as well as building of trust between the employer and employees.

Astudy by Kirunda (2014), on the influence of talent management on the performance of teachers in Kampala private secondary schools considered performance based compensation for motivation. The study sampled 98 private schools in Kampala for the study. Questionnaires were designed for the study and data collected though personal

interviews. The results of the study revealed that where the teachers received gifts, promotion and recognition for better performance in their schools they felt motivated and willing to remain committed to their jobs. The study recommended for teachers to receive training to offer quality services to the institutions.

2.3.1 Recruitment of Employees

A study by Chelangat (2012), on the adopted strategies by Huawei technologies Kenyan Companies in the recruitment of their employees whose objective was to identify the policy adopted in recruitment process and its effectiveness in retaining employees adopted a case study for the organization and engaged Heads of departments and human resource managers as key informants in the study. The analysis for the study was done through content analysis. The study revealed that for a successful recruitment the organization relied on a recruitment policy that dwelt on identifying turnover in the organization and designing job requirement through tasks identification This was followed by attracting qualified workers through advertisements to suit job vacancies to the pools of available talents. The study, however, did not establish how organizations could effectively employ various recruitment strategies in recruiting and retaining specific staffs in the organization. Therefore, this study was of critical importance in establishing how well recruitment exercise could be utilized in retention of employees in organizations.

A study by Breaugh (2013) on the relationships between recruiting sources and employee performance, absenteeism, and work attitudes in techno-based firms in Canada where 112 firms were sampled for the study revealed that there was a relationship between the source of employees and their performance. An online source of employees for recruitment was a weaker source compared to personal relationship.

This study, however, focused on the source of recruitment and its relationship to job performance, absenteeism, and work attitudes; it failed therefore to link recruitment to the employee retention, a case that this study unearthed.

A study by Mukwa (2014), on the effect of hiring practices on the performance of employees at Masinde Muliro University of Science and Technology (MMUST). The study sampled 95 employees in various departments in the organizations. Data was collected through questionnaires and analysis done through descriptive as well as inferential analysis. The results of the study revealed that MMUST employed recruited their staffs through internal as well as external means. Internally promotions were offered whereas externally advertisement was carried out. The study further revealed that there was a significant relationship between a particular recruitment practice and performance. This study, however, focused on the general performance of hired staff and therefore failed to consider the aspect of retaining those employees, a gap that this study filled.

2.3.2 Employee Selection

The selection process as a way of getting the best competencies from a pool of candidates involves a decision making process in getting the best fit between the employee and organization fit. Therefore selection could be well be referred to a mutual selective decision making process. Witt and Burke (2012) postulates that selection of employees is a systematic process involving the identification of vacancies in the organization and attracting the desired competencies followed by thorough interviews to select the best talents.

Though there are a numerous ways of selecting employees for a position an organization, Bhatnagar, (2013). while carrying out a research study on the effectiveness of interviews in selection process among in Indian ITES employees found from a sample of 112 companies using descriptive analysis that interviews are more effective in selection process because they attract a higher response and gives the candidates an ample time to interact with the employer whereby important behaviors may be observed. In such interviews miscommunication can be avoided and clarity is ensured, this therefore works to reduce work related stresses and therefore assuring proper job retention.

Deery (2015) carried out a study on the influence of job knowledge tests on the retention of employees in technology based firms in Canada. In this study 544 registered firms were involved in the study. The study revealed that using these knowledge based tests the human resource managers specialized in these areas are able to tell whether such employee understands the areas of their job and this therefore helps in longer retention of such employees if seen t fit well in such jobs.

Ashton and Morton (2005), carried out a study on the influence of aptitude, psychological test and IQ tests on employees retention in the medical industry. The study established from a sample of 102 firms that these tests are good in determining the ability of the workers to learn on the jobs given and therefore being able to adapt to different circumstances in the job and hence good retention as a result of inductive reasoning and processing speed.

2.3.3 Employee Development

Muuo (2013) carried out a study on the influence of employeeed development on the job committment at Mwanainchi Foods Ltd. The study sampled from population of 1280

employees through stratified sampling according to the managerial level of different staff and ended up with 128 employees who represented 10% of the population. The study used questionnaire to collect the data through drop and pick methods . the collected data was analysed through descriptive and inferential analysis . The results of the study revealed that development programmes designed by the organization including study leaves and job training had a positive effect on employee commitment to their jobs. The study, however, failed to establish the influence that the talent management technique has on employee retention.

Kimolo (2014) carried out a study on the relationship between employees' empowerment practices and organizational performance. The sample size for the study was 117 staff gotten from six Regional Development Authorities. Questionnaires were used to collect data for the study. The study used inferential analysis as well as descriptive statistics such as mean, frequencies and standard deviation. The results of the study revealed that different development programmes had a significant effect on organization performance. However, this study did not focus on retention of employees in these organizations a gap that the current study seeks to fill.

