INFLUENCE OF TALENT MANAGEMENT PRACTICES ON EMPLOYEE COMMITMENT IN THE KENYAN PUBLIC SERVICE: A CASE OF STATE DEPARTMENT FOR INFRASTRUCTURE

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DECLARATION

This research is my original work and has not been presented for award of any degree in any University.

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This project has been submitted for examination with my approval as University of Nairobi supervisor.

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DEDICATION

To my late father Wilson Maritim A. Tuei. His words of inspiration and encouragement in pursuit

of education and hard work, still linger on.

ACKNOWLEDGEMENTS

DEFINITIONS OF KEY TERMS

Talent

Capability can be considered as those individuals who can enhance the organization through the use of their aptitudes, capacities and information to the benefit of the company (Preece et al., 2011).

Talent Management

Management of talent is a conscious methodology normally embraced by human capital to pull in, create and hold individuals with the correct aptitudes, nature of mind and capabilities so as to encourage the accomplishment of present and future organizational needs (Barkhuizen et al., 2014).

Talent Management Practices

Management of talent alludes to the expectation of required human capital for an organization and intending to address those issues through enlistment, improvement, maintenance of staff and production management (Gelens, Hofmans, Dries, &Pepermans, 2014).

Employee Commitment

Employee Commitment is the psychological bond of an employee to an organization, the strength of which depends on the degree of employee involvement, employee loyalty and belief in the values of the organization (Meyer and Allen, 2008).

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ABBREVIATIONS AND ACRONYMS

CIPD   Chartered Institute of Professional Development

GOK   Government of Kenya

LAPSSET Lamu Port, South Sudan, Ethiopia Transport Corridor

MTP   Medium Term Plans

NHIF   National Hospital Insurance Fund

PSC   Public Service Commission

SDI   State Department for Infrastructure

TM   Talent Management

TMP   Talent Management Practices

ABSTRACT

The research was based on an analysis of the management of talent activities in relation to the staff commitment/dedication at the State Department for Infrastructure within Nairobi. The goal of the research was to discover how management of talent impacts staff dedication. The research was intended to profit the administration of State Department for Infrastructure, Human Capital departments for various organizations, strategy managers, researchers, and other partners. The study was based on descriptive research design and the tools for data collection were based on the management of talent in relation to demographic information. The study population was 202 respondents. The information gathered was examined using descriptive and inferential statistics. As per the analysis, there was an important relationship between attracting talent and staff dedication ($\beta=0.219$, $p=0.001$). In addition, there was a similar relationship between selecting talent and staff dedication ($\beta=0.182$, $p=0.006$). The analysis further called attention to that embracement of talent and staff dedication were emphatically and altogether related ($\beta=0.109$, $p=0.031$), Managing talent was likewise found to fundamentally impact Employee Commitment ($\beta=0.124$, $p=0.030$), Development of talent was found to relate positively to staff dedication ($\beta=0.144$, $p=0.000$) and that retaining talent emphatically however unimportantly impacts Employee Commitment ($\beta=0.089$, $p=0.293$). From the analysis, this research presumed that top managers activities emphatically impacts well to staff at State Department for Infrastructure. In view of the analysis, this research suggested that the administrations and partners at State Departments ought to endeavor to embrace the most fitting management of talent activities to improve staff dedication. This is on the grounds that administration activities have been found to impact workers' dedication.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Management of talent involves activities undertaken by organizations in order to entice, select, manage and hold employees who have the required training, abilities in their key jobs (Scullion and Collings, 2011). Managing talent activities are intended for developing people in their rightful positions at the opportune time, ensuring that the workplace allows individuals to advance in their careers and be committed in their jobs (Uren and Jackson, 2012). As articulated by the Chartered Institute of Professional Development (CIPD, 2013) talented staff comprises those who bring a change in the achievement of an organization by optimally utilizing their great potential. Growth of organizations worldwide has largely been as a result of their ability to recruit the best employees at an appropriate time. Management of talent makes it possible for organizations to place employees with the needed skills for the desired positions so as to implement strategies in business (Devine, 2008; Ballesterous, 2010; Mohammed, 2015). The arrangement secures the firm in terms of exploiting employees' talents for its maximum success. Talent management comprise of those systems that have been adopted by organizations to attract, retain and develop employees.

The social exchange theory brought about by Hormans in Social Behavior explains the dynamic relationship by observing how behavior is exchanged by individuals. The theory examines the communication between two individuals by scrutinizing the cost involved and the accruing benefits in this relationship. The theory presumes that individuals involved are both exchanging items of significant value from each other, and this is referred to as reciprocity. In such a scenario, communication is likely to continue if there is a positive amount of profit among the parties involved (Chadwick Jones, 1976). The more individuals are satisfied in their jobs, the

more likely their commitment will improve and therefore the need to recognize the needs that have not been met. Fulfilling such needs will improve employee performance. The other theory which is significant to this investigation is the social intellectual profession theory advocated for by Robert W. Lent, Steven D. Brown, and Gail Hackett in 1994 derived from Bandura's social subjective concept in which a crossing point of characteristic and outward factors impacts mental learning. This theory is believed to be the most encouraging vocational concept which is important for maintenance and professional advancement of employees. Lent and Brown, (2006) increased extent of this theory, providing another socially associated - psychological design intended for clarification in a manner whereby recently distinguished data sources, for example, self-viability and result desires, alongside individual and logical factors are identified with work fulfillment and consequently employee commitment.

Kenya vision 2030 intends to develop the nation into a middle income country by year 2030. The Vision additionally targets changing Kenya into a middle level industrialized nation that will have its residents live in a clean and safe environment by year 2030. The vision perceives infrastructure as an empowering segment to the key areas of the economy in particular; agriculture, industry, tourism, and local business.

The State Department for Infrastructure as a Public Service agency assumes an exceptionally critical role in the fulfillment of the Big 4 Agenda. In this regard, the State Department would therefore rely on its workforce who should have the right skills and competencies and be committed in the work to ensure that quality service is delivered to the Kenyan citizens.

1.1.1 Talent Management Practices

Armstrong (2008) contends that talent management practices comprise of a wide scope of functions which various firms receive. These activities consolidate the human capital, engaging

and maintenance plans for staff and undertakings, appraisal of talent, work improvement, management of talent, production management, reward management, learning and advancement, and career advancement. Talent management practices are past filling positions and overseeing paper enrollment process. It includes process consulting which incorporates anticipated openings and required resources, utilizing evaluations for selection and development, deploying employees into the right projects, preparing and evaluating their return on investment and using technological innovations (Newhouse, Lewis and Jones, 2004).

Stahl et al, (2007) asserts that talent management practices include talent acquisition or picking the right people through rigorous selection process. Organizations also need to provide development opportunities to employees through internal training, job experience; enabling career self-management through talent appraisals; enabling work changes through internal transfers; retaining the right talent; and managing performance.

1.1.2 Employee Commitment

As stated by Armstrong (2014) commitment is the ability of an individual to relate with and be involved in an entity. It is an idea that is critical in human resource function in organizations and is viewed as the willingness and dedication of workers to their occupations (Robinson, 2009). It is never again sufficient for workers reporting to work freely and reliably to complete personal obligations uninhibitedly. Staff needs to think like they are in business for teamwork, by displaying their skills for satisfaction to a successful team that pays well and encourage their career growth. As a result, committed employees who are treated well are likely to remain in the organization (John and Elyse, 2010).

Staff engagement results in such benefits as: work fulfillment, improved achievement and productivity, low turnover, and reduced truancy (Brown, McHardy, McNabb, and Taylor, 2011).

