

**INFLUENCE OF PERCEIVED TALENT MANAGEMENT PRACTICES ON  
EMPLOYEE PERFORMANCE AT INFORMATION COMMUNICATION AND  
TECHNOLOGY AUTHORITY, KENYA**

**BENADETTE OWADE**

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE  
REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF  
BUSINESS ADMINISTRATION IN HUMAN RESOURCE MANAGEMENT  
SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI**

**NOVEMBER 2018**

## DECLARATION

This project is my original work and has not been presented for the award of a degree or any other award in any university.

**Signature.....Date.....**

BENADETTE OWADE

D61/85501/2016

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

**Signature.....Date.....**

DR. MARGRET MUTHONI KARIUKI

DEPARTMENT OF BUSINESS ADMINISTRATION

SCHOOL OF BUSINESS

UNIVERSITY OF NAIROBI

## **ACKNOWLEDGEMENT**

I remain grateful to God for granting me an opportunity and enabling me to accomplish this course. Secondly my profound appreciation goes to Dr. Margret Muthoni Kariuki, my supervisor, for great support, encouragement, time and commitment to ensure my timely completion of the project. I am grateful for her faith in my capacity and the expert input in this work. I acknowledge the support from Dr. Medina Twalib as the project moderator and all the university lecturers from the department of business administration.

To my loving husband Hugo and son Elvis, thank you for your support and patience.

A sincere appreciation to ICT Authority, Kenya employees who participated in this project by responding to the questionnaire and without whose support the project would not have been possible.

Lastly, I acknowledge all colleagues for the prayers and moral support during this period.

**May God bless you all**

## **DEDICATION**

This project is dedicated to my family members for their unyielding help and inspiring me to accomplish my study. I shall forever be grateful. Your prayers and encouragements have made a great impact in this journey.

## TABLE OF CONTENTS

<b>DECLARATION.....</b>	<b>ii</b>
<b>ACKNOWLEDGEMENT.....</b>	<b>iii</b>
<b>DEDICATION.....</b>	<b>iv</b>
<b>LIST OF TABLES .....</b>	<b>viii</b>
<b>LIST OF FIGURES .....</b>	<b>ix</b>
<b>ABBREVIATIONS AND ACCRONYMS.....</b>	<b>xi</b>
<b>CHAPTER ONE: INTRODUCTION.....</b>	<b>1</b>
1.1 Background of the Study.....	1
1.1.1 Concept of Perception.....	2
1.1.2 Talent Management Practices.....	3
1.1.3 Employee Performance.....	4
1.1.4 Management of Talent in ICT Sector .....	4
1.1.5 Information Communication and Technology Authority .....	5
1.2 Research Problem.....	6
1.3 Research Objective.....	7
1.4 Value of this Research.....	7
<b>CHAPTER TWO: LITERATURE REVIEW.....</b>	<b>8</b>
2.1 Introduction .....	8
2.2 Theoretical Foundation of the Study.....	8
2.2.1 Resource Based Theory (RBT).....	8
2.2.2 Social Exchange Theory .....	9
2.2.3 Talent Based Theory.....	10
2.3 Talent Management Practices .....	10
2.3.1 Workforce Planning.....	11
2.3.2 Recruitment and selection .....	11

2.3.3 Talent Training and Development .....	12
2.3.4 Career Management.....	13
2.3.5 Succession Management.....	13
2.3.6 Performance Management.....	14
2.3.7 Talent compensation management .....	14
2.4 Measures of Employee Performance.....	15
2.5 Talent Management Practices and Employee Performance .....	16
2.6 Summary of knowledge gaps .....	17
3.1 Introduction .....	20
3.2 Research Design .....	20
3.3 Population of the study.....	20
3.4 Data Collection.....	21
3.5 Data Analysis and Presentation.....	21
<b>CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION.....</b>	<b>22</b>
4.1 Introduction .....	22
4.2 Response Rate .....	22
4.3 Demographic Information .....	22
4.3.1 Distribution of respondents by gender.....	23
4.3.2 Age group.....	23
4.3.3 Highest Level of qualification .....	24
4.3.4 Job designation .....	25
4.3.5 Period served on the same position at ICT Authority in Kenya .....	25
4.4 Talent Management Practices .....	27
4.4.1 Workforce planning.....	27
4.4.2 Recruitment and Talent acquisition.....	27
4.4.3 Learning and Development .....	28
4.4.4 Career management.....	30
4.4.5 Succession Management.....	32

4.4.6 Performance Management.....	34
4.4.7 Compensation and Rewards .....	36
4.5 Employee Performance .....	37
4.5.1 Quality of work.....	37
4.5.2 Quantity of Work.....	38
4.5.3 Team work.....	40
4.5.4 Creativity and innovative participation in decision making.....	41
4.6 Correlation Analysis.....	42
4.7 Regression Analysis .....	43
4.8 Discussion of the findings.....	47
<b>CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS</b>	<b>49</b>
5.1 Introduction .....	49
5.2 Summary of Findings .....	49
5.3 Conclusion.....	50
5.4 Recommendations .....	52
5.5 Suggestion for further studies .....	52
<b>REFERENCES.....</b>	<b>54</b>
<b>APPENDICES .....</b>	<b>60</b>
<b>Appendix I: Introduction Letter.....</b>	<b>60</b>
<b>Appendix II: Research Questionnaire .....</b>	<b>61</b>
<b>Appendix III: Approval Letter .....</b>	<b>68</b>

## LIST OF TABLES

Table 2.1: Summary of knowledge gaps .....	18
Table 4.1: Response Rate.....	22
Table 4.2: Workforce planning .....	27
Table 4.3: Recruitment and Talent acquisition .....	28
Table 4.4: Learning and development .....	29
Table 4.5: Career management .....	31
Table 4.6: Succession Management.....	33
Table 4.7: Performance Management .....	35
Table 4.8: Compensation and Rewards .....	36
Table 4.9: Quality of work.....	38
Table 4.10: Quantity of work.....	39
Table 4.11: Team work.....	40
Table 4.12: Creativity and innovative participation in decision making .....	41
Table 4.13: Pearson Correlation Coefficients Matrix .....	43
Table 4.14: Regression Model Summary.....	44
Table 4.15: Analysis of Variance.....	45
Table 4.16: Coefficients.....	46



## **LIST OF FIGURES**

Figure 4.1: Gender .....	23
Figure 4.2: Age .....	24
Figure 4.3: Highest Level of qualification .....	24
Figure 4.4: Job designation .....	25
Figure 4.5: Work Duration at ICT Authority in Kenya .....	26

## ABSTRACT

The objective of the study was to establish the influence of perceived talent management practices on employee performance at Information and Communication Technology Authority (ICTA). The study sought to establish the effect of the independent variables which were workforce planning, recruitment and selection, talent training and development, career management, succession management, performance management and talent compensation management on the dependent variable which was employee performance and the key question to be answered was what influence has the perceived talent management practices on employee performance at ICTA?. The review of the literature was guided by the background of the study and was anchored on talent based theory, resource based theory, and social exchange theory. The study was conducted at Information and at Telposta towers along Kenyatta Avenue. The study population was all the two hundred and one (201) employees of ICTA. The researcher used the census research design. The primary data was collected through a questionnaire with closed ended questions. The respondents were ICTA employees and the response rate was 77.6% which constituted 156 filled and returned questionnaires. Data was analyzed and interpreted based on descriptive statistics where mean, standard deviation, coefficient of variation and multiple regression analysis was conducted with the aid of Microsoft excel and SPSS. Data was presented in the form of frequency tables, pie charts, bar graphs and percentages.

The findings indicated that employee performance correlates positively with, learning and development, performance management, career management, workforce planning, recruitment and talent acquisition, succession management and compensation and rewards. The study established that the relationship between talent management practices and employee performance at ICT Authority in Kenya is significant and positive, an implication that enhancement in talent management practices lead to enhanced employees performance at ICTA and vice versa and that well performing organizations perceive talent management as a strategic priority and long-term investment. Findings of the study indicated that there was an agreement by the respondents that workforce planning is long term focused and is carried out across all the divisions. The study further revealed that ICTA has a well documented strategic plan which provides direction and ICTA develops methodologies to locate the best employees for instance having close ties with learning institutions. ICTA follow an existing internal process for succession management. Findings of this study are significant as they should assist policy makers to develop policies that are aligned to best practice in this area. Findings of this study could assist practitioners to identify variables that would lead to sustainable competitive advantage and managers could use this findings to identify competitive drivers that improve on employee performance at ICTA. The study recommended that to enhance performance, it is imperative for ICTA to develop programs that are not only essential but enhances employees' competitiveness. The study also recommended that programs should be designed by both managers and employees. Future research could be carried out using other variables to determine other factors that determine employee performance.

## **ABBREVIATIONS AND ACRONYMS**

ICTA	-	Information and Communication Technology Authority
MOICT	-	Ministry of Information and Communication Technology
RBT	-	Resource Based Theory
SD	-	Standard Deviation
CoV	-	Co-efficient of Variation

# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

In present complex and the dynamic condition of business firms are endeavouring to survive and to increase their competitive advantage. Perception is complex and its meaning depends on context. Peterson and Yaakabi (1979) defined perceptions of behaviour as how a person sees him/herself, the behaviour of others, or a fictitious ideal. Talent management basically replaces the term human resource (Cohn, Khurana& Reeves, 2005). According to Gardner (2002) organisations are confronted with the issue of talent management as they are globally competing for the scarce talents available so as to maintain their operations. Yapp (2009) warns that inadequacy and failure to invest in talent can undermine the ability of an organisation to deliver. Potential troubles can be failure to attain projected revenues, lower capacity to deliver, project derailment, loss business, lack of follow through on strategies due to high employee turnover, and insufficient innovation and creativity. Pangarkar and Kirkwood (2008) concludes that talent management drives the overall performance alongside worker development.

This study was based on the Resource Based theory by Barney (1959), Social Exchange Theory as formulated by Blau (1964) and talent based theory by Roberts, (2008). The relevance of resource based theory is that if organizations undertake goal congruence and strive to work with competent employees, the resources used to facilitate top performers will be reflected in long term benefits. Investing more on employees increases their innovation and creativity capabilities and thus goal attainments become more tangible and glaring (Wernefelt 1984).Social exchange as formulated by Blau (1964) is based on prism that employee's perceived organizational support creates a sense of indebtedness and an obligation within an individual to repay the organization. The firm's talent-based theory describes talent as the only source of firm's sustainable competitive advantage.

A study carried out on state corporations in Kenya by Njiru (2008), indicated that the Kenyan state corporations suffer deficiency. This fact may be attributed to low tenure, ineffective employee, commitment measures and unattractive retention schemes. The

difficulties are employing new staff, keeping the recruited employees, motivation and training of skilled. Talent management is a challenge in Information and Communication Technology Authority, Kenya. For instance, early retirement has led to scarcity of qualified people due to lack of qualified personnel.

### **1.1.1 Concept of Perception**

As per Armstrong (2006), perception is the state of mind workers hold concerning various thoughts which could be approaches about their pay, acknowledgment, advancement and nature of employment life, as well as the impact of the teams that they distinguish themselves with. With reference to Arnold et al., (1991), exploration findings demonstrated that individuals' emotions and beliefs about somebody or something appeared to be just inexactly identified with how they carried on towards it and in this way the investigation of perception of employees is basic in detailing and administration organizational policies. Recognition for performing well, promotion, professional development, remuneration and motivation plans, were seen as spurring factors by numerous workers felt fulfilled. Perceiving commitments lead to an improved working condition that rouses as well as drives individuals to stay on and perform well (Armstrong, 2006). Armstrong remarked that employee felt demotivated when their efforts are not recognized and thus companies have presented good recognition and compensation plans that will motivate the employees.

Perception is a way by which persons interpret their sensory feelings in an attempt to offer explanation to their situation (Armstrong, 2006). It's not always that perception is based on reality; it's simply an outlook from a certain person's analysis of a state of affairs. Perception affects people's working interactions in lots of ways relating to the factors of organizational behaviour, for instance: entity, group or structure. Derived from the state of affairs, perceiver and target people could have the perception that the people they are working with are poor at their job, and consequently be inclined to evade working with them, for fear of being held accountable for their mistakes, and in so doing, affecting their working affiliation with their team members, and eventually, the

organizations efficacy, competence, as well as the structural perception of the organization (Armstrong, 2006).

### **1.1.2 Talent Management Practices**

Dessler (2011) opines that talent management entails the coordination several human resource activities, particularly workforce acquisition, development, assessment and retention. Ringo et.al (2008), studied six elements of talent management as development of strategy, motivate and develop, sustain and transform, manage and deploy, as well as attract and retain. Development of talent entails change of firm and workers, organization partners and all stakeholders involved, through learning, According to Barney and Hesterly (2008) firms applying consistent policy of compensation implement talent management more effectively than those using inconsistent (Armstrong, 2006). Knowledge integration plays an important and vital role in organizations and is a critical strategic resource and its share ability and development may create competitive advantage which is sustainable.