2.3.4 Reward Structure

A study on Njanja et.al (2013) on the influence of rewards on employees performance where questionnaires were filled by 254 sampled employees at Kenya power and lighting company at Nakuru. The results of the study through inferential analysis (regression and correlation analysis) revealed that there is a strong relationship between reward schemes and performance. The study, however, dwelled so much on the influence of reward on job performance, therefore, calling for the need to identify other factors which may affect performance. This therefore leaves a research gap that needs

to be filled through the inclusion of talent management techniques and the influence it has on employee retention.

A study by Apeyusi (2012) on the effect of reward schemes on organization performance in technology based firms in India the study interviewed 13 sampled key informants for the study. Content analysis was employed for the study. The study revealed that employees remain a great asset to the organization in the efforts of ensuring good performance. The study, however, failed to establish the influence of talent management on employee retention a case that the current study intends to fill.

Güngör (2011) conducted a study of the influence of reward management system on employee retention in Ghanaian Banks. 87 human resource managers were purposefully selected for the study. Data collected through interviews and group discussions revealed that cash bonuses were a good motivation for employees in these organizations. The study, however, was conducted in the banking sector and ignores another sector like communication. This leaves a gap to be filled on understanding the influence that talent management has on employees' retention.

2.4 Factors Influencing Employee Retention

Wordsmith (2017), revealed that all employees want to be fairly treated in regard to payments and appreciation by employer to stick with that organization. The study further revealed that the employees in the organization need to feel challenged by the assignment they are given and not doing similar things over and over again and therefore need continuous engagement to remain in the organization. This engagement defines the happiness of the workforce and therefore the desire to remain with their employer.

2.5 Conceptual Framework

The conceptual framework below shows the influence of talent management on the retention of employees at Multi-Choice Kenya limited. The independent variables of this study are; recruitment, selection of employee, employee development and reward structure and the dependent variable in the study is retention of employees. In this study Recruitment indicators included; job advertising, job interview, ability test and recruitment agencies. Selection indicators included orientation environment fit, employee engagement, and experience. Employee development indicators included competency assessment, performance agreement, recognition and reward and room for improvement. Reward structure indicators included compensation, benefits, recognition, and appreciation. Employee Retention indicators included migration (switching to other companies) and attrition (switching to other professions).

Independent Variable (input)
(output)

Dependent Variable

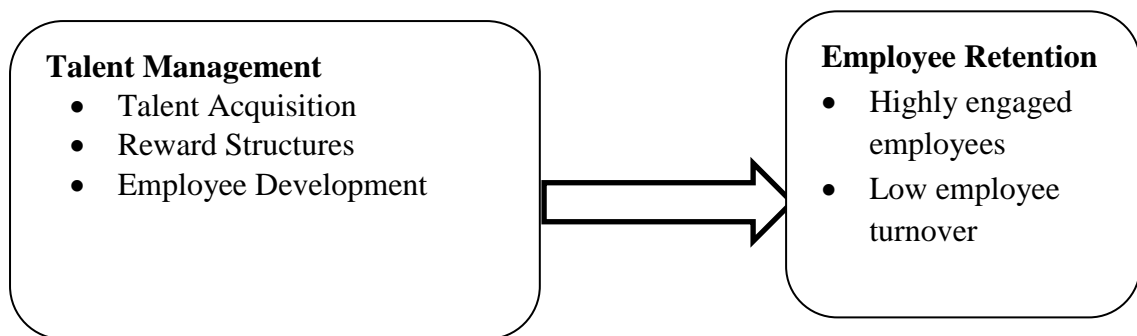


Figure 2.1: Conceptual Framework

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

In this chapter the study covered design, population, sampling technique, and research instruments and data analysis.

3.2 Research Design

The choice of this design was based on the fact that the research design enabled collection of data and reporting of the same without subjecting it to any manipulations.

3.3 Target Population

The target population of this study consisted of the management team and human resource manager because they are better placed to give information also the researcher was able to get a right sample size to collect data.

Table 3.1: Population Distribution

	Category	Number of Employees
1	Heads of Departments	12
2	Human Resource Manager	1
Total		13

Source: Multi-Choice Human Resource Handbook (2017)

3.4 Data Collection

This study collected data through the use of questionnaires that were administered by a research assistant through a drop and pick technique. The questionnaires had both closed and open questions. The use of questionnaires ensured speedy collection of data as well as effective capturing of desired data through closed questions whereas open questions gave indept as well as specific responses.

3.5 Validity and Reliability of Research Instruments

Instrument validity was guaranteed by providing that the objective of the study corresponded with the questions that are in the questionnaires. To improve further on efficacy the instruments were checked by research expert, in this case, it was the supervisor; also the researcher gave ten questionnaires to be filled by the respondents to see how easy and with correctness the respondents could provide the data required.