It is therefore important to view worker commitment as a business necessity. Committed employee are perhaps the best resource any organization can have and assume a significant job in ensuring that there is business proficiency and success. (Hurter, 2008) contends that more prominent degrees of employee commitment lead to hierarchical advantages, for example, a constant stream of upgrades, cost and productivity enhancements and dynamic employee cooperation. Committed employees are encouraged to improve an organization as they have a sense of safety in their occupations, are all around prepared, feel some portion of a group and appreciate carrying out their responsibilities (Hsein Ho, 2009).

1.1.3 The Kenyan Public Service

The Public Service of Kenya assumes a significant place in national development through advancement and support of a favorable and conducive business environment, (Government of Kenya, 2015). This role is supported by legal and policy frameworks, such as the constitution and Vision 2030, both of which provide the country with the necessary guide to achieve accelerated development. This can be achieved through introduction of new approaches to management and development of employees such as decentralization of human resource management, the Public Private Partnerships (PPP), Performance Management Systems (PMS) and financing of training (Government of Kenya, 2015).

Kenya has witnessed a situation whereby civil servants leave their organizations to join other private entities and other employment openings (Hope, 2011). Additionally, there had been complaints from the citizens that government services were poor and this was linked to poor work performance and absence of commitment among its workers (Kipkebut, 2010). The general impact has been a slow economic growth and an environment that doesn't draw in more business ventures (World Bank, 2010). In order to correct this situation, the government responded by coming up with strategies like reduction of staff to cut on the wage bill, rationalization of staff,

and performance management improvement strategies in which government organizations looked into their capacities and structures with the aim of improving service delivery and efficiency since the earlier systems were associated with biasness because of political impact and partiality (Kipkebut, 2010). The above situation calls for public entities to present new systems that will improve commitment and improve productivity.

1.1.4 State Department for Infrastructure in Kenya

The State Department for Infrastructure was set up through the Executive Order No.1 of 18[th]April, 2013 with a clear mandate to undertake coordination and oversight of the Road Authorities and the other State Agencies falling under its supervision. The State Department is configured into Five (5) Technical Divisions namely: Roads, Materials Testing and Research; Mechanical and Transport; Quality Assurance; Kenya Institutes of Highways and Building Technology (KIHBT); and Administrative Support Services. As an enabler in the realization of the Vision 2030 and Big 4 Agenda, the State Department would therefore depend on its workforce who should have the required skills and be committed in their work to ensure quality service is delivered to the Kenyan citizens (Executive Order NO. 1 of June 2018). The SDI is responsible for; rail, street air, oceanic and non-mechanized vehicle subsectors.

The Second MTP (2013-2017) will continue and expand our physical infrastructure to guarantee that it can bolster a quickly developing economy, the demands forced on it by higher rural- urban migrations, and by new monetary exercises. During the Second MTP, the general goal of the Ministry of Transport and Infrastructure is to bring down the cost of doing business and accordingly encourage business growth. The Ministry will aim at achieving seamless intermodal transport connectivity. In particular, the Ministry aims to increase the paved road network by 10,000 kilometers, raise the classified road network in maintainable condition from 75% to 80%; rail transport is expected to handle 50 percent of the freight cargo throughout; increase aviation

capacity to handle 45 million passengers per annum; increase cargo throughout at the port of Mombasa to 50 million tones and transform Kenya into a maritime hub.

1.2 Research Problem

Management of talent is a concept that arose during the 1990s and still navigates the way of change. Kip (1989) deduced in his study that developing staff is a key component in managing human resources. Ragins et al (2000) study on coaching and mentoring has indicated that if the program is executed adequately, the mentors or mentees will show greater satisfaction, positive staff attitude to work and greater commitment to the organization. Lee and Bruvold (2003) stated that far reaching training and coaching system are associated with profitability; decreased staff urge to leave and organization.

In managing talent, SDI utilizes strategies and regulations appropriate to all the Public Sector organizations. The Constitution under articles 10 and 232 recommend the desired culture in the Public Service. The Public service is required to be productive, effective, transparent, and customer centered. In the past, citizens had the perception that public service was offering poor services to the people GOK, (2017). In an effort to address this perception, SDI has embraced and utilized talent management techniques that include; captivating, recruiting, and appealing, advancing and engaging employees. In attracting talent, the constitution necessitates that Public Service Organizations be founded on merit and inclusivity. The Kenya Vision 2030 recognizes the need to grow new abilities founded on solid Public Service Values and morals that promote efficient and effective service delivery. In order to realize this, there is need to equip staff with essential skills and abilities to increase productivity.

Nobariedishe et al (2014) studied the association on TM and company dedication in the International Division of Tejarat Bank, Iran. The results indicated a good association with these

concepts. The findings indicated a significant link on TMP and organizational dedication.

Halvaei and Ejlali (2015) examined connection on TM with worker's dedication in Kalleh Amol Meat Products Company in Iran. Results showed that employee procurement has the best job in expanding worker dedication advancement, development, arrangement and maintaining talent. In the investigation, the researcher recommended that the organization need to put more effort in the alignment and maintenance of employees through appropriate pay; give the required infrastructure and train managers to be progressively qualified in how to attract and train employees.

Makworo and Abok (2014) investigated factors influencing TM at KPLC in Kenya. The results showed that recruitment and selection, development impacts positively on TM.

Wambui (2015) studied issues on staff dedication and its effect towards company production at KPA. The findings indicated that organizational issues like remuneration, history of the company, skills development and leadership sensitization were a good motivating factor. The results additionally demonstrated that employee commitment affected company production. The conclusion of the study was that organizational factors had an effect on the degree of staff commitment at the organization.

Another study by Ombui*et al.* (2012) investigated the impact of engaging and selecting staff in research organizations locally. The findings of the investigation revealed a link between the staff production and staff engagement. The research suggested the study organizations should carefully stick to the job requirements during staff engagement.

Within Kenya, numerous public service organizations including SDI have invested large amounts of money in TM activities. However, no research has been conducted in the public sector in order to analyze TM with staff commitment. This study therefore sought an answer to the research

question, "What is the influence of talent management practices on commitment of employees in the SDI in Kenya?"

1.3 Research Objective

The research intended to establish the effects of talent management practices in relation to staff commitment in the State Department for Infrastructure.

1.3.1 Value of Study

Existing literature would benefit from the study as it would provide more current information for future reference. It would be valuable to students who might wish to carry out further research related to talent management practices and its outcomes in the public sector.

The study would be beneficial to the State Department for Infrastructure and other public organizations in developing and implementing human resource management policies that aim at improving employee commitment in their organizations. The findings from this study may inform the government on such measures that could be adopted to bring reforms in the public sector.

The study may be beneficial to human resource practitioners from other organizations that may be interested in finding better ways of managing human capital in advancing their organizational production. The study highlighted the human resource best practices for handling the most significant resource; the human capital.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The section introduced and explained theories which were used for guiding the research. The existing literature was reviewed and the variables being examined in the study were discussed.

2.2 Theoretical Foundation

This research used social exchange and social cognitive career theory, which are relevant to the study.

2.2.1 Social Exchange Theory

This concept was advanced through humanist George Homans (1958). The theory advocates that social character is the outcome of an exchange strategy. The purpose behind this exchange is to raise benefits and bring down costs. As shown by this hypothesis, people check the potential preferences and danger of social associations. When the risks surpass the prizes, people will cut off or desert that association. The doubt of the exchange approach is that an individual promise to an organization depends on the balance of compensation over that of utilities (Amernic and Aranya, 1983).

