CHALLENGES OF TALENT MANAGEMENT AT THE INTERNATIONAL LIVESTOCK RESEARCH INSTITUTE (ILRI), KENYA

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DECLARATION

This research project is my original work and has not been presented for any academic award in any other institution.

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Supervisor

This research project has been presented for examination with my approval as the University Supervisor.

Signature: _____ Date: _**27ᵗʰ November 2020**

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DEDICATION

First and foremost, to the Almighty God. His word has been a lamp to my feet at every single stage of executing this proposal.

To my parents Rukia and Jamen Abudiku, who instilled in me the value of hard work, determination and discipline which has molded me to be what I am.

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ABSTRACT

Investing in talent management is necessary in order to improve employee motivation, have a continuous coverage of critical roles, increase employee performance, maintain engaged employees, retain top talent and offer higher client satisfaction and ultimately enhance organizational productivity. In the past 5 years, ILRI has recorded an increased rate of employees' turnover, which has had a negative tall on organizational efficiency. Grounded on the human capital theory and social exchange theory, the study sought to explore the challenges of talent management at the International Livestock Research Institute (ILRI), Kenya. The researcher interviewed 5 human resources managers who had successfully implemented talent management practices at ILRI. Data was collected from interviews with the research participants, after which content analysis was used to analyze the data. The researcher established that the main talent attraction challenge facing the organization entails the problem of attracting the right candidates, especially scientists. Also, the cost of employee turnover is resource intensive, and thus, organizations that fail to implement proper employee retention strategies loose substantial revenues when attracting, recruiting, and training new staff. The findings indicated that although organizations could have put in place talent management strategies to enhance employee retention like in the case of ILRI, more needs to be done with regard to career development as well as learning and development. As such, human resources managers and executives should invest adequate monetary and non-monetary resources on each talent management practice to avert the challenges. Through the applications of the findings of this study, other human resources managers could be informed on the impact of effective talent management strategies and hence could incorporate the talent management strategies herein into their organization's practices to enhance organizational success.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Human capital is a key resource in the determination of economic development (Pasban & Nojedeh, 2016). Key outcomes of development will entail provision of communal services and superior infrastructure such as schools, water, transport, power and building needed for the function of the society. Development entails improving the quality of life of the people in a locality as well as establishment of employment opportunities through productive economic activities (Akkemik, 2009). Similarly, Moaeri (2002) asserts that the role of organizations is key to the advancement of any country and success of any country depends on its organizations' achievement that is driven by its human capital, which involves the people who do the work. Likewise, Lucas (1988) concurs with the above-mentioned author, he asserts that behind the growth and development of cities and regions, you will find a concentration of skilled people that perform economic activities which result to productivity gains. Therefore, it is the human capital that ultimately, places an organization to a competitive advantage.

Both Moaeri (2002) and Lucas (1988) agree that talent management is a key component in today's corporate human resource management due to the understanding that it is not financial means, up-to-date effective systems and technologies, but competent, committed employees who appear to be the main competitive advantage. For this reason, organizations have to self-evaluate on how they entice, recruit, select, nurture and retain their employees, so as to remain efficient, rewarding and relevant in the marketplace.

McKinsey Global Institute report, (2015) affirms that unemployment rates in America are high yet a third of American companies have positions that remain unfilled for prolonged periods because the right people to fill those positions are scarce. These individuals are the best and

brightest in the society and they are in great demand. Therefore, companies compete over them like no other asset. This competition, for talented people is expected to be more severe, even as economies change. Also, according to PricewaterhouseCoopers (PWC)'s 14th Annual Global CEO Survey (2011), growth of companies is hampered by lack of talent as voiced by majority of CEOs (66 per cent). Consequently, to be successful in the corporate, the crucial item is to know the talent that can complement you to achieve your goal, enticing them to join you and tactically placing them in the appropriate place in your company. Bieling, Stock, and Dorozalla (2015), cautions that employing the wrong candidate can increase your problems irrespective of their professional credentials.

This research is anchored on the human capital theory originated by Schultz (1961) and the social exchange theory founded by Blau (1964). According to the human capital theory, people employed in the organization have different attributes in form of knowledge, skills and abilities, also referred to as the human capital, which empowers them to work in order to produce economic value. This human capital can be enhanced through training, coaching and practice.

 Similarly, Social exchange theory argues that people's decision making on their relationships is based on cost benefit which involves rewards, earnings, losses in the different relationships and groups the person is involved.   This revolves around three important factors: financial, psychology and sociology. Generally, the relations between the parties are co-dependent and reliant upon action made by the other party. In conclusion, the above-mentioned talent management theories seek to maximize the capacity of employees and their motivation, for a sustained organization's competitive advantage.

This study will be conducted at the International Livestock Research Institute (ILRI). ILRI's science is focused on improving food and nutrition security through enhanced production as well as access to animal protein; prompting commercial development along with poverty reduction through improved livestock value chains as well as increased productivity; and improving human health by means of enhanced access to animal-source foods (ILRI, 2020). Worldwide, livestock contribute approximately 40% of the entire agricultural gross domestic product (GDP) in which it offers livelihoods coupled with incomes for at least 1.3 billion people (ILRI, 2020). While ILRI aspires to deliver on its deliverables, it also recognizes the need for the best talent to deliver on its mandate as the world's 'go to place' for livestock research and development, as well as continue to attract the required donor funding to support its research and development agenda. ILRI faces numerous talent management challenges such as acquisition and retention of the right talent, high turnover among professional and technical staff, compensation levels, and job classification levels of talent, duration of three years contractual employment period, whose renewal is based on donor funding, security situation in Kenya, geographical location, leadership, among others. My motivation to conduct this research at ILRI has been driven by my observation of the high staff turnover in my ten years of working in the organization; hence the need to explore the challenges of talent management in the organization with the view of establishing feasible strategies to enhance staff retention.

1.1.1 Talent Management

McKinsey consultants (1997) pioneered the idea of Talent management, which originated from the concept of war for talent. This notion mirrors the revolution that was commencing in human resources circles in regard to the evolving agile business environment. According to Tansley

(2011), the word talent attained a novel connotation in Europe to mean superior aptitude where originally, was denoted to as unit of weight, then later as money. Presently, those seen as talented, are bright usually exhibit exceptional achievements in intellectual and physical realms. The aspect here is to differentiate talent from mere skill.

In an organization, talent management encompasses handling employee's competence, skill and potential (Hariyanto & Said, 2020). The subject of talent management is not limited to engaging a specific applicant at the time, but it encompasses discovering the concealed, uncommon abilities of your workforce, developing and cultivating them to the expected standard. Lockwood (2006) describes talent management as the execution of combined approaches or practices geared towards enhancing workplace efficiency by utilizing improved processes to enticing, improving, retaining, and using people with needed skills and aptitude to meet present and upcoming business demands. This demands improved policymaking with regard to the contribution of human capital in achieving the corporate strategy. According to Collings and Scullion (2007), talent management demands the capacity to retain high performing and high potential workers through recognition, growth, appraisal and deployment.

 Furthermore, talent management takes the view that there are some employees and positions that have the greatest impact on the organization's corporate strategy. It takes the view that there are some people who have greater potential to add real value than others and these people should be placed in positions that provide the greatest impact on the business objectives. In addition, talent management is a system that an organization uses to ensure that it has the right people in the right positions to help realize company goals, which entails conscientious examination and workforce planning, calculated recruiting and hiring, and ongoing efforts to retain employees through career growth and development (Whysall, Owtram, & Brittain, 2019).

Talent management plays a crucial role in the corporate strategy since it manages an important asset of the firm—its people. Organizations should endeavor to successfully manage its employees by helping them to build their skills and abilities so as to keep them (Hariyanto & Said, 2020). Talent management helps organizations to make the most of the strengths and talents of their employees. Investing in talent management is necessary in order to improve employee motivation, have a constant coverage of key roles, increase worker performance, maintain involved employees, retain top talent, offer higher client fulfillment and ultimately enhance organizational productivity.

A highly qualified workforce supports creativity and innovation in the workplace. The late Steve Jobs of Apple Company encapsulated talent's importance with the directive to go for the best of the best. He contends that a small team of outstanding performers can surpass a massive team of satisfactory and less than satisfactory players (Quin, 2011). Going for top talent ensures effective delivery of services. Effective service delivery increases customer satisfaction and loyalty, which enhances business sustainability.