Reliability is another crucial measurement in research. Reliability refers to the consistency of the scores obtained. That is how consistent the ratings are for each from one administration of an instrument to another and from one item to another (Gakuu and Kidombo, 2008). To reduce levels of biases and increase the levels of reliability, the research instruments were extensively discussed with experts in research and the subject area to sharpen and improve their appropriateness. The researcher also sought guidance from the supervisor; the recommendations from the supervisor and the pilot study were used to improve on data collection instruments.

3.6 Data Analysis

For descriptive analysis frequencies, percentages mean and standard deviations were used in the study whereas inferential analysis involved T-tests in analyzing the significance of statistical difference between the rates of turnover between year 2009 to 2012 and between 2013 to 2016 on the influence of talent management on employees' retention at Multi -Choice Kenya limited

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION, AND INTERPRETATION

4.1 Introduction

In this chapter the study reported findings and interpret results.

4.1.1 Response Rate

Out of the 13 respondents targeted the researcher was able to get responses from 11 head of department and also managed to interview the only human resource manager.

Table 4.1 below shows these results.

Table 4.1: Response Rate

Response	Frequency	Per cent (%)
Responded	12	92.3
Not responded	1	7.6
Total	13	100.0

Source: (Author, 2017)

4.2 Demographic Information

4.1.1 Position Held

Results of the study revealed that a majority of the respondents 91.6% were heads of departments whereas only 8.3 % of the respondents were Human Resource Managers.

Table 4.2 below shows these results.

Table 4.2: Position Held

Position	Frequency	Per cent (%)
Human Resource Manager	1	8.3
Head of Department	11	91.6
Total	12	100.0

Source: (Human Resource Report, 2017)

4.1.2 Years of Experience

This section of the study sought to establish the experience of the employees. Table 4.3 below shows these results.

Table 4.3: Years of Experience

Years of Experience	Frequency	Percentage (%)
1year and below	0	0
2- 3years	3	25.0
4- 5 years	5	41.6
Above 5 years	4	33.3
Total	12	100.0

Source: (Human Resource Report, 2017)

The table above shown that majority of the respondents (41.6%) had worked in the organization for a period of ranging 4 and 5 years, this was followed by 33.3% of the respondents who had worked in the organization for a period of above five years; finally only 25.0% of the respondents had worked in the organization for a period ranging 2-3 years. These results of the study indicated that the employees being interviewed had great experience and therefore could provide desired information.

4.3 Influence of Recruitment on Employee Retention

This section of the study sought to find out the Influence of Recruitment on employee retention. In this case the study used a linkert scale of 1-5, where 1 was strongly disagree, 2 was disagree, 3 was Neutral, 4 was agree 5 was strongly agree. Table 4.4 below shows these results.

Table 4.4: Influence of Recruitment on Employee Retention

Statement	Mean	SD
Job Advertising ensures that organization retains its employees	3.85	0.453
Job Interviews ensures that organization retains its employees	4.00	0.362
Ability Test among employees ensures that organization retains its employees	4.00	0.457
Recruitment Agencies ensures that organization retains its employees	3.37	0.221

Source: (Author, 2017)

From the above table the study revealed that: on job advertising ensures that organization retains its employees, a mean of 3.85 was revealed showing that they agree; on Job Interviews ensures that organization retains its employees, a mean of 4.00 was revealed showing that they agree; Ability Test among employees ensures that organization retains its employees, a mean of 4.00 was revealed showing that they agree and that recruitment Agencies ensures that organization retains its employees, a mean of 3.37 was revealed showing that they are neutral. Similar study carried out by Chelangat (2012) on Huawei technologies Kenya Company revealed that for a successful recruitment aimed at retaining workforce it must begin with a good recruitment policy that involves identification of specific responsibilities in an organization and fitting them with appropriate capabilities/competencies of workers for retention to take place.

4.4 Influence of Selection on Employee Retention

This section of the study sought to find out the Influence of Recruitment on Employee Retention. In this case the study used a linkert scale of 1-5, where 1 was strongly

disagree, 2 was disagree, 3 was Neutral, 4 was agree 5 was strongly agree. Table 4.5 below shows these results.

Table 4.5: Selection on Employee Performance

Statement	Mean	Std
Through Orientation Environment Fit the organization is able to retain employees	3.94	0.354
Through employee Engagement Fit the organization is able to retain employees	4.40	0.587
Selecting experienced employees enhances their retention	3.37	0.789

Source: (Author, 2017)

From the table above, the study revealed that: through Orientation Environment Fit the organization is able to retain employees, a mean of 3.94 was revealed showing that they agree; through employee Engagement Fit the organization is able to retain employees, a mean of 4.40 was revealed showing that they agree; Selecting experienced employees enhances their retention, a mean of 3.37 was revealed showing that they are neutral. Similar study by Witt and Burke (2012) postulates that selection of employees is a systematic process involving the identification of vacancies in the organization and attracting the desired competencies followed by thorough interviews to select the best talents. Another study by Bhatnagar, (2013) while carrying out a research study on the effectiveness of interviews in selection process among in Indian ITES employees found that through interviews important behaviors may be observed. In such interviews miscommunication can be avoided and clarity is ensured, this therefore works to reduce work related stresses and therefore assuring proper job retention.

