EFFECT OF TALENT MANAGEMENT PRACTICES ON EMPLOYEE TURNOVER INTENTIONS AT NAIROBI CITY WATER AND SEWERAGE COMPANY

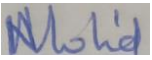**NAJAT YAHYA MOHAMED**

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT, FACULTY OF BUSINESS AND MANAGEMENT STUDIES, UNIVERSITY OF NAIROBI

NOVEMBER, 2021

DECLARATION

I hereby declare that this research project is my original work and has not been presented in any other institution.

Signature Mohd…… Date ………………09.11.2021….

NAJAT YAHYA MOHAMED

D64/27937/2019

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

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I give thanks to the Lord for his life's ability and opportunity to get thus far. Secondly, I gratefully appreciate Dr. Margaret Kariuki, the supervisor for the whole research composition process and for the dedication and consolation of my fellow students and partners, especially for their remarkable assistance in bringing this research process to a success.

DEDICATION

This study is dedicated to my family, who have always been supportive and encouraging throughout my life. They have been and continue to be a pillar of support in my life. I appreciate it.

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ABBREVIATIONS AND ACRONYMS

ANOVA   **:** Analysis of Variance

HR   **:** Human Resource

ICT   : Information and Communication Technology

KRA   : Kenya Revenue Authority

NCWSC   : Nairobi City Water and Sewerage Company

NGO   : Non-Governmental Organization

SPSS   : Statistical Package for Social Sciences

WFP   : World Food Programme

WASREB   : Water Services Regulatory Board

ABSTRACT

Employee turnover intention is a very important facet of modern day talent management. Employers adopt talent management practices to continuously reduce employee turnover intentions. When a company loses people, it loses skills, information, and experiences, all of which may have a major financial impact. In this scenario, talent management is critical for companies that want to achieve their aims and objectives. Employers have adopted talent management strategies and practices with an aim of reducing their employees' turnover intentions. The main aim of this research was to analyze the influence of talent management practices on employee turnover intentions at Nairobi City Water and Sewerage Company. The following objectives were used to provide guidance; to determine the influence of HR planning on employee turnover intentions, to study the effect of training practices on employee turnover intentions, to study the effect of rewards management on turnover intentions and to establish the effect of recruitment practices on employee turnover intentions. This research adopted the talent management theory and human capital theory. A descriptive research design was used in this research. The population of the study was the 997 management staff working in the Nairobi City Water and Sewerage Company. Sample size was 286 employees stratified according to their cadre. Primary data obtained using questionnaires was used in this study. The administration of the questionnaires was done through Google forms. The collected data was converted into quantitative format to make analysis using statistical package for social sciences. The statistics generated were descriptive statistics which included mean and standard deviation and inferential statistics which included both correlation analysis and multiple linear regression. The study revealed a significant positive relationship between human resource planning, training, rewards management, recruitment and employee turnover intentions at NCWSC. Regression analysis revealed that 62.8% of changes in employee turnover intentions at NCWSC were attributed to the four variables selected in this study. This study concluded that human resource planning, training, rewards management and recruitment are essential in reducing employee turnover intentions. Based on the findings, HR planning had the greatest influence on employee turnover intention followed by training while recruitment practice and rewards management had the least influence. It is therefore recommended that managers and board members of NCWSC should implement talent management practices relating to these variables as they enhance employee retention and reduce employee turnover intentions.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The talent management approach adopted has the ability to reduce employee turnover intentions by implementing policies and processes which aim on preparation, recruitment, teaching and concentrating the great attempts of workers towards teamwork in an organization (Takeuchi, Lepak, Wang & Takeuchi, 2017). Talent management practice should be able to build morale and reduce turnover intentions through rewarding employees, promoting and developing them for effective organizational performance (Dessler, 2015). Different empirical studies on human resource exhibit that the basic concept of talent management practice is linked with higher employee retention, reduced turnover and is regarded as crucial to an organization's success (Naseer, Raja, Syed & Bouckenooghe, 2018).

The human capital theory as well as the talent management theory forms the research basis. The idea of human capital predicts that investment by companies will produce profitable results (Armstrong & Taylor, 2014). Substantial evidence is also available showing companies that own and develop their human capital overtake other firms that lack human capital. This idea is pertinent to the present research on people as assets and emphasizes that companies' investments in people will produce valuable returns and lower employee rotation intentions. In relation to talent-based theory talent is considered as the lone resource which offers a firm a sustainable competitive advantage so organizational focuses and decision-making ought to be majorly on talents and the competitive abilities they provide (Roberts, 2008).

The NCWSC Limited was the context of this research. The main reason behind choosing this context was because the Kenyan urban centers which have continued to

increase in terms of population owing to rural urban migration have been experiencing major problems of water scarcity. Climate change, as well as poor use of land in catchment areas, complicates the problem. Despite the efforts undertaken by the Government of Kenya in coming with reforms aimed on improving the efficiency, quality and transparency in the delivery service in the water institutions, there is still the challenge of accessibility of sustainable water supply. The NCWSC is responsible for water supply as well as sewerage facilities to Nairobi inhabitants and the surrounding areas. The company's primary goal is to offer customers with high-quality; dependable services at a reasonable price (NCWSC Strategic Plan, 2014/15 – 2018/19). Employee turnover intentions would jeopardize this goal and therefore the need to have in place effective talent management practices.

1.1.1 Talent Management Practices

Techniques of Armstrong talent management (2008) require a diversity of actions which should be implemented by various organizations. Employee resource policy, attracting, talent audit as well as retention programs and strategies, talent relationship management, job creation, total reward, performance management, career management, and learning and development are some of the aspects of concern. According to Dessler (2011), talent management includes the organization of various HR actions like staff selection, evaluation, retention, and growth.

Khan, Peng, Umair, Mohamed and Suhail (2017) defines talent management as workforce preparation, recruiting, training, and compensation management, which was included in the research proposal. Workforce preparation is a thorough review of human resource needs to guarantee that the correct number of staff with the appropriate skills are available when they are needed. As per Saks (2005),

Recruitment refers to the activities and procedures of a business to detect and attract individuals who may assist them accomplish their strategic objectives. The activities an organization utilizes to evaluate individuals in decision making attempts about their appropriateness to be incorporated into a firm in particular task performance are referred to as selection.

As per Armstrong (2008), compensation management strategies as well as programs remain critical mechanisms in the talent acquisition process, guaranteeing that people acquire and improve the competencies and skills they need. Training commitments are essential to enhance managers and help them get the knowledge they need to better fulfill their present job. The main goals of incentive and benefit systems are to recruit eligible employees, inspire employees to return to work, and enable employees to achieve high performance standards in order to maintain organizational productivity (Khan et al., 2017).

1.1.2 Employee Turnover Intention

Employee turnover, according to Hom and Griffeth (2013), is the circumstance where an employee willingly terminates the services they offer to an organization. Kossivi, Xu and Kalgora, (2016) refer to sales as workers leaving a company for a certain term, particularly before the conclusion of the stipulated employment duration.. Oluwafemi (2010) denotes that turnover intents are the employee's intention of leaving an organization in a particular time as a result of various reasons. The intentions of employees leaving an organization are usually inevitable and invisible attitude conception since they cannot be accurately seen in an employee. In firm there may be turnover intentions though there are not employees exiting the organization (Oluwafemi, 2010).

The intention to quit occurs after an individual compares his impact to the company and expected benefit from the business, an imbalance in the equation result into an intention to quit starts. Social exchange theory also points out that the relations between two social entities depend on the extent by which each entities respect their social contract and norms. This also affirms the reciprocity rule that employees and employers are tied to a relationship whose strength influences their intention to keep or leave their jobs (Ampoamah & Cudjor, 2015).

Employees might exit an organization either on free will or unintentionally. Voluntary turnover occurs when an employee makes the decision to exit the organization this is voluntary turnover and on the contrast it is unintentional when the employee is forced to exit the organization against his/her free will. This could occur due to death, redundancy or early retirement, firing, terminal illness or relocation to a different country. The possibility that an employee would choose to remain or leave the company is known as turnover (Jang & George, 2012). There a number of words which are used to refer to turnover and they consist of job mobility, quitting, abrasion amongst other words (Morrell, 2005).

