

**RELATIONSHIP BETWEEN TALENT MANAGEMENT AND STAFF RETAINING IN  
AIRLINE OPERATIONS DEPARTMENTS IN JOMO KENYATTA INTERNATIONAL  
AIRPORT**

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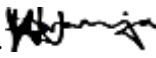
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**A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF PSYCHOLOGY  
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AND ORGANIZATIONAL)**

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**DECLARATION**

This research project is my original work, and it has never been presented for a degree at another university.


Signed....  ..... Date....09<sup>TH</sup> November 2022.....

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C50/88801/2016

**Declaration by Supervisor**

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

Signed....  ..... Date.....10/11/2022.....

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## **DEDICATION**

I dedicate this project to my family for continued support. This project is also dedicated to friends and classmates.

## **ACKNOWLEDGEMENT**

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>AI:</b>	Artificial Intelligence
<b>ER:</b>	Staff Retaining
<b>GTM:</b>	Global Talent Management
<b>HC:</b>	Human Capital
<b>HCT:</b>	Human Capital Theory
<b>IHRM:</b>	International Human Resource Management
<b>JKIA:</b>	Jomo Kenyatta International Airport
<b>KARLO:</b>	Kenya Agricultural and Livestock Research Organization
<b>KARLOSRI:</b>	KALRO Sugar Research Institute Kisumu
<b>KCAA:</b>	Kenya Civil Aviation Authority
<b>KCB:</b>	Kenya Commercial Bank
<b>NSSF:</b>	National Social Security Fund
<b>NUST:</b>	Namibia University of Science and Technology
<b>RBV:</b>	Resource Centered View
<b>SPSS:</b>	Statistical Package for Social Sciences
<b>TM:</b>	Talent Management
<b>TMS:</b>	Talent Management Systems

## **ABSTRACT**

The purpose of this study was to determine how talent management at Jomo Kenyatta International Airport affects employee retention. The study's main objective was to ascertain how talent development, growth, and change impact staff retention. The objectives were to identify the associations between talent progression and staff retention, staff retention and talent growth, and staff retention and talent transformation. The three hypotheses were: talent preparation and employee retention are correlated; talent growth and employee retention are also correlated; and talent change and staff retention. A cohort of 315 personnel was used in this study, and a correlational research approach was employed. The study's method for acquiring data was a structured questionnaire. The survey data was analyzed by SPSS, which also contained inferential statistics like the Pearson's Correlation and descriptive statistics like frequencies and percentages. Tables, charts, and other visual representations of the results were presented. The study was built on the concepts of human capital, resource-centered vision, and talent-centered vision. The study found a substantial positive relationship among talent progression and employee retention, talent growth and staff retention, and talent transformation and staff retention ( $p < 0.05$ ) ( $p < 0.05$ ). According to the study's conclusions, institutions should be purposeful about talent preparation, talent growth, and talent change, and employers should invest more in talent management. The report also suggests that further research be conducted to compare two firms, one with talent management methods and the other without. The research suggests that businesses should increase their investments in personnel management. The study's findings indicate a strong connection among talent management and staff retention. Businesses would save money by spending more on talent management that would otherwise be lost due to higher personnel turnover. There is also a need for institutions to be deliberate in their talent preparation, growth, and change. As a result, the firms will be able to acquire, develop, and pass on talents within the corporation. The study further recommends that institutions should publicize their talent management policies to the public or the communities they serve to attract personnel who fit the company's profile.

## **CHAPTER ONE**

### **BACKGROUND TO THE STUDY**

#### **1.0 Introduction**

Specialized staffs are a company's most precious asset. Effective leaders, directors, and workforces who can support a company in achieving its objectives and lashing its performance at all degrees are referred to as talent (Mulligan & Taylor, 2019). In addition to entrepreneurial instincts, fundamental qualities, and the capacity to achieve company goals, managers have tactical thinking, management, self-awareness, effective communication, as well as the capability to attract and encourage other intelligent individuals (Garavan et al, 2012; Elegbe, 2016). The whole of an individual's capabilities, innate talents, knowledge, skill, discernment, fervor, and capability to learn in order to enhance the success of the business is institutional talent. (Jones et al, 2001). Furthermore, company talent has been defined as staffs with exceptional knowledge or gifted characteristics that enable them to create extraordinary results, (Gallardo & Cruz, 2013). It also includes gifted, capable, or promising high achievers.

Workplace talent is defined as staffs who make sure their positive brand image and prospective as experts or leaders through overall organizational credential and comprehension, social and systematic knowledge and skills, as well as personality traits including such interest in learning and performance orientation, (Langenegger, 2012). Recruiting managers must be emotionally, socially, and behaviorally sane in order to properly recognize, develop, and maintain talents. Talent can also be referred to as a psychological construct, (Leeper, 2018). Personalities, personal attributes, and traits play a relevant part in talent growth and administration. Working alone and daring to communicate fresh or conflicting perspectives necessitates the attribute of autonomy (Dries, 2013). Perseverance, which refers to the capacity to persevere, complete tasks, and follow through, is another example.