Primary objective of this practice is to create potential employees to successfully improve organization's effectiveness and performance (Barkhuizen et al., 2014). Talent management practices enable the organizations attract, develop and retain employees with great talents (Mary et al., 2015).Smith and Lubitsh (2007) explored talent management practices among four global businesses and established that well performing organizations perceive talent management as a strategic priority and a vital long-term investment. Talent Management is a good tool for attainment of long-term competitive advantage. The ownership of resources that have no substitutes, valuable and that cannot be imitated is a good source of sustainable competitive advantage. This research will focus on the key areas highlighted by these studies and will focus on workforce planning, acquiring of talents, programmes of talent retention, performance management, total reward and career management.

### **1.1.3 Employee Performance**

From the organizational perspective, performance is described as the degree to which the employee of an organization contributes to attainment of organizational goals. Employee performance measures output against the input. It shows efficiency and effectiveness committed towards the attainment of organizational goals which is dependent on factors such as compensation and motivation of workers, organizational structure, satisfaction of employees, job security among others (Saeed & Asghar, 2012). Performance describes an organization's accomplishments with regards to the process, relevance, results and success. Employee performance is evidenced by production improvements, highly motivated workers and easiness in using the new technology.

The degree to which the organization's objectives and goals have been attained is depicted through employee performance. Organizations exist within external and internal environments that are interdependent (Van Fleet & Albanese, 1983). Both the external and internal environment experience great dynamism due to changes external environment which can visualize the strategic position and choices necessary for good performances (Pearce & Robinson 2009). The concept of performance varies among organisations. Different approaches could be used in measurement of employee performance such as output quality, output quantity, attendance, timeliness of output and cooperativeness among others (Güngör, 2011). Gardner's & Deadrick (1997) state that employee performance is the record of outcomes attained for every job function after a period of time.

### **1.1.4 Management of Talent in ICT Sector**

Knowledge Intensive organizations are developing globally and great need for knowledge workers. With expanding interest for talent workforce, firms are thinking that it's extremely hard to pull in talent, hold existing talent and spur them to perform. In the ICT sector talent management practice is characterized into two. The first one involves doing nothing - not endeavour to foresee the requirements and building up no plans for attending to them. This receptive methodology, which successfully depends on outside procuring, has started to fall due to disintegration of talent management. More

established organizations dependant of bureaucratic model that are complex for gauging and succession planning from the 1950s .These systems existed when businesses were exceptionally unsurprising. These models flop now since they are off base and additionally expensive (Mosley & Hurley, 1998).

There has been a lot of use of new technologies that Information and Communication Technology Companies have mushroomed all around the globe. The Information Technology business has proved to be essential in several countries' GDP. An audit of talent retention practices in this area demonstrates that pay rates are currently in the hygiene segment rather than in the motivator category. Opportunities available abroad are referred to as extra motivating forces. Firms today are likewise gaining by non-financial practices, for example, open gratefulness, adaptable working hours, teleporting, and childcare services among others (Mosley & Hurley, 1999).

#### **1.1.5 Information Communication and Technology Authority**

This is a state based corporation established in August 2013. The government, through Presidential Executive Order, transferred GITS and DeG from Treasury and KICTB from Cabinet Affairs to the Ministry of Information, Communication and Technology (MoICT) in accordance to Kenya National ICT Master plan 2017. It was formed due to concerns about the duplicating roles and lack of coordination among the three agencies. The main task of the Authority is to rationalize and streamline the management of all ICT functions undertaken by the government. The authority's goal is to improve all the ICT activities and enhance the supervision forms of electronic communication. Information and Communication Technology Authority is charged with the responsibility of policy formulation of all ICT matters in the Government.

The States Corporation Act states that in the last ten years, ICT has become a key agent in the transforming the way the government delivers services to the public, and there is a lot of expectation and that it is vital in achieving the Government agenda. The ICT Authority seeks to enforce ICT regulations for the infrastructure, human assets, technology and processes for both public service and public office and to promote e-



Government services; to promote ICT literacy and capacity; electronic form, to supervise the design and implementation and management of Kenya National Spatial Data Initiative.

## **1.2 Research Problem**

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. Bersin (2006) argues that the introduction of new talent management regime was triggered by challenging people related conflicts necessitating tighter integration between human resource departments and the business. Despite the high premium exerted on the development of workforce, talented employees appear to be changing jobs into other fields of endeavour. Most organisations hire, train and develop top talents but have difficulties replacing talented and experienced employees. This is probably because they play down on retention and commitment of workers. Issues such as grievances, absenteeism, and low morale, and voluntary resignation, negative attitude to work, fraud and high turnover rates of top talents may be experienced.

ICT Authority is a fully independent organization with a budget allotment to support its activities. The management is entitled to determine both pay levels and structure in order to ensure that the structure is managed by competent staff (Njoroge 2012). It is the obligation of the management to ensure proper talent acquisition and its subsequent management. However, state corporations have failed in execution talent management due to several issues which are exclusive to the sector. These include inadequate human resources, which has derailed efficient and effective service delivery. Factors such as corruption, absenteeism from work, lateness, high turnover of professional staff and low quality of work output affect employee performance. The increasing corporate

obligations and customer expectations make it necessary to review the services being offered by state corporations (Chepkwony, 2012).

Wurium, (2012) conducted a study on management of talent and public sector organizational productivity using survey design and the findings revealed that programs for talent management implementation, processes and policies affected the productivity of the employees. Dries (2013) explored talent management psychology in Belgium to identify gap in research and the found that talent management exhibited different discrepancies including talent as capital, giftedness, individual difference, strength and as an identity. Similarly, Collins and Mellahi (2009) examined similar topic and proposed theoretical advancement on talent management definitions. This study therefore offers realistic working solutions that can mitigate the indicators which include absenteeism, lateness, corruption, high turnover of professional staff and low quality of work output.

### **1.3 Research Objective**

The aim is to analyse the employee talent management practices and its influence in the organization

### **1.4 Value of this Research**

The findings are important to policy makers for initiating policies and legislation aimed at making public organizations appreciate and maximize the value of talent management, and subsequently adopt appropriate human resource systems and practices. Study findings will be beneficial to the organization as the top management will utilize it to make sure that activities of talent management as procedures, policies, and processes state are fairly articulated to aid in the retention of employees. Findings will assist in identification of suitable retention intervention for ICT Authority in Kenya.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

Examined in this chapter are the current talent management practices and employee performance. It contains Theoretical review, Empirical review, Conceptual framework and the summary review. Finally, the connection between practices of talent management and employee performance is also discussed.

### **2.2 Theoretical Foundation of the Study**

Management of talent management is relatively a new study field implying that no established principles as well as techniques in completing examination in management of talent. It's multi-faceted in the sense that it gets from different spheres, for example, brain research, showcasing and financial matters. This examination will be guided by the accompanying speculations.

#### **2.2.1 Resource Based Theory (RBT)**

RBT hypothesizes that organizations do well whenever they amass assets that are profitable, sturdy, uncommon, hard to emulate and better than competitor's assets and effectively package them into one of a kind capacities which they can use to produce upper hand and predominant execution. The fundamental precepts of the resource based theory are that organizations have distinctive assets and these distinctions prompt disparities in performance (Barney, 1995). The resource-based theory is anchored on the assumption that firms 'exhibit different resources which results in performance variations (Barney, 1995). The RBT model defines resources as the chief determinants of the organization's performance.

Several criticisms have however been advanced against RBT including the assertion that RBT does not constitute a true theory. Their preposition basically reflects two issues the first being that RBT is that the basic assertions of RBT are true by definition but lack empirical evidence. This means that without valuable resources and definitional

dependence the argument that unique firms possess competitive advantage does not make sense.

The other criticism is that RBT's prescriptive ability is limited. The aspects of RBT that limit its applicability such as characteristics of resources, the context within which the theory applies is not specified and that the theory is not dynamic but static. Despite the criticisms, RBT had a fundamental role on strategic management research especially in demonstrating the internal aspects that result in competitive advantage.

### **2.2.2 Social Exchange Theory**

Social exchange as formulated by Blau (1964) is based on a premise that employee's perceived organizational support creates a sense of indebtedness and an obligation within an individual to repay the organization. On the basis of the theory of social exchange founded on an economic theory of individual behaviour, association among persons is inspired by the wish of maximizing rewards and minimizing losses, the commitment of the individual to the organization is dependent on his or her perception of balance of reward utilities over input utilities. The emphasis of the approach is on the current exchange relationship between individuals and organizations. Hence correlations that have provisions for more rewards than costs will bear a durable mutual attraction and commitment to the organization; this gives an explanation for the citizenship behaviour of the organization (Coetzee, 2005).

The theory suggests that when an organization identifies talent and invests in them they are likely to attain better returns on these investments. In the light of employee retention, this theory suggests that when staff is satisfied with the work environment provided to them, they are more than likely to stay longer with a one organization, and when they also see no better alternatives. Social exchange theory also analyses the employment relationship in terms of social or economic exchanges. The exchange of economic benefits is through return of employees' actions while through permissive deeds which are organization induced, social exchange could be achieved.

Social exchange leads to the trust of the employee towards the organization that it will fulfil its exchange obligations. Commitment to the organization through social exchange can be either affective commitment or continuance commitment. Setton & Bennet (1999) describes the leader member exchange to be cordial relationship between the employee and the supervisor arising out of the perception the supervisor represents the organization to which the employee is indebted to. Local member exchange is more associated with role behaviour with employee developing personal obligation to undertake extra duties, put in more time and minimize conflicts with the supervisors.

### **2.2.3 Talent Based Theory**

The firm's talent-based theory describes talent as the only source of firm's sustainable competitive advantage. According to Roberts (2008), this means that firm's decision making and actions should basically focus on talent as well as competitive edge that accompanies it. Talent originates from inside a persons and it's the role of the firm to primarily integrate these talents through provision of structural arrangements of co-operation and co-ordination. Organisations are constantly seeking for highly competent and talented employees to fill key positions and this has heightened the competition for talented individuals. Talent management is the concept of increasing organisational performance through use of employees.

According to Bontis et al., (2002) a normal economic setup must realize that human capital constitutes intangible talent, creative capabilities and skills of human nature within the organization. The organisational performance and image can be increased through successful utilization of individual capabilities. In order to be successful and have a competitive advantage, every business in current fierce climate is striving to find a way of attracting, developing, retaining, and motivating competent employees.

### **2.3 Talent Management Practices**

Talent management comprises of fundamental human resource departmental practices, activities, areas of specialization including selection, recruitment, career development and succession. The second view describes talent management with respect to talent pools.

It is an architectural design with processes established facilitating adequate flow of employees within the Organization. It's the introduction of unified systems structured to improve production rate at work place through development of improved processes for attraction, development, retention and utilization of individuals to fulfil both short-term and long-range business goals. Wellins and Rothwell (2004) have also developed the concept that management of talent entails scanning of individuals to pass on leadership roles commonly described as lasting, logical tactic to attainment of future and present talent requirements so as to attain corporate goals. Talent management entails striving to attain effective departmental of organisational performance by looking at development and replacement of key individuals with time.

### **2.3.1 Workforce Planning**

Armstrong (2008) workforce planning is about working with at the right time, in the right place, and with the right persons that possess the right skills. Businesses nowadays operate under highly dynamic and less predictive business environment. Therefore, the business has to continuously evolve in order to conform to either change in technologies, match competition and respond to new customer needs. Effective workforce planning entails understanding the talents in use and future anticipated success. According to Armstrong (2008), business plan acts as the foundation of human resource planning which defines requirements of human capital and leads to attraction of internal sourcing policies and programmes.

### **2.3.2 Recruitment and selection**

This is the process of captivating, screening, and selection of qualified and potential candidates based on the requirements of a particular job. Tansley et al. (2007) opines that the work of the talent review panel is to identify talents within the Organization. Internal identification of talent entails utilization of competence frameworks and traditional human resource practices including human resource planning and performance management. Talent identification is mandatory in any talent management system since the talent availability contributes insignificantly on strategic worth if not effectively spotted, cultivated, as well as applied (McDonnell et al., 2010). Additionally, various

techniques of identifying talent exist which are dependent on what a company considers effective.