1.1.3 Nairobi City Water and Sewerage Company Limited

 NCWSC was established in December 2013. NCWSC has it's headquarter located along Kampala Road in Industrial Area and is wholly owned by the Nairobi County Government. The company's main activity to Nairobi residents and the surrounding area is providing water and sewerage services. The Company's services are organized into eight functional directorates. Legal services, Information Communication Technology (ICT), Commercial Services, Technical Services, Human Resources and Administration, Services of financial services, internal auditing and risk management

and the Managing Director Office are the executive boards of the business. NCWSC Strategic Plan, 2014/15 – 2018/19, divides the eight directorates into various departments

NCWSC employed 3,511 people as of July 2017. The overall population of the company's operating area is 4.2 million, while 3.4 million is the total population served. The total number of active and inactive links is 604,649, with 582,502 active contracted customers and 9.6 million turnover (No.10,2018 WASREB Impact Report Issue). There are seventeen work stations where employees are stationed and some of the stations have substations and are dispersed geographically within and outside Nairobi city. The monthly revenue averages about Kshs.700 million. The Water Act of 2002 ushered in changes in the water sector aimed at ensuring that all Kenyans had gained accessibility to safe drinking water and sewerage facilities. However, the Act was abrogated by the Water Act 2016. With the publication of Legal Notice Nos. 59 and 60 on April 21, 2017, the Act became effective. The law clarifies institutional obligations for water resource and service control, management, and production. It also harmonizes the changes to the 2002 Water Act with the constitutional protection of human rights to water.

The company is certified by ISO 9001:2015, which assures customers that the company's quality control processes are up to standard. The NCWSC is dedicated to making sure that all stakeholders have access to water on a timely and reliable basis, and the water supplied to consumers is of the greatest possible quality. The business aims to act as an example for other African water companies in accordance with its vision and mission statement. To achieve this, the company needs to implement talent

management practices that will result in higher employee retention and reduced employee turnover.

1.2 Research Problem

In many businesses, the objective of staff turnover in the 21st century has become a major issue. Globalization has improved the mobility of skilled persons and therefore increased the turnover rate. Unemployed retention involves substantial expenses for direct costs such as substitution, recruiting, selection, temporary personnel, administration and indirect costs such as lowering morals, stress on remaining staff, costs to learn, reduced products and quality of services, a loss of organizational memory and loss of social capital (Bakuwa, Chasimpha & Masamba, 2016). Different empirical studies on human resource exhibit that the basic concept of talent management practice is linked with higher employee retention, reduced turnover and is regarded as crucial to an organization's success (Naseer, Raja, Syed & Bouckenooghe, 2018). Organizational success is primarily determined by people's abilities, strengths, and levels of experience. As a result, preparation and the implementation of effective talent management policies are critical to achieving proficiency and lowering employee turnover (Kossivi, Xu & Kalgora, 2016).

Despite its excellent performance in water as well as sewerage facilities provision to inhabitants of Nairobi City County, the Company was 17th in ranking out of 88 Kenyan water service providers in 2017. That was the lowest rating of all in the past. The poor evaluation of customer services does not function (WASREB Impact Report Issue No.10, 2018). WASREB blames non-revenue water and lack of trust issues to employees who collaborate with customers to establish fake connections in order to avoid payments for water. Although the NCWSC has not been engaged in a human

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resources policy strike, in 2017 it was a sluggish move for its workers. The operational and performance issue stated above indicates that a problem exists and that the problem is linked to the talent management methods that the company employs. A study of the talent management methods used at the City of Nairobi Water and Sewerage Company and how this impacts the intents of employees to sell.

Empirically, Njue (2018) sought to investigate how human resource policies impact manufacturing company output in Nairobi. The results showed that HR preparation strategies have a significant positive relationship and manufacturing company success in Nairobi City County, Kenya. Ogolo (2018) sought to analyze strategies of HR management on performance of NGOs. The respondents consented that the company had a retention policy for employees that works in their favor except that handiness of funding governs staff retention in an organization. Mkamburi (2017) attempted to assess talent management's impact on the WFP's performance. According to the findings of the report, training and growth, recruiting, and deployment of talents have a statistically significant positive correlation with World Food Programme results. Gitonga (2016) looked at generation Y talent acquisition tactics as well as Kenyan commercial banks' competitive advantage. The research revealed that Kenyan commercial banks' competitive advantage was largely due to talent management strategies.

There are conceptual, contextual and methodological gaps when research is being conducted in this area. Current study is conceptually different from operationalized approaches of talent management and the results depend on the proxies employed. In addition, the majority of previous studies concentrated on competence management in other dependent variables such as business success, competitive advantage and staff

performance (Njue, 2018; Gitonga, 2016; Ogolo, 2018; Mkamburi, 2017). The preceding investigations were performed in different settings, not in Nairobi Water and Sewerage Company. Methodologically, the majority of prior Kenyan research has been cross-sectional cuts across many companies, whereas the recent study has been thoroughly studied by one company. The objective of the present study was to answer these research lacunas via the research question; what effect does talent Company Limited management have on employee turnover intention at Nairobi City Water and Sewerage?

1.3 Research Objective

The study aimed at identifying how NCWSC Limited personnel management strategies influence employee turnover intentions.

1.4 Value of the Study

Results of this research may have implications for talent management theory as well as competence-based theory, either endorsing or challenging them. This research will help us better understand employee attrition intentions and how talent management strategies will help us handle it. The research may also serve as a starting point for potential research into the factors that influence employee turnover.

Nairobi City Water and Sewerage Company as well as other companies, may find the findings of this study particularly useful. Their strategies as well as how they could mitigate the challenges. They would help organizations understand the factors that affect employee turnover intention and how to implement them. This will aid in the development of policies as well as the effective implementation of initiatives as well as the mitigation of challenges.

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Further, policy makers such as government and other regulators could concentrate on policies to promote and maintain best practices of talent management and high retention of employees. Findings can help improve policies in this area. Such policy changes may be important in terms of strengthening guidance on how to maximize employee retention and the efficacy of talent management activities in order to increase their performance for the economy's benefit.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter offers insight into and relationships with employee sales intents about study and literature on talent management methods. This theory examines the main ideas and brings together the gaps in actual research and finds inconsistencies.

2.2 Theoretical Foundation

The two principles that underpin this research are human capital theory and talent management.

2.2.1 Human Capital Theory

Schultz has created the human capital concept (1961).This idea argues that training or training increases employees' productivity by providing valuable skills and information, thus boosting employees' future revenues by increasing their living income. The idea also suggests that investment in individuals by companies will produce meaningful results (Armstrong & Taylor, 2014). There are also substantial indications that companies owning and developing their people capital outweigh other companies without human capital (Crook, Todd, Combs, Woehr, & Ketchen, 2011). In the past decade, knowledge management has now become an important aspect of competitive business rather than land and money (Chen, 2008).

Jackson (2007), (as quoted by Ongel, 2014) pointed out that workers are the precious assets available to businesses. Increasing interest in the management of knowledge assets or intellectual capital is a key element in retention of talent and in productivity. The workers and only employees carry the organisation, since every company is so excellent as the individuals who make up it (Mullins, 2010).

This idea is pertinent to the present research as views people as assets and emphasizes that company investments in people will produce valuable returns. Management must be aware that talent must be recruited throughout the planning and valuation of the available staff to ensure sustainability and success in this new business climate. Companies are trying to provide a learning and development atmosphere in which workers are encouraged. The idea also plays an important role in determining methods for employee awards. Employees and companies gain from investments in human capital development. The amount of compensation should provide a fair return on both parties' investments (Armstrong & Taylor, 2014). This hypothesis will lead the fourth aim of this research.

2.2.2 Talent Management Theory

Roberts (2008) pioneered the theory. According to the theory, talent is a vital asset which provides a long-term competitive advantage, therefore, The organization's decision and attention should focus mainly on personnel management and its competitive advantage (Roberts, 2008).The company is regarded as a platform for individuals to combine their talents. The business primarily consolidates individual talent by offering collaborative and coordinating frameworks for specialized skilled workers, inside and within individuals. Individuals are using these structural systems to engage in talent development, distribution and storage, and by means of these structural structures the business addresses organizational processes (Roberts, 2008). The paradigm shifted in the discussion over what contributes to competitive advantage is the knowledge of the fact that internal resources are crucial to the long-term efficiency of the business from a competitive balancing and an external positioning (Wright et al., 2009).