4.5 Employee Development

The section sought to find out the influence of employee development on retention. In this case the study used a linkert scale of 1-5, where 1 was strongly disagree, 2 was disagree, 3 was Neutral, 4 was agree 5 was strongly agree.. Table 4.6 below shows these results.

Table 4.6: Employee Development

Statement	Mean	Std Dev
Through competency Assessment the organization is able to retain employees	3.82	.458
Through employee recognition the organization is able to retain employees	3.82	.875
Through performance Agreement, the organization is able to retain employees	4.05	.251
Through provision of Reward and room for improvement the organization is able to retain employees	3.57	.358

Source: (Author, 2017)

The table above shown that through competency Assessment the organization is able to retain employees; a mean of 3.82 was derived showing that they agree; through employee recognition the organization is able to retain employees, a mean of 3.82 was derived showing that they agree; through performance Agreement, the organization is able to retain employees, a mean of 4.05 was derived showing that they agree and through provision of reward and room for improvement the organization is able to retain employees, a mean of 3.57 was derived showing that they agree.

4.5. Reward structure

The study sought to find out the influence of reward structure on retention. In this case the study used a linkert scale of 1-5, where 1 was strongly disagree, 2 was disagree, 3 was Neutral, 4 was agree 5 was strongly agree. Table 4.7 below shows these results.

Table 4.7: Reward Structure

Statement	Mean	Std Deviation
Compensation enhances employee's retention	3.85	.758
Benefits given to employees enhances their retention	3.73	.825
recognition given to employees enhances their retention	4.08	.514
appreciation given to employees enhances their retention	3.47	.644

Source: (Author, 2017)

The table above shown that on compensation enhances employee's retention, a mean of 3.85 was derived showing that they agree; benefits given to employees enhances their retention, a mean of 3.73 was derived showing that they agree; recognition given to employees enhances their retention, a mean of 4.08 was derived showing that they agree; appreciation given to employees enhances their retention, a mean of 3.47 was derived showing that they are neutral.

4.6 Employee Retention

4.6.1 Number of employees who left

This section of the questionnaire sought to establish the number of employees at Multi choice have been leaving the organization. Figure 4.1 below shows the results.

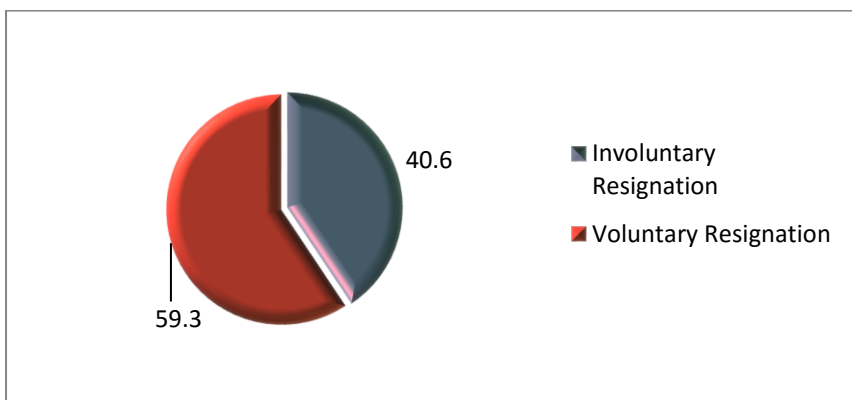


Figure 4.1: Number of Employees Who Left

The figure above shows that between 2010 and 2016 through 232 employees (59.3 %) had voluntarily left the organization to seek jobs elsewhere whereas only 158 (40.6%) employees had involuntarily left their jobs as a result termination of their contract.

4.6.2 Attrition Rate

This section of the study sought to establish the rates during different years between 2009 to 2016 on how employees left the organization. The study in this case found this rate through getting the number that left in the year in question and dividing it with the total through-out the years. Table 4.8 below shows these results.

Table 4.8: Attrition Rate

Year	Frequency	Percentage
2009	97	24.75
2010	82	21.0
2011	30	7.75
2012	40	10.25
2013	27	7.0
2014	36	9.25
2015	37	9.5
2016	41	10.5
Total	390	100

Source: (Author, 2017)

The table above shown that in the year 2009 there was the highest attrition of 24.75%, this was followed by 2010 which had 21%, followed by 2016 that had 10.5 as the attrition rate. This was followed by an attrition rate of 10.25 for 2012 and finally an attrition of 7% for 2013. This rate concurs with the economic surveys in Kenya that indicated that immediately after 2007 and 2008 elections people lost their jobs and left places of their work as a result of both the political and economic crises on other years outside elections the attrition rates were low and also times before actual elections takes place.