Agarwala (2007), urges that effective recruitment is a powerful strategic tool and development of innovative ways selecting the best people is equally a vital tool in the selection process. Employees' forecasting depends on the annual organizational budget and long-term and short-term organizational goals. The recruitment process is vital to every organisation since it mitigates the consequences of mistakes including engaging incompetent, under qualified and unmotivated employees. The biggest portion of the organisation's fixed cost is attributed to payment and servicing of employees and thus increased productivity could be attained by ensuring that the organization employs the most talented employees using lowest possible cost which translates to adopting best recruitment methods and placement measures to develop and retain employees (Mahapatro 2010).

### **2.3.3 Talent Training and Development**

Armstrong (2008), states that learning and development activities are vital tools of developing employees and managers since it allows the talented staff to grow their capabilities in their current roles and even advance to other roles. Organisational support is mainly determined by the employees in the sense that equipping them with adequate knowledge and skills and availing opportunities for growth will lead to performance improvement (Kaplan and Norton, 1996). Commitment and loyalty are relevant matters in human resource management but learning, development and personal growth have become more critical issues since they increase the retention rates.

Learning and developed survey by CIPD (2006) identified two main goals of talent management as: development individuals with greater ability and nurturing prospect leaders at top positions which means that the firm should identify talented employees and develop techniques of enhancing their competences and skills so as to adapt the dynamic business environment. Similarly, CIPD 2011 survey in UK, US and India, studied effectiveness of learning and training development practices and found out that in-house

development programmes are viewed as most effective by practitioners in all three countries. Kermally (2004) argues that talent development strategies must be in line with business strategy. Ideally, an association must exist between talent development and organisational strategy.

#### **2.3.4 Career Management**

Organizational Career management is defined as all the organisation's initiatives designed to influence its employees' career development thus bringing effectiveness in organisational operations (Arnold, 1996). Organizational career management practices include job rotation, employee workshops, career progression ladders, job enrichment and organizationally planned programs. It is the desire of the employee to streamline his or her skills and performance feedback to yield the best outcome (Dessler 2011). Many authors agree that effective organizational career management boosts employee commitment to the organisation (Sturges et al., 2002).

Similarly, Ensher & Murphy (2001) found out that individuals with own set career are successful and satisfied in the jobs. McKinsey (2005) concluded that there is connection between effective succession planning and shareholder.

#### **2.3.5 Succession Management**

Rothwell (2004) defines succession planning as a process of scanning people within an organization to pass on leadership roles. It is a logical and intentional organizational effort to guarantee on-going leadership in crucial areas. Dessler (2005) states that succession planning process entails three steps: identification and analysis of vital tasks, creation and assessment of potential candidates, as well as choosing suitable persons to take up the senior ranks. The strategies proposed by Hills (2009) for effective succession planning include alignment of succession planning in accordance with business strategy, assessment of leadership capabilities on the basis to fit competence, culture and connection, entailing talent in the process of succession planning using executive or outside coaching or formal learning experiences in development of talents and learning from existing potential successors.



According to Mahapatro (2010), succession planning seeks to create active development of a strong pool of talents for future sustainability of the business. This observation is also anchored by Rothwell (2005) who says that succession planning and management entails more than just simple replacement planning and efforts to guarantee on-going leadership by nurturing talent internally via a series of development practices.

### **2.3.6 Performance Management**

Armstrong and Baron (1998) define performance management as the process through which the performance of employees is raised through improvement of individual and team performance. Tansley et al. (2007) demonstrates the association between talent management and performance management by demonstrating 'high potential', for instance through rating potential and performance and identifying high scorers using the 'nine-box grid'. Management of performance is a way of increasing employee motivation and involvement through provision of recognition and positive feedback (Armstrong 2006).

Performance management seeks to ensure that the performances of the employees are consistent with strategic objectives of an organization. According to Baron and Armstrong (1998), strategic management of performance pays a close attention on enhancing a company's efficiency and effectiveness via employee performance, improvement, and development of individual and team capabilities. Bersin (2011) studied trends and predictions on performance management, his research in 2011 noted that companies that regularly revisit their goals outperform those with annual cascading-goal programs by a big margin.

### **2.3.7 Talent compensation management**

According to Rajkumar (1996) and Deluca (1993), reward also known as compensation is described as the management of wage, pay, remuneration, and salary. Cash and non-cash payments as well as direct and indirect benefits are employed to reward high performing employees at work place. This study defines compensation as all forms of tangible

services and financial returns that employees gain at work. Zhou, Henan, Qian & Lei (2009) described compensation as a tool that provides satisfactory salaries necessary for talent attraction and retention. Milkovich and Newman (2008) highlight the components of compensation as basic salary, bonuses; overtime pays profit sharing and commissions among others. It's rewarded to people in exchange for employment service rendered.

Compensation serves different objectives that include attraction, retention and motivation of high-potential employees. According to Agarwala (2007), to ensure that an organization has motivated and competent employees, a fair basis for giving rewards should be established. He further discovered that for sustainable competitive advantage goods and services offered should be of great quality and a price.

### **2.3.8 Retention Management**

Mulcany, (2010) describes retention with regards to turnover as being involuntary or voluntary. Retention activities are the combination of all activities that seek to improve the employees' organizational commitment through offering a platform with several opportunities where they can improve on their skills and share knowledge (Bailey & Bogdanowicz, 2002).

Low performances are attributed with high levels of employee turnover as it leads to ineffectiveness in the management of organisations. The management should put in place effective strategy for improvement of staff retention.

### **2.4 Measures of Employee Performance**

From organizational context, performance is described as the degree to which the employees contribute towards the attainment of organizational goals. Employees' performance include: quality of output, attendance, creativity and innovation, quantity of output accuracy and timeliness in service delivery (Güngör, 2011). The quantity of work that is completed is important because of the realization of its positive link with profits, increased market share and customer satisfaction. Quantity of work is the quantity output that employees in an organization produce and the one which ensures that the

organizations' customers are fully satisfied with their products as well as services (Hackman & Lawler, 2011).

Nature of work can frequently be critical. Estimation of value is regularly emotional, contingent upon an employee's particular obligations. One approach to catch work quality is to ask every employer's immediate boss to score his or her work on a predictable scale. Different strategies incorporate catching the level of work yield that must be revamped, blunder rates, or consumer loyalty levels (Nadler & Lawler, 2013). The estimations of collaboration in accomplishment of employment proficiency and amplification in hierarchical profitability are verifiable while, these qualities would not be accomplished except if teamwork is viably honed inside an organization.

Employee creativity and innovative participation in decision making considering the ultimate objective of maintaining effective employee performance, there is a need to offer training in drawing the workforce to be innovative and creative. Employee creativity and innovative participation in decision making helps in the, profitability or survival of the organization in the present forceful business environment. Employee creativity and innovative participation in decision making is the key part in viable wealth creation. The objectives of employee creativity and innovative enhance workers capabilities to improve performance (Oldham & Cummings, 2016).

## **2.5 Talent Management Practices and Employee Performance**

Several researchers have examined the link amid employee's performance and management of talent, and their findings seem to differ. Garg & Rani, (2014) carried out a study on management of talent and the possibility of developing anxiety between employee development and capability development emerging due strategies of managing talent. The attention was on capability troubles with adoption of structures of talent management that come as a result of rapid promotion, shortage of help inside the firm, feelings of inequity by those not regarded as proficient body of workers, as well as poor improvement effectiveness. The researchers also held in-depth discussion outlining the

possible solutions for retaining top talents that included work life stability, career development, good pay, and succession planning.

Lewis & Heckman, (2006) undertook a critical review on talent management. They recognized three different lines of reasoning concerning management of talent. To begin with, the most predominant are those who hold the view that management of talent is a perfect substitute of management of human resource. A second angle focused on improvement of ability pool center around anticipating worker/staffing necessities and adapting to the advancement of faculty through positions. Kumara & Bahuguna (2012) studied how employee behaviour are influenced through talent management with a focus on India's gas and oil companies, Dehradun Universal of Petroleum and Energy Studies. They clarified that interest for oil and gas is continually expanding and again, there are work compel related issues. This investigation sought to determine the effect of managing talent on worker imagination, inspiration, and profession and competency improvement. They utilized 'Multiple regressions' technique for information examination. The after effects of the examination delineated that talent management is specifically and emphatically connected with worker commitment

## **2.6 Summary of knowledge gaps**

Several studies were conducted in relation to the variables in this study. Table 2.1 below summarizes a number of these studies

**Table 2.1: Summary of knowledge gaps**

<b>Author(s) and Year</b>	<b>Title</b>	<b>Finding</b>	<b>Gaps</b>
Lyria (2013)	Investigated the role of managing talent on performance of firms (Kenya)	A review of existing literature indicated that past studies failed to incorporate firm's performance and talent management.	The dependent variable was management of change and not performance as the current study
Iqbal et al, (2013)	'Examined the association amid emotional stability of employees and talent management activities in Pakistan'	'The research work was carried out by use of quantitative design. Employees were issued with questionnaires. Findings uncovered a positive association amid organizational performance and talent management activities	Research conducted in Pakistan which limits its application in the case of information and communication technology Authority in Kenya
Sakineh, Hassan and Mehrdad (2012)	Investigated the association amid organizational success and talent management.	The study employed a descriptive correlation technique. The association amid elements of organizational success and talent management was established by use of Pearson correlation test at 5% level of significance and SPSS statistical used for data analysis. The result showed that management of talent has a considerable association with organizational success.'	The study focused on the effect of talent management practices on the success of an organization as opposed to employee performance

Blass (2007)	Conducted a study on business performance and talent management	The research was to shed light on various ways companies carry out talent management practices. Feedback forms were ministered ad study employed regression, correlation and ANOVA. Study concluded that organization employs a transparent talent system for talent management as stipulated in the organizational policies’	Focus on business performance and not the employee performance
McDonnell et al (2010)’	The most fundamental stage in the talent management process is identifying talented individuals’	The study shows that failure to identify talented individuals within the Organisation means little value.	Authors failed to link talent identification to employee performance and hence the need to address the gap

**Source: Primary data (2018)**

It is evident from the reviews presented above that attempts were made to assess the intricacies of talent management practices in various sectors. However, no effort has been made to analyse the talent management practices in IT industry and how the perceived talent management practices influenced the industry employee’s productivity. Therefore, this project concentrated on establishing the influence of perceived practices of talent management on performance of employee at Information and Communication Technology Authority, Kenya.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

Described in this chapter were methods of study that were applied to objectively establish the influence of perceived practices of talent management on the performance of employees at Information Communication and Technology Authority in Kenya. The section showed the research design, data collection techniques and the procedure through which data was analysed.

### **3.2 Research Design**

Kothari (2004) defines a research design as a blueprint or plan for undertaking a research to explore specific research questions. According to Orodho and Kombo (2002), a research design is a plan detailing the manner in which a problem under study is dealt with. The researcher conducted a descriptive research using the census research design. As per Mugenda and Mugenda (2003), a descriptive survey research is the process of gathering information so as to respond to study questions regarding the present state of phenomenon. A census explores data collected across the entire population to portray the state of a population at specific period of time.

### **3.3 Population of the study**

Kothari (2004) describes study population as a fairly structured bundle of events, elements, services, collection of things, households, or people under study. This study's population comprised of staff of Information, Communication, and Technology Authority, headquarters. The target population comprised 201 members of staff comprising of 7 Managers/Heads of departments, 50 General (finance, accounting, Administration) and 144 Presidential Digital Talent Team (1<sup>st</sup> and 2<sup>nd</sup> Cohort).

### **3.4 Data Collection**

Primary data, information a researcher collects specifically for the purpose of a research project, was used in this study. The tool used for obtaining information was a questionnaire. Information was obtained through well-structured questionnaires targeting all employees of Information and Communication Technology Authority, Kenya.

The questionnaire was structured in three sections. Section - A targeted the respondent's biodata, section - B practices of talent management, and Part – C focused on performance of employees. The structured questionnaire consisted of closed ended questions and a five point likert scale statement to be filled by the respondent. The questionnaire was preferred because it was the most effective data collection instrument that has the ability of obtaining data from a great deal of participants within no time. The questionnaire was self-administered to the respondents by the researcher.

### **3.5 Data Analysis and Presentation**

A quantitative data was obtained and the researcher used SPSS to aid in analysing it. Processing of data was done through coding, editing, feeding in, and then showing it in tables which show the answers of each class of parameters. The processed data was analysed by used of both inferential and descriptive statistics including mean, standard deviation, frequency distribution and percentages. A simple regression model was adopted because the research sought to determine the association amid predicted variable (employee performance) and predictor variable (talent management practices). Data was presented in form of graphs, table and charts.

Kothari (2004) remarked that analysis of regression emphasised on estimation of an equation that details an association amid two parameters whereas correlation aids establish the strength of related components. The following regression model was adopted for the study:  $y = \beta_0 + \beta_1 X_1 + E$  Where: Y is Performance of employee and  $X_1$  is Talent management and E is the standard error.



## CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

### 4.1 Introduction

This section displayed results retrieved from the collected data using questionnaire and will show the impact of practices of talent management practices on the performance of employee. Inferential and descriptive statistical methods will be used to analyse the collected data. Summary will be tabulated and discussed.

### 4.2 Response Rate

The researcher administered a total of two hundred and one questionnaires to employees at the ICT Authority, Kenya. The researcher carried out a pilot study in that two questionnaires among the two hundred and one questionnaires which were developed pre-tested and presented to two employees to validate if the questionnaire was well understood. The questionnaires formed part of the respondents in the study. The analysis was based on the questions asked in the questionnaires and the answers from the respondents.

Table 4.1 revealed the response rate of 77.6 percent of the respondents of the data collected which is acceptable for interpretation.

**Table 4.1: Response Rate**

Returned questionnaire	Targeted respondents	Response Rate (%)
156	201	77.6%

**Source: Primary data (2018)**

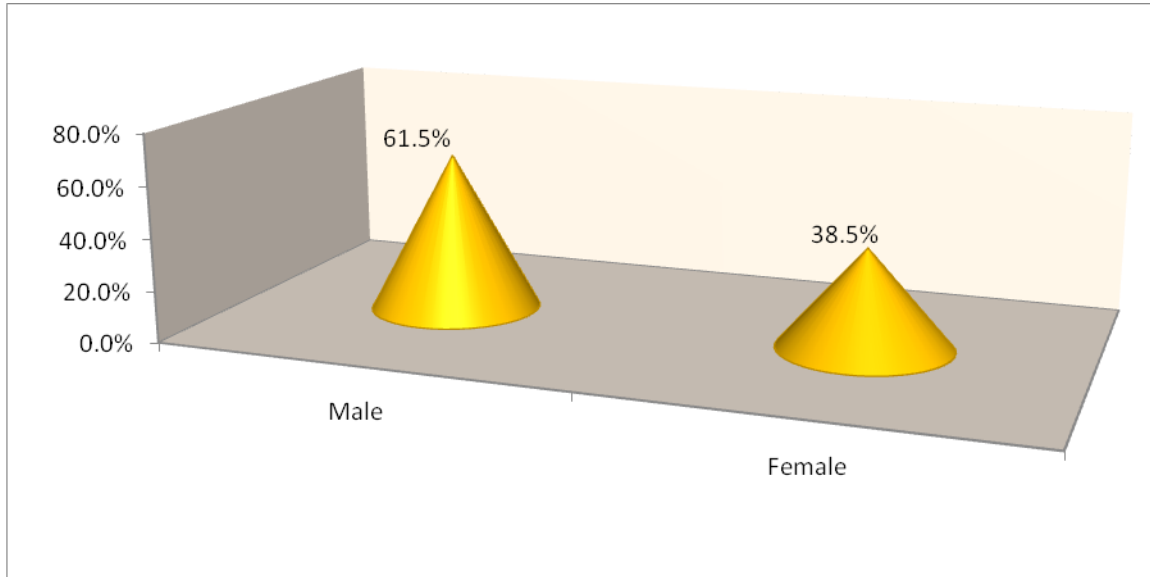
### 4.3 Demographic Information

Data captured included and not limited to gender, age, designation, academic qualification and duration in current designation. This will show the employee advancement and growth since employment. The study managed to capture all the respondents targeted in study.

### 4.3.1 Distribution of respondents by gender

The result in figure 4.1 implies that male gender exceeded female gender by 23 respondents. This is in alignment with one third rule of the Kenyan constitution and in terms of good corporate governance policies it showed that the organizations management was representative in gender issues.

**Figure 4.1: Gender**

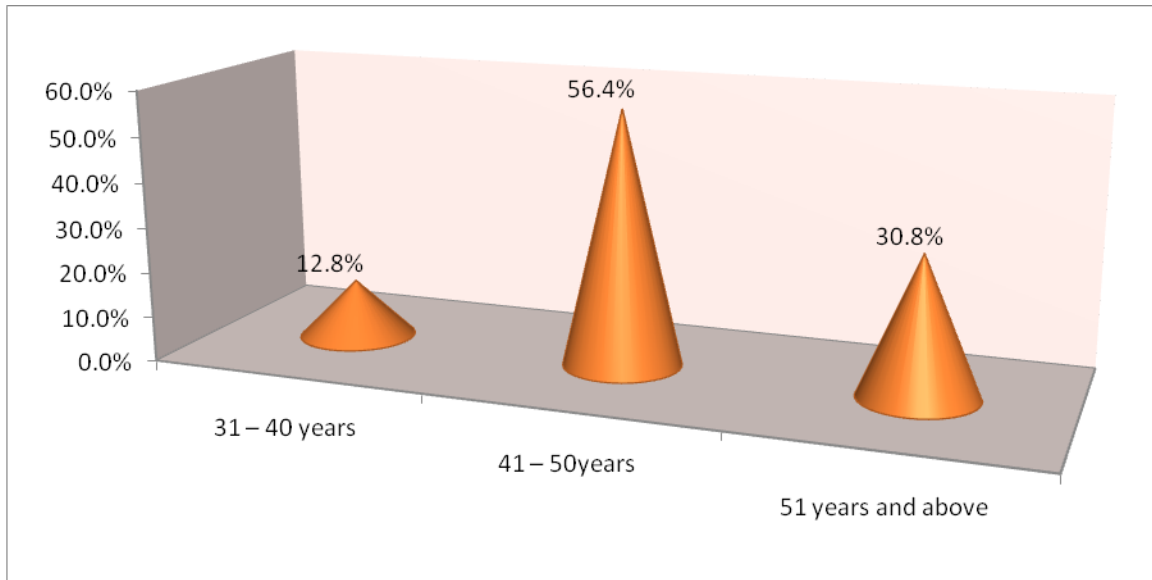


**Source: Primary data (2018)**

### 4.3.2 Age group

It is clear in figure 4.2 that participants aged between 41 and 50 formed the largest part comprising of 56.4%, 30.8% indicated 51 years and above, while 12.8% of the respondents aged between 31-40 years old. Employees should be growing in their careers as per the career management curve during prime age

**Figure 4.1: Age**

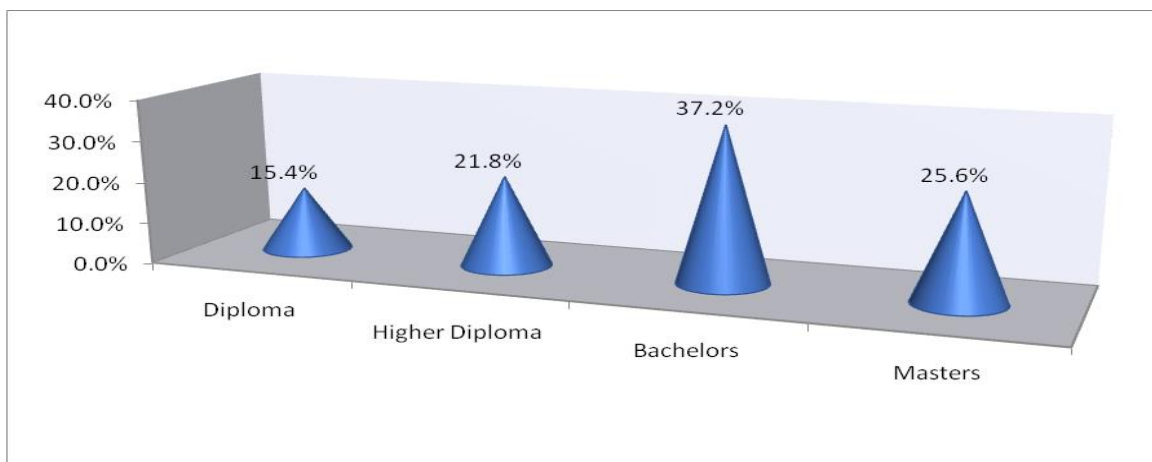


**Source: Primary data (2018)**

#### **4.3.3 Highest Level of qualification**

The level of education is a key determinant in the employee performance. Education is correlated to the quality of services offered and the better educated personnel are more of a human capacity resource since they form part of organizational learning which is a key competency in offering competitive advantage of the organization. The results showed that on average, respondents were well educated with high academic qualifications.

**Figure 4.2: Highest Level of qualification**

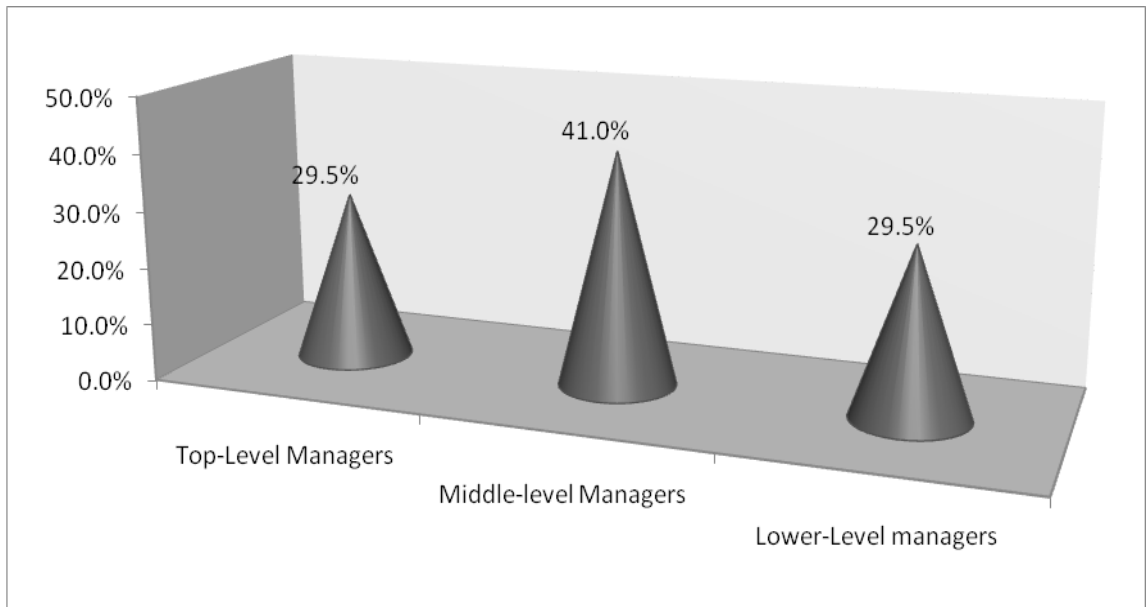


**Source: Primary data (2018)**

#### 4.3.4 Job designation

The results showed that on average, respondents are well educated with high academic qualifications. This showed that staff in the management level are highly educated and are in a position to undertake critical managerial decision in relation to performance management of their institution

**Figure 4.3: Job designation**

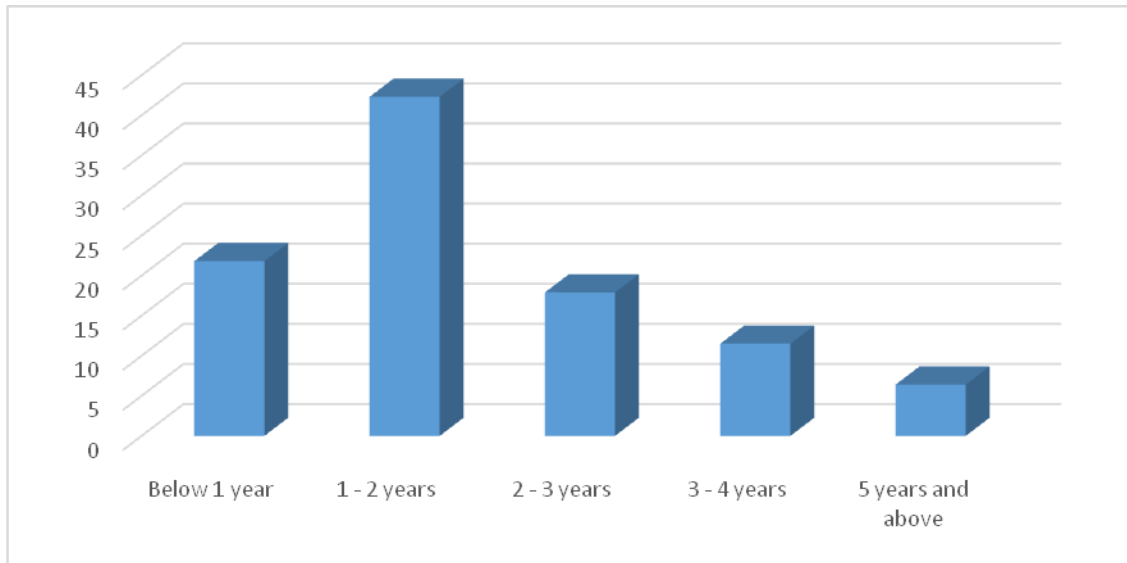


**Source: Primary data (2018)**

#### 4.3.5 Period served on the same position at ICT Authority in Kenya

This study is to establish number of years the respondents have worked at ICT Authority in Kenya. The figure below show the findings

**Figure 4.4: Work Duration at ICT Authority in Kenya**



**Source: Primary data (2018)**

The findings indicate that 42.3% had worked for ICT Authority for 1 - 2 years, 21.8% indicated that they have worked for less than one year, 17.9% indicated 2-3 years, and 11.5% indicated 3 - 4 years while 6.4% indicated they had worked for 5 years and above years. The findings imply that 78.5% of the respondents had worked for at least more than one year thus were in the process of gaining experience at workplace though the percentage was declining which could be attributed to the employee rate of turnover. Kolb's experiential theory (Kolb, 1984) emphasized that employees learn through concrete experiences, observations, reflection, abstract conceptualization and active experimentation. According to Revans (1998) lasting behaviour change resulting in improved performance is likely to result from interpretation of past experiences rather than acquisition of new knowledge. The study concluded that experience provided a way for respondents to improve performance on the basis of what has worked in the past.