According to Fegley (2006), a talent management model is an integrated approach and programs designed to improve the processes of recruitment, growth, and retention of people with the necessary knowledge to attain the establishment's present as well as future desires. Every human resource department needs to manage their talent. Retaining, recruitment, growth, as well as reward previously thought to be separate disciplines. The talent management ideology aims to combine these factors into a single approach, identifying the skills needed to carry out future business strategies, identifying potential gaps between necessary skills and skills already present in the company, and proposing solutions to close those gaps. The critics of this theory posit that the theory fails to clearly distinguish between a star performer perspective and a talent management perspective.

Relevance of the theory to the current research is due to acknowledgement talent is the most important asset which a company has in maintaining as well as sustaining worker success. As a result, companies must focus on attracting and retaining worker who are talented. Since talent arises from people's minds and companies only provide the institutional arrangements for collaboration and cooperation among talented employees, the firms' contribution is not in the development or talent acquisition, but in the creation of a talent integration institute. NCWSC must therefore develop appropriate workforce relations practices, develop strong selection and recruiting criteria, be aggressively engaged in training as well as growth, while come up with good rewards management schemes in order to reduce employee turnover intentions.

2.3 Talent Management Practices

Armstrong (2008) says that talent management approaches encompass a number of activities taken by different companies. HR planning policy, talent attraction, audit, as

well as programs of retention and policies, talent management, responsibility creation, total compensation, success management, profession management, as well as growth and learning are all included. According to Dessler (2011), talent management includes the organization of various HR actions LIKE staff selection, evaluation, retention, and growth.

Workforce scheduling, selection and training, learning and growth, and rewards management will be used in this research, according to (Khan et al., 2017). Workforce planning involves a comprehensive assessment of personnel requirements so that the right number of employees with the required credentials may be available in a business whenever necessary. However, Saks (2005) refers to the recruitment of all activities and procedures of a business to discover and attract individuals who can assist it accomplish its strategic objectives. The technique used by companies in evaluating people in decision making tries to integrate task performance in a company in particular into their suitability is called selection.

As per Armstrong (2008), reward management strategies and programs are critical mechanisms in talent growth and ensuring that people acquire as well as improve the capabilities as well as knowledge they need. Knowledge and teaching programs are crucial to improve management and to help them acquire the knowledge necessary to better perform their present responsibilities. The main goals of rewards as well as compensation systems are to recruit eligible employees, inspire employees to return to work, and enable employees to achieve high performance standards in order to maintain organizational productivity.

2.4 Factors that Influence Employee Turnover Intentions

Several variables imply the purpose of employee turnover in commercial organisations. These factors may be within the enterprise and therefore controllable or external to the organisation, beyond the control of the employer. In general, the factors highlighted in the intentional literature on turnover of employees include: corporate stability, job uncertainty, lack of promotion, insufficient development and opportunities for education, personal agencies, inefficient systems of communication, recruitment methods and policies; styles of management; lack of recognition; absence of competitive pay (Kossivi, Xu & Kalgora, 2016).

According to Ekwoaba, Ikeije, and Ufoma (2015), a company involved in the preparation and training of its employees is well placed to ensure successful and efficient succession. The training and development of human resources is essential to create a learning organisation, which optimizes the individual, team and organizational potential of its workers. The retention and sales of employees may be decreased if talent management strategies can maintain the correct balance among corporate personnel, improve morale, improve efficiency, grow teams, and increase productivity by rewarding, encouraging, and developing employees. They foster positive work attitudes and actions among employees in this manner (Dessler, 2015).

A well-organized and reasonable talent management strategy, according to Agoi (2015), improves job satisfaction as well as hard work amongst employees in an organization. It also increases workplace satisfaction and productivity by promoting performance, motivating employees, and stimulating employee retention. According to Ainas and Eman (2017), work satisfaction is poor when there is a mismatch between organizational practices and employee expectations. According to McNabb

and Whitfield (2017), an appropriate match between individual abilities, interests, and values and organization culture like culture, values, objectives, and assets is significantly correlated to employee turnover.

2.5 Talent Management Practices and Employee Turnover Intentions

The effects of training and development on staff turnover at a sample of hotel in Kisumu, Kenya, have been studied by Mapelu and Jumah (2019). The objective of the research was to examine the effect on the turnover of employees at medium-sized hotels in Kisumu. Participants from 24 medium-sized hotels with a selection of 350 workers took a survey questionnaire. Hotels were tested using deliberate sampling techniques, departments were sampled using the sample layer and respondents were chosen using a simple random sample. There were six hotels with 187 staff and 245 managers. According to study results, staff growth has a substantial effect on employee turnover. Training is an effective way, according to studies, for hotels to develop more dedicated and efficient personnel.

Alkandari and Hammad (2019) in an exploratory study in Kuwait examined employee retention in the private sector. According to the findings of their report, incentive factors for example remuneration and compensation are considered paramount to private sector employees in Kuwait, Seconded by different allowances and compensation. They said that the three main private sector labor tactics are incentives and recognition, frequent evaluation of performance and career and development. When it came to working from home, the least important factors were voluntary work schedule reductions and alternative work schedules. In Kuwait, the culture of private sectors companies focuses mostly on honesty and trust, constructive communication, and supervisors spending a significant amount of time receiving suggestions and ideas

from their employees. Finally, their examination of employee career intentions revealed that a large proportion of private workers did not immediately intend to abandon or retire from government work.

In Pakistani healthcare providers Bibi (2018) sought to discover how talent recruiting methods influence staff efficiency. The study sample consisted of 364 employees who were employed by a convenience method in healthcare organizations and who were collected from the public. The research used transversal design and a quantitative methodology. Questionnaires were employed to collect information. Talent acquisition methods, such as coaching, recruitment, talent retention and development and learning have had substantial effects on staff productivity based on the research findings. In order to demonstrate the correlation between incentives and employee efficiency, a case study was conducted.

A study carried out by Ogolo (2018) sought to analyze strategies of HR management on performance of NGOs. It was a descriptive survey that included 47 heads of departmental from 17 NGOs in Kenya. Data were gathered using questionnaires that contained open and closed questions. Majority of the respondents affirmed to the organization having attraction strategies including organization reputation and organizational pay scheme. However, they recommended that emphasis on staff motivation and good healthy working environment would attract more people. The respondents acknowledged that the organization has internal as well as external training for them but they recognize importance of capturing tacit knowledge to organize and refine talent within the organization to facilitate learning and problem solving. Finally, the respondents consented that the company had a retention policy

for employees that works in their favor except that handiness of funding governs staff retention in an organization.

Njue (2018) sought to investigate how human resource policies impact manufacturing company output in Nairobi. The analysis used a descriptive design. In Nairobi City County, Kenya, all 95 manufacturing firms were considered as part of the population. Descriptive statistics are used to define study variable features, while different regression models are employed to establish the connection between dependent and separate variables. The outcomes revealing a substantial positive association between HR planning policies and manufacturing company's performance in Nairobi City County, Kenya.

Kingi, Ndolo and Imbua (2017) examine how talent management methods in Kenya impact the performance of employees. A streamlined random selection method was utilized to choose 55 exclusively commercial state-owned businesses. The sampling method of Miller and Brewer (2003) has been utilized to pick 48 parastatals from 55. Questionnaires were utilized for quantitative data collection. Talent management has investigated the effect on employee performance through multiple regression. ANOVA was employed for hypothesis testing. The study results showed that the development of talent in Kenya's commercial companies had a good and important effect on employee performance. The results of the study demonstrated the favorable and significant effect on Kenyan companies' employee performance on talent growth. Career development and work-life balance in trade parastatals of Kenya have proven helpful to employee productivity.

Mkamburi (2017) seeks to evaluate the effect of talent management on the efficiency of the World Food Program (WFP). The primary research goals were to examine the

influence of the talent acquisition on WFP performance and to evaluate the impact on WFP performance in Kenya. The analysts used a descriptive methodology. The target population in Nairobi was 216 WFP employees holding oversight roles. A questionnaire for collecting data was utilized. Data were analyzed using version 22 of the SPSS software to provide inferential and descriptive statistics (regression and correlation) (mean, percentages, standard deviation). According to the study results, training and growth, recruiting, and deployment of talents had a statistically significant positive association with World Food Programme efficiency.