The emphasis of this approach is on the present individual and organization exchange relations. The participant's commitment will be greater if his/her perception of the exchange is greater in their view. The assumption of the exchange theory regarding human nature is that humans search for rewards and stay away from punishment, they are rational beings and the standard evaluation of cost and reward varies over time and among individuals. This theory also suggests that there is interdependence in relationships and rational life is a procedure. The summary of the system in three propositions is deprivation satiation, stimulus and success (Emerson, 1976). The success proposition states that an individual repeats an action that earns them a reward once. The explanation of the stimulus proposition is that a stimulus that frequently leads to a reward in the

past is likely to be responded to.

The social exchange theory has shortcomings. One of such shortcoming is that it presumes that individuals are always sensible when making decisions and doesn't clarify unselfishness and other conscious activities. It assumes various levels of connections, disregarding the way that occasionally connections progress and retreat skipping or rehashing stages and overlooks individual view of what is considered as a reward and what may be viewed as a discipline. The Social Exchange Theory grants courses of intelligent reasoning, it is easy to understand for it receives fundamental monetary ideas comprehended and practiced by people in general. Likewise, it assumes social interactions helps in clarifying social connections and networks.

The exchange approach is useful in this study as it explains that employee commitment is as a result of a perceived favorable exchange between the employee and the organization for which they work. According to this theory an employee`s work role and the rewards they receive from an organization may result in job satisfaction and consequently the staff dedication in relation to their work and company.

2.2.2 The Social Cognitive Career Theory

The social psychological vocation concept was advanced by Robert W. Loaned, Steven D. Darker, and Gail Hacket in 1944 in relation to Banduras normal social cognitive concept whereby the convergence for natural in addition to extraneous variables impacts mental learning.

Social cognitive theory sets a reciprocal association among people and their surroundings, people are both influenced by interactions and their surroundings. It moreover emphasizes on observational learning, so that people learn and reproduce behavior through watching others. They observe and reproduce what they believe is good for them and that which positively motivates. Through act of self-efficacy, people will know when to step back, watch, control

themselves and, finally, change their own patterns of behavior.

A shortcoming related with this theory is that it is so wide and has been criticized for lacking any body binding together rule or structure. Since individuals are dynamic, it becomes hard to execute the theory completely. Its execution is probably going to concentrate on a couple of ideas. Nonetheless, the concept is critical for this research as an individual's conduct is based on individual belief and capacity for achieving a target. Achievement level relies upon several issues; result assumptions of the possibility for starting specific conduct to achieve expected results. In the event that employees feel assisted in their occupations, their intention to remain in the organization will be higher.

2.3 Talent Management Practices

Talent advancement practices are normally carried out by organizations to guarantee minimal staff exit, to guarantee potential successors and improving the organization's image (Kumara and Bala, 2016). Caravan (2012) asserts that talent improvement involves development of strategies and structures for purposes of ensuring the company gets the necessary skills that are critical to the organization's TM processes. Dries, (2013) states that the primary ways in which talent can be adequately improved in an organization is through 'acquiring' and 'developing employees.' The author at that point explains 'acquiring ' as the ability to plan for talent resourcing and explains 'development ' as efficient and careful training.

2.3.1 Talent Attraction

Attracting talent, according to Mendez and Stander (2011) is often used by organizations through offering of competitive packages. This includes a good pay, employee benefits and better working conditions. To succeed in TM, an organization has to strategize on the most appropriate ways of getting the right people in their job and ensure that organization strategy is well aligned

with the employees in place according to Huang and Tansley (2012).

In his study on TM in insurance firms in India, Bhatt (2015) stated that the duty to enlist top-level talent is regularly surrendered over to the recruitment specialist's capacity to source and screen for the brilliant talent. The most dependable source is the internal source whereby current workers are promoted to the higher level while external sources are utilized for the lower positions. An organization should utilize the most trusted and reliable source for recruitment of people (lles*et al.,* 2010). An organization, according to the same authors, should be innovative when designing a recruitment strategy and the firm should also avoid the common traditional methods of recruiting when trying to attract talent. Some recommended approaches for effective external resourcing according to Kumari and Bala, (2016) include interactive networking sites, referral programs from credible sources, newspaper advertisements and poaching talent from competitors.

2.3.2 Talent Selection

In the recent past, there has been a steady rise in the number of educated population and quite a big number with University degrees are released to the job market yearly. In this scenario, employers are able to go for job seekers with the right qualifications for the vacant positions in their organizations. It has been realized that organizations which are strict during times of hiring are able to achieve high productivity (Moideenkutty, Al-Lamki et al. 2011). As per Dressler (1999), organizations need to engage dedicated workers aligned with the desired attributes cherished by the organization. Right attributes are sought for to enable an organization get credible and reliable workers. Workers falling below the required standards for the advertised positions should not be taken. Dessler acknowledges that staff with the right skills by the organization should be hired. Besides securing the right skills, the rigorous process of acquiring staff creates satisfaction to the workers. Since procedure of joining an organization is rigorous,

the workers will understand that the organization is treating them with seriousness and hence, they will ensure that they endeavor to perform to the expectation of the organization (Pfeffer, 2005).

2.3.3. Talent Engagement

Workers can be kept busy through various ways that may include remuneration and career progression. An organization which supports work flexibility tends to encourage workers to work with the company. Moreover, workers' health is critical in promoting workers improved output (Lockwood, 2007). Workers nowadays are progressively mindful of having a balanced life. They are not only concerned about their jobs but also have to take care of their families and lead a better life. One of the reasons for worker commitment culminates from the existing mutual relationship linking staff and company. Workers having confidence in pioneers happen to be glad and welcoming to their superiors. Similarly, the staff are able recognize and seek after guidance from their supervisors due to the understanding the supervisors can manage staff interests (Mayer, Davis et al, 1995). Employees have the alternative to concentrate on their work and accept to be compensated equally.

2.3.4 Talent Maintenance

Any organization that intends to increase productivity of its workforce ought to put in place reward systems that will ensure talent is well catered for. The elements of such a reward system should consider growth of work path, strategic targets for worker's advancement and development; advancement in work plan incorporates setting up strategies for career growth and work at a certain point for workers to have a perception, goals and realizations. (Allen, 2005).

Sturges et al. (2001) contends that career advancement improves worker's commitment and subsequently company's assistance. Assumed organizational assistance is earnestly linked to

work productivity and unfavorably associated with negative attitudes, for instance, non-participation and turn over (Rhoades et al, 2002).

Kraimer et al. (2003) investigated the connection between professional career advancement and organizational vocation support and revealed a positive relationship. The hierarchical vocation of the company incorporates the following; production assessment for career planning, assessment centers, and guidance of one's work path, retirement guidance, continuous work plans and other advancement in one's work plan programs. (Agarwala, 2007).

2.3.5 Talent Development

Research has indicated that employees who are always given tough assignments have a feeling that they are fully utilized in the organization they work in (Furnham 2002). This therefore calls for managers to create ways in which workers are able to exhaust their skills to the maximum for the company's success. Good managers should always assist their workers to realize that they can accomplish more when they are given challenging tasks which results in a feeling of accomplishment and the likelihood to stay in the organization.

Organizations need to constantly provide workers with chances of career advancement. Cappelli (2009) concurs that it is very critical for a company to continuously uplift its workers. By doing this, employees feel appreciated and hence more productive in their work since they get updated with the current developments either on their job or on their environment. In addition to fostering knowledge and morale, Iles et al (2010) add that training and development programs assist employees to handle change by enabling them to be adaptive to unpredictable events as they are enabled to achieve self-help actions on their skills, knowledge, morale and behavioral growth to ensure that they meet the organizational goals. Effective employee training could be given through various methods such as on the job training, job coaching, mentoring by skilled senior

employees, delegation, simulations, internship, job rotation through various departments and effective apprenticeship programs (Elnaga, & Imran, 2013).