4.6.3 Comparing Male and Female Attrition

This section of the study sought to find out the number of males and females that lost or left their jobs for others between 2009 and 2016. Table 4.9 below shows these results.

Table 4.9: Comparing Male and Female Attrition

Year	Male Numbers	Female Numbers
2009	50	49
2010	24	60
2011	15	16
2012	29	12
2013	22	6
2014	19	18
2015	18	20
2016	24	18

Source: (Author, 2017)

The table above revealed that in the year 2009 50 men and 49 lost or left their jobs at multi choice Kenya , in the following year of 2010, 24 men and 60 women lost or left their jobs at multi choice Kenya, in the year 2011 the number of men that lost or left their jobs at multi choice Kenya was 15 while that of women was 16, in the following year of 2012 the number for men was lost or left their jobs at multi choice Kenya was 29 while that one for women was 12. In the year of 2013 men who either lost or left their jobs at multi choice Kenya was 22 while that of women was 6; in the following year of 2014, the number of men who lost or left their jobs at multi choice Kenya was 19 while that of women was 18; following year of 2015 had 18 men who lost or left their jobs at multi choice Kenya whereas that of women was 20; the final year of 2016 had 24 men who lost or left their jobs at multi choice Kenya whereas the number for women was 18.

4.6.4 Positions Most Affected Between Year 2009 and 2012

This section of the study sought to find out the positions that were most affected between the years 2009 and 2012 in the levels of executive Level, operational Level and administration Level. Table 4.10 below shows these results.

Table 4.10: Positions Most Affected Between Year 2009 And 2012

Year	Executive	Operational		Administration	
		Frequency	Percent	Frequency	Percent
2009	0	91	92.0	8	8.0
2010	0	82	98.0	2	2.0
2011	0	30	97.0	1	3.0
2012	0	37	90.0	4	10.0

Source: (Author, 2017)

The table above shown that the executive level was not affected by turnover in these years, however at operational level in 2009 the organization lost 91 employees (92%) and 8 administration staff (8%); in 2010 at operational the organization lost 82 employees (98%) and 2 administration staff (2%); at operational level in 2011 the organization lost 30 employees (98%) and 1 administration staff (2%) and in the year 2012 at operational level the organization lost 37 employees (90%) and 4 administration staff (10%).

4.6.5 Positions Most Affected Between Year 2013 and 2016

This section of the study sought to find out the positions that were affected between the years 2013 and 2016 in the levels of executive, operational and administration. Table 4.11 below shows these results.

Table 4.11: Positions Most Affected Between Year 2013 and 2016

Year	Executive		Operational		Administration	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
2013	0	-	27	96.0	1	4.0
2014	1	2.0	34	92.0	2	6.0
2015	1	2.5	36	95.0	1	2.5
2016	0	-	40	95.0	2	5.0

Source: (Human Resource Report, 2017)

The table above shown that in the year 2013 executive level was not affected however the organization lost 27 operational staffs (96%) and I administration staff; in the year 2014 the organization lost one executive staff (2.0%), 34 operation staff (92%) and 2 administrators (6%). In the year 2015 the organization lost one executive staff (2.5), 36 operational staffs (95.0) and one administration staff (2.5). In the final year of 2016 no executive staff was lost however the organization lost 40 operational staffs (95%) and 2 administration staff (5%).

4.6.6 Distribution of Employee Turnover from 2009 to 2012 by Age group

The study sought to find out the age group that left between the years 2010 and 2012.

Figure 4.2 below shows the results.

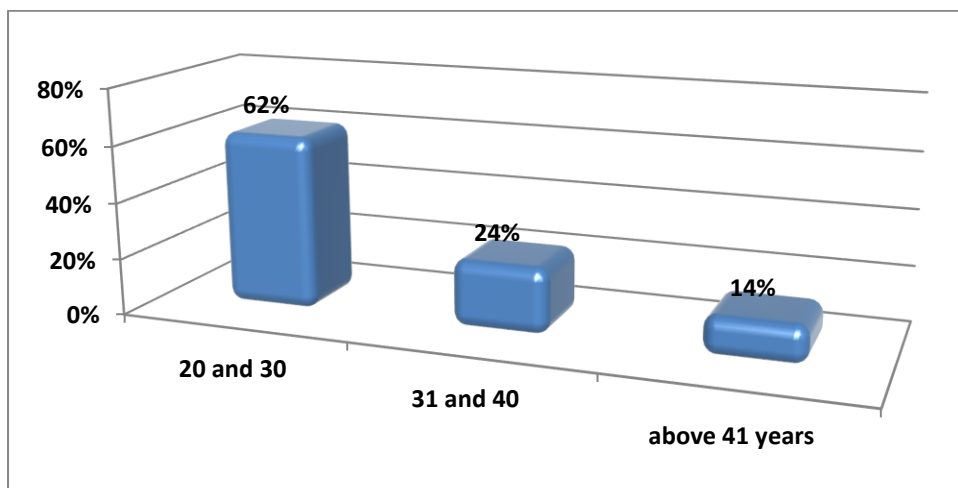


Figure 4.2: Distribution of Employee Turnover from left 2010 and 2012 by Age group

The figure above shows that 62% (157 of respondents) were aged between 20 and 30, 24% (62 respondents) were aged between 31 and 40 whereas only 14% (36 respondents) were above 41 years between.