Six psychological components are necessary for effective talent growth, management, and retaining (Boonsiritomachai, Sud-On, & Sudharatana, 2022). These include, self-efficacy, sense of belonging, self-identity, account capability, independence, and responsibility were among the components. Physical health and psychological well-being are vital for developing potential (Baker et al, 2012). Resilience, self-control, and the capability to adjust to changes in the

workplace all significantly contribute to the growth and maintenance of organizational talent. Additionally, the capacity to live with others in a social and professional environment promotes talent progression and as a result, companies that have executed talent management systems are more expected to acquire and hold the top talent that all companies want (Claus, 2019). Companies that lack or are uninterested in TMS, on the other hand, are more likely to have low staff retaining. Furthermore, companies with no TM procedures have a staff with unexploited abilities, (Mutai, 2019). TM has evolved into a critical achievement component in the commercial sector throughout time (Scullion & Collings, 2011). TM has also been a hot topic among administration academics and experts. Early TM designs took a limited method, emphasizing outstanding top ladder rankings as a primary goal (Pande, & Bharathi, 2020). In the twenty-first century, however, TM takes a different approach. Various roles are becoming increasingly interdependent on one another, with junior roles becoming increasingly important. She goes on to say that when companies grow leaner, everyone becomes more important to the company's overall success. As a result, managing personnel across the business yields relevantly greater benefits than focusing solely on top-degree roles, (Caplan, 2011).

Member retention is the proportion of workers who remain within such an organization during a considerable amount of time. High retaining rates are a sign of well-organized staffs' supervision structures and are desirable. Low retaining rates, also known as high turnover rates, can result in large expenditures for enlisting, training, and distraction, as well as a variation of unintended expenses (Phillips & Connell, 2003). Administrators ought to be able to investigate, understand, and fruitfully manage staff attrition using dynamic talent managing schemes, given the consequences of turnover, (Jolly Gordon and Self, 2021). Administrators should endeavor to figure out what is causing staff in various positions to willingly depart. After that, take a strategic plan and implement relevant actions that have been thoroughly considered and implemented over time, (Taylor, 2002).

A critical review of the TM application is one of the major measures, along with staff motivation and job satisfaction. In the "Kenyan aviation services" divisions, this study aims to investigate the relationship between talent management and staff retention.

The value of talent management was presented in a challenging way by Schiemann (2009): "How do businesses make decisions about their fundamental existence when they don't know if its talent can carry out new strategies?" Instead of attempting to copy the practices of top-performing companies or competitors, businesses should integrate TM practices into their own requirements. While TM has risen tremendously among senior decision makers in enterprises, academic study on the topic has progressed slowly (Ariss, 2014 & Scullion et al, 2011).

The theoretical and scholarly borders of TM are still a bit fuzzy, making it a diffuse area of research. Interest in global talent management has significantly increased during the past ten years, (Scullion & Collings, 2011). Similarly, top management has prioritized the people agenda across firms. Employers all around the world know the need of having an involved, capable, and driven labor force to achieve growth and viable benefit, (Lenner & Turner, 2019). In this instance, companies are progressively hiring TM specialists and applying TM tactics to recruit and retain top talent.

Universal talent management comprises TM processes in means that satisfy global calculated objectives in worldwide environments and is also linked to handling emigration and a relevant component of universal HRM, (Ariss, 2014). Idealist approach to GTM emphasize on the individual as an international talent and how they may maneuver through the dynamic working world, with the additional possibility of flourishing in a trans workplace and collaborating successfully across generations, (Minocha & Hristov, 2019).

Global talent characteristics include a distinct progress of global capability, a high degree of expressive aptitude, and extraordinary learning abilities, (Jarvin & Subotnik, 2021). Administrations and individuals alike must strive to master the aforementioned characteristics to achieve GTM position, which leads to increased member of staff retaining, productivity, and performance. Amungo (2020) argues that Africa is endowed with talent capable of competing in a rapidly fluctuating continental and universal environment. Africa, on the other hand, must develop its talent and governance skills to realize its potential and obtain a competitive advantage (Meyer, 2016).

Africa has a high reproductive rate and a huge proportion of young people. Furthermore, growth in higher education institutions has increased at an exponential rate throughout time. Nonetheless, the unemployment rate is relevant, and there appears to be a perception of a talent deficit in Africa

(Matandare, 2018). In the same vein, skilled workers are increasingly migrating to European, Western, and, more lately, Eastern countries. The continent has struggled to maintain its skills due to low pay and other considerations. It is therefore vital for Africa to adopt TMS to both retain and recruit talent inside the region. As a result, it will gain a competitive advantage, (Elegbe, 2016).