2.3.6 Talent Retention

Retention of employees is currently a significant issue to companies. It is considered as critical for the continued existence of organizations that wish to retain workers who are aggressively productive (De Long and Devenport, 2013; Schramm, 2016). Retention of talents include all the actions, practices, frameworks, and methods that are applied by an organization and which focus on keeping talented employees from willful resignation or redundancy and/or leaving an organization unexpectedly. Career development openings are offered to employees to reduce turnover (Allen, Shore and Griffeth, 2013). Silbert (2015) contended that people who are talented and better placed, are probably going to secure comparable positions elsewhere, however to keep these ones, organizations may need to come up with fair and inclusive approaches. Fair compensation and pay can ensure that organizations can keep a talented workforce and has been given great consideration in organizations as it has become a key differentiator in management of human resources (Glen, 2016).

Employees need to get responses from their bosses with respect to their performance. In this manner, it is important that businesses give assessment and evaluation for the right period. Staff should be supported for a positive attitude at work, utilization of their skills, critical thinking capacities and energy at work. At the point when rewarding staff on best actions, it can emphatically develop them to maintain great output. Staff can likewise know about aspects which needs advancement. For proper arrangement to a company's way of life, collaboration in the long run leads to profitability (Aghina, Jong et al., 2011).

2.4 Forms of Employee Commitment

Worker commitment is making use of one's physical and mental energy (Jaw and Liu, 2004). Meyer and Allen, (2001), define dedication as submission to power that necessitates individuals respect for dedication at any occasion, notwithstanding fluctuating attitudes.

Affective commitment can be described to be worker's commitment to active participation at the company (Meyer and Elsye, 2010). Existing work linkages has a great degree of emotive dedication that is linked to low work force replacement with advanced productivity thus workers with high emotive dedication continue being in work relationship (Wang, 2010)

Continuance commitment describes a situation where a person decides to remain as a result of the benefits he/she is receiving from the relationship with the company (Loi, 2006). It is the situation in which the staff intent to belong to an organization as result of the recognition of their contribution to the company. This could also mean that the understanding financial implications related to employee exit from the organization. Workers interface with the company relies on ongoing dedication, since it necessary for organizational continuity (Loi and Foley, 2008).

Normative Commitment refers to a person's perception of the need to hold on to the organization due to society perception (Coyle-Shapiro, 2006). This form of commitment is largely seen as the main guiding factor for staff dedication, which is considerably inter-linked with affective commitment (Coyle –Shapiro, 2008).

2.5 Talent Management Practices and Employee Commitment

Nobariedishe et al (2014) studied the association on TM and company dedication in the International Division of Tejarat Bank, Iran. The results indicated a good association with these concepts. The findings indicated a significant link on TMP and organizational dedication.

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Another study by Ombui *et al.* (2012) investigated the impact of engaging and selecting staff in research organizations in Kenya. The findings of the investigation revealed a link between the staff production and staff engagement. The research suggested the study organizations should carefully stick to the job requirements during staff engagement.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section presents the research method, number of respondents, sample and sampling design, data collection methods, procedures and data analysis.

3.2 Research Design

The study adopted descriptive survey research design. The justification for this research design was establishing the opinions of respondents regarding the influence of management of talent activities and staff commitment in State Department for Infrastructure.

3.3 Target Population

The target population for this research was based on employees working in the State Department for Infrastructure. According to State Department report (2018) there were 2,200 employees consisting of Senior Management, Middle Management and lower cadres.

3.4 Sampling Design

Stratified sampling method was utilized to choose the sample. The strategy was expected to give assessments of large population parameters with exactness. The population was stratified into three strata for example Top Management, Middle level and Junior Officers. Random sampling was then used to choose 202 respondents from the organization.

Table 3.1: Sample Size

Strata	Job Group/ Civil Service Grade	Population	Sample (10%) of the Strata
Senior Management	P - S / CSG7-CSG 5	45	5
Middle Management	J – N / CSG 11– CSG 8	582	58
Junior Officers	B – H / CSG 17– CSG 12	1,394	139
TOTAL		**2,021**	**202**

The sample size of 10% is enough to identify a clinically significant contrast in the results with the ideal likelihood. This is because of the way that the respondents are in a similar area and

regarded to be heterogeneous in the separate strata.

3.5 Data Collection

The investigation utilized essential information. Essential information was acquired through a semi-organized survey. The survey was directed to the chosen employees on a drop and pick later strategy. The questionnaire was partitioned into three parts. Part one was about the general data of the chosen employees. Part two was about talent management practices and part three sought information on employee commitment outcomes.

3.6 Data Analysis

Information from the finished surveys was abridged, coded and classified. Information introduction was done through use of percentages and frequency tables. Information was dissected using graphic and inferential statistics.

The following regression model was used:

$$Y = \alpha + \beta_1 TA + \beta_2 TS + \beta_3 TE + \beta_4 TM + \beta_5 TD + \beta_6 TR + \mu$$

Where;

Y = Employee Commitment

α = Constant

TA = Talent Attraction

TS = Talent Selection

TE = Talent Engagement

TM = Talent Maintenance

TD = Talent Development

TR= Talent Retention

µ = Random Error Term

CHAPTER FOUR: FINDINGS AND DISCUSSIONS

4.1 Introduction

This sub-section presents the research findings, interpretation of results and discussion of findings on the influence of talent management practices on employee commitment in the State Department for Infrastructure in Nairobi.

4.2 Response Rate

The respondents were employees of State Department for Infrastructure in Nairobi. Out of 202 surveys appropriated to the respondents, 128 polls were returned filled. This meant 63 % response. The response rate in this study was seen to be appropriate to make inferences and conclusions.

4.3 Demographic Data

This part sought data on the respondent's gender balance, job category, age, years of service and academic qualification of the employees. This data was important since all the mentioned subsets of demographic data had an impact on the influence of talent management practices on employee commitment.

4.3.1 Age of Respondents

The respondents were asked to indicate their ages. Age of the respondents was important in this study because employees of different ages were expected to have varied opinions on the influence of talent management practices on employee commitment.

Table 4.1: Age Bracket

The results on the age bracket are shown in the table below.

	Frequency	Percentage	Cumulative Percent
Below 25 years	14	10.9	10.9
25 – 34 years	23	18	28.9
35– 44 years	36	28.1	57.0
45 – 54 years	45	35.2	92.2
55 – 64 years	10	7.8	100
Total	**128**	**100**	

Source: Author, 2019

Based on the results in Table 4.1, 35.2% who were the majority indicated that they were between 45 -54 years which was the highest percentage. This was followed by 28.1% of respondents who were aged between 35-44 years, then respondents with 25 -34 had 18%, those below 25 years had 10.9%. The least were respondents aged between 55 – 65 years. Results points out that a good number of them were aged between 45 – 54 years.

4.3.2 Gender Response

Both male and female respondents provided data that was collected in the study. Gender distribution in the organization was sought so as to ensure balanced responses in the study.

Table 4.2: Gender Response

The results on the gender response were as shown in the table below.

	Frequency	Percentage	Cumulative Percent
Male	85	66.4	66.4
Female	43	33.6	100
Total	**128**		

Source: Author, 2019

The results presented in table 4.2 indicated that 66.4% of the study, respondents were males while 33.6 were females. The results imply that there was no gender biasness.

4.3.3 Length of Service

Results on length of service were obtained from the collected data.

Table 4.3: Length of Service

The table below shows the results on the length of service of the respondents.