Ndichu (2017) examined how incentives and rewards impact the productivity of employees among small banks in Kenya: First Community Bank is the subject of a case study. In this research, a descriptive design was appropriate. The study's participants were the employees at the bank but were limited to those operating in Nairobi. Stratified sampling was employed in sample selection in which 164 employees were sampled. For data collection, structured questionnaires were utilized. Conclusions revealed that incentives and award systems are important even if various kinds of workers in the bank are seen differently.

Chelimo and Ouma (2017) investigated the effect of the human resources policy on banking performance of staff with an emphasis on the Co-operative Bank of Kenya. This study utilized a descriptive research technique. According to the results of the research, 52 percent of respondents agreed that HR recruiting strategies helped to adapt new positions. Moreover, the majority of respondents with the highest average of 2.7 feel that the approach has provided opportunities for growth and professional development. Furthermore, 72.2 percent of respondents said that HR assessment procedures enabled workers to reach their objectives. The majority (85%) of HR pay

policy respondents believe that this strategy improves the competitiveness of a company on the labor market. According to the study, the accomplishment of the targets was affected by recruiting strategy for employees and by evaluation policy.

Gachie (2016) sought to determine how human resource strategies affect employee job satisfaction in local NGO's specifically referencing Article 19. The respondents' data was collected using a descriptive design, which ensured a complete explanation of the facts and minimal bias in data collection and analysis. Article 19 provided the population of interest, which included senior management, HR officers, as well as general staff. A census survey was employed to obtain a study sample from the population. Primary data was collected using interview guides as well as questionnaires. According to the results, human resource policies have an effect on employee job satisfaction, as shown by the majority of respondents agreeing that HR policies have an impact on employee job fulfilment.

Gitonga (2016) looked at generation Y talent acquisition tactics as well as competitive edge for Kenyan commercial banks. The aim of the study was to see if there was a connection between Kenyan commercial banks' competitive advantage and talent management strategies such as human resource acquisition, growth, and retention as applied to generation Y employees. In order to accomplish the objectives, a descriptive research approach was employed. The target demographic was the 43 commercial banks in Kenya. Using a semi structure questionnaire, the primary data to be utilized was gathered. These data were examined inferentially and descriptively. The research found that Kenyan commercial banks' competitive advantage was largely due to talent management strategies. The study's conclusion was that Kenyan commercial banks should consider Generation Y talent management techniques while

developing policies. They must also implement best HR practices that be helpful in enhancing their employee management and gain a competitive edge.

In addition to the impact of talent management in multinationals utilizing strategic HR inputs and management growth, Hooi (2015) tried to evaluate the enabling role of employee participation in the connection of corporate performance with strategic HR inputs. Hooi (2015) A total of 498 answers from the top ten worldwide multinationals listed in Fortune in 2013 were gathered. Respondents from LinkedIn were chosen using a stratified sampling technique. The model's hypothesized relationships were put to the test. It was discovered existence of connection between firm's performance, employee engagement, and firms efficiency, as well as strategic HR and organizational performance.

Mangusho, Murei, and Nelima (2015) wanted to know how talent retention influenced employee performance, as well as the impact of recruiting fresh talent, learning and development in Kenyan beverage sector employee performance. The study used a descriptive research design and had a targeting 2500 workers at Del Monte as its population. 83 workers were chosen based on their work cadres via study's stratified sampling technique. All descriptive data were used for frequencies, percentages and standard deviation. The research found that the final success was a consequence of Del Monte's desire to remain in the workplace.

Gathiga (2014) set out to investigate how successful talent management affects organizational competitiveness. This research was motivated by the following three basic goals: To gather the necessary data, the researcher utilized a questionnaire. The study contained the following major findings: The majority of workers felt that selection and recruitment were conducted in a free and equal manner, and that they

were given the opportunity to apply for positions when they became available. On the subject of payment as well as acknowledgment, a sizable majority believed that the benefit package they earned was not equitable. Eventually, when it came to human capital development, the majority of workers concurring training level as well as development was strong, that they being compensated for learning, that they were given opportunities for career advancement, and that they were satisfied with their potential for advancement. While this research and the current study have a similar relationship, the basic goals of this study were different and was also studied in a diverse context than the present research.

In Kenya's Vision 2030 Delivery Secretariat, Kimunge (2014) conducted a study on the effect on employee retention on the total pay. The study was a survey that was descriptive in nature. A census survey was done on all the Kenya Vision 2030 delivery Secretariat team because the researcher needed the responses of the team member. Career growth, balance between work and life, pay and training have a favorable impact on the choices of workers to stay or quit a business, according to the report. However, at the Kenya vision 2030 implementation secretariat, low pay and professional growth were identified as the variables which 38 have the biggest impact on retention of workers. Inferential statistics have showed that, from a human resource management perspective, training and development, work-life balance, compensation and job growth are main determinants of employee retention.

Maya (2013) looked at how talent management strategies can help improve employee performance and how it can help companies run more efficiently. The research was carried out in Chennai's ITSPs. The top five NASSCOM-ranked companies were chosen, and software development team samples were taken, which has a high work

turnover rate. The results were examined using the Friedman and Chi square tests. The results show a major connection between employee efficiency and organisation's productivity and the importance of talent management.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes briefly how the research was conducted. This chapter contains several subsection including research design, targeted population, data acquisition and data collecting technique and finally data analysis.

3.2 Research Design

A descriptive research technique to evaluate the effect of talent management on employee turnover intentions .A descriptive study aimed to establish relationship between variables (Burns & Burns, 2008). Descriptive design was used to describe variables of the study namely human resource planning practices, training practices, recruitment practices, rewards management practices as well as employee turnover intentions in terms of their mean and standard deviations.

3.3 Population of the Study

Total participants with common features population (Kothari, 2004).This research population will consist of a total of 997 management staff of the NCWSC, as shown in Table 3.1.

Table 3.1 Population Distribution

Grade Ranking	No. of Employees
Senior managers (Directors and managers)	36
Middle level managers (Coordinators and Officers)	331
Supervisors	630
TOTAL	**997**

Source: NCWSC Human Resource Department (2021)

3.4 Sample and Sampling Techniques

This research took the stratified random sample. Cooper and Schindler (2013) stated that this sampling method aids in the provision of statistical effectiveness increment

on a sample, gives sufficient data for the analysis of the population while enabling various research methodologies to be utilized in different strata. The researcher divided the sample into mutually exclusive strata using this approach. Employees were classified according to their cadre.

The study adopted Yamane (1967) formula with assumption of 95% of confidence level to estimate the sample size.

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = size of sample

N = size of population

e = precision level

1 = Constant

$$n = 997/1 + 997(0.05)^2$$

$$= 285.47 \approx 286 \text{ respondents}$$

Substituting these values in the above equation gave 286 respondents that was used as the sample size for the current study. As depicted in Table 3.2, the sample size was as follows.

Table 3.2 Sample Size Distribution

Grade Ranking	Population	Sample Size
Senior managers	36	10
Middle level managers	331	95
Supervisors	630	181
TOTAL	**997**	**286**

3.5 Data Collection

The collection of data is a method for collecting useful information on subjects of systematic interest, predetermined manner that helps the researcher to react to the research question as well as hypotheses testing (Khan, 2008). The respondents were asked to fill out a questionnaire in order to collect primary data. The use of a questionnaire is reasonable because it is a cost-effective and reliable method of collecting large amounts of data in a limited amount of time.

Five-point Likert scales was used in the survey, ranging from one (smallest) to five (largest).Employee profiles, talent management strategies, and employee attrition intentions was split into three parts of the questionnaire. A concerted effort was made to guarantee that the respondents' copies of the questionnaire are returned. To do this, a record of all questionnaires sent and received was kept.