## 4.4 Talent Management Practices

### 4.4.1 Workforce planning

Workforce planning is a function that uses data to establish the direction of future trends in any organization (Mayfied et al, 2003).

**Table 4.1: Workforce planning**

Item	N	Mean	Standard Deviation	Coefficient of Variation
Workforce planning is carried out in your organization	156	4.08	0.55	13
Your organization has a strategic plan which for employee development and retention	156	3.92	0.68	17
Formal strategic plan which is properly documented and known to workers	156	4.08	0.27	7
Your firm is endowed with right employees possessing required skills used in the right places.	156	4.12	0.32	8
Proper workforce planning and future talent requirement	156	4.05	0.22	5
Workforce planning in your organization is carried out across all divisions.	156	3.80	0.69	18
<b>Aggregate</b>	<b>156</b>	<b>4.01</b>	<b>0.46</b>	<b>11</b>

**Source: Primary data (2018)**

Table 4.2 reveals that the aggregate workforce planning mean score is 4.01 and standard deviation is 0.46 with coefficient variation of 11 percent .This figure revealed that that there is high agreement among the respondents on workforce planning. The lowest mean was on planning in their organization is carried out across all divisions with a standard deviation 0.69 and an average score of 3.8. Correlation of variation is 18 percent with a highest mean showing relevant employees skilled with coefficient of 8 percent.

### 4.4.2 Recruitment and Talent acquisition

Recruitment and selection is the process of captivating, screening, and selection of qualified and potential candidates based on the requirements of a particular job. According to Tansleyet al. (2007), the way candidates are identified and selected is function of talent review panel.

**Table 4.2: Recruitment and Talent acquisition**

<b>Item</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Coefficient of Variation</b>
Do you have good recruitment and selection practices to attract required talents	156	3.9	0.55	14
Recruitment practices in your organization follow an already created internal talent pool in readiness to fill vacant or identified positions	156	3.11	1.31	42
Do you employ employee from the internal recruitment talent pool	156	3.94	0.72	18
Do you have innovative recruitment strategies to tap the best talents	156	3.93	0.72	18
How are managers involved in process of recruitment	156	1.37	0.48	35
Recruitment in your organization is done on the basis of merits	156	3.14	1.12	36
<b>Aggregate</b>	<b>156</b>	<b>3.23</b>	<b>0.82</b>	<b>27</b>

**Source: Primary data (2018)**

Based on the findings in Table 4.3, the aggregate mean score to measure recruitment and talent acquisition was 3.23, standard deviation 0.82 the coefficient of variation was 27 percent. This figure revealed that that there is moderate agreement among the respondents on recruitment and talent acquisition.

#### **4.4.3 Learning and Development**

According to ( Harburg,2013) Talent development is transforming an association together with its workers, teams of individuals inside it, partners, as well as utilizing spontaneous and planned learning, with the end goal to accomplish and keep up organization's competitive advantage

**Table 4.3: Learning and Development**

Items	N	Mean	Standard Deviation	Coefficient of variation %
There is policy on sponsorship of trainings/programmes to development identified talent in your organization	156	1.09	0.29	27
Does your organization have in-house development plan	156	3.68	0.80	22
Your organization encourages coaching and mentorship by managers	156	4.05	0.64	16
‘Your organization department heads are evaluated and compensated for their efforts to develop talent’	156	4.10	0.50	12
There is a coaching and mentorship program for all employees in your organization which adds value to the staff	156	4.00	0.60	15
<b>Total Aggregate</b>	<b>156</b>	<b>3.39</b>	<b>0.56</b>	<b>18</b>

**Source: Primary data (2018)**

Based on the findings in Table 4.4 on learning and development it shows 3.39 as the aggregate mean score, standard deviation of 0.56 with coefficient variation of 18%. This figure revealed that there is moderate agreement among the respondents on recruitment and talent acquisition. The lowest mean was that there is policy on sponsorship of trainings/programs to development identified talent in their organization with 1.09 mean and 0.29 standard deviation and correlation variation of 27%, and the highest mean was that in their organization department heads are evaluated and compensated for their efforts to develop talent with an average of 4.10, SD of 0.50 with a correlation of variation of 12%, followed by the statement that their organization encourages Coaching and mentorship by managers with a mean of 4.05, standard deviation of 0.64 with a correlation of variation of 16%, and then the statement that there is a coaching and mentorship program for all employees in their organization which adds value to the staff with a SD of 0.60, a mean of 4.00 with a correlation of variation of



15% This implies that in the ICT Authority in Kenya department heads are evaluated and compensated for their efforts to develop talent, ICT Authority in Kenya encourages Coaching and mentorship by managers, and that there is a coaching and mentorship program for all employees in ICT Authority in Kenya which adds value to the staff.

#### **4.4.4 Career management**

Greenhaus et al (2010) refers career management as the process through which individuals collect information concerning strengths, interests, weaknesses, values, and skills, and participate in vocation methodologies that expand their likelihood that vocation objectives to be accomplished.

Participants were requested to show the degree they fell in with the following declarations with regards to career management. The responses were rated on a five point likert scale where Scale 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, and 5-Strongly Agree. The study findings are as shown in table 4.6

**Table 4.4: Career management**

<b>Items</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Coefficient of variation %</b>
In your firm, career development and progress policies are well defined and understood by all workers	156	4.03	0.36	9
Succession in your organization is conducted via establishment of strong pool of talent	156	4.10	0.38	9
Job rotations, transfers in your organization are done to increase employees value and preparedness for succession	156	3.96	0.57	14
Selection for promotion in your organization is built in network ties and personal relationships.	156	4.03	0.62	15
Past performance in your company is the basis of promotion	156	4.09	0.29	7
Promotion in your organization is based on range of experience	156	4.03	0.58	14
Promotion in your organization is based on ability	156	4.09	0.74	18
<b>Total Aggregate</b>		<b>4.05</b>	<b>0.51</b>	<b>12</b>

**Source: Primary data (2018)**

Based on the findings in the Table 4.5, the aggregate mean score for the seven declarations applied to test management of career was 4.05, the standard deviation was 0.51 the coefficient of variation was 12%. This figure revealed that that there was a strong agreement among the respondents on career management. The lowest mean was that Job rotations, transfers in their organization are done to increase employees value and preparedness for succession that had an average of 3.96 and a SD of 0.57 with a coefficient of variation of 14%, and the highest mean was that succession in their organization is done through development of strong talent pool an average/mean of 4.10, and a SD of 0.38 with a correlation of variation of 9%, followed by the statement that

promotion in their organization is based on ability with a mean of 4.09 and a standard deviation of 0.74 with a correlation of variation of 18%, then the statement that promotion in their organization is based on past performance with an average of 4.09 and a SD of 0.29 with a correlation of variation of 7%, then the statement that in their organization, career development and progress policies are well defined and understood by all workers with a mean of 4.03 and a standard deviation of 0.36 with a correlation of variation of 9%, then the statement that choice for promotion in their firm depends on network ties and personal relationships with an average mean of 4.03 and a SD of 0.62 with a correlation of variation of 15% and then the statement that promotion in their organization is based on range of experience with a mean of 4.03 and a standard deviation of 0.58 with a coefficient of variation of 14%. This portrays that succession in ICT Authority in Kenya is done through development of strong talent pool, choice of promotion depends on network ties and personal relationships, promotion in their companies are built on ability, career development and progress policy is well defined and understood by all workers, and that promotion depends on past experience as well as an array of experience.

#### **4.4.5 Succession Management**

According to Vaiman and Holder (2011), an organization always stays ahead of time via succession planning in making sure that individuals with necessary skills, talents, and qualifications are available when a need arises.

Participants were humbly requested to show the degree to which they fell in with the following declarations with regards to succession planning. The responses were rated on a five point likert scale where Scale 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, and 5-Strongly Agree. The study findings are as shown in table 4.7.

**Table 4.6: Succession Management**

Items	N	Mean	Standard Deviation	Coefficient of variation %
Your organization has a well laid down succession policy	156	1.04	0.19	19
Succession planning in your organization has a heavy focus on the workforce	156	2.05	1.18	57
Succession-related practices in the organization ensure that ready replacements are available in your organization	156	1.35	0.60	45
Succession planning provides for strategic application, development, and replacement of important people with time	156	3.95	0.62	16
Succession planning helps your organization to plan for any disasters brought about by abrupt losses of employees especially caused by death and early retirements	156	4.27	0.44	10
Your organization is concerned with retaining competent committed people/knowledge workers	156	4.18	0.39	9
<b>Aggregate</b>	<b>156</b>	<b>2.81</b>	<b>0.57</b>	<b>26</b>

**Source: Primary data (2018)**

Based on the findings Table 4.6, the study gave aggregate mean score of 2.81, standard deviation of 0.57 and the coefficient variation of 26 percent. This figure revealed moderate agreement among the respondents on succession management. The lowest mean was that their organization had a well laid down succession policy with an average mean score of 1.04, standard deviation of 0.19 and correlation variation of 19 percent. This implied that succession policy at ICT Authority in Kenya is not well laid down. The highest mean was the statement that succession planning helps their organization to plan for any disasters brought about by abrupt losses of employees especially caused by death and early retirements which had a mean of 4.27 ,standard deviation 0.44 and coefficient

variation of 10 percent, followed by the statement that their organization is concerned with retaining competent committed people/knowledge workers with an average score of 4.18 ,SD of 0.39 and correlation of variation 9 percent .The statement that succession planning in their organization provides provision for strategic application, development, and replacement of important persons had an average mean of 3.95,SD of 0.62 and correlation of variation 16 percent. This means that succession planning helps ICT Authority in Kenya to plan for any disasters brought about by abrupt losses of employees especially caused by death and early retirements.

#### **4.4.6 Performance Management**

It is the process through which employee performance is raised through improvement of individual and team performance. Armstrong (2006) refers performance management as a way of increasing people motivation and involvement through provision of recognition and positive feedback.

Participants were humbly requested to show the degree to which they fell in with the following declarations with regards to performance management. The responses were rated on a five point likert scale where Scale 1 - Strongly Disagree, 2 - Disagree, 3- Neutral, 4 - Agree, and 5 - Strongly Agree. The study findings are as shown in table 4.8.

Table 4.7: Performance Management

Items	N	Mean	Standard Deviation	Coefficient of variation %
Your company has a system in place to guarantee feedback and performance	156	4.28	0.45	11
Performance and not seniority is the basis of promotion in your organization	156	4.26	0.44	10
Performance management in your organization is matched with the need to cultivate and retain top talent	156	4.26	0.44	10
Performance management in your organization seeks to develop both team and individual abilities.	156	1.05	0.22	21
Managers coaching and job rotations in your organization are made to develop capability and performance	156	4.31	0.46	11
<b>Total Aggregate</b>	<b>156</b>	<b>3.63</b>	<b>0.40</b>	<b>13</b>

**Source: Primary data (2018)**

From the study results shown in table 4.7, the aggregate average score for the five declarations applied to test management of performance was 3.63, standard deviation 0.40 and coefficient of variation was 13 percent. This figure revealed that that there was a moderate agreement among the respondents on performance management. The lowest mean was the statement that performance management in their organization seeks to develop both group and individual abilities which had an average score of 1.05, and a SD of 0.22 with a correlation of variation of 21%. The highest mean was the statement that managers coaching and job rotations in their organization are made to develop capability and performance with an average of 4.31, SD of 0.46 and correlation variation of 11 percent. This company has an established system to guarantee feedback and performance Feedback having mean of 4.28, standard deviation 0.45 with correlation of variation 11 percent. The statement that performance and not seniority is the basis for promotion in their firm had an average mean of 4.26, SD of 0.44 and correlation of deviation of 10

percent, then the statement that performance management in their organization is matched to the need to cultivate and keep top talent with a mean of 4.26 and a SD of 0.44 with a correlation of variation of 10%. This is an implication that managers coaching and job rotations in ICT Authority in Kenya are made to develop capability and performance, has an established system to guarantee feedback and performance, performance management is matched to the desire to cultivate and keep top talent, and that performance and not seniority is the basis of promotion.