	Frequency	Percentage	Cumulative Percent
0 – 4 years	14	10.9	10.9
5 – 9 years	18	14.1	25
10 – 14 years	24	18.8	43.8
15 – 19 years	16	12.5	56.3
Over 20 years	56	43.7	100
Total	**128**	**100**	

Source: Author, 2019

The results presented in table 4.3 pointed that most of the respondents had worked at the organization for over 20 years represented by 43.7% followed by those who had worked for 10 – 14 years with 18.8%. Other respondents had with 14.1 had worked for 5 – 9 years, 12.5% had worked for 15 – 19 years and 10.9% had worked for 0-4 years.

4.3.4 Job Category

Table 4.4: Job Category

	Frequency	Percentage	Cumulative Percent
Junior Officers	76	59.4	59.4
Middle Management	47	36.7	96.1
Senior Management	5	3.9	100
Total	**128**	**100**	

Source: Author, 2019

Data on employee category was analyzed and results presented in Table 4.4

Based on the results in table 4.4, most of the respondents were junior officers representing 59.4%. Respondents in middle management had 36.7% while those in Senior Management had 3.9%. This was an indication that the study covered more of the junior officers who are the majority in the State Department.

4.3.5 Level of Education

Data in this study was collected based on education qualification. This was done to establish the respondents' level of education because not all employees in the State Department for Infrastructure have the same educational qualifications. This helped in determining whether the respondents had the capacity to understand the questions.

Table 4.5: Education Qualification

The table below presents the findings on respondents' educational levels.

	Frequency	%
Secondary	38	29.7
College Diploma	47	36.7
University Degree	27	21.1
Master's Degree	16	12.5
Total	**128**	

Source: Author, 2019

On the basis of the results in Table 4.5, it is clear that 29.7 percent of the respondents had attained secondary level of education of which 36.7 percent had college diploma. Another 21.1 of respondents had university education and the other 12.5 percent had masters and with all other factors remaining constant, the respondents were deemed to be knowledgeable to understand the questions well and therefore answered them appropriately.

4.4 Talent Management Practices

The various factors that contribute to talent management practices were analyzed. The mean and standard deviation were calculated as shown in table 4.6 below.

Table 4.6: Talent Management Practices

		M	SD
	Talent Attraction	**2.0718**	**1.03728**
a	SDI has elaborate strategy that attracts talent from the external job markets	2.0078	1.09037
b	SDI has an attractive reward strategy	2.3203	1.12196
c	SDI has rebranded itself as an employer of choice	2.5703	1.06249
d	SDI is an equal opportunity employer	2.0859	1.19069
e	SDI's information on its mandate and functions is accessible to a wide range of potential employees via its website and other media	1.375	0.72089
	Overall Mean and Standard Deviation	**10.3593**	**5.1864**
	Talent Selection	**2.4.6562**	**1.02472**
a	SDI selects employees with the right qualifications for the job as specified in the schemes of service	2.3875	0.83005
b	Selection of employees is done according to PSC regulations	2.0234	0.86811
c	My organization uses equitable and fair practices when recruiting and selecting its employees	2.3	0.92217
d	Employees selected are those with qualities befitting public service	3.3984	0.69123
e	SDI does not discriminate against gender, race, tribe, religion and colour when selecting employees	2.2188	1.7008
	Overall Mean and Standard Deviation	**12.3281**	**5.01236**
	Talent Engagement	**2.50626**	**1.1604**
a	My individual work objectives are linked to the organizational/departmental/divisional objectives.	2.1922	1.1339

b	SDI ensures that employees are fully engaged by ensuring that everyone is on Staff Performance Appraisal System	2.3188	0.99556
c	Supervision in SDI is highly effective	2.45	1.15697
d	I am fully aware of my responsibilities and perform my duties as expected	2.2656	1.28884
e	I feel I am fully engaged and utilized in the SDI as I have enough work in my current position	3.3047	1.22673
	Overall Mean and Standard Deviation	**12.5313**	**5.802**
	Talent Maintenance	**2.27282**	**1.10342**
a	My Organization rewards its employees well	1.8125	1.13464
b	My organization has good and fair career progression guidelines hence staff are well maintained	1.9688	0.94692
c	SDI has ensured that working environment is conducive for its staff	3.1703	1.39563
d	Staff Welfare programs are in place to ensure employees are well maintained in SDI	2.2172	1.01995
e	Employees health is well taken care of through health schemes (NHIF)	2.1953	1.01995
	Overall Mean and Standard Deviation	**11.3641**	**5.51709**
	Talent Development	**2.41092**	**1.38663**
a	New employees are inducted within three months after joining SDI	1.5078	2.83953
b	SDI has good and effective training policy in place	2.3203	0.8412
c	SDI gives equal chances of training to its employees	3.7734	1.05626
d	SDI has elaborate strategies to train and develop its employees to prepare them for higher and leadership positions	2.1953	1.1709
e	My organization train and develop its employees	3.7578	1.02524
	Overall Mean and Standard Deviation	**12.2546**	**6.93313**

	Talent Retention	**2.3194**	**1.06491**
a	Career management policies and guidelines ensures that talent is retained in the SDI	2.3797	1.13591
b	My organization retains its employees by deploying them in their rightful areas of specialization.	2.2188	0.90439
c	My organization encourages retention of its employees	2.4141	1.01812
d	Succession management strategies in place in SDI ensures that talent is retained	2.1156	1.01162
e	I continue staying in SDI because if I leave, I will loose my retirement benefits.	2.4688	1.25452
	Overall Mean and Standard Deviation	**11.597**	**5.32456**

4.4.1 Talent Attraction

The findings in table 4.6 above indicated that respondents neither agreed nor disagreed on whether there were elaborate strategy that attracts talent from the external job markets (mean = 2.07186) and (std. deviation = 1.03728. the respondents agreed that SDI has an attractive reward strategy (mean = 2.3203), that it was an equal opportunity employer and neither agreed nor agreed on whether the organization had rebranded itself as an employer of choice (mean = 2.5703), and (2.5703). However, the respondents agreed that the organization's information on its mandate and functions is accessible to a wide range of potential employees via its website and other media (mean = 1.375, SD = 0.72089).

4.4.2 Talent Selection

The respondents agreed that SDI applies best practices on talent selection (mean = 2.46562, SD = 1.02472), employees with the right qualifications are selected for the job as specified in the schemes of service (mean = 2.3875) and that selection of employees is done according to PSC regulations (mean = 2.0234). The respondents also agreed that the organization uses equitable and fair practices when recruiting and selecting its employees (mean = 2.3, SD = 0.92217).

However, respondents neither agreed nor disagreed that selection of employees is based on those with qualities befitting public service (mean = 3.3984) and agreed nor disagreed that employees are not discriminated against based on gender, race, tribe, religion and colour (mean = 2.2188).

4.4.3 Talent Engagement

On talent engagement, respondents neither agreed nor disagreed that talent engagement strategies are fully visible at SDI (mean = 2.50626) and neither agreed or disagreed on whether individual work objectives are linked to the organizational/departmental/divisional objectives (mean = 2.1922). However, respondents agreed that SDI ensures that employees are fully engaged by ensuring that everyone is on Staff Performance Appraisal System (mean = 2.3188), (SD = 0.99556). Respondents also neither agreed nor disagreed that supervision in SDI is highly effective (mean = 2.45). I am fully aware of my responsibilities and perform my duties as expected (mean = 2.2656). I feel I am fully engaged and utilized in the SDI as I have enough work in my current position (mean = 3.3047).