4.6.7 Distribution of Employee Turnover from 2013 to 2016 by Age group

The study sought to find out the employees that left the company between 2013 and 2016. Figure

4.3 below shows the results.

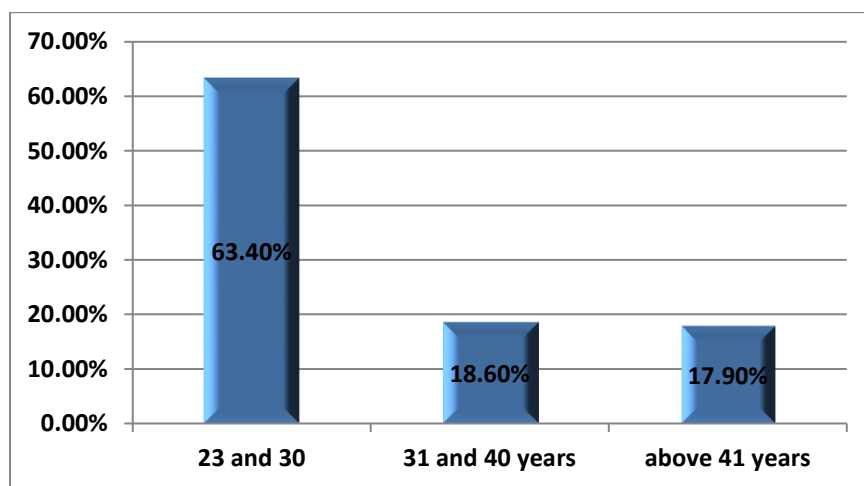


Figure 4.3: Distribution of Employee Turnover from 2013 to 2016 by Age group

The figure above shown that 63.4% (92) had their ages between 23 and 30, followed by 18.6% (27) of the respondents who were aged between 31 and 40 years whereas only 17.9% (26) of the respondents were above 41 years. The results indicate that many young people don't stay long in an organization. This is due to terms of employment that may be contract or switching from one job to the other.

4.6.8 Reasons for leaving

This section of the study sought to find out reasons from the human resource manager and head of department on why the employees had been leaving the organization.

Figure 4.4 below shows the results.

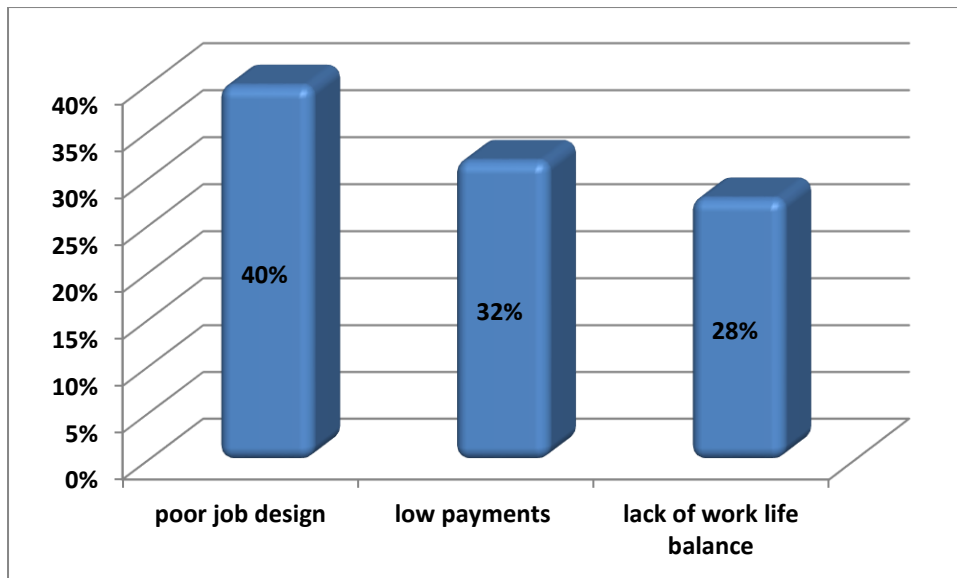


Figure 4.4: Reasons for Leaving

The figure above shows that majority of the respondent as shown by 40% left as a result of poor job design followed by 32% of the respondents who left as a result of low payments whereas only 28% indicated that the employees left as a result of lack of work life balance. Similar studies by Wordsmith (2017), revealed that all employees want to be fairly treated in regard to payments and appreciation by employer to stick with that organization. The study further revealed that the employees in the organization need to feel challenged by the assignment they are given and not doing similar things over and over again. and therefore need continuous engagement to remain in the organization. This engagement defines the happiness of the workforce and therefore the desire to remain with their employer.