#### 4.4.7 Compensation and Rewards

Zhou, Henan Qian & Lei (2009) described compensation as a tool that provides satisfactory salaries necessary for talent attraction and retention. The following are components of compensation, basic salary, bonuses, overtime pays profit sharing and commissions among others.

The responses were rated on a five point likert scale where Scale 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, and 5-Strongly Agree. The study findings are as shown in table 4.9.

**Table 4.8: Compensation and Rewards**

Items	N	Mean	Standard Deviation	Coefficient of variation %
There's a well-defined reward and compensation policy in your organization	156	4.18	0.39	9
In your company, rewards and compensation include both monetary and non-monetary	156	4.15	0.53	13
Your firm applies total rewards strategy in employee attraction and retention.	156	4.26	0.49	12
Your firm pays both flexible perks and competitive rates	156	4.24	0.49	11
Employee appreciation for better performance in your organization is excellent	156	4.26	0.44	10
<b>Total Aggregate</b>	<b>156</b>	<b>4.22</b>	<b>0.47</b>	<b>11</b>

**Source: Primary data (2018)**

Following the results presented in the Table 4.8, the aggregate average score for the five declarations employed to test career management was 4.22, the standard deviation was 0.47 the coefficient of variation was 11%. This figure revealed that there is strong agreement among the respondents on compensation and rewards. The lowest mean was that there's a definite rewards and compensation policy in their organization which had an average of 4.18 and a SD of 0.39 with a coefficient of variation of 9%. The highest mean was that employee appreciation for better performance in their firm is excellent with an average of 4.26, and a SD of 0.44 with a correlation of variation of 10%, followed by the statement that their firm apply total compensation strategy in the attraction and retention of employees with an average mean of 4.26 and a SD of 0.49 with a coefficient of variation of 12%, then the statement that their firm pays both flexible benefits and competitive rates with a mean of 4.24, and a SD of 0.49 with a correlation of variation of 11%. This implied that employee appreciation for better performance at ICT Authority in Kenya is excellent; the firm pays both flexible benefits, and use total reward strategy in employee attraction and retention.

## **4.5 Employee Performance**

### **4.5.1 Quality of work**

The aim of the research project was to determine the degree to which participants fell in with the following declarations with regards to quality of work. The responses were rated on a five point likert scale where Scale 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, and 5-Strongly Agree. The study findings are as shown in table 4.10



**Table 4.9: Quality of work**

<b>Items</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Coefficient of variation %</b>
My organization is committed to total quality management	156	4.26	0.44	10
Communication at ICT Authority is satisfactory	156	1.05	0.22	21
My supervisor assigns me challenging tasks	156	4.31	0.46	11
Level of participation given in important decision making	156	4.18	0.39	9
<b>Total Aggregate</b>	<b>156</b>	<b>3.45</b>	<b>0.38</b>	<b>13</b>

**Source: Primary data (2018)**

Table 4.9 findings revealed that the aggregate average score for the 4 sub-constructs used to measure quality of work was 3.45 and the standard deviation of 0.38. The coefficient of variation was 13 percent. These figures reveal there was moderate agreement among the respondents on quality of work. ‘My supervisor assigns me challenging tasks’ had the extreme average score of 4.31, a SD of 0.46 and deviation of a correlation of 11 percent. The finding results revealed that to a very great extent that ICT Authority supervisor assigns employees challenging tasks, the organization is committed to total quality management and that level of participation is given in important decision making

#### **4.5.2 Quantity of Work**

Participants were humbly requested to show the degree to which they fell in with the following declarations regarding the quality of work. The responses were rated on a five point likert scale where Scale 1-No Degree, 2-Smaller Degree, 3-Neutral, 4-Some Degree, and 5-Large Degree. The study findings are as shown in table 4.10

Table 4.11 indicates the study findings.

**Table 4.10: Quantity of work**

<b>Items</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Coefficient of variation %</b>
In your organization, the work assigned relates to the job roles	156	4.15	0.53	13
Employees in your organization ensures timely completion of assigned duties	156	4.26	0.49	12
Well-stated objectives aid in the task accomplishment and meeting my targets	156	4.24	0.49	11
In your organization, the quantity of job commensurate the employees efforts	156	4.26	0.44	10
Employees in your organization are assigned huge quantity of work	156	4.26	0.44	10
<b>Total Aggregate</b>	<b>156</b>	<b>4.23</b>	<b>0.48</b>	<b>11</b>

**Source: Primary data (2018)**

Findings in the table above showed that the average mean for the five statements used to measure quantity of work was 4.23. The total mean score of 4.23 (Some Extent), coefficient of variation of 11 percent, and a SD of 0.48 shows that a large number of respondents have general agreement concerning the quantity of work. A greater deal of participants felt that employees in their organization ensures timely completion of assigned duties which had a mean of 4.26, a standard deviation of 0.49 and coefficient of variation of 12 percent, in their organization, the quantity of job commensurate the employees efforts which had a mean of 4.26, coefficient of variation of 10 percent and SD of 0.44, employees in their organization are assigned huge quantity of work which had a mean of 4.26 a standard deviation of 0.44 and coefficient of variation of 10 percent and that well-stated objectives aid in the task accomplishment and meeting their targets which had a mean of 4.24 a standard deviation of 0.49 and coefficient of variation of 11 percent. This implies that to a very great extent that employees in ICTA ensures timely completion of assigned duties, in the organization, the quantity of job commensurate the employees efforts, employees in ICTA are assigned huge quantity of work and that well-stated objectives aid in the task accomplishment and meeting their targets

### 4.5.3 Team work

Participants were humbly requested to show the degree to which they fell in with the following declarations regarding the quality of work. The answers were graded on a five point likert scale where Scale 1-No Degree, 2-Smaller Degree, 3-Neutral, 4-Some Degree, and 5-Large Degree. The study findings are as shown in table 4.10

Table 4.12 indicates the study findings.

**Table 4.11: Team work**

Items	N	Mean	Standard Deviation	Coefficient of variation %
Subordinate's ideas is sought and used constructively	156	1.05	0.22	21
I feel motivate by my job	156	4.31	0.46	11
Current work environment is conducive	156	4.18	0.39	9
My supervisor is always available for consultations	156	4.15	0.53	13
In your organization, teamwork is highly appreciated	156	4.26	0.49	12
<b>Total Aggregate</b>	<b>156</b>	<b>3.59</b>	<b>0.42</b>	<b>13</b>

**Source: Primary data (2018)**

The findings revealed that the average score for the five declarations employed to test team work was 3.59. The aggregate mean score of 3.59, a SD of 0.42 and coefficient of variation of 13 percent shows that a large number of respondents have general agreement with regards to team work. Majority of the respondents felt that to a very great extent they feel motivated by their job which had a mean of 4.31 a standard deviation of 0.46 and coefficient of variation of 11 percent, in their organization, teamwork is highly appreciated which had an average score of 4.26 and a SD of 0.49 with a coefficient of variation of 12 percent, Current work environment is conducive which had a mean of 4.18 a standard deviation of 0.39 and coefficient of variation of 9 percent and that their supervisor is always available for consultations which had an average of 4.15, a SD of 0.53 and CoV of 13 percent. This implies that to a very great extent that employees in ICT Authority feel motivated by their job, at ICT Authority, teamwork is highly

appreciated, current work environment is conducive and that their supervisor is always available for consultations

#### 4.5.4 Creativity and innovative participation in decision making

Participants were humbly requested to show the degree to which they fell in with the following declarations regarding the creativity and innovative participation in decision making. The answers were graded on a five point likert scale where Scale 1-No Degree, 2-Smaller Degree, 3-Neutral, 4-Some Degree, and 5-Large Degree. The study findings are as shown in table 4.13.

**Table 4.12: Creativity and innovative participation in decision making**

Items	N	Mean	Standard Deviation	Coefficient of variation %
Employees in your organization fully participate in decision making	156	4.24	0.49	11
Participatory Decision making is adopted in your organization	156	4.26	0.44	10
Employees innovative ideas in your organization are encouraged	156	4.26	0.44	10
I feel part of decision making in my organization	156	1.05	0.22	21
Creativity in my organization is encouraged	156	4.31	0.46	11
<b>Total Aggregate</b>	<b>156</b>	<b>3.62</b>	<b>0.41</b>	<b>13</b>

**Source: Primary data (2018)**

Findings in table 4.12 above revealed that the average score for the five declarations employed to test creativity and innovative participation in decision making was 3.62. The aggregate mean score of 3.62, a SD of 0.41 and coefficient of 13 percent shows that a large number of respondents have general agreement with regards to creativity and innovative participation in decision making. The majority of the respondents felt that to a large degree creativity in their firm is encouraged which had an average of 4.31, a SD of 0.46 and coefficient of variation of 11 percent, participatory decision making is adopted

in their organization which had an average of 4.26, and a SD of 0.44 and coefficient of variation of 10 percent, Employees innovative ideas in their organization are encouraged which had a mean of 4.26 a SD of 0.44 and CoV of 10 percent, and that Employees in their organization fully participate in decision making which had a mean of 4.24 and a SD of 0.49 and CoV of 11%. This implies that to very great extent creativity in ICTA is encouraged, participatory decision making is adopted in ICTA, employees innovative ideas in the organization are encouraged and that Employees in the organization fully participate in decision making'

#### **4.6 Correlation Analysis**

The study employed Pearson's coefficient of correlation to determine the degree of relationship amid the perceived talent management activities and Employee Performance at ICT Authority in Kenya. Drawing reference to Wong and Hiew (2005), a correlation coefficient value ( $r$ ) ranging from 0.50 to 1.0 is deemed strong, 0.30-0.49 medium, while 0.10-0.29 is considered weak. Nonetheless, as indicated by Field (2005), the  $r$  value should not surpass 0.8 to maintain a strategic distance from multiple co-linearity. The outcomes demonstrate that performance of employees is positively correlated with, management activities and development ( $r=0.713$ ), Performance management ( $r=0.719$ ), Career management ( $r=0.679$ ), Workforce planning ( $r=0.674$ ), Recruitment and talent acquisition ( $r=0.627$ ), Succession management ( $r=0.533$ ) and compensation and rewards ( $r=0.501$ )'All the bivariate correlations are significant  $p \leq 0.01$  (sig, 0.000). The coefficients of relation are often 1.0 diagonally. This is for the reason that each component has a perfect direct linear association with itself'

**Table 4.53: Pearson Correlation Coefficients Matrix**

	Employee Performance	Workforce planning	Recruitment and talent acquisition	Learning and development	Career management	Succession management	Performance management	Compensation and rewards
Employee Performance	1	0.674	0.627	0.713	0.679	0.533	0.719	0.501
Workforce planning	0.674	1	0.725	0.456	0.743	0.561	0.541	0.213
Recruitment and talent acquisition	0.627	0.725	1	0.632	0.478	0.7	0.534	0.178
Learning and development	0.713	0.456	0.632	1	0.484	0.618	0.632	0.369
Career management	0.679	0.743	0.478	0.484	1	0.444	0.517	0.476
Succession management	0.533	0.561	0.7	0.618	0.444	1	0.566	0.564
Performance management	0.719	0.541	0.534	0.632	0.517	0.746	1	0.324
Compensation and rewards	0.501	0.213	0.178	0.369	0.476	0.564	0.324	1

**Source: Primary data (2018)**

#### **4.7 Regression Analysis**

The regression was carried out to determine whether the independent variable, perceived talent management practices can be relied on in explaining the change in the dependent variable, on the employee performance at ICTA. The study used a multivariate regression model. This kind of regression model particularly interfaces the normal estimations of y for different estimations of the x- parameters'. Analysis of regression is utilized as methods for considering information considering some other applicable variable by alteration of the random parameter; as well as to produce numerical forms to be utilized to anticipate the irregular parameter from the other predictor parameters.