4.4.4 Talent Maintenance

On talent maintenance, respondents agreed that efforts were being made to retain talent at SDI (mean = 2.27282, SD = 1.10342), that there were good and fair career progression guidelines to ensure staff were well maintained (mean = 1.9688 SD = 0.94692), Staff Welfare programs were in place to ensure employees are well maintained in SDI (mean = 2.6172) and that employees' health was well taken care of through health schemes such as NHIF (mean = 2.1953, SD = 1.01995). However, respondents disagreed that the organization rewarded its employees well (mean = 3.8125, SD =1.13464). Respondents neither agreed nor disagreed SDI had ensured that working environment was conducive for its staff (mean = 3.1703, SD = 1.39563).

4.4.5 Talent Development

On talent development, respondents neither agreed nor disagreed that there were strategies to

develop talent (mean = 2.41092, SD = 1.38663). Respondents agreed that employees were inducted within three months upon joining SDI (mean = 1.5078, SD = 2.83953), that there was good and effective training policy in place (mean = 2.3203), SD = 0.8412) and that SDI gave equal chances of training to its employees (mean = 3.7734, SD =1.05626). SDI had elaborate strategies to train and develop its employees to prepare them for higher and leadership positions (mean = 2.1953) and that the organization trained and developed its employees (mean = 3.7578).

4.4.6 Talent Retention

Respondents agreed that efforts are in place to retain employees in SDI (mean = 2.3194, SD = 1.06491), that career management policies and guidelines ensured talent is retained (mean = 2.3797, SD = 1.13591), that the organization retains its employees by deploying them in their rightful areas of specialization (mean = 2.2188, SD = 0.90439) and that it encourages retention of employees (mean = 2.4141). (SD = 0.91812). However, they disagreed that succession management strategies in place in SDI did not ensure talent is retained (mean = 3.7235, SD = 1.01162) and that most of them continued staying in SDI because if they left, they would lose retirement benefits (mean = 2.4688).

4.5 Employee Commitment

The study conducted was to find the commitment level of the employees in the State Department for Infrastructure. Presented here below is the analysis that was carried out on the level of employee commitment in the organization.

Table 4.7: Employee Commitment

		M	SD
	Commitment	**2.89**	**1.274**
a	I feel I am attached to and identify myself with my organization	2.36	1.282
b	Employee turnover is low as employees feel they are well taken care of by the organization.	2.67	1.224
c	Employee absenteeism is low since they value their work in their organization.	3.63	1.327
d	I am totally part of the activities of the company/firm.	2.37	1.180
e	I would wish to spend my entire professional career with this firm/company	3.43	1.356
	Overall mean and Standard Deviation	**14.47**	**6.369**
	Continuance Commitment	**2.37**	**1.46**
a	I continue working in this organization because the pay, benefits are good.	2.67	1.230
b	I will not get my pension if I leave this organization.	2.14	1.531
c	I continue working in this organization because of family commitment.	3.23	1.577
d	I am assured of job security in this organization	1.47	1.855
e	Too much in my life would be disrupted if I decide to leave this organization now	2.36	1.096
	Overall mean and Standard Deviation	**11.86**	**7.289**
	Normative Commitment	**2.65**	**1.286**
a	I feel it is my obligation to and morally right to be loyal and continue staying in the organization.	2.42	1.311
b	I think no one should prevent me from moving from this organization to another	2.34	1.245

c	The organization has treated me well hence I reciprocate by continuing to stay in the organization	2.38	1.268
d	I think that people these days move from company to company too often	2.28	1.547
e	If I got another offer for a better job elsewhere it won't be right for me to leave my organization	3.83	1.058
	Overall mean and Standard Deviation	**13.25**	**6.429**

Affective Commitment

The study findings indicate that respondents neither agreed nor disagreed that there was affective commitment (mean = 3.55), (SD = 1.254) and felt that they were attached to and identified themselves with the organization (mean = 2.34, SD = 1.282), felt they would not be happy to spend the rest of their career with the organization (mean =3.44). Other respondents did not agree that employee turnover was low as employees felt they were not well taken care of by the organization (mean = 2.67, SD = 1.224). However, some respondents agreed that employee absenteeism is low since they valued their work in their organization (mean = 2.23, SD = 1.127) and that they were fully involved in the activities of the organization (mean = 2.37, SD = 1.180)

Continuance Commitment

Findings continuance commitment, respondents agreed that they were committed to the organization (mean = 2.37), (SD = 1.278), and that they continued working in the organization because the pay and benefits are good (mean = 2.67, 1.230). I will not get my pension if I leave this organization (mean = 2.14, 1.531). I continue working in this organization because of family commitment (mean = 3.22, SD = 1.577). I am assured of job security in this organization (mean = 1.47, SD = 0.955). Too much in my life would be disrupted if I decide to leave this

organization now (mean = 2.36, SD = 1.096).

Normative Commitment

On normative commitment, respondents agreed there was normative commitment among employees of SDI (mean = 2.45, SD = 1.286) since most of them felt it was their obligation and morally right to be loyal and continue staying in the organization (mean = 2.42), SD = 1.311). They also thought they should not be prevented from moving from SDI to other organizations (mean = 2.34). Respondents also opined that the organization has treated them well hence they had to reciprocate by continuing to stay in the organization (mean = 2.38, SD = 1.268), and that to them it was normal for people these days to move from company to company (mean = 2.28). Other respondents were of the opinion that if they got another offer for a better job elsewhere it won't be right for them to leave the organization (mean = 3.83, SD = 1.058).

4.6 Regression Analysis

To assess the relation existing between talent management practices and employee commitment, regression analysis was used where the mean for employee commitment (dependent variable) was regressed on the mean of the talent management practices (independent variable). The regression analysis results were presented in the tables 4.8, 4.9 and 4.10.Table 4.8 presents the regression model on talent management practices versus employee commitment.

Table 4.8: Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.740[a]	.547	.525	.29842
a. Predictors: (Constant), Talent Retention, Talent Selection, Talent Development, Talent Attraction, Talent Maintenance, Talent Engagement				

As presented in Table 4.8, the R Squared is 0.547 and R is 0.740 at 0.000 significance level. The

model indicates that talent retention, talent selection, talent development, talent attraction, talent maintenance and talent engagement explains 54.7% of the variation in employee commitment. This means 54.7% of the variation in employee commitment is influenced by talent management practices. Table 4.9 shows the ANOVA results.

Table 4.9: Analysis of Variance Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.025	6	2.171	24.376	.000[b]
	Residual	10.776	121	.089		
	Total	23.801	127			
a. Dependent Variable: Employee Commitment						
b. Predictors: (Constant), Talent Retention, Talent Selection, Talent Development, Talent Attraction, Talent Maintenance, Talent Engagement						

The results in Table 4.9 show that the model was statistically significant in explaining the influence of talent management practices on employee commitment as indicated by a p-value of 0.000. The regression coefficient results are presented in Table 4.10

Table 4.10: Regression Coefficients for Talent Management Practices

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.898	.309		2.904	.004
	Talent Attraction	.219	.066	.249	3.338	.001
	Talent Selection	.182	.065	.197	2.826	.006
	Talent Engagement	.109	.050	.191	2.182	.031
	Talent Maintenance	.124	.056	.177	2.195	.030
	Talent Development	.144	.039	.251	3.652	.000
	Talent Retention	.089	.085	.070	1.057	.293
a. Dependent Variable: Employee Commitment						

Employee Commitment = 0.898 + 0.219X_1 + 0.182X_2 + 0.109X_3 + 0.124X_4 + 0.144X_5 + 0.089X_6

Where;

X_1 = Talent Attraction

X_2 = Talent Selection

X_3 = Talent Engagement

X_4 = Talent Maintenance

X_5 = Talent Development

X_6 = Talent Retention

The regression coefficient results in Table 4.10 show that Talent Attraction positively and significantly influences Employee Commitment (β=0.219, p=0.001). The results also show that Talent Selection positively and significantly influences Employee Commitment (β=0.182, p=0.006), the results further show that Talent Engagement positively and significantly influences Employee Commitment (β=0.109, p=0.031). In addition, the results show that Talent Maintenance positively and significantly influences Employee Commitment (β=0.124, p=0.030). Similarly, the results show that Talent Development positively and significantly influences Employee Commitment (β=0.144, p=0.000). Finally, the results show that Talent Retention positively but insignificantly influences Employee Commitment (β=0.089, p=0.293). The gradient coefficient shows the extent to which a unit change in the independent variables causes a change in the dependent variable which is the change in Employee Commitment due to a unit change in talent management practices.