4.7 Analysis of the influence of Talent management on employee Retention

This section of the study sought to find out if there was a significant difference between the number of people that left the organization between 2009 to 2012 and the number of employees that left the organization between 2013 and 2016. T-test for the difference

between the mean for employee attrition before the introduction of talent management practices in the years 2009 to 2012 and after introduction of talent management practices in the years 2013 to 2016. Table 4.12 below shows these results.

Table 4.12: The result of t-test

95% Confidence Interval of the Difference			
	t	df	Sig. (2-tailed)
Year Ranges 2009-2012 and 2013-2016	4.051	1	.023

Source: (Author, 2017)

Table 4.12 shows a T-value of 4.051 which is significant at $P < 0.05$. This implies that the rate of employee attrition after the introduction of talent management practices at Multichoice in 2013 is significantly lower compared to the rate of employee attrition before the introduction of talent management. This means that talent management has added value to human resource management at the company.

4.8 Discussion of the Findings

The aim of the study was to find out the influence of talent management on employee retention at Multichoice Kenya. The study found out that Talent Management practices has a significant impact on employee retention at Multi-Choice Kenya. Multichoice Kenya has largely benefited in introduction of Talent management in the company seeing that from the analysis done the rate of attrition reduced significantly. This has resulted from the employees' affairs being handled well and therefore recording higher retention. The study finding concurs with Maslow's hierarchy of needs theory under the theoretical review in the study where the pioneer, Abraham Maslow stipulated that human beings are motivated through a hierarchy of needs and after one need is

actualized then they aim higher one. The Equity theory also reviewed in this study further confirms these findings where it stipulated that in organizations employees provide labor to the organization which is an input to the organization. The employees on the other hand expects returns to their input in terms of salaries and compensations, the compensation in this case is the output from input given. Equity in this regard is achieved if the input reflects the output.

Another study by Alice Kibui (2015) concurs with this study finding when he postulated on a study to find out the effect of talent management practices including; competency mapping, employee engagement, Performance management and career development that talent management has a significant positive effect on employee retention in state corporations in Kenya.

A similar study by Rees (2010) also confirmed that incentives to talented employees also play a vital role in motivating and retaining talented people in the organization and constitutes the largest part of the retention process. His findings based on regression analysis carried out shown that there exist positive and significant relationship between use of incentives in organization like use of gifts and other monetary rewards in enhancing job commitment and hence better retention of employees. From the results Talent management greatly affect the retention of employees, factors such as employee selection and recruitment, employee development and compensation should be given emphasis so that employees remain loyal.

CHAPTER FIVE: SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

A summary of the findings, conclusions and recommendations was presented in this chapter.

5.2 Summary of the Findings

Recruitment process of employees at Multichoice influences their retention through the different aspects on job Advertising, job Interviews and testing on their abilities to perform different tasks

The study also established that through Orientation environment and also through employee engagement fit the organization is able to retain employees.

The study further found that through competency assessment, through employee recognition, through performance Agreement, through provision of Reward and room for improvement

The study also found that compensation enhances benefits given to employees and recognition given to employees enhances their retention

The study finally established that most of the people who left were young people below 30 years of age who asserted that they left their jobs due to low payment or termination of their contracts.

5.3 Conclusions

The study concluded that Talent Management has an influence on employee retention at Multichoice Kenya. Apart from the young generation who have shown that they do not stay in an organization for long, companies need to come up with better methods to make sure to use that talent. Recruitment process as part of talent management in an

organization has an influence on retention of the employees. The recruitment process has to ascertain that good advertisement for positions is done well and also proper testing on their abilities is ascertained.

The study also concluded that a proper selection process has to be carried out in order for those employees to stick longer with the organizing.

The study also found that the organizations need to recognize their employees through promotions and provision for room for improvement.

The study further established that employee reward structure plays a critical role in ensuring there is retention at multi-choice. In this case gifts and bonuses enhance their retention.

5.4 Recommendations

5.4.1 Policy Recommendations

The study recommended that the process of employees' recruitment should be well advertised and employees well tested for their different capabilities to suit well in their job description because this was found to influence employees' retention

The study also recommended that the proper placement for the job through ensuring proper orientation environment Fit and also through employee engagement fit the organization is able to retain employees.

The study further recommended for a proper development program for the employee since this has an effect on Employee Retention. This practice would involve study leaves, training on and off the jobs as well as job rotations and other work life balances.

The study recommended that a proper reward structure involving a good remuneration/ compensation package should be designed to enhance job commitment and therefore

retention. Gifts and other rewards should be encouraged to ensure employees stays in an organization.