1.1.2. The International Livestock Research Institute (ILRI)

The International Livestock Research Institute (ILRI) is a not-for-profit institution with a staff of about 650, originating from 40 countries and with an operating budget of about USD80 million. ILRI's mission is to improve food and nutritional security and to reduce poverty in developing countries through research for efficient, safe and sustainable use of livestock. ILRI is a member of the Consultative group for international Agricultural Research (CGIAR) Consortium, which comprises 15 institutions in total that work for a food-secure future. ILRI has its headquarters in Nairobi, Kenya, a principal campus in Addis Ababa, Ethiopia, and offices in other countries in

East, West and southern Africa and in South, Southeast and East Asia. According to the Human Resource staff establishment report (2019), ILRI, Kenya has a total of 375 staff, specifically; 119 researchers engaged in the conception of new knowledge, 62 research support staff directly supporting research and development, 7 executive and 187 administrative and support staff.

ILRI works with partners worldwide to enhance the roles livestock play in pathways out of poverty, principally in Africa and Asia. The products of these research partnerships help people in developing countries keep their farm animals alive and productive, increase and sustain their livestock and farm productivity, find profitable markets for their animal products, and reduce their risk of livestock-related diseases. ILRI's research for development agenda covers a range of areas from laboratory-based biosciences to field-based research in the areas of animal productivity livestock and the environment, policies, institutions and livelihoods. With this background, ILRI engages employees across varied scientific disciplines to support delivery of its mandate. This include animal production, health, genetics, feeds and forages, food safety and zoonoses, livestock and environment (ILRI, 2017).

 ILRI works through extensive partnership arrangements with research development institutions, partners, donors, staff and the farmers on the ground. The potential talent related challenges that confront ILRI are: key research positions are hard to fill as well as executive and managerial positions which remain vacant for long, taking even up to three or more years, lack of systematic management focus aimed at particular groups of staff who are in the category of high performers, key contributors and technical experts, leading to dissatisfaction among this cadre, low staff morale, disengagement and eventually exit. There is also high turnover in professional and technical categories. This is attributed to the fact that after completing initial three years of employment at ILRI, many employees in this category experience bottleneck in their career

growth since they cannot move up career ladder, thus opt to exit in pursuit of greener pastures or higher academic education in order to be competitive for higher level jobs. Another impeding talent issue is job titles which some staff do not feel delighted to be introduced by those titles, especially in external official forums, gatherings and conferences, where they are expected to present their professional research findings. Last, but not least is lack of staff recognition programs for achievements attained geared towards fulfillment of ILRI's mission. For example, securing of a financial grant from a donor, development of a vaccine or a feed for livestock, among others, where ILRI is involved (ILRI, 2017).

1.3 Objective of the Study

The objective of the study is to explore the challenges of talent management at the International Livestock Research Institute (ILRI), Kenya.

1.4 Value of the Study

First, the study could provide positive implications to theory by bridging the gap in knowledge as pertains to talent management challenges at ILRI, Kenya. By filling the gap in knowledge, the study could provide opportunities for further research in the area of talent management. Scholars and researchers will also benefit from findings of the study as it will offer them a point of reference in their work. The study will also give students who will undertake similar studies an opportunity to build their literature.

Secondly, the study could contribute to professional practice by identifying feasible ways of enhancing employee retention among organizations. In the same regard, this study could be of importance to International Livestock Research Institute, the other 15 CGIAR centers and other

agricultural related organizations in identifying gaps in talent management and ways of bridging these gaps by proposing suitable strategies. ILRI being a research organization is grappling with the need to identify and manage its talent. This study will explore the creation of career paths, and development of reward plan for the talented people. Besides, attracting continuous donor funding, this study could ensure retention of high-quality talent in ILRI to enable it to deliver its mission, ensuring better lives through livestock. In addition, this study might assist in identification and development of key positions, which are critical to ILRI's current and future success and succession planning for future key or pivotal positions in order to maintain continuity in the organization. Finally, this study could inform the segmentation of the talented pool and investment category and managing the investment in each category appropriately.

Finally, the study could provide positive implications to policy regarding human resources management. Policy makers could also be informed on the impact of effective talent management strategies based on the findings of this study and hence will incorporate the activities herein into organization's practices to increase organization success.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Chapter two presents the theoretical framework of the study and an analysis of the empirical studies related to talent management practices. Empirical studies exploring the talent management challenge under the various talent management practices that include talent attraction and recruitment, talent retention, learning and development, career development, and performance management will be discussed.

2.2 Theoretical Framework

This study is grounded on the human capital theory and the social exchange theory. Human capital theory focuses on the knowledge along with the experiences of workers. Human capital acts as a resource and holds a general assumption that the human capital enhances firms' potential to survive in the market. Social exchange theory affirms that social behavior emanates from an exchange process aimed at maximizing the benefits and minimizing costs. An in-depth discussion of the theoretical framework is provided under this section.

2.2.1 Human Capital Theory

Human capital theory, initially formulated by Schultz (1961) affirms that individual workers have a set of skills or abilities, which they can improve or accumulate by means of training and education. According to the theorists, people and nations should invest in education to improve job opportunities and economic growth. The proponent of the theory argued that transition from traditional to modern society requires investment. Human capital consists of the knowledge, skills and abilities of the people employed in an organization (Schultz, 1961). According to

Bontis et al. (1999), human capital represents the human factor in the organization; the combined intelligence, skills and expertise that gives the organization its distinctive character. Buta (2015) argued that human capital theory can aid in effective human resource allocation thereby fostering effective talent management.

The theory provides a basis for the development of knowledge management strategies that are key in talent management practices. According to Boon, Eckardt, Lepak, & Boselie (2017), integrating strategic human capital and strategic human resource management helps to increase our knowledge about talent management. Pasban and Nojedeh (2016) established that the role of human capital in organizations is the development of higher skills through the acquisition of enough knowledge, information, innovation, and creativity aimed at creating competitive advantage. The theory is relevant to the study as it will provide a basis to explore the talent management challenges according to the experiences of human resources managers at ILRI. Therefore, the human capital theory will provide a lens of exploring the challenges of talent management at ILRI, Kenya. However, the main setback of the human capital theory is lack of realism. Friedman (1953) affirmed that economic theory needs not to be realistic to make feasible predictions and secure normative effects. The Lack of realism could affect the implementation of human capital practices.

2.2.2 Social Exchange Theory

Homans' (1958) and Blau's (1964) Social exchange theory interprets society as a series of interactions that are based on estimates of rewards and punishments. The theorists suggest that our interactions are determined by the rewards or punishments that we receive from others and all human relationships are formed using subjective cost-benefit analysis. According to the

theory, all human connections are shaped by means of subjective cost-benefit, which is rooted in three vital areas: economics, psychology and sociology (Homans, 1958); Blau, 1964). Farooq et al. (2014) established that social exchange theory results in both economic and social benefit for the organization and employee in which continuous interaction among people who are in a collective interdependence facilitate the value of commitment and engagement. Reader (2017) posits that social exchange theory aids people to make choices about their relationships based on rational decision-making model.

Almaaitah, Sakdan, Harada, and Almaaitah (2017) established that social exchange theory facilitates the execution of human resources practices that aid in effective talent management that foster employee retention. Birtch, Esch, & Chiang (2015) established that the social exchange theory provides a framework for understanding how the job characteristics interact to influence job outcomes. The findings of Birtch et al. indicated a positive relationship between job characteristics (job demands and job resources) and job outcomes (job satisfaction and organizational commitment).

Bos-Nehles and Meijerink (2018) examined the foundations of the social exchange theory through human resources implementation by multiple actors. The researchers established that employees perceive a larger number of HRM practices when they have a positive relationship with their line managers, and when their line managers are motivated to implement HRM practices. Owing to the fact that HRM actors engage in social interactions, HRM practices should be implemented at the organizational level since employees perceive the presence of HRM practices and then respond by affective commitment (Bos-Nehles & Meijerink, 2018). As such, the social exchange theory is relevant to the study as it will be used to understand how the human resources job characteristics at ILRI influence job outcomes; hence, exposing the

challenges of talent management at the institution. However, although the theory can broadly outline the costs and benefits of a relationship, it fails to acknowledge the complexity involved in human interactions, such as the needs of each person, motives for staying in the relationship, as well as the benefits respective party is reaping.