3.6 Data Analysis

The primary data were coded for SPSS analysis and input. The study's descriptive features were evaluated using descriptive statistics like frequencies, percentage, mean as well as standard deviation. In deriving inference for the whole population, the researcher used regression and correlation analysis. The impact of talent management strategies on employee attrition intentions was investigated using multiple regressions research. Employee turnover intentions was the dependent variable, with HR planning practices, training, rewards management and recruitment practices as independent variables. The various models of regression utilized were:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where;

Y= Employee turnover intentions

α = Constant Term

β_i = Variable Beta Coefficient

X_1 = HR planning practices

X_2 = Training practices

X_3 = Rewards management practices

X_4 = Recruitment practices

ε = Error term

CHAPTER FOUR: PRESENTATION AND ANALYSIS OF RESEARCH FINDINGS

4.1 Introduction

This chapter entails the study results and interpretation. It includes demographic data as well as general details such as response rate. The part also provides the results of the investigation in accordance with the research goals.

4.2 Response Rate

In a study, the response rate is a percentage of the total number of answers received by the number of participants. Depicted in Table 4.1 are the study outcomes.

Table 4.1: Response Rate

Response Rate	Frequency	Percent
Returned	184	64.33
Unreturned	102	35.67
Total	**286**	**100**

Primary Data (2021)

According to Table 4.1, 286 questionnaires were distributed to NCWSC employees who were chosen as the sample size for the current analysis. A total of 184 of the 286 questionnaires sent out to respondents were filled and returned, resulting in a 64.33 percent rate of response. This is above the recommended level of 50% or more, and it agrees with Neil (2009), who claimed a research having a 50% or more response rate is appropriate for investigation and conclusion drawing.

4.3 Reliability Test Results

Reliability measures if the instrument measures that which it is required to measure every time it is used. It was determined through the use of Chronbach's alpha which determines the internal consistency of the questionnaire. Data obtained through the

questionnaire was imputed into SPPS and Chronbach's alpha for the items in the questionnaire generated. Those items that had a Chronbach's alpha of less than 0.7 which is the threshold would be eliminated from the questionnaire while collecting data for the main study.

Table 4.2: Reliability Test Results

Variables	Cronbach's Alpha	Critical Value	Conclusion
HR planning practices	0.822	0.7	Reliable
Training practices	0.804	0.7	Reliable
Rewards management	0.830	0.7	Reliable
Recruitment practices	0.783	0.7	Reliable
Employee turnover intention	0.842	0.7	Reliable

Primary Data (2021)

All variables were higher than 0.7 Chronbach alpha, as Table 4.2 shows. This indicates that the questionnaire utilized in this study was very coherent internally. Therefore, the questionnaire was reliable in assessing the impact of talent management on the NCWSC personnel turnover plans.

4.4 Demographic Analysis

This section provides descriptive data about the respondents' demographic characteristics.

4.4.1 Gender Representation

The respondents were asked to indicate their sex. Table 4.3 displays the results.

Table 4.3: Gender Distribution

Gender	Frequency	Percentage
Male	95	51.63%
Female	89	48.37%
Total	**184**	**100%**

Primary Data (2021)

According to the findings, male respondents made up 51.63 percent of the total, while female respondents made up 48.37 percent. The results of the research show that

NCWSC is committed to gender diversity since the number of men and women among the respondents did not differ much.

4.4.2 Age of the Respondents

The research tried to ascertain the individuals' age. It is essential to understand the age of respondents, since someone's age may affect their research answer. Table 4.4 shows the findings.

Table 4.4: Respondents' Age Composition

Age	Frequency	Percentage
21-30 years	13	7.07%
31-40 years	59	32.06%
41-50 years	74	40.22%
51 and Above	38	20.65%
Total	**184**	**100%**

Primary Data (2021)

Table 4.4 displays that the highest respondent number (40.22%) were between the ages of 41 and 50, 32.06 percent were between the ages of 31 and 40, 20.65 percent were 51 and up, and the smallest percentage (7.07%) were between the ages of 21 and 30years. According to the findings, NCWSC human resource personnel are relatively young.

4.4.3 Highest Education Level

Specific respondents were asked to identify their greatest degree of schooling. Table 4.5 shows the findings.

Table 4.5: Distribution of Respondents by Highest Level of Education

Education	Frequency	Percentage
Diploma	12	6.52
First Degree	104	56.52%
Masters	68	36.96%
Total	**184**	**100%**

Primary Data (2021)

The majority of respondents (56.52 percent) had a bachelor's degree, while 36.96% had a master's degree. Only 6.52 % had the highest level diploma. None of those

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interviewed held a PhD. These findings suggest that NCWSC aims to attract well-educated workers. High levels of knowledge are essential in a company because they enable an organization to comprehend and resolve its problems.

4.4.4 Years in the Firm

Responses were required to explain how long they have been in the corporate. The results are presented in Table 4.6.

Table 4.6: Years of Service in the Firm

Number of years	Frequency	Percentage
Less than 1 year	10	5.43%
1-3 years	52	28.26%
4-7 years	87	47.28%
8 years and above	35	19.03%
Total	**184**	**100%**

Primary Data (2021)

The interviewees had spent many years at their present job. The length of a company may be used as an indication of its understanding of internal business procedures, capacity and success. Table 4.6 revealed that the current employer worked for 4-7 years 47.28 percent, 1-3 years 28.26 percent, less than 1 years 5.43 percent, and 8 years more 19.03.

4.5 Analysis of Study Variables

This section presents descriptive results in percentages, means, and standard deviations for each of the variables under investigation.

4.5.1 Human Resource Planning Practices

Table 4.7 shows the gap between mean and standard for human resource planning components.

Table 4.7: Descriptive Statistics for Human Resource Planning Practices

Statement	N	Mean	Std. Dev
Our company has put in place procedures to make sure people are in the right positions.	184	4.2	0.7
Our institution's human resource development policy is long-term in nature.	184	4.0	0.7
This company predicts its personnel and expertise needs on a regular basis.	184	4.0	0.7
This company places a premium on recognizing ability deficiencies among its employees.	184	3.9	0.5
This company conducts task research in order to prepare for the right skills	184	4.2	0.5
Overall mean		**4.05**	

Primary Data (2021)

Specific features of HR planning are described in Table 4.7. The results show that NCWSC does a considerable deal of HR planning. This is because on a 5-point Likert scale the average ratings for HR planning characteristics were higher than 3. The mean value for the assertion that the company has established processes to ensure that individuals are in the appropriate place was 4.2 and the standard deviation of 0.7 was very broadly agreed. The mean score for claiming that the human resources development policies of the institution are long-term in nature employees was 4.0 and standard deviation 0.7. The results suggest that the technique has been further investigated by NCWSC.

The mean score for NCWSC's regular forecast of its staff and competence is 4.0 and 0.7. standard deviation. The average result for NCWSC's assertion that its workers recognize ability defects was 4.0 and a standard deviation was 0.5. The score of NCWSC doing task research for the preparation of the appropriate abilities was 4.0 and the default is 0.5.

Statements that processes have been put in place for the appropriate individuals and NCWSC is doing task research in order to prepare for their right talents have the

highest mean at 4.2 which indicates that the interviewee agrees that this is the kind of human resources planning they do the most. The assertion that the recognition of capacity shortages by NCWSC workers is a feature of premiums, which implies, although the respondents agree that they do so to a large degree, but the scope of these recruiting policies is not as high as those of others.

4.5.2 Training Practices

Table 4.8 lists the basic characteristics of training practices at NCWSC.

Table 4.8: Descriptive Statistics for Training Practices

Statement	N	Mean	Std. Dev
Our company has an internal training program that it uses to grow its staff	184	4.2	0.6
Managerial coaching as well as mentoring are encouraged at our business.	184	4.2	0.7
Our company's learning policy promotes personal and professional growth.	184	4.0	0.7
Our learning strategy encourages and supports managers in their attempts to develop talent	184	3.5	0.9
Our learning agenda utilized training and development as a retention mechanism.	184	4.2	0.6
A fair amount of money is set aside for training and development.	184	4.2	0.7
Our firm conducts evaluation to assess its training needs	184	4.0	0.7
To accomplish its training goals, our company employs a variety of training approaches.	184	3.5	0.9
Overall mean		**4.0**	

Primary Data (2021)

Results show that NCWSC conducts training to a higher degree since, On a Likert scale of five points, the mean scores for qualities related to training were higher than three. The average result was that NCWSC offered internal staff development training programs was 4.2, and standard deviation was 0.6, meaning that the respondents agreed that NCWSC was mainly doing so.