5.4.2 Practice Recommendations

The study recommends for another study to be carried out in the rest of the countries where the products of multi-choice are sold on the same line of retention

Another study needs to be conducted on the influence of talent management on organizational performance.

5.4.3 Theory Recommendation

The study recommends for application of Hierarchy of needs theory in organizations for the purposes of understanding employees' needs in their organization. This would reduce on attrition rates in the organizations because managers can easily predict the behaviors of employees under different circumstances.

Organizations should also apply equity theory in the organization in ensuring equitable compensation on the services offered by the employees. This study has specifically observed that poor payment has led to attrition at Multi- choice Kenya.

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APPENDICES

Appendix One: Letter of Introduction

CHRISTINE KIRUMBA,

University of Nairobi,

0725840254

Dear Sir/Madam,

Am pursuing a master degree in the area of business administration and currently doing my project to enable me to complete my studies. In this regard, I request you to assist me in filling this short questionnaire that takes around fifteen minutes, in the area of talent management and employee retention here at multi choice limited Kenya. Your support is highly appreciated.

Yours Sincerely,

CHRISTINE KIRUMBA

University of Nairobi

Appendix Two: Questionnaire

SECTION A: DEMOGRAPHIC DATA

1. Position Held

Human Resource Manager ()

Head of Department ()

Others (Please specify) ()

2. How many years have you worked in this organization?

Less than 1 years ()

2- 3years ()

4- 5 years ()

Above 5 years ()

SECTION B: INFLUENCE OF TALENT MANAGEMENT PRACTICES

1). Influence of Recruitment on Employee Retention

Using a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= Neutral, 4= agree 5= strongly agree. Please show to what extent you agree or disagree with the following statement on influence of recruitment on retention.

Statement	1	2	3	4	5
Job Advertising ensures that organization retains its employees					
Job Interviews ensures that organization retains its employees					
Ability Test among employees ensures that organization retains its employees					
recruitment Agencies ensures that organization retains its employees					

2). Influence of Selection on Employee Retention

Using a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= Neutral, 4= agree 5= strongly agree. Please show to what extent you agree or disagree with the following statement on influence of employee selection on retention.

Statement	1	2	3	4	5
Through Orientation Environment Fit the organization is able to retain employees					
Through employee Engagement Fit the organization is able to retain employees					
Selecting experienced employees enhances their retention					

3). Employee Development

Using a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= Neutral, 4= agree 5= strongly agree. Please show to what extent you agree or disagree with the following statement on influence of employee development on retention.

Statement	1	2	3	4	5
Through competency Assessment the organization is able to retain employees					
Through employee recognition the organization is able to retain employees					
Through performance Agreement, the organization is able to retain employees					
Through provision of Reward and room for improvement the organization is able to retain employees					

4) Reward structure

Using a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= Neutral, 4= agree 5= strongly agree. Please show to what extent you agree or disagree with the following statement on influence of reward structure on retention.

Statement	1	2	3	4	5
Compensation enhances employees retention					
Benefits given to employees enhances their retention					
recognition given to employees enhances their retention					

appreciation given to employees enhances their retention					
--	--	--	--	--	--

SECTION C REASONS FOR LEAVING

(i) According to the human resource records, how many employees left the company between 2010 and 2016 through; -

- Voluntary Resignation
- Involuntary Resignation.....

(ii) According to the human resource records what was the attrition rate in the following years:

YEAR	RATE OF ATTRITION
2009	
2010	
2011	
2012	
2013	
2014	
2015	
2016	

(iii) According to the above data, how many were female and how many were male?

YEAR	MALE	FEMALE
2009		
2010		
2011		
2012		
2013		
2014		
2015		
2016		

- (iv) Which positions were most affected by turnover between 2009 and 2012, on an average? (*Executive level -managers, CEO, assistant managers,*) (*Operational level- team leaders/Supervisors*) (*Administration level-other employees*).

LEVEL	NUMBERS
Executive Level	
Operational Level	
Administration Level	

- (v) Which positions were most affected by turnover between 2013 and 2016 on an average? (*Executive level -managers, CEO, assistant managers,*) (*Operational level- team leaders/Supervisors*) (*Administration level-other employees*)

LEVEL	NUMBERS
Executive Level	
Operational Level	
Administration Level	

- (vi) Indicate the numbers per age group of employees who left the company between 2010 and 2012

20-30 age group

31-40 age group.....

41- and above.....

- (vii) Indicate the numbers per age group of employee who left the company between 2013 and 2016

20-30 age group

31-40 age group.....

41- and above.....

(viii) Give the average number of years' employees who left had been in service in the period 2010 and 2012

0-5 years of service

6-10 years of service

11-20 years of service

(ix) Give the average number of years' employees who left had been in service in the period 2013 and 2006

0-5 years of service

6-10 years of service

11-20 years of service

(x) What are some of the reasons employees cited for leaving during exit interviews between 2010 and 2016? (*state the most common reasons*)

-
-
-
-
-
-

Thank you