2.3 Challenges of Talent Management

Talent management encompasses the adoption of integrated strategies to augment workplace productivity by means of developing enhanced practices for attracting, developing, retaining, as well as making use of individuals with the right skills to achieve the existing along with future business obligations (Hariyanto & Said, 2020). The challenges of talent management are derived from the talent management practices, such as talent attraction and recruitment, talent retention, learning and development, career development, and performance management (Hariyanto & Said, 2020).

Various scholars have identified challenges related to talent management. In describing challenges in relation to global talent management, Miller-Merrel (2018) conceptualized eight global talent management challenges that include organizational relationships, location forecasting and management, attraction and selection, training and development, performance assessment, compensation, retention, cutbacks, as well as reduction and cultural expectations. Similarly, as stated by Beechler and Woodward (2009) as well as Scullion and Collings (2011), there are various issues that form particular global talent challenges that are globalization, population change, demand for effective workers with needed abilities and drive and lastly, the supply of those needed competencies and enthusiasm. Living and working in a global economy entails organizations to navigate the challenges of employment law variations, economic

fluctuations, place where talent is located; as the core challenges when it comes to universal talent management.

Brown et al. (2003) and Sennett (2006) argue that the labor market has transformed in the nature of work, new technology, innovation, development of new knowledge, increased competition among other factors. Presently, work life is characterized by numerous challenges, for instance; job complexity, unpredictability, and insecurity, which have contributed to challenges in talent management (Adewale & Anthonia, 2013). Furthermore, there has been a change from an agricultural-based economy to a knowledgeable economy, in which an increasing proportion of organizational assets are no longer physical. This knowledge-based economy creates new structures and continuously changing demands and challenges in the workplace.

The principal challenge facing modern organizations is to remain current notwithstanding the recurrent changes, which influences weighty issues such as job security, that has been overtaken by contractual employment and lifelong learning in order to sustain employability (Nilsson, 2011). According to Brown and Hesketh (2004) as well as Defillippi and Arthur (1994), there is an increased focus on independence and individualism, ambitious, hardworking, and fast-tracking knowledge workers seeking continuous challenges and personal development in practically boundary less careers. Organizations must position themselves strategically to manage global talent management challenges in order to remain competitive in the global marketplace by putting the necessary measures into place in order to manage the abovementioned global talent management challenges and enhance their global competitiveness. Hejase et al. (2016) explored the challenges in talent management in Lebanon and established the development of inclusive talent management strategies and assurance to these processes is vital to deal with skills deficiency, namely everchanging demographics, global supply chains, the

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senior workforce and increasing worldwide mobility, in order to attain organizational supremacy. Iles, Preece, and Chulai (2009) explored talent management in China and observed that the single predicament in China is the attempt to entice and even more importantly to maintain an executive work force that possess the right skill sets to sustainable long term growth. Many Chinese organizations are not committed to development of comprehensive leadership development strategy. Likewise, Moczydłowska (2010) in his report on talent management in Poland, alludes that every employee possesses a greater development capacity. Therefore, management should create appropriate condition for employees and strengthen the learning culture of an organization. Similar studies conducted in Kenya by Wafula (2010), Okumu (2013), and Kataika (2013) indicate that forward-thinking organizations must reconsider their approach to talent management in order to manage their human capital talent. By so doing, the organizations will be better placed to thrive in an extremely competitive marketplace.

Kireru also (2014) focuses on challenges influencing execution of talent management in state corporations and concludes that Kenya Broadcasting Corporation's organizational culture is the main deterrent factor affecting talent management followed by career management, reward system and work environment. In another study about the effect of talent management practices on employee's performance in the private sector banks in Kenya, Hitu (2018) asserts that employee's motivation, satisfaction, creativity and development are mainly dependent on effective talent management practices. Based upon the abovementioned studies, the concept of talent for any organization is unique.

2.3.1 Talent Attraction and Recruitment

Empirical studies explored herein indicate that the main challenges affecting talent attraction and recruitment include increased competition and a lack of skilled individuals in the labor market, unappealing company culture that taints the organization's image to potential applicants, the high cost of recruitment, and positioning the firm as a desirable employer. Hejase, Mikdashi, Hejase, and Farhat (2016) conducted an exploratory assessment of the talent management challenges facing Lebanese organizations. The study explored the talent management strategies and practices, presenting an in-depth overview of the effective steps used to implement talent management and the role of human resources managers in the process. The findings of the study established competition as well as lack of available highly talented and skills individuals to be the main challenge affecting talent attraction in organizations. The study provides empirical evidence suggesting that the increasing competition and lack of skilled individuals in the labor market affects organization's ability to attract new talent.

Hejase et al.'s (2016) findings are in tandem with the findings of Whysall, Owtram, and Brittain (2019) who explored the current challenges experiences across each talent management segment of attraction and recruitment, career development, training and development, talent mobility, as well as succession planning. The researchers confirmed a lack of individuals who fit the requirements of the job in the labor market as being the main challenge affecting attraction of talent.

An unappealing organizational culture affects talent attraction. Adewale and Anthonia (2013) conducted a quantitative study to determine the impact of organizational culture on human practices in some selected Nigerian private universities. The sample size included 237 respondents from the selected institutions. The findings of the study revealed a close relationship

between organizational culture and talent management practices, such as talent attraction (Adewale & Anthonia, 2013). According to the researchers, poor organizational culture impedes an organization's effectiveness to attract new talent. An unappealing organizational culture breeds a poor organizational climate that turns away potential job applicants.

The rising cost of recruitment poses significant challenge on talent management. According to Kumar and Gupta (2014), prior research indicates that the total cost of hiring could reach as high as 50%-60% of an employee's annual salary. The high cost of hiring affects human resources ability to conduct direct replacements, which negatively affects talent management due to a lack of adequate labor force.

Using data collected from two large firms representing two different countries and industries, Kontoghiorghes (2015) established a link between a high-performance organizational culture and talent management. The findings of a structural equation modeling indicated that talent attraction and retention were as a result of a high-performance organizational culture. Conversely, a poor organizational culture reduced talent attraction and retention (Kontoghiorghes, 2015).

Similarly, Boštjančič and Slana (2018) conducted an exploratory study using semi-structured interviews to collect information from 21 human resource professionals working in medium-sized and large companies in Slovenia. The researchers contended that human resource managers included in the study cited the greatest talent management challenges to include attracting personnel, especially from the perspective of positioning the firm as a desirable employer, staffing deficiencies, attracting young candidate, and attracting individuals who are committed to their work in line with the values of the company. The corporate image of the organization is critical in its quest to attract talent. Failure to build an effective corporate image that supports an

effective culture, talent management practices are affected negatively (Boštjančič & Slana, 2018). The findings of the study demonstrate the necessity to position an organization as a desirable employer to increase its ability to attract and retain top talent.

2.3.2 Talent Retention

Prior studies explored in this review indicate that talent retention challenges include high rate of employee turnover that is costly, and a higher total compensation demands. The main challenge affecting talent retention is the high rate of employee turnover. Vnoučková & Urbancová (2016) calculated the cost of employee turnover in the Czech Republic and quantified the loss of production along with costs of public budgets and organizations as a result of employees' turnover. Finding of the study indicated that summing up the total cost of locating a potential employee, orienting the new employee, lost production, as well as filling in for the employee who leaves, the expense of employee turnover could equal 150% of the base wages of the individual who left the organization.

Reiterating the high cost of employee turnover is Banerjee (2019) who contended that employee turnover costs the organization up to five times the salary of the employee who leaves. The researcher established that the high rate of employee turnover, costs organizations huge sums of money. Employee recruitment requires significant input; however, the key challenge is ensuring the retention of the employees on the long-term (Banerjee, 2019). The study indicates that increased employee turnover affects talent management in terms of the loss of revenues used to recruit new talent.

Employee turnover is a critical challenge affecting talent management in organizations. Ahmed, Sabir, Khosa, Ahmad, & Bilal (2016) explored the reasons of employee turnover in the

telecommunication sector of Pakistan. The target population of the study entailed employees of telecom sector from the district of D.G. Khan and Multan. The researchers adopted surveys to collect data using questionnaires. The findings of the study revealed that the causes of employee turnover, which appears to be a key challenge for talent management include firm instability, low pay level, unfavorable industry conditions and future prospects, poor work situation, as well as absence of training and appropriate supervision (Ahmed et al., 2016).