TM has lately become a worry in most commercial companies in Kenya, as well as a growing field of research amongst academic specialists, (Kurgat, 2018). This means that TM has turned out to be a critical topic to investigate, particularly ways that communicate to a Kenyan setting while without restraining TM's global use. The majority of businesses have given TM priority as part of their entire human resource function, despite the fact that it is still relatively new in both the commercial and public sectors, (Kibui, 2015). Despite the focus on TM issues, she adds, most firms in Kenya have yet to embrace the notion of TM, posing hurdles in recruiting and retaining skilled workers.

The use of TM in the aviation industry has not been overlooked. Staff retaining in Kenya's aviation business, particularly in airline operations segments, has been negatively impacted for the past five years, owing to a lack of TM strategies and adaptation, (Ochieng'Ojwang, 2019). In order to persuade rapidly expanding Middle Eastern airlines to cease hiring operational staff, the government had to demonstrate how terrible things were due to the massive void left behind (Yeswa & Ombui, 2019). To put it mildly, the action disregards the necessity for talented individuals to seek better acknowledgment, reward, and retention of their labor-intensive skills, (Rukunga & Nzulwa, 2018). To close the hole, TM's processes and models, which are explained more below, play a vital role.

Companies across the world must know that simply acquiring and hiring talent is insufficient to engage and retain that talent. It needs a considerably wider application of TM techniques, (Jepchumba, 2021). TM is also a business requirement, a continuous process instead of a product, a method rather than a goal. It should be organized and active, with upper executives in command and all degrees of company taking responsibility. TM should be ubiquitous and complete, including all company functions and degrees (Elegbe, 2016).

## **1.2 Statement of the problem**

One of the most fundamental challenges antagonizing businesses around the world is the need to build efficient talent channels. Recent studies show that 70% of CEOs believe that their companies' projected success is seriously threatened by a shortage of skills and competences (PWC, 2015).

Furthermore, businesses face uncertainties and changes in how business operations evolve, resulting in instability and financial loss if decisions are delayed. The airline industry is not immune to this problem; in fact, due to its delicate nature, it has been particularly badly struck, (Cappelli, 2008).

A variety of regulatory agencies overseeing airline operations, as well as the authorization and certifications provided to the company and licenses to its workers to operate, have contributed to the sensitivity. The Kenya Civil Aviation Authority, (KCAA) enforces laws and regulations in aviation industry in Kenya. Furthermore, the hazard calculation is high, implying that an accident or incident is probable, and the severity is catastrophic. Furthermore, when compared to other industries, the operational costs are non-comparable, whereas the loss is costly and, in most cases, unrecoverable. The impact of the Corona virus, which caused the “Covid-19 epidemic” in 2020, is still being sensed by airline operations. Most air company procedures are still battling to get on their feet, with some, like South African Airways, shutting down altogether, while other businesses, such as media and service, are on the mend, if not totally recovered.

As a result, air company procedures should focus on people management methods to ensure the correct talent fit for making quick decisions, promote creativity and innovation, while addressing the always-shifting dynamics of company operations. According to the contextual study, in Kenya, specifically in the field of airline operations, TM is still a relatively new area of study. This was also observed by (Barkhuizen, Cooke, Schutte & Stanz, 2014) in their study on talent management and governance reciprocity that there is limited empirical research on talent management for airline operations. This necessitates an empirical study of how talent management and personnel retention relate in Kenyan airline company divisions.

### **1.3 Purpose of the study**

The study's objective was to discover how talent management and employee retention compared in airline operations at Jomo Kenyatta International Airport.

### **1.4 Objectives of the study**

The objectives of the study were:

1. Establish the link between talent preparation and staff retaining in Jomo Kenyatta International Airport's airline operations divisions.



2. Investigate the link between staff retaining and talent growth at Jomo Kenyatta International Airport.
3. Determine the link between staff retaining and talent change at Jomo Kenyatta International Airport.

### **1.5 Research Questions**

The goal of the project was to find answers for the research questions below:

1. What is the link between talent preparation and staff retaining in Jomo Kenyatta International Airport's airline operations?
2. Is there a link between staff retaining and talent growth at Jomo Kenyatta International Airport?
3. What is the relation between Jomo Kenyatta International Airport's talent change and staff retaining?

### **1.6 Hypotheses**

The following were the research hypotheses:

**H<sub>01</sub>:** There is a strong link between talent preparation and staff retaining at Jomo Kenyatta International Airport.

**H<sub>02</sub>:** There is a strong link between talent growth and staff retaining at Jomo Kenyatta International Airport.