This implies that a unit change in talent attraction, talent selection, talent engagement, talent maintenance and talent retention leads to an improvement in Employee Commitment by 0.219, 0.182, 0.109, 0.124, 0.144 and 0.089 units respectively. The results are in agreement with the

findings of Mendez and Stander (2011) which indicated that attracting talent is one of the most important talent management practices used by organizations; most firms attract talents through offering them competitive packages. This includes a good salary, employee benefits and better working conditions to attract employees. The outcomes are additionally in concurrence with the proposal made by Moideenkutty, Al-Lamki et al. (2011) that, businesses need to distinguish employees who meet the prerequisites of the situation to be contracted. Organizations which are strict in choosing the employees to hire are found to have higher performance.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusion, recommendations, limitations and suggestions for further research; all based on the research findings.

5.2 Summary of the Study Findings

The objective of the study was to determine the influence of talent management practices on employee commitment in the State Department for Infrastructure.

5.2.1 Talent Selection and Employee Commitment

The findings on talent selection indicated that the respondents agreed that SDI used best practices on talent selection, employees with the right qualifications were selected for the job as specified in the schemes of service and that selection of employees was done according to PSC regulations. The respondents also agreed that the organization used equitable and fair practices when recruiting and selecting its employees. However, respondents neither agreed nor disagreed that selection of employees was based on the ones with qualities befitting public service and agreed nor disagreed that employees are not discriminated against based on gender, race, tribe, religion and colour.

Regression analysis results revealed a positive and significant relationship between Talent Selection and Employee Commitment (β=0.182, p=0.006) implying that an improvement in Talent Selection by one unit results into a change in Employee Commitment by 0.182 units.

5.2.3 Talent Engagement and Employee Commitment

Study findings on talent engagement, respondents neither agreed nor disagreed that talent engagement strategies were fully visible at SDI but agreed that individual work objectives were linked to the organizational/departmental/divisional objectives. Respondents also agreed that SDI

ensured that employees were fully engaged by ensuring that everyone was put on Staff Performance Appraisal System. Respondents agreed that supervision in SDI is highly effective and agreed that they were fully aware of their responsibilities and performed their duties as expected but some neither agreed nor disagreed that they were fully engaged and utilized in the SDI.

The regression analysis results revealed a positive and significant relationship between Talent Engagement and Employee Commitment (β=0.109, p=0.031) which means that an improvement in Talent Engagement by a unit results into an improvement in Employee Commitment by 0.109 units. The findings concur with the findings of Lockwood (2007) which pointed out that, employees can be kept occupied with numerous ways including pay and advancement; a solid workplace which enables employees to lead a work-life healthy lifestyle will have the option to hold employees. Employees' wellbeing is critical so as to keep employees gainful and engaged.

5.2.4 Talent Maintenance and Employee Commitment

On talent maintenance, the findings showed that respondents agreed that efforts were made to retain talent at SDI, that there were good and fair career progression guidelines to ensure staff were well maintained and that Staff Welfare programs were in place to ensure employees were well maintained and that employees' health was well taken care of through health schemes such as NHIF. However, respondents neither agreed nor disagreed SDI provided conducive working environment for staff.

The regression analysis results revealed a positive and significant relationship between Talent maintenance and Employee Commitment (β=0.124, p=0.030) which means that an improvement in Talent maintenance by a unit results into an improvement in Employee Commitment by 0.124 units.

5.2.5 Talent Development and Employee Commitment

Findings on talent development indicated that respondents agreed that there were strategies to develop talent, employees were inducted within three months upon joining SDI, there was good and effective training policy in place and that SDI had elaborate strategies to train and develop its employees to prepare them for higher and leadership positions.

The regression analysis results revealed a positive and significant relationship between Talent development and Employee Commitment (β=0.144, p=0.000) which means that an improvement in Talent development by a unit results into an improvement in Employee Commitment by 0.144 units. The findings concur with the findings of Cappelli (2009) which asserted that it is important for an organization to have frequent training and development for its employees; this makes the employees feel appreciated and hence more productive in their work since they get updated with the current developments either on their job or on their environment.

5.2.6 Talent Retention and Employee Commitment

The study findings on talent retention indicated that respondents neither agreed nor disagreed that efforts were in place to retain employees in SDI and that there were no career management policies and guidelines to encourage talent retention. However, respondents agreed that the organization retained its employees by deploying them in their rightful areas of specialization and that it encouraged retention of its employees. They also agreed that succession management strategies were in place in SDI to ensure that talent is retained and that most of them continued staying in SDI because they would not want to lose retirement benefits.

The regression analysis results revealed a positive but insignificant relationship between talent retention and Employee Commitment (β=0.089, p=0.293). The findings concur with the findings of Schramm, 2016) which indicated that retention of employees is one of the major concerns of organizations today; retention is considered to be a strategic opportunity that enables most of the

organizations to maintain employees that are competitive.

5.3 Conclusion

There were elaborate strategies that attract talent from the external job markets and no attractive reward strategy for employees. The organization had not rebranded itself as an employer of choice as rebranding is done by the Public Service which controls the recruitment and selection of employees on behalf of the Ministries and State Departments. However, the organization's information on its mandate and functions is accessible to a wide range of potential employees via its website and other media where potential employees and other stakeholders are able to understand what the State Department does and the skills it requires.

SDI applied best practices on talent selection where employees with the right qualifications were selected for the job as specified in the schemes of service and that selection was done according to PSC regulations. The organization also adhered to equitable and fair practices in recruitment and selection of employees. However, respondents were not sure whether selection of employees was devoid of discrimination based on gender, race, tribe, religion and colour however such activities are politically influenced.

Talent engagement strategies were not fully visible at SDI but individual work objectives were linked to the organizational/departmental/divisional objectives. SDI ensured that employees were fully engaged by putting employees on Staff Performance Appraisal System which ensured that employees were fully aware of their duties and responsibilities resulting in effective supervision in the organization.

Maintaining talent is crucial in ensuring work continuity. In this regard, there were good and fair career progression guidelines to ensure staff were well maintained. On the other hand, Staff Welfare and health programs were in place to ensure employees were well maintained.

Rewarding of employees and provision of good conducive Working environment did go down well with the employees.

Talent development is crucial to any organization that intents to exploit employee potential. In this regard, SDI had in place a training policy and strategies to develop talent, give equal chances of training to its employees, prepared existing staff for higher and leadership positions and new staff inducted within three months upon joining the organization.

There were efforts to retain employees in SDI sine career management policies and guidelines to encourage talent retention available. The organization also encouraged retention of employees by deploying them in their rightful areas of specialization. Succession management strategies were in place in SDI although they did not ensure that talent is retained and that most of employees continued staying in SDI because they would not want to lose retirement benefits.

The study found out that employees were attached to and identified themselves with the organization but turnover was not low as employees felt they were not well taken care of by the organization. This could be resulting from the officers retiring from the service with no replacements and the millennials who feel they should not stay for long in any organization. Employee absenteeism is low since employees valued their work and that they were fully involved in the activities of the organization.