Surji (2013) examined how the organization is negatively affected by employee turnover among ANT Company using questionnaires as data collection instruments distributed to the staff. Findings of the study affirmed that employee turnover is considered a key talent management challenge for human resource managers. The negative effects of turnover, such as loss of revenues and increased insecurity for organizational workforce are among the most expensive and challenging issues facing organizations (Surji, 2013).

Abuhashesh, Masa'deh & Aldmour (2019) sought to ascertain factors that encourage employees to stay in their jobs for a long time as opposed to those factors that result to employee turnover. The researchers considered factors that included wages, benefits, organizational culture, job satisfaction, stress, training and development, promotion prospects, as well as job security. Using a quantitative methodology, the researchers found that Jordanian employee favored salaries and position more than any other factors (Abuhashesh et al., 2019). Findings of the study revealed that organizations should provide favorable salaries for each employee position to enhance employee satisfaction and retention. Building from the findings of the study, it is apparent that higher total compensation demands is a critical challenge affecting the execution of talent management in organizations.

Mabaso and Dlamini (2017) employed a quantitative research methodology to examine the influence of rewards on talent attraction along with retention. The researchers collected data using semi-structured questionnaires distributed to a sample of 279 academic staff that entailed the total population of the institution. The findings of the study revealed a positive correlation between compensation and job satisfaction among the academic staff. Attracting and retaining the new generation of academic staff is a challenging process owing to the higher compensation demands that surpass what higher education institutions currently provide (Mabaso & Dlamini, 2017).

2.3.3 Learning and Development

Empirical evidence suggests that the main challenges affecting learning and development include the unavailability of an appropriate career path, changing dynamics of employee demographics, employee resistance to training programs, and the high cost of implementing learning and development programs. Learning and development ensures that employees acquire the knowledge and skills required to complete their work. Banerjee (2019) established that the biggest challenge in talent management, especially employee retention, is how to engage employees on the job as long as possible by modeling an appropriate career path for them and shaping their future prospects in job. Organizational leaders face the challenge of ensuring organizational knowledge and learning by allocating adequate training time to win back the heart of the employees (Banerjee, 2019).

The changing dynamics of talent management affects the provision of a training program that cuts across all demographics of the labor force. Coping with demographic change in job markets is a significant talent management challenge. Bieling, Stock, and Dorozalla (2015) investigated

how German companies respond to challenges of demographic change in the job market using a sample of 153 companies. The findings revealed an increase in the average age of employees and a decrease in young, qualified workers, which has intensified war for talent, leading to highly competitive along with dynamic job market (Bieling et al, 2015). Most organizations find challenges coping up with the changing demographics of employees, which affects talent management practices such employee training and development. The findings recommend that human resource managers should implement age diversity talent management programs to respond to competitive job markets.

Employee resistance to training programs offered by the company affects the implementation of talent management practices. Hariyanto and Said (2020) evaluated the implementation of talent management practices in an Indonesian State-Owned Enterprise (SOE). The study examined the effect of talent management tenets that included talent retention, talent attraction, learning and development, and career management on organizational commitment and turnover intentions among the employees. The findings indicated that four talent management components had a positive effect on organizational engagement. Although training and development enhances employee performance and effectiveness, which can advance organizational growth and success, the number of employees taking part in training and development is still very low due to employee resistance to change (Hariyanto & Said, 2020).

Employee training and development is resource intensive, and thus the associated costs present a challenge for talent management in organizations. Halawi and Haydar (2018) explored the effects of training on employee performance through a case study of Bonjus and Khatib & Alami companies. Human resource managers design training and development programs to equip employees with skills, ability, as well as knowledge regarding their work. Although the

researchers cited employee training as having a positive effect on organizational performance, the results also indicated that the management faced challenges implementing training programs because of the high cost involved to gather resources, communication bureaucracy, minimal support from top-level managers, and unavailability of the appropriate structures (Halawi & Haydar, 2018).

2.3.4 Career Development/Succession Planning

Previous empirical research shows that challenges affecting career development/succession planning include lack or promotion opportunities, a lack of clear career development programs for women, and a lack of transparency in career development for low level employees. The main challenge affecting career development in organizations is lack of promotion opportunities. Hughes (2015) explored the career advancement and retention of highly qualified women in the Canadian mining industry. The study revealed gender imbalance in career advancement opportunities, especially regarding highly qualified women who were not accorded career progression opportunities. Human resources managers face the challenge of promoting employees to higher levels of authority in their career path, which results in employee turnover for employees who feel they need to serve in managerial areas of authority (Hughes, 2015). In addition, the lack of career development opportunities in organizations contributes to increased employee turnover that leads to loss of revenues (Hughes, 2015).

Similarly, Olivos (2018) explored career progression barrier experienced by female executives in Peruvian organizations. The percentage of women in Peru's workforce has been on the increase, but few women still occupy executive positions, pointing to the lack of career development opportunities for women. Data from interviews revealed that family responsibilities were the

main challenge for the lack of career advancement opportunities for women (Olivos, 2018). Consequently, human resources managers experience challenges creating a clear career development programs for women owing to their responsibilities for attending to family issues.

A lack of transparency in career development hampers efforts to execute talent management in organizations. Khan, Rajasekar, & Al-asfour (2015) explored organizational career development practices through a case study of an Omani Company. The findings exposed challenges related to involving employees in career development decision making process, and upholding transparency along with fairness in the execution of the career development system.2.3.5 Performance Management

Empirical studies explored in this review of literature indicate that the challenges affecting performance management entail poor working conditions and a lack of effective leadership. Performance management entails providing feedback and recognition for employee accomplishments, which includes appreciation for excellence on the job and the provision of training plans to support career goals. Fathy (2018) investigated challenges faced by human resource (HR) managers in their talent management practices in hotels of Alexandria city, Egypt. The study involved semi-structured interviews with HR managers in four- and five-star hotels in Alexandria. Based on the qualitative analysis of in-depth interviews, the findings of the study revealed that in executing performance management human resource managers face talent management challenges that include a lack of appropriate salary and benefits packages, inefficient training and development opportunities, a poor working environment, and barriers to open communication with employees (Fathy, 2018).

A lack of leadership affects performance management as human resource managers face decision-making challenges. Sadeli (2012) conducted a study to examine the influence of leadership, talent management, organizational culture and organizational support on employee engagement. The findings of the study revealed that leadership behaviors, such as transformational and transactional significantly influence talent management, organizational practices, and perceived organizational support, which entails performance management. The findings also revealed that a lack of leadership is a key talent management challenge affecting performance management by human resource managers (Sadeli, 2012). The findings of the study demonstrate that leadership is a critical element of talent management. Organizations facing leadership challenges find it difficult to support their talent management practices, leading to reduced employee engagement and increased employee turnover.

2.4 Literature Review Summary

In conclusion, this section has provided a review of the literature pertaining to the talent management challenges in organizations. The section explored the theoretical framework involving human capital theory and social exchange theory. Also, an empirical review of the literature explored challenges of talent management, which are derived from the talent management practices, such as talent attraction and recruitment, talent retention, learning and development, career development, and performance management. None of the studies explored herein was conducted at the International Livestock Research Institute, hence the gap in knowledge. The current study seeks to fill the gap in knowledge and contribute scholarly evidence regarding the challenges of talent management in multinational organizations, based on a case study of International Livestock Research Institute, Kenya.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section delivers an illustration of the procedures to be used in conducting the study. It encompasses the research design, target population of the study, sample design and size, data collection instruments and data analysis.

3.2 Research Design

The research design will be a case study. According to Mugenda and Mugenda (2003), a case is an in-depth investigation of an individual, institution or phenomenon. The primary purpose of this study is to determine the challenges of talent management at ILRI, Kenya.

A case study design was deemed as the best design to fulfil the objectives of the study. This will enable the researcher to have an in-depth understanding of the talent management practices.

3.3 Data Collection

According to the Office of Research Integrity, data collection is a process of collecting and quantifying information on variables in the study in an accepted and standardized manner in order to respond to specified research questions, test hypothesis and appraise outcomes. The information will be collected by interviewing staff of ILRI, Kenya, in Human Resources, laboratory based and field-based research directorates. The interview guide will consist of unrestricted questions covering issues on challenges of talent management practices in ILRI, Kenya. This will allow an exhaustive interaction with the respondents of the study.