The main point was that NCWSC encourages managers' coaching and management mentoring was 4.2 with a standard deviation of 0.7. This meant a score of 4.0 and a standard deviation of 0.7 for the claim that NCWSC promotes personal professional growth and development. On average, the interviewees agreed that NCWSC managers are encouraged and encouraged to build talent to a large degree by means of 3.5 mean and standard deviation by 0.9.

The average score for NCWSC's retention plan training and development statement was 4.2 and 0.6, which implies that the respondents agreed that NCWSC would be more practicing this. The mean score for NCWSC, where adequate resources for training and development are provided was 4.2 and the standard deviation was 0.7. The mean score for NCWSC's assertion that NCWSC does assessments to evaluate its training requirements was 4.0 and 0.7. On average, respondents agreed that NCWSC utilizes different types of training to meet its training goals in a large measure via 3.5 and a standard deviation from 0.9.

4.5.3 Reward management Practices

Table 4.9 displays the mean and standard deviation for the main features of NCWSC award management.

Table 4.9: Descriptive Statistics for Reward Management

Statement	N	Mean	Std. Dev
In our rewards policy, rewards are both financial and non-financial	184	4.0	0.5
In my firm, we have a strong rewards management strategy.	184	3.9	0.8
At our business, total wages and benefits are a technique for recruiting and retaining the best employees.	184	4.0	0.5
Our company offers a decent salary	184	3.8	0.7
Our organization's total compensation and benefits acts	184	3.9	0.8

as a strategy to attract and retain the best employees			
Our organization compensation is competitive	184	3.8	0.8
Overall mean		**3.88**	

Primary Data (2021)

The fact that attributes relevant to reward management the mean scores were more than 3 on a five-point likert scale indicates that NCWSC practices reward management to a large extent. The 4.0 mean score for the assertion that at NCWSC there is a provision for financial and non-financial rewards, with a 0.5 standard deviation, indicates that this form of rewards management are used extensively. The Organization offering a competitive salary and competitive compensation had a mean score of 3.8 implying that NCWSC offers this two to a great extent.

The median score of companies with a good incentives management plan is 3.9 with a standard deviation of 0.8. The same applies to the claim that overall pay and benefits of a company are a strategy for attracting and retaining the finest people. This implies that the respondents concurred with these two assertions and hence it can be concluded that NCWSC has a clear rewards management policy and offers a competitive package to attract and retain employees.

The arguments that NCWSC offers financial rewards, non-financial and total wages and benefits had the highest means at 4.0, indicating that these are the reward management practices the organization is doing very well at. The lowest mean was 3.8 for two statements but this also indicates agreement to a great extent. It can therefore be concluded that NCWSC practices reward management to a great extent.

4.5.4 Talent Recruitment Practices

Table 4.10 lists the basic characteristics of recruitment practices, such as mean and standard deviation.

Table 4.10: Descriptive Statistics for Recruitment Practice

Statement	N	Mean	Std. Dev
The recruitment policy at our organization is capable of attracting best talent	184	4.3	0.5
In order to fill empty or unidentified vacancies, the recruitment policy follows an established internal talent pool	184	4.4	0.7
The hiring strategy involves all level managers	184	4.1	0.6
In order to hire the best people, our company implements cutting-edge recruiting policies	184	3.6	0.8
Our company uses online job postings because they provide a wider recruiting market and enable us to find the talent we need.	184	4.3	0.5
During the selection of candidates after interviews, strict protocols are observed.	184	4.1	0.6
Average		**4.07**	**0.65**

Primary Data (2021)

NCWSC has mostly followed recruiting methods from the table. It is supported that the average recruitment attribute rating of five Likert points was over 3 which is higher than the midpoint of 2,5. The average score for our recruiting strategy is 4.3 and a standard deviation of 0.5, meaning that many respondents have agreed that this occurs to a large degree.

The descriptive statistics further reveal the recruitment policy follows an established internal talent pool in order to fill empty or unidentified vacancies, all level managers are involved in hiring strategies to steer the organization in the right direction, NCWSC implements cutting-edge recruiting policies, the company uses online job postings because they provide a wider recruiting market and enable us to find the talent they need and that strict protocols are observed during the selection of candidates.

The declaration that the recruiting strategy follows an established domestic talent to fill vacant or unidentified positions meant the largest possible extent compared with all the other claims. The remark that to employ the finest individuals, NCWSC has the lowest mean in implementing state-of-the-art recruitment strategies implies that although companies do this recruitment, it is the least practicable.

4.5.5 Employee Turnover Intentions

The mean and standard variance are specific features of NCWSC rotation intents as indicated in Table 4.11. Results show that the intentions for NCWSC staff turnover have significantly improved. The fact that the motivated average score was 3.9 for NCWSC and the standard deviation was 0.6 shows that NCWSC employees were motivated in their work. The median score for workers who recommended the company as a wonderful workplace was 3.6 and a standard deviation of 0.7. Target respondents agree that staff do not wish to leave their present work as seen in the average of 3.8 and standard deviation of 0.6.

Employees not actively looking for an alternative job and feeling that the responsibility given at the workplace are acceptable also received consensus from the respondents as depicted by mean score of 3.9 and standard deviations of 0.6 and 0.8 respectively. The mean score for work environment motivating employees to continue working for the organization had a 3.7 and standard deviation of 0.7 indicating that indeed employees are motivated by the work environment.

Table 4.11: Descriptive Statistics for Employee Turnover Intentions

Statement	N	Mean	Std. Dev.
I am not actively searching for an alternative employer	184	3.9	0.6
I would recommend this company to family and friends	184	3.6	0.7

	184	3.8	0.6
I do not want to leave my current job.	184	3.8	0.6
I am not searching for a new job right now.	184	3.9	0.6
I feel the level of responsibility I am given is acceptable.	184	3.9	0.8
The work environment motivates me to continue working for this organization	184	3.7	0.7
Average		**3.8**	**0.5**

Primary Data (2021)

4.6 Inferential Statistics

This section contains the inferential statistics for all of the variables. Pearson correlations and multiple regressions were used as inferential statistics. All of the variables were correlated using Pearson correlations, and the connection between the talent management of NCWSC and employee turnover intentions was examined using regression.

4.6.1 Correlation Analysis

The Pearson correlation illustrates the connection between each of the indicated independent factors and the result/related variable. The coefficient r was determined and whether the connection was positive or negative. Table 4.12 shows the findings.

Table 4.12: Correlation Results

	Employee turnover intentions	
	Pearson 's correlation	P
HR planning	0.645	0.000
Training	0.597	0.000
Rewards management	0.458	0.000
Recruitment practices	0.477	0.000

Primary Data (2021)

According to Pearson 0.645 coefficients and P-values, the connection between HR planning and NCWSC's staff sales intents has been strong and significant. This is an indication that HR planning leads to less employee turnover. The correlation findings

too show a moderate and significant association between NCWSC employee turnover intentions and training as revealed by a 0.597 Pearson correlation coefficient as well as a 0.000 P-value. This is a sign that better training practices lead to lower employee turnover intentions at NCWSC.

Furthermore, the correlation findings show a moderate and significant relationship between NCWSC employee turnover intentions and rewards management, as shown by a 0.458 Pearson correlation coefficient as well as a 0.000 P-value. This is an indication that an increase in rewards management leads to a decrease in employee turnover intentions at NCWSC. Finally, the correlation findings reveal a significant connection Recruitment practices and NCWSC employee turnover, as shown by a 0.477 Pearson correlation and a 0.000 P value. This is an indication that improvement in recruitment practices is linked to a decrease in NCWSC employee turnover intentions.

4.6.2 Regression Analysis

The impact of each of the four chosen predictor variables on NCWSC employee turnover intention, as shown in table 4.13, 4.14 and 4.15, was utilized for multiple linear regression analyzes.

Table 4.13: Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.793a	0.628	0.618	0.26925

a Predictors: (Constant), Recruitment, Training, Human resource planning, Rewards management
Primary Data (2021)

The R square of 0.628 in Table 4.13 shows that the planning of human resources, training, awards managing and recruitments at NCWSC account for 62.8%, while the

other 37.2% is explained by elements not included. The fitness of the regression model (F=59.193 and P<0.05) indicates that the gathered and analysed sample data was enough in order to evaluate the chosen regression model at the 95 percent level of trust (p value = 0.05). The R value of 0.793 indicates a significant connection between the intent to turnover of employees and the predictor factors in NCWSC (human resources planning, training, incentives management and recruiting).