Committed employees are an asset to any organization and this study found that employees were committed to the organization and that their continued stay in the organization was related to good pay, benefits, family commitment, job security, pension issues. Tumwesigye (2010, referred to that employee commitment affects the exhibition of an association such that devoted employees will in general retain basic and touchy data as an indication of elevating classification to their association.

The organization treated employees well hence they had to reciprocate by their continuing to stay in the organization and that that if they were offered a better job elsewhere it won't be willing to leave the organization. However, there was a feeling that people be allowed to move from company to company.

5.4 Recommendation

In order to address the issue of whether selection of employees was devoid of discrimination based on gender, race, tribe, religion and colour, SDI should always ensure PSC guidelines on recruitment and selection are adhered to. When recruiting, SDI should ensure there is accountability and transparency in compliance with article 10 and 232 of the Constitution of Kenya 2010.

According to the findings, turnover is high as result of the officers retiring from the service with no replacements coupled with the millennials who feel they should not stay for long in any organization, some of whom resign from employment not long from the time they are employed. To overcome the problem of high turnover, the researcher recommended that SDI in liaison with PSC should make efforts to recruit new staff to replace those who retire every year. The organization should also improve on its working environment, compensation and reward strategies to ensure talented millenials are retained.

The findings indicated that even though succession management strategies were in place in SDI, they were not implemented since the PSC had not given a go ahead and also there is always financial implication. Delay in implementation of succession plans that would ensure that talent is retained makes most of senior employees to continue staying in SDI as they wait for retirement benefits. To address this, issue the PSC need to allow Ministries/State Departments to implement their succession management plans to motivate and increase employee commitment

5.5 Limitations of the Study

The findings provided valuable insights, however the study had some limitations. The focus of the study was on the State Department for Infrastructure in Nairobi which is one among the state departments in the government of Kenya. The findings of the study may not be adequate for generalization because the views of the respondents may not represent the views of all the employees in the entire public service.

5.6 Suggestion for Further Research

The study was carried out in the State Department for Infrastructure in Nairobi. It is suggested that a similar study be carried out in other public sector organizations in Kenya in order to get research findings that could allow generalization. A similar study could be carried out in other sectors so as to compare variation in responses.

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APPENDICES
APPENDIX 1: COVER LETTER

UNIVERSITY OF NAIROBI
COLLEGE OF HUMANITIES & SOCIAL SCIENCES
SCHOOL OF BUSINESS

Telephone: 4184160-5 Ext 215
Telegrams: "Varsity" Nairobi
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P.O. Box 30197
Nairobi, KENYA

14 October 2019

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

INTRODUCTION LETTER FOR RESEARCH
RICHARD CHERUIYOT SIGILAI REGISTRATION NO. D64/10508/2018

This is to confirm that the above named is a bona fide student in the Master of Science in Human Resource Management (MSc. HRM) Degree program in this University. He is conducting research on
"*Influence of Talent Management in the Kenya Public Service: A case of State Department for Infrastructure.*"

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the Project. The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your assistance will be highly appreciated.

Thank you.

Jane Muturi
For MSc. Human Resource Management
WNjkm

APPENDIX 2: QUESTIONNAIRE

SECTION A: GENERAL INFORMATION

1. What is your age? Tick (√) where appropriate.

AGE GROUP					
Below 25	25-34	35-44	45-54	55-64	Above 65

2. What is your gender? Tick (√) where appropriate.

GENDER	
MALE	
FEMALE	

3. How long have you worked for this organization? Tick (√) where appropriate.

YEARS OF SERVICE				
0 – 4 Years	**5 – 9 Years**	**10-14 Years**	**15- 19 years**	**Over 20 years**

4. Which level does your job belong to?

Junior Officer	**Middle Level Management**	**Senior Level Management**

5. Education Background? Tick (√) where appropriate.

LEVEL OF EDUCATION			
Secondary	College Diploma	Bachelors' Degree	Master's Degree

SECTION B: TALENT MANAGEMENT PRACTICES

6. In this section, you are required to give your opinion on the following statements about Talent Management practices that may have influence on employee commitment in the State Department for Infrastructure (SDI). You respond by ticking the appropriate box (representing your opinion) for each statement in the 5 Point Likert scale to indicate whether you strongly disagree (1), disagree (2), neither agree nor disagree (3), agree (4), OR strongly agree (5).

	Talent Attraction	**1**	**2**	**3**	**4**	**5**
a	SDI has elaborate strategy that attracts talent from the external job markets					
b	SDI has an attractive reward strategy					
c	SDI has rebranded itself as an employer of choice					
d	SDI is an equal opportunity employer					
e	SDI's information on its mandate and functions is accessible to a wide range of potential employees via its website and other media					
	Talent Selection					
a	SDI selects employees with the right qualifications for the job as specified in the schemes of service					
b	Selection of employees is done according to PSC regulations					
c	My organization uses equitable and fair practices when recruiting and selecting its employees					
d	Employees selected are those with qualities befitting public service					
e	SDI does not discriminate against gender, race, tribe, religion and colour when selecting employees					
	Talent Engagement					
a	My individual work objectives are linked to the organizational/departmental/divisional objectives.					

b	SDI ensures that employees are fully engaged by ensuring that everyone is on Staff Performance Appraisal System					
c	Supervision in SDI is highly effective					
d	I am fully aware of my responsibilities and perform my duties as expected					
e	I feel I am fully engaged and utilized in the SDI as I have enough work in my current position					
	Talent Maintenance					
a	My Organization rewards its employees well					
b	My organization has good and fair career progression guidelines hence staff are well maintained					
c	SDI has ensured that working environment is conducive for its staff					
d	Staff Welfare programs are in place to ensure employees are well maintained in SDI					
e	Employees health is well taken care of through health schemes (NHIF)					
	Talent Development					
a	New employees are inducted within three months after joining the SDI					
b	SDI has good and effective training policy in place					
c	SDI gives equal chances of training to its employees					
d	SDI has elaborate strategies to train and develop its employees to prepare them for higher and leadership positions					
e	My organization train and develop its employees					
	Talent Retention					
a	Career management policies and guidelines ensures that talent is retained in the SDI					

		1	2	3	4	5
b	My organization retains its employees by deploying them in their rightful areas of specialization.					
c	My organization encourages retention of its employees					
d	Succession management strategies in place in SDI ensures that talent is retained					
e	I continue staying in SDI because if I leave, I will loose my retirement benefits.					

SECTION C: EMPLOYEE COMMITMENT

7. Please tick the appropriate box for each statement about your feelings on the level of your commitment in the 5 Point Likert scale.

	Affective Commitment	1	2	3	4	5
a	I feel I am attached to and identify myself with my organization					
b	Employee turnover is low as employees feel they are well taken care of by the organization.					
c	Employee absenteeism is low since they value their work in their organization.					
d	I am fully involved with the activities of the organization.					
e	I would wish to spend the rest of my professional career with this organization					

	Continuance Commitment	1	2	3	4	5
a	I continue working in this organization because the pay, benefits are good.					
b	I will not get my pension if I leave this organization.					
c	I continue working in this organization because of family commitment.					

		1	2	3	4	5
d	I am assured of job security in this organization					
e	Too much in my life would be disrupted if I decide to leave this organization now					

	Normative Commitment	1	2	3	4	5
a	I feel it is my obligation to and morally right to be loyal and continue staying in the organization.					
b	I think no one should prevent me from moving from this organization to another.					
c	The organization has treated me well hence I reciprocate by continuing to stay in the organization					
e	I think that people these days move from company to company too often.					
f	If I got another offer for a better job elsewhere it won't be right for me to leave my organization					

Thank you for your cooperation.