The research participants will include at five human resource managers and departmental heads at ILRI. The researcher will ensure the study participants align with the primary research

question by interviewing only those participants who meet the eligibility criteria for inclusion (Yin, 2014). Inclusion criteria to participate, includes only those who have successfully implemented talent management practices at ILRI. The human resource managers and departmental heads have adequate knowledge of the talent management practices at the organization; hence, could provide meaningful information pertaining to the talent management challenges at ILRI.

3.4 Data Analysis

Data analysis is the application of reasoning to understand and interpret the data that has been collected (Zikmund, 2003). The proposed research will utilize traditional text analysis, which is also known as content analysis to analyze the data obtained from the research participants.

Mugenda and Mugenda (2003) describe content analysis as the structured examination of the objects of investigation, which demands observation and recording objects of the study.

The emergent themes will be categorized into the prevailing challenges under each talent management practice. Data will be presented in form of narrations emerging from dominant subjects from the participant's responses to the interview questions. A summary of the participants' responses will be presented in a table format for a comprehensive understanding of the content.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1. Introduction

Chapter 4 presents the results of the study in which the researcher interviewed five human resource managers at ILRI. This chapter covers human resources management strategies, talent management challenges, strategies for addressing the talent management challenges at ILRI, and a discussion of the results that includes comparison to the theoretical framework and to other studies as established in the literature review.

4.2 Human Resources Management Strategies at ILRI

To ascertain the existing human resources management practices at ILRI, the researcher sought to establish how talent attraction and recruitment, talent retention, learning and development, career development, and performance management is conducted in the organization. The interview participants gave consistent answers that presented a clear background of human resource practices in the organization. The specific human resources management practices along with the participants' responses are provided in subsequent paragraphs of this section.

At ILRI, talent attraction is initiated by advertisements, after which the selection of candidates is conducted through interviews. According to the respondents, recruitment is initiated by getting a requisition to fill a vacant position, advertising and selecting candidates through interviews. The respondents pointed out that the recruitment process is done through a competitive and transparent process. The respondents continued that upon receipt of a vacancy request, everything as per expectation of the job advertisement is posted, then the long list is shared with hiring manager who selects the candidates to be interviewed for the position. The respondents

affirmed that during the interview the candidate who scores highest as per ranking is offered the position.

To retain talent, ILRI provides career growth and personal development opportunities, competitive incentive/compensation packages, a conducive environment for working, promotion opportunities for employees, healthy organizational culture, and effective work life balance. The respondents noted that the retention strategies include creation of career paths, provision of a competitive compensation package and personal development opportunities, conducive working environment. The participants further noted that ILRI provides competitive reward programs, clear career paths and promotion opportunities, challenging assignments, and nurtures an effective organization culture that provides the right values that create a good work environment. They went on to explain that ILRI retains talent by providing an environment and culture that is attractive to all staff to enable them provide their services without feeling intimidated or segregated, and a conducive environment for growth such as recreation facilities and good policies such as flexi-time.

Learning and development is provided through e-learning opportunities, short in-person courses, staff promotion, and training for both employees and management. The respopndents alluded that learning and development is provided through e-learning, short in-person courses, paying the fees to get certain certifications, and promoting staff membership to professional bodies. The participants reported that learning and development is facilitated in house or externally depending on the training, which could be group training, individual training or institutional training. The participants explained that learning and development is offered through management development programs that entail courses identified for managers to be taken

through and group trainings undertaken for all staff across the organization to address gaps identified, such as customer service, effective performance appraisals, and attitude development.

At ILRI, career development involves the provision of new job openings for internal candidates, creation and continuous review of career paths, job evaluations, continuous refinement of job descriptions for staff, on the job training opportunities, targeted training and development for different employee grades, and promotion for scientists. The respondents established that career development involves giving internal candidates an opportunity to apply for new job openings within ILRI, creation of and continuous review of career paths, performing job evaluations when necessary, and continuous refinement of job descriptions for staff. The respondents explained that career development encompasses clearly defined career paths which are both lateral and vertical career paths, on the job training, targeted training and development for different employee grades, as well as promotions for scientists.

ILRI's performance management involves annual and mid-year performance evaluations/appraisal. The respondents noted that every year, staff set their performance agreement which are reviewed mid-year and at the end of the year through performance appraisals. The participants explained that objectives are set at the beginning of the year, and then afterwards there is an ongoing performance management process between the line manager and employee. The respondents continued to describe that any gaps identified are addressed in an ongoing basis throughout the year and 360 assessments conducted during performance appraisals. Table 4.1 presents a summary of the participants' responses regarding the specific human resources management strategy for every talent management practice.

Table 4.1: A Summary of the Participants' Responses about Human Resources Management Practices at ILRI

Talent management Practices	Human resources management strategy
Talent attraction and recruitment	Advertisements, selection of candidates done through interviews, process is transparent and highly competitive
Talent retention	Career growth and personal development opportunities, competitive incentive/compensation packages, conducive working environment, promotion opportunities for employees, healthy organizational culture, and effective work life balance
Learning and development	E-learning opportunities, short in-person courses, staff promotion, and training for both employees and management.
Career development	New job openings for internal candidates, creation and continuous review of career paths, job evaluations, continuous refinement of job descriptions for staff, on the job training opportunities, targeted training and development for different employee grades, and promotion for scientists
Performance Management	annual and mid-year performance evaluations/appraisal.

4.3 Talent management challenges at ILRI

The main challenges encountered during attraction and recruitment include time constraints, unavailability of qualified candidates, limited budget/resource intensive, as well as limited competent panelist for selection and recruitment. The respondents explained that the selection process takes quite some time, and getting the right person for the job has proved difficult. The participants continued that the process is also quite expensive, especially when headhunting for high level positions. According to the respondents high work load, scarce skills in the market, and unreasonable timeline demands pose a challenge for talent attraction and recruitment. They argued that the recruitment system is not robust, and not all panelists are competent in selection and recruitment processes, which poses a challenge. The participants indicated that attracting the right candidates especially scientists is a challenge; being a unique area, sometimes it is not easy to get the most qualified candidates for the positions, which lengthens the duration of filling a position.

The talent retention challenges at ILRI include: failure by staff to take up personal development opportunities, high employee turnover, fewer opportunities for cross-skilling due to specialization, limited cross-training opportunities, lack of resources to enhance talent retention due to stakeholder preference that limit resource allocation to core activities and not talent management, limited career opportunities, and lack of clear career paths and promotion guidelines. The respondents argued that some staff do not take up the available personal development opportunities. The respondents added that retaining the scarce skills in the market due to family reasons and the staff opting to leave and relocate back to their country negatively affects talent management. Moreover, they affirmed that specialization that creates fewer opportunities for cross-skilling opportunities, project based requirements that limit cross training opportunities, resources focused on core activities that limit talent strategies, and stakeholder preference that determine the talent strategies pose challenges for talent management. The respondents reported that there is lack of clear career paths which would guide staff on how to grow from one position to another, which leads to unhealthy competition that may make some people to seek favors to be considered for promotions. The participants continued that there is lack of clear promotion guidelines, which occasionally prompts top performers to resign and leave the organization.

The learning and development challenges at ILRI include provision of irrelevant courses that do not align with the staff's objectives, limited funding/budget, expensive to execute, time constraints among the staff, lack of follow-up upon completion of courses, and loss of interest from staff. The respondents pointed out that the courses offered sometimes do not tally with the staff's own objectives, it is expensive to provide many in-person courses, and staff are sometimes too busy to find time for their personal L&D. The participants noted that limited

budget vs the training needs for all staff hampers talent management. The participants explained that there is limited funding that affects resources allocation, and thus uptake of learning and development initiatives is not optimum. They further noted that there is lack of follow up after completion of courses to ensure the intended objective is attained; therefore, after a course, there should be more emphasis on follow-up.

ILRI faces career development challenges that include disinterested staff, workplace politics, limited career opportunities, budgetary constraints, and partial focus on non-scientific positions. The participants indicated that not all staff seize the career development opportunities available, there is a lot of balancing required between providing career development opportunities and the management of the politics that comes with it. The participants continued that there is no clear career development structure, and there are very limited career opportunities for staff whereby, once you join, you are trapped in that one position. The respondent explained that opportunities only occur when a staff exits the organization or where a new funding for a new project in the organization comes up. The participants cited budgetary constraints, which due to limited funding, has led to freezing of career development for staff. They argued that career development opportunities are few and promotions are not available to non-scientific positions.