Table 4.14: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	17.165	4	4.291	59.193	.000^b
	Residual	10.15	180	0.072		
	Total	27.315	183			

a. Dependent Variable: Employee turnover intention
b. Predictors: (Constant), Recruitment, Training, Human resource planning, Rewards management

Table 4.14 provides a statistically significant model, as demonstrated in the figures of 59.193 F and 0.000 p. The extent of the effect of human resource planning, training, rewards management and recruitment on employee turnover intention in NCWSC is demonstrated by regression analysis results.

Table 4.15: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.107	0.299		0.358	0.029
	Human resource planning	0.403	0.056	0.419	7.196	0.000
	Training	0.327	0.048	0.381	6.800	0.000
	Rewards management	0.080	0.037	0.135	2.155	0.033
	Employee engagement	0.164	0.073	0.144	2.256	0.026

a. Dependent Variable: Employee Turnover intention

The multiple regression model used is illustrated below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon,$$

Where,

Y denoted employee turnover intention

β_0 denoted the constant

X_1 represented human resource planning

X_2 represented training

X_3 denoted rewards management

X_4 denoted recruitment

ε was the error term when there was assumed normal distribution

$\beta_1, \beta_2 \beta_3, \beta_4$ denote independent variable coefficients

The regression model was substituted as follows.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon,$$

$$Y = 0.107 + 0.403 X_1 + 0.327 X_2 + 0.080 X_3 + 0.164 X_4$$

Interpretatively, the change in the intention for employee turnover needed 0.403 unit change in personnel planning, 0.327 training unit change, 0.080 incentives change and 0.164 recruiting unit changes, whereas variables that were not part of this research remained unchanged. The four factors included in this research were critical for improving NCWSC's staff turnover intent. It is evident that the most essential element in human resource planning ($\beta_1 = 0,403$) was the management of premiums ($\beta_3 = 0,080$).

It was also shown that if the four components chosen for this research should be kept consistent, the desire to make employees turnover would still have a significant aspect ($\beta = 0.107$, $p < 0.05$). Furthermore, each of the four chosen independent factors has been shown to have a substantial beneficial impact on employee turnover intent

(β=0.403; p<0.05), training (β=0.327, p<0.05), reward management (β=.080, p<0.05), and recruiting (β=0.164, p<0.05).This implies that management and policy makers should ensure they enhance human resource planning, training, rewards management and recruitment as this will improve employee turnover intention.

4.7 Discussion of the Research Findings

The findings of the research show that the aims of human resources planning and the intention to turnover of NCWSC are strong, good and important. This is a sign that human resources planning leads to improved intention for employee turnover. This is in accordance with Bibi's research (2018) to determine how talent management methods affect the performance of employees in Pakistan healthcare businesses. Research findings show that mentoring and coaching, recruiting, learning, and talent management methods for purposes of skill turnover have a substantial effect on the workforce performance.

The findings also show a moderate, favorable and significant connection between NCWSC's purpose and training in sales. This is an indication that improved training leads to increased employee turnover intentions at NCWSC. That is comparable to the 2018 results of the Collins research project on the impact on the performance of business organizations in Tanzania, utilizing the Coca Cola Kwanza – Dar es Salaam example, in Tanzania. The results indicate that training and development policy is strongly linked to employee performance.

Moreover, the results of the correlation indicate a modest, positive and substantial connection between NCWSC's desire for turnover and the administration of awards. This shows that increased incentive management leads to an increased willingness to sell NCWSC workers. These findings corroborate Obwogi and Msengeti (2015) in

assessing the impact of the salary and working environment on turnover of Mombasa County staff in the hotel sector. In their results, the effect on employee turnover was modest and the working environment influenced most significantly.

Finally, the correlation findings reveal a positive connection recruitment and NCWSC employee turnover intention. This indicates that improved recruiting is related to an increase in the intention of NCWSC staff to turnover. This finding is in accordance with Oketch (2016), whose study has investigated the effect of recruitment on the competitive advantage of an enterprise using a Kenya generation business limited. The research shows that a company may improve its competitive edge by allowing its workers to interact with management on problems for the good of the company. This boosts recruiting levels, which really have a competitive advantage.

The findings of the research coincide with those from Mapelu and Jumah (2019), who examined the effect on employees' sales in chosen medium-sized hotels of training and growth. The research sought to investigate the impact of staff turnover policies in medium-sized hotels in Kisumu. Participants from 24 medium-sized hotels with 350 workers were chosen for a survey research style. For the purpose of sampling the sample methods were employed for hotels whereas for the selection of respondents, the departments utilized a sample using stratified sampling and finally a simple random sampling. Research results have shown that staff development has a major effect on employee turnover. Training has been an excellent technique according to the research that hotels may utilize to create a more committed and efficient staff.

The findings of the research also correspond to those of Ndolo, Kingi and Imbua (2017), which investigated the impacts on employee performance in Kenya State businesses using the talent management approach. According to the results, talent

development in Kenya's state companies had a favorable and significant effect on employee performance. The research shows that talent development in commercial public enterprises in Kenya has a substantial and beneficial impact on employee performance. Career development and work-life balance were favorably linked to employee productivity in Kenya's commercially established state-owned companies. The results confirm the idea of talent management, which says that talent is the primary resource for a business to sustain and maintain its workforce success. This implies that companies should focus more on the attraction and retention of highly qualified workers. The purpose of a company is not to generate or acquire talent, but to set up a talent integration institute since talent comes from people and companies who provide the means for institutional cooperation and coordination amongst skilled workers.

The results of the research were also supported by Mkamburi (2017) who assessed the impact of talent management on the functioning of the World Food Programme. In particular the research aimed at establishing the impact of WFP performance on talent acquisition and evaluating the effect of training and development in Kenya for talented WFP employees. Human Resource Planning training and development showed a statistically significant beneficial connection to the success of the World Food Programme.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The research findings are provided for the study in this chapter. The section also covers conclusions of the study and recommendations. This part also includes the consequences and recommendations of the future study.

5.2 Summary

The primary objective of this research was to evaluate the impact of people management methods on NCWSC's turnover intentions. The study was backed by four theories: talent management theory, resource-based theory of perspective, equity theory and theory of human capital. Likert scale questions were used to represent employee turnover intention, which was a dependent variable. Human resource planning, training, rewards management and recruitment were the independent variables. Descriptive research design was applied. All the employees at NCWSC comprised the target population. Descriptive and inferential analyses were conducted. The findings are discussed in this section in line with research objectives.

The primary aim of this research was to evaluate the impact of human resources planning on NCWSC sales intentions. The findings revealed that NCWSC has implemented human resource planning practices to a large degree, according to the findings. The study was done to determine if the human resources strategy is linked to the willingness to invest in workers.. The results showed a favorable connection between planning human resources and the desire to invest in employees. The findings of the regression showed a favorable impact on employee sales intention of human resource planning. According to the findings, a unit shift in human resources

planning led to a favorable and significant change in the intention of employee turnover.

The second aim was to evaluate the impact of training on NCWSC turnover. The descriptive analysis revealed that NCWSC made extensive use of training practices. The link between training practice of NCWSC and employees' intention was studied using correlation analyzes and the findings showed that the two variables were positively and significantly related. Regression results revealed that an increase in training practice resulted in improved employee turnover intention. This shows the significant effect of training practice on employee turnover intention at NCWSC.

The third aim of this survey was to determine the impact of the administration of incentives on NCWSC employee turnover intentions. The descriptive findings show that NCWSC provides a significant amount of reward management. The findings of a correlation research showed a favorable connection between the management of incentives and employee turnover intentions. The correlation findings suggests that higher change in premium management causes a change in the employee turnover intention. The findings of the regression analyzes revealed an important connection between the management of incentives and the desire to turnover. The results indicate that increased administration of awards has improved the purpose of NCWSC's employee turnover.