The regression model was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \epsilon$$

Where:

‘Y = Employee performance’

‘ $\beta_0$  = Constant Term’

‘ $\beta_1$  = Beta coefficients’

‘ $X_1$  = Workforce planning’

‘ $X_2$  = Recruitment and talent acquisition’

‘ $X_3$  = Learning and development’

‘ $X_4$  = Career management’

‘ $X_5$  = Succession management’

‘ $X_6$  = Performance management’

‘ $X_7$  = Compensation and rewards’

‘ $\epsilon$  = error term’

**Table 4.64: Regression Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	P-value
1	.930 <sup>a</sup>	.864	.858	.239	47.341	.000

a. Predictors: (Constant), Workforce planning, Recruitment and talent acquisition, Learning and development, Career management, Succession management, Performance management, Compensation and rewards

**b. Dependent Variable: Employee performance**

From the analysis in the table above  $R^2=0.864$  that is 86.4% variation of the employee performance at ICT Authority in Kenya is explained by talent management practices. However 13.6% variation unexplained in Employee Performance at ICT Authority in Kenya is because of different variables not in the regression model. From this test outcome the model is a decent model and can be utilized for estimation purposes.

From the findings in the table above there was a solid positive relationship between the variables as displayed by  $R=0.930$ , which is, 93% or, in other words, demonstrates that there is a significant relationship between the predictor variables and employee performance.

**Table 4.75: Analysis of variance**

<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	15.894	6	2.649	46.474	.023 <sup>a</sup>
	Residual	8.493	149	.057		
	<b>Total</b>	<b>24.387</b>	<b>155</b>			

a. 'Independent variables:' (Unchangeable), Workforce planning, Recruitment and talent acquisition, Learning and development, Career management, Succession management, Performance management, Compensation and rewards

**b. Dependent Variable: Employee performance**

In view of the examination on the above table the association anticipated with regards to the model of regression analysis is significant at  $p \leq 0.001$  (sig, 0.000), or, in other words (0.05). The critical F test statistic  $\alpha = 0.05$  with df (degrees of freedom) in the numerator is  $k-1=7-1=6$  and with df in the denominator  $n-k=155-6=149$  is 2.01 thus the model is significant hence is reliable, suitable and adequate estimation model for detailing perceived practices of talent management practices and performance of employees.



**Table 4.86: Coefficients**

Model	Un-standardized		Standardized	T	Sig.
	'Coefficients'		Coefficients		
	B	Std. Error	Beta		
1(Constant)	.181	.416		.192	.847
Workforce planning	.469	.100	.383	4.69	.033
Recruitment and talent acquisition	.140	.014	.157	.002	.015
Learning and development	.309	.086	.317	.027	.013
Career management	.350	.110	.159	.039	.029
Succession management	.241	.113	.331	.027	.035
Performance management	.254	.224	.267	.057	.041
Compensation and rewards	.571	.337	.142	1.694	.001
a. Dependent Variable: Employee performance					

The established multiple linear regression equation becomes:

$$Y = .181 + .469 X_1 + .140 X_2 + .309 X_3 + .350 X_4 + .241 X_5 + .254 X_6 + .571 X_7$$

The regression coefficient is considered significant where the p-value of a regression are under 0.05 and the relating indicator is a decent indicator and can well be utilized in the prediction model. All coefficients in the regression model have value of less than 0.05 thus significant.

For the most part the bigger the t-values the more critical the regression coefficient. From the t-values in the table 4.17 there are no checked changes in the t esteems for the regression coefficients and thus these qualities are in concurrence with p values.

#### **4.8 Discussion of the findings**

The findings revealed that employee performance correlates positively with, learning and development, performance management, career management, workforce planning, recruitment and talent acquisition, succession management and compensation and rewards. The study established that the association amid perceived practices of talent management and performance of employee at ICT Authority in Kenya is positive and significant an implication that enhancement in practices of talent management lead to enhanced performance of employee at ICT Authority in Kenya and vice versa. Similar to the study findings, 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. Further, Güngör (2011) conducted a survey of the influence of system of reward management on retention of employees 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.

In tandem with the study findings, Barkhuizen et al., (2014) opined that the purpose of managing talent is to develop potential employees to successfully improve organization's effectiveness and performance. Talent management practices enable the organizations attract, develop and retain employees with great talents (Mary et al., 2015). Similarly, Smith and Lubitsh (2007) explored talent management practices among four global businesses and established that well performing organizations perceive talent management as a strategic priority and a vital long-term investment. Talent Management is a good tool for attainment of long-term competitive advantage. The ownership of resources that have no substitutes, valuable and cannot be imitated is a good source of future competitive edge.

In addition, Garg & Rani, (2014) carried out a study on practices of talent management and discussed the possibility of developing anxiety between employee development and capability development which emerged due to strategies of talent management. The focus was on capability troubles with the adoption of structures of talent management that come as a result of poor improvement efficiency and effectiveness, inadequate aid from within the organization, fair promotion practices, as well as feelings of inequity by those not acknowledged as proficient body of workers. The researcher also sought to establish factors that that lead to employee retention and labour turn over.

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

This section sums up research outcomes and describes in detail the discussion in the concluded chapters. It further outlines the limitations of the study and recommendations on talent management practices. It also suggests on further research areas.

### **5.2 Summary of Findings**

The research found out that workforce planning is carried out at ICT Authority in Kenya, has the ideal individuals with right abilities in the proper position, the strategic plan is formal, very much recorded and imparted to all workers and that workforce planning in ICT Authority in Kenya is long - term centered and there is a comprehension of what ability is presently set up and what is required to be effective in future. Further, the study revealed that ICT Authority in Kenya creates inventive enrollment techniques to locate the best workers by having close binds with driving colleges to pull in best ability, it has enlistment and choice practices that draws in the best ability, enrollment in ICTA is done based on benefits, and that enlistment practices at ICTA pursues an existing internal talent pool in preparation to possess recognized or vacant positions

The study established that the ICTA departmental heads are evaluated and compensated for their efforts to develop talent, ICT Authority encourages coaching and mentorship by managers, and that there is a coaching and mentorship program for all employees at ICT Authority in Kenya which adds value to the staff. In addition, it was established that succession at ICT Authority in Kenya is done through development of strong talent pool, ability and past performance are basis for promotion, advancement and profession improvement strategy is plainly delineated and known to all workers, determination for advancement depends on personal connections and system ties and that promotion depends on scope of experience.

The study further revealed that succession planning helps ICT Authority in Kenya to plan for any disasters brought about by abrupt losses of employees especially caused by death and early retirements, ICT Authority in Kenya is concerned with retaining competent committed people/knowledge workers and that succession planning makes arrangement for the improvement, substitution and vital use of key individuals after some time. It was also revealed that managers coaching and job rotations in ICT Authority in Kenya are made to develop capability and performance, it has systems set up to guarantee performance and feedback, promotion did not depend on rank however on performance and that performance management is adjusted to the need to sustain and hold ability.

Moreover the study established that employee appreciation for better performance in ICT Authority in Kenya is excellent, the firm pays flexible benefits besides competitive rates, and that a firm draws in and holds key laborers by use of total compensation strategy.

### **5.3 Conclusion**

The study concluded that employee performance correlates positively with, Learning and development, performance management, career management, workforce planning, recruitment and talent acquisition, succession management and compensation and rewards. The project deduces that the association amid performance of employees and practices of talent management at ICT Authority in Kenya is positive and significant an implication that a rise in talent management practices resulted in a rise in employee performance at ICT Authority in Kenya and vice versa.

The study concluded that ICT Authority in Kenya has competent employees holding the right positions, planning of workforce is carried out in ICT Authority in Kenya, the formal strategic plan is well documented and widely shared among employees and that workforce planning at ICT Authority in Kenya is future-oriented and there's knowledge of what is expected to prosper in future as well as what kind of talent is presently in use. Further, the study concludes that ICT Authority in Kenya develops inventive enlistment methodologies to locate the best individuals for instance having close binds with leading

colleges to draw in best ability, it has enrollment and choice practices that pulls in the best ability, enrollment in ICT Authority in Kenya done on the basis of merits, and that recruitment practices in ICT Authority in Kenya follow an existing internal talent to possess recognized or vacant positions.

The study also, concluded that the ICT Authority in Kenya department heads are evaluated and compensated for their efforts to develop talent, ICT Authority in Kenya encourages Coaching and mentorship by managers, and that there is a coaching and mentorship program for all employees in ICT Authority in Kenya which adds value to the staff. In addition, the study concludes that succession management at ICT Authority in Kenya is done through development of strong talent pool, past performance and ability are basis for employee promotion, advancement and vocation improvement approach is unmistakably illustrated and known to all employees, Selection for advancement depends on close to personal relationship and system ties and that advancement depends on scope of experience.

The study further concludes that succession planning helps ICT Authority in Kenya to plan for any disasters brought about by abrupt losses of employees especially caused by death and early retirements, ICT Authority in Kenya is concerned with retaining competent committed people/knowledge workers and that Succession planning has a provision for strategic application, development, and replacement of valuable persons as time goes by. Also, it concludes that managers coaching and job rotations in ICT Authority in Kenya are made to develop capability and performance, it has systems set up to guarantee performance and feedback, advancement did not depend on rank however on performance and that execution administration is adjusted to the need to sustain and hold talent. Moreover the study concluded that employee appreciation for better performance at ICT Authority in Kenya is excellent, the firm is attractive to key employees due to its use of total reward strategy and the firm offers good remunerations.

#### **5.4 Recommendations**

For the ICT Authority Kenya to improve performance of employees, it is basic that the organization centres around creating programs that are fundamental as well as upgrades workers' level of competence. Programs ought to be outlined by both managers and workers. Workers are vital the achievement or failure of a firm's programmes of training hence should not be overlooked similarly, when planning vocation improvement, it is critical that ICT Authority in Kenya inspect what different firms in the sector are doing to upgrade their employees' profession advancement. There should be implementation of a training and development program once generated and agreed on. The firm should ensure that the initiatives are based on prevailing market needs and systems for checking performance of employees are set up to aid in benchmarking processes.

It is critical that ICT Authority in Kenya upgrade their management of performance frameworks as a method for guaranteeing economic performance of employee. The idea of worker contribution in the whole procedure of employee assessment ought to be mandated. Workers will need to help the performance administration framework more if they are associated more with designing a framework that that will be used to appraise them.

. ICT Authority in Kenya ought to plan on a framework of performance appraisal that improves the manner of providing feedback to workers. Systems of performance management at ICT Authority in Kenya ought to incorporate progression plans for every administration stage and for representatives. The arrangement for on-going performance inside the firm is critical spirit supporter for workers, because they comprehend what is expected of them to rise to the following accessible activity.

#### **5.5 Suggestion for further studies**

The research work investigated impact of perceived practices of talent management on the general performance of employees at Kenyan ICT Authority. However, the study failed to explore all the determinants of employee performance. Thus an investigation should be carried out to decide different variables that might prompt expanded

performance of employees. Moreover, this exploration depended on a public institution in the ICT business. Research on private establishments and different ventures is prescribed to decide whether the discoveries are comparable and to give a more exact conclusion to the components influencing performance of employees.

The researcher did not examine all the factors that may affect employee performance, hence the study did not utilize the provision of control variables and in this way there exist a prospect for other researchers to express issues such as organizational span and establish if the findings can well be applied to different organizations.