With regard to performance management, the researcher established the following challenges to be predominant at ILRI: performance agreement laxity by staff, lack of structured performance management, lack of genuine feedback during performance management, and lack of regular updates for the progression of key result areas (KRAs). The respondents cited some staff delay setting up their performance agreements as the main performance management challenge. The respondents pointed out that there is lack of a structured process for the performance management cycle in that emphasis is on the evaluation at the end of the year with no emphasis

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on goal setting and setting the KRAs. In this regard, the respondents proposed that the functional leaders need to lead from the front and the KRAs need to cascade down to their respective teams. The participants continued that the user interface of the system is not straight forward, whereby not all managers/supervisors understand how to manage performance effectively, and staff still view performance management as a compliance tool. Also, the respondents reported that the lack of genuine feedback from 360 respondents, delays in getting results of performance from the line manager, and lack of clear ways to address the gaps identified pose a challenge for talent management. Table 4.2 presents a summary of the respondents' responses about specific talent management challenge for every talent management practice at ILRI.

Table 4.2: A Summary of the Respondents' Responses about the specific Talent Management Challenges for every Talent Management Practice

Talent Management Practices	Talent Management Challenge
Talent attraction and recruitment	Time constraints, unavailability of qualified candidates, limited budget/resource intensive, as well as limited competent panelist for selection and recruitment.
Talent retention	Failure by staff to take up personal development opportunities, high employee turnover, fewer opportunities for cross-skilling due to specialization, limited cross-training opportunities, lack of resources to enhance talent retention due to stakeholder preference that limit resource allocation to core activities and not talent management, limited career opportunities, and lack of clear career paths and promotion guidelines
Learning and development	Provision of irrelevant courses that do not align with the staff's objectives, limited funding/budget, expensive to execute, time constraints among the staff, lack of follow-up upon completion of courses, and loss of interest from staff
Career development	Few interested staff, workplace politics, limited career opportunities, budgetary constraints, and limited focus on non-scientific positions
Performance Management	Performance agreement laxity by staff, lack of structured performance management, lack of genuine feedback during performance management, and lack of regular updates for the progression of KRAs

4.4 Strategies for addressing Talent Management Challenges at ILRI

Addressing the talent attraction and recruitment challenges encompasses flexibility in the ensuring recruitment process, identifying the required skills internally, hiring consultants, targeted recruitment, resource team engagement in project design, training on recruitment and selection process, identification of a new recruitment system, utilizing multiple forms of recruitment modes, as well as advertising widely and thoroughly screening applications. The participants indicated that projects are planned with a provision for the lag in having staff on board, the required skills are identified internally, and in some instances, the organization hires consultants instead of regular staff. The participants explained that talent attraction and recruitment challenges are addressed through targeted recruitment and involving the Resourcing Team in the project design/proposal stage so as to have a reasonable lead time recruitment. They further contended that the identified challenges are addressed through training in recruitment and selection, and identification of new system. According to the respondents, the use of all forms of recruitment modes including social media for example LinkedIn, and other related modes enable the organization to attract applicants to apply. The participants affirmed that advertising widely for hard to fill positions and doing screening of applications aided in talent attraction.

The talent retention challenges are addressed through: continuous advocacy of personal development initiatives, requiring staff to review their career objectives annually, providing flexible working arrangements/work-life balance, creating dual career paths, allocating resources to talent strategies during budgeting, addressing up skilling/retooling through on the job training, job enlargement and enrichment, developing clear career path policies, objectivity in appointing staff for promotions, equal treatment of staff, as well as enhanced compensation and benefits for staff. The participants construed that the challenges are addressed through continuous advocacy

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of personal development and requiring staff to make and review their plans and career objectives annually. The respondents further affirmed that providing flexi working arrangements, creating dual career paths, allocating resources to talent strategies during budgeting, addressing up skilling/ retooling through on the job training, job enlargement and enrichment addressed the talent retention challenges. The participants explained that developing and following policies that indicate clear career paths, ensuring objectivity in appointing staff for promotions, ensuring equal treatment of staff, and improved compensation and benefits helped in addressing the retention challenges at ILRI.

Learning and development challenges are addressed through staff engagement in course selection, enriching online courses through partnerships, encouraging candid discussions between supervisors and staff over learning and development, increasing budgetary allocation for learning and development initiatives, creating employee awareness for learning and development initiatives at ILRI, creating different modes of learning and development, ensuring mentorship and coaching of team members, and provision of e-learning courses that are accessible to all. The participants explained that staff are allowed to list the courses they would like to do and these are consolidated for possible group sessions that address the same need. They further argued that the learning and development challenges were addressed through enriching and continuously enhancing online courses through partnership with other organizations, and encouraging supervisors to have candid discussions with their reports regarding Learning and Development. According to the participants, advocating for increased budgetary allocation for learning and development initiatives helped alleviating the challenges. The respondents noted that creating awareness around learning and development, creating different avenues and mix of learning and development - online which is flexible, linking learning and development to performance

appraisal so that it clearly links to departmental and institutional objectives facilitated learning and development. The participants explained that mentorship and coaching of team members along with ensuring that any courses attended as a manager are cascaded down to all team members, ensured that all staff moved forward together.

The career development challenges were addressed by making career development part of the staff performance agreements, continuous discussions with staff, ensuring supervisor-staff engagement in career development, increasing the scope of an employees' responsibility, empowering staff to grow their career, and development of promotions policy for non-scientific positions. The respondents addressed the career development challenge by making it part of staff performance agreements, continuous discussion with staff, and encouraging supervisors to work with their staff on career development. Further, the respondents addressed the career development challenges by increasing one's responsibility and also allowing staff to visit other ILRI regions so as to gain an understanding of what happens in other ILRI locations in the same position". According to the respondents, empowering staff to ensure that they take their personal responsibility to grow their career, such as having 3 - 5 year career growth plan to track what they need, in order to have to get to their desired goals, and have personal plans to achieve this aided in addressing the career development challenges. Besides, the participants adopted an on-going process for development of promotions policy for non-scientific staff in order to enhance career development. Nevertheless, there were still concerns from the respondents that the organization has not addressed the career development gap as expected.

The performance management challenges were addressed through pegging annual increments on performance reviews and performance agreement, training managers on effective performance management, enhancing performance management system, continuous training of the

performance management process for staff, ensuring supervisor-employee engagement, and development of enhanced human resources policies. The participants affirmed that payment of annual increments have been pegged on completion of performance reviews and setting up of performance agreements; however, they recounted that there is still a gap with regard to addressing the challenges of performance management at ILRI. The respondents explained that addressing performance management entailed training the managers on how to manage performance effectively, enhancing the performance management system, continuous training of the performance management process for staff, development of HR Policies in relation to talent management, and encouraging staff and supervisors to have regular performance review discussions. Table 4.3 shows a summary of the participants' responses regarding how the talent management challenges were addressed in every talent management practice.

Table 4.3: A summary of the Participants' Responses regarding how the Talent Management Challenges were addressed in every Talent Management Practice.

Talent Management Practices	Remedies for challenges cited
Talent attraction and recruitment	Flexibility in ensuring recruitment process, identifying the required skills internally, hiring consultants, targeted recruitment, resource team engagement in project design, training on recruitment and selection process, identification of a new recruitment system, utilizing multiple forms of recruitment modes, as well as advertising widely and thoroughly screening applications
Talent retention	Continuous advocacy of personal development initiatives, requiring staff to review their career objectives annually, providing flexible working arrangements/work-life balance, creating dual career paths, allocating resources to talent strategies during budgeting, addressing up skilling/retooling through on the job training, job enlargement and enrichment, developing clear career path policies, objectivity in appointing staff for promotions, equal treatment of staff, as well as enhanced compensation and benefits for staff
Learning and development	Learning and development challenges are addressed through staff engagement in course selection, enriching online courses through partnerships, encouraging candid discussions between supervisors and staff over learning and development, increasing budgetary allocation for learning and development initiatives, creating employee awareness for learning and development initiatives at ILRI, creating different modes of learning and development, ensuring mentorship and coaching of team members, and provision of e-learning courses that are accessible to all
Career development	Making career development part of the staff performance agreements, continuous discussions with staff, ensuring supervisor-staff engagement in career development, increasing the scope of an employees' responsibility, empowering staff to grow their career, and development of promotions policy for non-scientific positions
Performance management	Focusing annual increments on performance reviews and performance agreement, training managers on effective performance management, enhancing performance management system, continuous training of the performance management process for staff, ensuring supervisor-employee engagement, and development of enhanced human resources policies.