The study's fourth goal was to assess how recruitment in NCWSC influenced employee turnover intention. The results of the descriptive analysis revealed that NCWSC engages in recruitment practices to a large extent. Recruitment has a favorable connection to employee turnover intention, according to the correlation analysis. The relationship was also strong and statistically significant. Regression

analysis reveals a positive and significant effect of recruitment on employee turnover intention. NCWSC employee turnover intention reduces as a result of an increase in recruitment.

5.3 Conclusion

From the results of this research, it can be stated that human resources planning has a favorable effect on the intention of NCWSC to turnover. According to the results of regression and correlation there is a favorable connection between human resources planning and the desire of NCWSC to turnover. According to the research results, NCWSC training practice had a beneficial impact on employee turnover intentions. The research indicates that NCWSC training has a beneficial impact on the purpose of employee turnover. The findings are confirmed by regression and correlation analyses, showing a favorable connection between NCWSC staff turnover and training practice.

The research also indicates that administration of NCWSC premiums has a beneficial impact on the purpose of employee sales. Regression and correlated results corroborate the findings that demonstrate a favorable connection between the rewards management and NCWSC's desire to turnover. The research also found that recruiting in NCWSC has a favorable impact on the intention to sell employees. The results of correlation and regression show a strong positive relationship between recruiting and employee turnover intentions.

5.4 Recommendations for Policy and Practice

The results show that the NCWSC practice of human resources planning has had a beneficial impact on the intention to turnover employees. The research suggests that NCWSC build a good reputation that attracts workers, pursues new recruiting

strategies to acquire the best people and guarantee that the selection of applicants after interviews results in higher employee turnover intentions.

According to the findings, NCWSC training practice had a positive effect on employee turnover intention. The study recommends that there is need for NCWSC to train their employees on a regular basis, allocate sufficient funds for training and conduct regular evaluations to determine its training needs as these will lead to increased employee turnover intention.

Employee turnover intention at NCWSC was positively affected by rewards management, according to the findings of this study. NCWSC ought to exercise incentives management, such as providing both monetary and non-monetary benefits, fair salary, and maintaining a consistent policy of rewards and rewards management in order to enhance employee turnover intention and improve firm performance. Employee turnover intention improves as a result of offering effective rewards management to employees.

Employee turnover intention at NCWSC was positively affected by recruitment, according to the study findings. NCWSC ought to engage employees by giving them decision making authority in the organization, involving them in developing strategies to steer the organization in the right direction and by giving them resources to get the job done. By doing this, employee turnover intention will be enhanced as recruitment has been found to be a significant factor influencing turnover intention.

The results of this research will assist human resources managers to discover variables that may improve employee turnover at work. When workers are taken into account, their emotional, normative and continuous attachments grow. Persons with greater levels of corporate attachment are eager to work for the Company and remain as

corporate members that enhance organizational productivity. In developing policies which would govern human resources planning, training, administration of incentives and recruiting in order to ensure consistency and eventually increase the intention of the workers to make a turnover.

5.5 Limitations of the Study

The original information was utilized in this study. To minimize the number of likely outliers, a systematic questionnaire was used in the research. This may, however, pose the issue of biased data collecting because the respondents in question are restricted in how and how much they should provide. In this respect, the researcher made sure that the data collecting instrument enables complete data gathering which meets study aims as easily as feasible.

In addition, several of the respondents were dubious about participating in the research. The researcher rectified this issue by obtaining required permission, authorization and permissions from the authorities concerned, including but not limited to NCWSC, the college and the NACOSTI. In addition, ethical concerns were taken into account. Finally, the researcher stated that he was ready to share the study with interested participants.

5.6 Suggestions for Further Research

The R^2 showed a variation of 62.8% which implies that other variables not considered in this study explains 37.2% of changes in employee turnover intentionAs a consequence, future study may concentrate on other variables such as recruiting policies, promotion policies and human resources planning. Policymakers would be able to devise and firmly implement an effective apparatus to improve turnover

intention by determining how each of the factor influences employee turnover intention.

The research aimed to identify factors that influence employee turnover at NCWSC. Similar investigations may be carried out in the commercial or other public sector companies. A cross-sectional research may also be performed for comparative reasons among many companies in a certain industry or across sectors.

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APPENDICES

Appendix I: Introduction Letter

Dear Sir/Madam,

My name is Najat Yahya Mohamed. I am a student at the University of Nairobi undertaking a course for the award of Master of Science in Human Resource Management. I wish to conduct a research titled. *"EFFECT OF TALENT MANAGEMENT PRACTICES ON EMPLOYEE TURNOVER INTENTIONS AT NAIROBI CITY WATER AND SEWERAGE COMPANY".* A questionnaire has been developed to assist gathering relevant information for this study. I will ask you a few questions to assist in completion of this study. Whatever information you shall provide will be strictly confidential and will only be used for academic purposes only. Participation in the study is voluntary.

Many thanks for your acceptance with regards to participation in this study

Yours Faithfully,

Najat Yahya Mohamed

Appendix II: Research Questionnaire

The aim of this questionnaire is to gather data on the impact of talent management practices on employee turnover intentions at NCWSC. Kindly go through the questions and answer in best of your capability. The information collected will be used strictly for academic purpose

Instructions

The questionnaire should not contain your name.

For each question mark a single answer (box).

PART A: BACKGROUND INFORMATION

1   Gender: Male   [ ]   Female [ ]

2.   Indicate your age bracket?

     21 – 30 Years   [   ]   31 - 40 Years   [   ]

     41 - 50 years   [   ]   Over 50 years   [   ]

3.   What is the greatest level of education you have achieved?

     Diploma   [   ]   Masters   [   ]

     Degree   [   ]   PhD   [   ]

     Others Specify………………….

4. How long have you been with your company?

Less than one year [ ] 1-3 years [ ]

4-7 years [ ] 8 years and above [ ]

PART B: TALENT MANAGEMENT PRACTICES

On a one to five scale, rate in what way every statements below applies to your firm.

There is no correct or incorrect response.

Where: 5 – to a very great extent, 4- to a great extent, 3- to a moderate extent, 2- to a less extent, 1- to a very less extent

i) Human Resource Planning Practice

STATEMENT	1	2	3	4	5
Our company has put in place procedures to make sure people are in the right positions.					
Our institution's human resource development policy is long-term in nature.					
This company predicts its personnel and expertise needs on a regular basis.					
This company places a premium on recognizing ability deficiencies among its employees.					
This company conducts task research in order to prepare for the right skills					

ii) Training Practice

STATEMENT	1	2	3	4	5
Our company has an internal training program that it uses to grow its staff					
Managerial coaching as well as mentoring are encouraged at our business.					
Our company's learning policy promotes personal and professional growth.					
Our learning strategy encourages and supports managers in their attempts to develop talent					
Our learning agenda utilized training and development as a retention mechanism.					
A fair amount of money is set aside for training and development.					
Our firm conducts evaluation to assess its training needs					
To accomplish its training goals, our company employs a variety of training approaches.					

iii)   Rewards Management Practice

STATEMENT	1	2	3	4	5
In our rewards policy, rewards are both financial and non-financial					

In my firm, we have a strong rewards management strategy.					
At our business, total wages and benefits are a technique for recruiting and retaining the best employees.					
Our company offers a decent salary					

iv)   Recruitment Practice

STATEMENT	1	2	3	4	5
The recruitment policy at our organization is capable of attracting best talent					
In order to fill empty or unidentified vacancies, the recruitment policy follows an established internal talent pool					
The hiring strategy involves all level managers					
In order to hire the best people, our company implements cutting-edge recruiting policies					
Our company uses online job postings because they provide a wider recruiting market and enable us to find the talent we need.					
During the selection of candidates after interviews, strict protocols are observed.					

PART C: EMPLOYEE TURNOVER INTENTIONS

Kindly indicate the extent to which you agree with each of the statements by using the scale of 1 to 5 provided below, where 5 means to a very great extent, 4- to a great extent, 3- to a moderate extent, 2- to a less extent, 1- to a very less extent

Statements	1	2	3	4	5
I am not actively searching for an alternative employer					
I would recommend this company to family and friends					
I do not want to leave my current job.					
I am not searching for a new job right now.					
I feel the level of responsibility I am given is acceptable.					
The work environment motivates me to continue working for this organization					