## REFERENCES

- Agarwala, T. (2007). *Strategic Human Resource Management*. Oxford University Press.
- Ahlstrom, D., Bruton, G. D., & Li, H. L. (2010). Institutional theory and entrepreneurship: where are we now and where do we need to move in the future?. *Entrepreneurship theory and practice*, 34(3), 421-440.
- Armstrong, M. (2006). *A hand Book of Human Resource Management Practice*. (10<sup>th</sup>
- Arnold, L.G. S. (1996). *The effect of employees' motivation on employee performance*.
- Barkhuizen, N., Welby-cooke, G., Schutte, N., & Stanz, K. (2014). Talent Management and Leadership Reciprocity: The case of the South African Aviation Industry. *Mediterranean .Journal of Social Sciences*, 5(9).
- Barney, J. (1995). Firm resources and sustained competitive advantage. *Journal of management*. 17(1), 99-120.
- Baron, A. & Armstrong, M. (1998). *Human capital management: Achieving added value*
- Becker G.S. (1964). *HumanCapital* .(3<sup>rd</sup> Ed.) Columbia: University Press.
- Becker, M. (1964). *The principles and applications of vibrational methods*. Cambridge,
- Bersin J. (2011). Strategic Human Resources and Talent Management: Predictions for 2012; *Driving Employee performance amidst an Imbalanced Global Workforce*. November 2011 Bersin & Associates Research Report v.1.0
- Bhatti, W.A., Rehman, K., Waris, S., Zaheer, A. (2011), "The effect of commitment and motivation on human talent and its contribution to employee performance", *Management & Marketing*, 6(3), 471-482

- Blau, P. M. (1964). Social exchange Theory. *International encyclopaedia of the social sciences*, 7, 452-457.
- Bontis, N., Keow, W. C. C., and Richardson, S. (2007). Intellectual capital and business performance in Malaysian industries. *Journal of Intellectual Capital*, 1(1): 85-100.
- Cheloha, R., & Swain, J. (2005). Talent management system key to effective succession planning. *Canadian HR Reporter*, . 18(17), 5-7.
- Chepkwony, G. (2012). *Strategic responses of Simlaw Seeds Company Limited to environmental challenges*.
- CIPD (2006). *Learning and development: Annual survey report*. CIPD: London.
- Coetzee, M. (2005). Employee commitment. University of Pretoria ed.
- Collings, D.G. and Mellahi, K. (2009) “Strategic Talent Management: A review and research agenda”, *Human Resource Management Review*, 19:4, 304-313
- Deluca, M.J. (1993). *Handbook of compensation management*. New Jersey, US: Prentice-Hall.
- Dessler G. (2011), *Human Resource Management*; (12<sup>th</sup> Ed. ). Pearson Education, Inc.
- Dries, N. (2013). The Psychology of Talent Management: A review and Research Agenda. Elsevier, *Human Resource Management Review*, 23, 272–285.  
Ed.). KoganPage: London.
- Gardner, T.M. (2002). Competitive interaction for scarce Human Resources. *Human Resources Management Periodicals*, 41, 225-237.
- Garg, D., & Rani, K. (2014). Talent management: empirical research results. *International Journal of Management and Commerce Innovations*, 2(1), 289-295

- Güngör, P. (2011). *The Relationship between Reward Management System and Procedia Socialand behavioural Sciences, 1510–1520.*
- Iqbal, S., Qureshi, T. M., Khan, M. A., & Hijazi, S. T. (2013). Talent management is not an old wine in a new bottle. *African Journal of Business Management, 7* (35), 3609-3619.
- Johnson, Scholes and Whittington (2008).*Exploring Corporate Strategy.* (6<sup>th</sup>Ed.). Pearson Education ltd, New Delhi.
- Jones, T. C. (2012). ‘In Search of Communication Satisfaction at the State Bar of Georgia’, Master’s thesis, Georgia State University, Georgia
- Kaplan, R. S., & Norton, D. P. (1996). *The balanced scorecard: Translating strategy into action.* Boston, Mass: Harvard Business School Press.
- Kermally, S. (2004).*Developing and managing talent: How to match talent to a role and develop it to strength.* Thorogood: London.
- Kesler, G. C. (2002). Why the leadership bench never gets deeper: ten insights about executive talent development. *Human Resource Planning, 25*(1), 32-34.
- Kumara, P., & Bahuguna, P. (2012). Measuring the Impact of Talent Management on Employee Behavior: An Empirical Study of Oil and Gas Industry in India, Universal of Petroleum and Energy Studies, Dehradun. *Journal of Human Resource and Development.*
- Lewis, R. and Heckman, R. (2006), ‘Talent Management: A Critical Review’. *Human*
- Lyria, R. K. (2013). *Role of Talent Management on Employee performance in Companies Listed in Nairobi Security Exchange in Kenya.*

- Mahapatro, B. B (2010), *Human Resource Management*, New age international, New Delhi.
- Management and Employees Performance in Nigerian Public Sector. *International Journal of Economics, Commerce and Management*, 3 (5): 1581 – 1592.
- Mary, O. E., Enyinna, U. K., &Ezinne, K. M. (2015). *The Relationship between Talent Mass*: M.I.T. Press.
- McDonnell, A., Lamare, R., Gunningle, P. and Lavelle, J. (2010). Developing tomorrow's leaders - Evidence of global TM in multinational enterprises. *Journal of World Business*, 45(2): 150-160.
- Mellahi, K. & Collings, D. G. (2010). The barriers to effective global talent management: The example of corporate elites in MNEs. *Journal of World Business*, 45 (2): 143-149.
- Milkovich G.T. & Newman, J.M. (2008). *Compensation*, (9<sup>th</sup> Ed.). McGraw Hill International Edition, USA.
- Mugenda, O. and Mugenda, A.G. (2003). *Research Methods, Qualitative and Quantitative Approaches*. Acts Press, Nairobi.
- Njiru, E. (2008), The role of State Corporations in a developmental state- *the Kenya experience*. 30th AAPAM Annual Roundtable Conference, Accra Ghana, October 2008. [www.unpal.un.org/introdoc/groups/public](http://www.unpal.un.org/introdoc/groups/public).
- Njoroge, N. (2012). Talent management practices in commercial State Corporations in Kenya. *University Thesis Report*.

- Orodho, J. A. and Kombo, D. K. (2002). *Research methods*. Nairobi: Kenyatta University, Institute of Open Learning. Osabiya: Babatunde Joseph National Open University of Nigeria.
- Pearce II, J. A., & Robinson, R. B. (2009). *Strategic management: Strategy formulation and implementation*. New York: McGraw-Hill/Irwin
- Queensland Government Public Service Commission: Attraction and Retention Series; A focus on people and business; *Workforce planning toolkit resource document 1; issue 3, November 2008*.
- Rajkumar, K. (1996). *Paying for performance: Designing effective compensation strategies*. Selangor DarulEshan, Malaysia: Pelanduk Publications
- Republic of Kenya, (2005). Sessional paper No 1: *A Policy Framework for Education, Training and Research*. Government Press, Nairobi, Kenya.  
*Resource Management Review* 16:139-154.
- Ringo, T., Schweyer, A., DeMarco, M., Jones, R. and Lesser, E. (2008), *Integrated talent management: Turning talent management into a competitive advantage: an industry view*” IBM Institute for Business Value in partnership with the Human Capital Institute.
- Rothwell, W. J. (2005). *Beyond training and development: The ground breaking classic on human performance enhancement*. New York: American Management Association.
- Saeed, M. M. & Asghar, M.A (2012). Examining the Relationship between Training, Motivation and Employees Job Performance -*The Moderating Role of Person Job Fit*. *Journal of Basic and Applied Scientific Research*, 2(12)12177-12183

- Sakineh,H.,Mehrdad, M., & Hasan, M. (2012). Relationship between Talent Management and Organizational Success.*International Research Journal of Applied & Basic Sciences*, 3(12), 2424-2430.
- Setton, R. P., & Bennet, N. (1999). Social Exchange and Employee Reciplicity. *Journal of Applied Psychology*, 81(3), 219-227.
- Sturges, J., Guest, D., Conway, N., & Mackenzie Davey, K. (2002), *A longitudinal study of the relationship between career management and organizational commitment among graduates*.
- Tansley, C. (2011). What do we mean by the term "talent" in talent management? *Industrial andCommercial Training*, 266-274  
*through people*. Kogan Page. London.
- Vroom, V. H. (1964). *Work and motivation*. London: Wiley
- Wernerfelt B. (1964) *A Resource-based View of the Firm*. Michigan, U.S.A.
- Wurium, B.P. (2012). Performance Management and Strategic Approach to Organizational Success. *Journal of Management Research*, 5 (6).
- Yapp, M. (2009). Measuring the ROI of talent management. *Strategic HR Review*, 8(4), 5-10.

# APPENDICES

## APPENDIX I: INTRODUCTION LETTER



**UNIVERSITY OF NAIROBI**  
**SCHOOL OF BUSINESS**

---

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

P.O. Box 30197  
Nairobi, Kenya

---

DATE: 20.8.2018

### TO WHOM IT MAY CONCERN

The bearer of this letter ... BENADETTE DWALE .....

Registration No. .... 66185501/2016 .....

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.

**PROF. JAMES M. NJIHIA**  
**DEAN, SCHOOL OF BUSINESS**





**PART B: TALENT MANAGEMENT PRACTICES**

**These questions in this part seek to establish the extent to which your firm uses talent management practices to encourage talent acquisition, development and retention.**

1) Listed below are the probable talent management practices that your organization practices. To what extent has your corporation put in place these practices? Please rank them using the key guideline below;

- [1] - Strongly disagree
- [2] - Disagree
- [3] - Neutral
- [4] - Agree
- [5] –Strongly agree

<b>STATEMENT</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Workforce Planning</b>					
1. Workforce planning is carried out in your organization					
2. your organization has a strategic plan which provides direction on how the organization will acquire, develop, and retain employees					
3. The strategic plan is formal, well documented and shared with all employees					
4. Your organization has the right people with right skills in the right places					
5. Workforce planning in your organization is long-term focused and there is an understanding of what talent is currently in place and what is required to be successful in future					
6. Workforce planning in your organization is carried out across all divisions.					

<b>Recruitment and Talent acquisition</b>					
1. Your Organization has recruitment and selection practices that attracts the best talent					
2. Recruitment practices in your organization follow an already created internal talent pool in readiness to occupy identified or vacant positions					
3. Your organization develops innovative recruitment strategies to find the best people for example having close ties with leading universities to attract top talent					
4. Managers at all levels in your organization are involved in the recruitment process					
5. Recruitment in your organization is done on the basis of merits					
<b>Learning and Development</b>					
1. There is policy on sponsorship of trainings/programmes to development identified talent in your organization					
2. your Organization has in-house development programmes to develop its employees					
3. your organization encourages Coaching and mentorship by managers					
4. In your organization department heads are evaluated and compensated for their efforts to develop talent					
5. There is a coaching and mentorship program for all employees in your organization which adds value to the staff					

<b>Career Management</b>					
1. In your organization, progress and career development policy is clearly outlined and known to all employees					
2. Succession in your organization is done through development of strong talent pool					
3. Job rotations, transfers in your organization are done to increase employees value and preparedness for succession					
4. Selection for promotion in your organization is based on personal relationships and network ties					
5. Promotion in your organization is based on past performance					
6. Promotion in your organization is based on range of experience					
7. Promotion in your organization is based on ability					
<b>Succession Management</b>					
1. your organization has a well laid down succession policy					
2. Succession planning in your organization has a heavy focus on the workforce					
3. succession-related practices in your organization ensure that there are ready replacements for key positions in an organization					
4. Succession planning in your organization makes provision for the development, replacement and strategic application of key people over time					
5. succession planning helps your organization to plan for any disasters brought about by abrupt losses of employees especially caused by death and early retirements					

6. Your organization is concerned with retaining competent committed people/knowledge workers					
<b>Performance Management</b>					
1. Your organization has mechanisms in place to ensure performance and feedback					
2. Promotion in your organization is not based on seniority but on performance					
3. Performance management in your organization is aligned to the need to nurture and retain talent					
4. Performance management in your organization is aimed at developing individual and team capabilities					
5. Managers coaching and job rotations in your organization are made to develop capability and performance					
<b>Compensation and Reward</b>					
1. There exists a clear compensation and rewards policy in your organization					
2. In your organization, compensation and rewards are both financial and nonfinancial					
3. Your organization attracts and retains key workers by applying total rewards strategy					
4. Your organization pays competitive rates plus other flexible benefits					
5. Employee appreciation for better performance in your organization is excellent					

**SECTION C: EMPLOYEE PERFORMANCE**

**Where 5 - Great Extent, 4 – Some Extent, 3 –Neutral, 2 – Little Extent and 1 – No extent**

1. How much satisfied are you as regards to the job characteristics listed in the table below?

<b>STATEMENT</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Quality of work</b>					
1. My organization is committed to total quality management					
2. Communication at ICT Authority is satisfactory					
3. My supervisor assigns me challenging tasks					
4. Level of participation given in important decision making					
<b>Quantity of work</b>					
1. In your organization, the work assigned relates to the job roles					
2. Employees in your organization ensures timely completion of assigned duties					
3. Well-stated objectives aid in the task accomplishment and meeting my targets					
4. In your organization, the quantity of job commensurate the employees efforts					
5. Employees in your organization are assigned huge quantity of work					
<b>Team work</b>					
1. Subordinate’s ideas is sought and used constructively					
2. I feel motivate by my job					
3. Current work environment is conducive					

<b>STATEMENT</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4. My supervisor is always available for consultations					
5. In your organization, teamwork is highly appreciated					
<b>Creativity and innovative participation in decision making</b>					
1. Employees in your organization fully participate in decision making					
2. Participatory Decision making is adopted in your organization					
3. Employees innovative ideas in your organization are encouraged					
4. I feel part of decision making in my organization					
5. Creativity in my organization is encouraged					

**Thank you for your cooperation**

### **APPENDIX III: APPROVAL LETTER**

REF: ICTA/RESEARCH/11/(57)

16<sup>th</sup> August 2018

All Staff

#### **APPROVAL TO CONDUCT RESEARCH ON PERCIEVED TALENT MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE**

The bearer of this letter is a student pursuing a course at the University of Nairobi. This is in partial fulfilment for the requirement for the award of Master of Business Management, Human Resource Option (MBA).

Kindly accord her the necessary support.

Yours

**John Sergon, EBS**  
**Ag. CHIEF EXECUTIVE OFFICER**

**Copy: Benadette Owade**