4.5. Discussion of Results

The researcher established that the talent management challenges could be addressed through the provision of training opportunities for members of staff. The researcher's findings are consistent with Schultz (1961) who in regard to human capital theory, affirms that individual workers have a set of skills or abilities, which they can improve or accumulate by means of training and education. Human capital entails an assortment of knowledge, skills and abilities of the people employed in an organization (Schultz, 1961).

The researcher established fewer opportunities for cross-skilling due to specialization, limited cross-training opportunities, lack of resources to enhance talent retention due to stakeholder preference that limit resource allocation to core activities and not talent management, limited career opportunities, and lack of clear career paths and promotion guidelines. The above-mentioned findings are in tandem with Bontis et al.'s (1999) study that human capital represents the human factor in the organization; the combined intelligence, skills and expertise that gives the organization its distinctive character. To alleviate the above challenges, the researcher established continuous advocacy of personal development initiatives, staff annual review of their career objectives, work-life balance, creation of dual career paths, allocation of resources to talent strategies during budgeting, on the job training, job enlargement, clear career path policies, objectivity during promotions, equal treatment of staff, and enhanced compensation as the main strategies. The researcher's findings are in line with Buta (2015) who argued that human capital theory can aid in effective human resource allocation thereby fostering effective talent management.

The researcher established that the managers addressed the career development challenges by making career development part of the staff performance agreements, conducting continuous

discussions with staff, ensuring supervisor-staff engagement in career development, increasing the scope of an employees' responsibility, empowering staff to grow their career, and development of promotions policy for non-scientific positions. The researcher's findings are in line with the human capital theory that provides a basis for the development of knowledge management strategies that are key in talent management practices. Boon, Eckardt, Lepak, and Boselie (2017) indicated that integrating strategic human capital and strategic human resource management helps to increase our knowledge about talent management. Also, Pasban and Nojedeh (2016) established that the role of human capital in organizations is the development of higher skills through the acquisition of enough knowledge, information, innovation, and creativity aimed at creating competitive advantage.

The researcher established that the talent management challenges at ILRI, especially performance management challenges are addressed by encouraging supervisor-employee engagement, and developing enhanced human resources policies. The researcher's findings resonate Farooq et al.'s (2014) perspective that social exchange theory results in both economic and social benefit for the organization and employee in which continuous interaction among people who are in a collective interdependence facilitate the value of commitment and engagement. Consequently, the researcher ascertained that the provision of flexible working arrangements/work-life balance enhanced the employee's retention intentions. This finding arguments Reader (2017) who posited that social exchange theory aids people to make choices about their relationships based on rational decision-making model.

Also, the researcher established effective ways of enhancing employee retention to include creation of dual career paths, allocation of resources to talent strategies during budgeting, provision of on the job training, work life balance initiatives, development of clear career path

policies, objectivity during promotions, equal treatment of staff, and enhanced compensation and benefits for staff. The findings are in line with the findings of Almaaitah, Sakdan, Harada, and Almaaitah (2017) who established that social exchange theory facilitates the execution of human resources practices that aid in effective talent management that foster employee retention.

The researcher established that the talent management challenges resulted in negative job outcomes in the organization. The finding aligns with Birtch, Esch, & Chiang (2015) who established that the social exchange theory provides a framework for understanding how the job characteristics interact to influence job outcomes. Also, the researcher established that addressing the talent management challenges created a conducive environment for working, a factor that confirms the findings of Birtch et al. who indicated a positive relationship between job characteristics (job demands and job resources) and job outcomes (job satisfaction and organizational commitment).

The researcher established that the main challenges encountered during attraction and recruitment include time constraints, unavailability of qualified candidates, limited budget/resource intensive/expensive, as well as limited competent panelist for selection and recruitment. The findings confirm the work of Hejase et al.'s (2016) who established that competition as well as lack of available highly talented and skills individuals to be the main challenge affecting talent attraction in organizations. Whysall, Owtram, and Brittain (2019) indicated a lack of individuals who fit the requirements of the job in the labor market as being the main challenge affecting attraction of talent. Kumar and Gupta (2014) also cited prior research that indicated that the total cost of hiring could reach as high as 50%-60% of an employee's annual salary, which demonstrates that talent attraction and recruitment is resource intensive.

The researcher established that the talent retention challenges at ILRI include failure by staff to take up personal development opportunities, high employee turnover, fewer opportunities for cross-skilling due to specialization, limited cross-training opportunities, lack of resources to enhance talent retention due to stakeholder preference that limit resource allocation to core activities and not talent management, limited career opportunities, and lack of clear career paths and promotion guidelines. The findings of this study resonate with Vnoučková and Urbancová's (2016) study that indicated that summing up the total cost of locating a potential employee, orienting the new employee, lost production, as well as filling in for the employee who leaves, the expense of employee turnover could equal 150% of the base wages of the individual who left the organization. Banerjee (2019) contended that employee turnover costs the organization up to five times the salary of the employee who leaves. Ahmed et al. (2016) revealed that the causes of employee turnover, which appears to be a key challenge for talent management include firm instability, low pay level, unfavorable industry conditions and future prospects, poor work situation, as well as absence of training and appropriate supervision. A study by abuhashesh et al. (2019) found that that organizations should provide favorable salaries for each employee position to enhance employee satisfaction and retention. Attracting and retaining the new generation of academic staff is a challenging process owing to the higher compensation demands that surpass what higher education institutions currently provide (Mabaso & Dlamini, 2017).

The findings of this study revealed that the learning and development challenges at ILRI include provision of irrelevant courses that do not align with the staff's objectives, limited funding/budget, expensive to execute, time constraints among the staff, lack of follow-up upon completion of courses, and loss of interest from staff. The results of this study are in tandem with the findings of Banerjee (2019) that the biggest challenge in talent management, especially

employee retention, is how to engage employees on the job as long as possible by modeling an appropriate career path for them and shaping their future prospects in job. Also, the researcher's findings reaffirm the findings of Hariyanto and Said (2020) that although training and development enhances employee performance and effectiveness, which can advance organizational growth and success, the number of employees taking part in training and development is still very low due to employee resistance to change. According to Halawi and Haydar (2018), although the researchers cited employee training as having a positive effect on organizational performance, the results also indicated that the management faced challenges implementing training programs because of the high cost involved to gather resources, communication bureaucracy, minimal support from top-level managers, and unavailability of the appropriate structures.

The findings revealed that ILRI faces career development challenges that include a small number of interested staff, workplace politics, limited career opportunities, budgetary constraints, and limited focus on non-scientific positions. The researcher's findings confirm Hughes's (2015) findings, which indicate that the challenges affecting career development/succession planning include lack of promotion opportunities, a lack of clear career development programs for women, and a lack of transparency in career development for low-level employees. In line with the findings of this study is the findings of Khan, Rajasekar, and Al-asfour (2015) that exposed challenges related to involving employees in career development decision making process, and upholding transparency along with fairness in the execution of the career development system.

The researcher ascertained the following performance management challenges to be predominant at ILRI, which include performance agreement laxity by staff, lack of structured performance management, lack of genuine feedback during performance management, and lack of regular

updates for the progression of KRAs. The researcher's findings are consistent with Fathy's (2018) study that indicated that in executing performance management human resource managers face talent management challenges that include a lack of appropriate salary and benefits packages, inefficient training and development opportunities, a poor working environment, and barriers to open communication with employees. Also, the findings of this study affirm the findings of Sadeli (2012), which indicated that a lack of leadership affects performance management as human resource managers face decision-making challenges.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary, conclusion, as well as the recommendations for the study, which ensue from the research objective along with the responses from research questions. The chapter ends with an overview of the limitations of the study along with the suggestions for further research.

5.2 Summary of the Findings

The researcher established how talent attraction and recruitment, talent retention, learning and development, career development, and performance management is conducted in the organization. Talent attraction and recruitment is done through advertisements, whereby the selection of candidates is done through interviews in a transparent and highly competitive process. Talent retention is conducted through the provision of career growth and personal development opportunities, competitive incentive/compensation packages, conducive working environment, promotion opportunities for employees, healthy organizational culture, and effective work life balance. Learning and development is provided through E-learning opportunities, short in-person courses, staff promotion, and training for both employees and management. In addition, career development is carried out through the provision of new job openings for internal candidates, creation and continuous review of career paths, job evaluations, continuous refinement of job descriptions for staff, on the job training opportunities, targeted training and development for different employee grades, and promotion for scientists. Finally, performance management is conducted through annual and mid-year performance evaluations/appraisal.

The International Livestock Research Institute faces various talent management challenges as established in the study. The main challenges encountered during attraction and recruitment include time constraints, unavailability of qualified candidates, limited budget/resource intensive, as well as limited competent panelist for selection and recruitment. The talent retention challenges at ILRI include: failure by staff to take up personal development opportunities, high employee turnover, fewer opportunities for cross-skilling due to specialization, limited cross-training opportunities, lack of resources to enhance talent retention due to stakeholder preference that limit resource allocation to core activities and not talent management, limited career opportunities, and lack of clear career paths and promotion guidelines. The learning and development challenges at ILRI include provision of irrelevant courses that do not align with the staff's objectives, limited funding/budget, expensive to execute, time constraints among the staff, lack of follow-up upon completion of courses, and loss of interest from staff. Besides, ILRI faces career development challenges that include few interested staff, workplace politics, limited career opportunities, budgetary constraints, and limited focus on non-scientific positions. With regard to performance management, the researcher established the following challenges to be predominant at ILRI: performance agreement laxity by staff, lack of structured performance management, lack of genuine feedback during performance management, and lack of regular updates for the progression of key result areas.

In order to address the talent management challenges at ILRI, the human resources managers implemented a number of strategies for every talent management practice. Addressing the talent attraction and recruitment challenges encompasses flexibility in the recruitment process, identifying the required skills internally, hiring consultants, targeted recruitment, resource team engagement in project design, training on recruitment and selection process, identification of a

new recruitment system, utilizing multiple forms of recruitment modes, as well as advertising widely and thoroughly screening applications. The talent retention challenges are addressed through: continuous advocacy of personal development initiatives, requiring staff to review their career objectives annually, providing flexible working arrangements/work-life balance, creating dual career paths, allocating resources to talent strategies during budgeting, addressing up skilling/retooling through on the job training, job enlargement and enrichment, developing clear career path policies, objectivity in appointing staff for promotions, equal treatment of staff, as well as enhanced compensation and benefits for staff.

Learning and development challenges are addressed through staff engagement in course selection, enriching online courses through partnerships, encouraging candid discussions between supervisors and staff over learning and development, increasing budgetary allocation for learning and development initiatives, creating employee awareness for learning and development initiatives at ILRI, creating different modes of learning and development, ensuring mentorship and coaching of team members, and provision of e-learning courses that are accessible to all. The career development challenges were addressed by making career development part of the staff performance agreements, continuous discussions with staff, ensuring supervisor-staff engagement in career development, increasing the scope of an employees' responsibility, empowering staff to grow their career, and development of promotions policy for non-scientific positions. The performance management challenges were addressed through focusing annual increments on performance reviews and performance agreement, training managers on effective performance management, enhancing performance management system, continuous training of the performance management process for staff, ensuring supervisor-employee engagement, and development of enhanced human resources policies.

5.3 Conclusion

This research has offered an in-depth review of talent management practices and challenges in an attempt to answer the overarching research question and attain the research objective. The researcher established that the main talent attraction challenge facing organizations entails the problem of attracting the right candidates, especially scientists. The labor market is highly concentrated for the non-scientific career positions and highly constrained for the scientific career positions, which makes the attraction of highly skilled employees to be quite a challenge. The cost of employee turnover is resource intensive, and thus, organizations that fail to implement proper employee retention strategies loose substantial revenues when attracting, recruiting, and training new staff.

The findings indicated that although organizations could have put in place talent management strategies to enhance employee retention like in the case of ILRI, more needs to be done with regard to career development as well as learning and development. Failure to provide adequate career development opportunities alongside clear paths for learning and development contributes to the high employee turnover as employees exit the organization to pursue career growth opportunities elsewhere. Also, the researcher established that regarding career development opportunities at ILRI, there is limited focus on non-scientific positions. The lack of career development opportunities for non-scientific staff prevents career growth and promotion among the management level employees who stay in one position without promotion to higher positions, prompting higher turnover intentions among them.

Some respondents expressed dissatisfaction with performance management at ILRI, indicating that there is still a gap with regard to addressing the challenges of performance management at the company. However, the researcher established from some respondents that training managers

on how to manage performance effectively, enhancing the performance management system, and continuous training of the performance management process for staff could alleviate performance management gaps.

5.4 Recommendations

Human resources managers and executives should invest adequate monetary and non-monetary resources on each talent management practice, which involve talent attraction and selection, talent retention, learning and development, career development, and performance management. Funding the talent management practices would facilitate the execution of effective talent management strategies leading to high employee retention, and increased profitability from the reduced turnover.

Human resources managers should enhance career development as well as learning and development opportunities in order to promote personal career growth among the employees. The provision of clear career avenues for the employees enhances their job satisfaction leading to reduced turnover intentions. Human resources managers should provide the appropriate/relevant training opportunities for the employees in order to enhance skills acquisition, which would enable employees move up the larder through promotions. Also, career development opportunities should be provided for all staff and not just the employees in the scientific field. Finally, the performance management gaps could be addressed through training of managers on how to manage performance effectively, enhancing the performance management system, and continuous training of the performance management process for all staff.

5.5 Limitations of the Study

Limitations entail the potential weaknesses of the study that are not within the researcher's control (Yin, 2014). Three main limitations affected the findings of this case study. First, some human resources managers who had taken part in major strategy implementation phases had already exited the organization and thus the researcher was not able to incorporate their experience in the study. Second, the study entailed a small sample size. Third, the study was conducted in a single setting (ILRI) and thus the findings of the study might not be generalizable across all multinational organizations.

5.6 Suggestions for Further Study

The study sought to explore the talent management challenges at ILRI, Kenya. There is limited research on talent management challenges at ILRI hence the need for further research to unravel the challenges and possible solutions to the talent management challenges. More case studies should be conducted among multinational research companies about the talent management challenges in order to identify other effective talent management strategies.

The small sample size is a major limitation of the study. Also, the research was limited to one geographic location, which in this case was ILRI, Kenya. Therefore, to generalize the findings of this study, other researchers should consider conducting similar research in a different region. Moreover, other researchers should conduct a similar study in a different business context, such as in small and medium sized business organizations or parastatal organizations.

Besides, other researchers can test the findings of this study using quantitative research approaches on a larger sample size. In this case, future researchers could test the correlation between specific talent management strategies and the extent of employee retention in

organizations. Also, future researchers should interview employees to establish their views regarding the various talent management strategies adopted in the organization. Moreover, future researchers should consider conducting similar research utilizing a different theoretical framework apart from the human capital theory and the social exchange theory. Finally, although the current research has presented the strategies for addressing the talent management challenges identified, there is still a knowledge gap regarding the applicability of the identified strategies on different demographics of employees. Further research should be conducted to identify a holistic talent management system that addresses challenges emerging from the changing employee demographics.

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APPENDIX I: INTERVIEW GUIDE

You are invited to take part in a research study of the challenges of talent management at the

International Livestock Research Institute (ILRI), Kenya.

1) Talent attraction and recruitment

a) How is recruitment conducted at ILRI?...

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b) What challenges do you encounter during employee recruitment and selection at ILRI?...........

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c) How did you address these challenges to enhance employee recruitment and selection?..........

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2) Talent retention

a) How do you retain talent at ILRI?...

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b) What talent retention challenges do you encounter at ILRI?...

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c) How did you address the talent retention challenges to enhance employee retention at ILRI?...

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3) Learning and development

a) How is Learning and Development conducted at ILRI?..

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b) What learning and development challenges do you encounter at ILRI?......................................

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c) How did you address the learning and development challenges at ILRI?....................................

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4) Career development

a) How is career development conducted at ILRI?...

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b) What challenges do you encounter when providing career development opportunities?.............

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c) How did you address the career development challenges?...

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5) Performance Management

a) How is performance management conducted at ILRI?...

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b) What performance management challenges do you encounter at ILRI?..................................

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c) How did you address the talent management challenges above?..

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6) Additional information

a) What else would you like to share with regard to talent management strategies at ILRI?............

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Thank you for taking your time to fill this questionnaire