**H<sub>03</sub>:** There is a strong link between talent change and staff retaining in the airline operations segments of Jomo Kenyatta International Airport

### **1.7 Justification of the study**

Theoretical research has lagged or has been nonexistent, despite the fact that TM has gained the interest of prominent businesses on a global and local scale. Notwithstanding this interest, there are few research studies and tools available on talent management. This initiative makes an effort to give information that is pertinent to Kenyan airline operations units. Moreover, the highlighted benefits of TM may encourage headship and management teams to explore applying TM practices and methods, which are also deliberated in this article. Additionally, comprehending the significance of employee retention and "how it is completely influenced by TM practices" across all operational segments of Kenyan airlines "may throw light and provide a grasp on the high

turnover rates observed in previous years." A study by Mburu (2018) on factors influencing employee turnover in hospitality industry found that talent growth through learning and progression contributed to a higher retaining of staff.

A more in-depth look at today's tendencies and implementations of TM, particularly in the sphere of aviation and specifically in Kenyan airline operations units, would be useful to both the staff and the company. These include improving appointment methods, upholding a stable workforce, retaining the best personnel, and increasing company trust and loyalty. This is consistent with a prior study on TM and governance reciprocity by Barkhuizen, Cooke, Schutte, and Stanz (2014): The South African aviation industry was used as a case study to analyze a company's capacity to locate and retain exceptional employees. When used successfully and efficiently, TMS improves a company's overall performance, (Thunnissen & Gallardo, 2017).

### **1.8 Significance of the study**

The study's conclusions may help Kenyan airline operations divisions modify talent management, maximize practical usage, and retain workers to a greater degree. It will also assist airline operations segments in identifying and analyzing talent gaps, as well as the absent link in poor retaining rates, while addressing them appropriately. In order to manage talent and staff retention successfully, further study is needed because TM and ER have a fiscal effect on a firm's overall budget. Eyad, (2020) agrees that proper attraction of experienced and talented contributes to a lower cost of regular recruitment. Furthermore, the study will influence operations sectors to tap talent over the representations and concepts utilized in this study, considering the degree of highly qualified labor force and viable staffing for talent in the aviation industry. Thus, through proper talent processes and enticing retaining methods, the use of TM models and techniques is critical to conserving the specific skills that staffs possess.

### **1.9 Scope and Delimitations of the study**

This study looked at the relationship concerning talent management and staff retention. The independent variable of talent management was measured using talent preparation, talent development, and talent change. Low turnover, high productivity, competitive advantage, job happiness, job performance, and profits and revenues were thus used to explain the dependent variable, staff retention. The confounding variables for the study included; age, gender, rank and education.

### **1.10 Limitation of the study**

Despite Kenya having more than fifty air firms, the target population was slanted toward only two of them. Since the present study was limited to airlines in terminal 1A and 1D in Jomo Kenyatta International Airport, in Nairobi, the conclusion can only be applied to the country's major airports as other airports may have exclusive characteristics. However, because all airlines are regulated by the Kenya Civil Aviation Authority, the operations segments of airlines are almost similar. Therefore, the study's results and pertinence may be applied to other airline operational segments at Jomo Kenyatta International Airport to some extent. Second, as the study employed a correlational research methodology, a cause-and-effect relationship could not be established; however, the results will act as a starting point for future cause-and-effect studies. Another drawback is that the number of people in operations segments varies by airline, so the sample size of the much smaller airlines was less. Additionally, the information gained from the studies may be applied not only to operations branches, but also to other airline segments and the broader economy.

### **1.11 Assumption of the study**

Employee retention was believed to be highly impacted by the three traits of talent management (talent preparation, talent growth, and talent transformation). The study made the assumption that talent management influences staff retention in operational segments in Jomo Kenyatta International Airport. It also implied that all information gathered was correct and pertinent to the study's goals. Additionally, the researcher made the assumption that individuals took part in data collecting voluntarily and honestly.

### **1.12 Operational Definition of Terms**

**Talent management-** refers to actions and processes like the "systematic attraction, selection, growth, retaining, and deployment" of talent for a company to attain calculated, lasting accomplishment (Thunnissen & Gallardo, 2017).

**Talent growth-** refers to the actions that promote learning, staff engagement, talent, and staff growth to drive performance of the company, productivity, and results (ATD Press, 2020).

**Talent change-** A set of tactics that assist a company in comprehension its current talent, identifying what it lacks, and facilitating plans to solve both (Efron & Ort, 2010).

**Staff retaining-** Processes employed by firms to guarantee that their personnel stay with them after a long time (JobConco, 2021).The capability of a corporation to retain its staffs is referred to as staff retaining (McDougall , 2018).

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter summarizes earlier research on talent management and staff retaining. The definition, theories, procedure, benefits, and factors affecting Talent Management are the first topics covered in this chapter. This chapter also covers the ideas, definition, and measurement of employee retention. In order to determine if there exists a connection between TM and ER, the chapter will then look at the independent and mediating variables.

#### **2.1 Talent Management**

The systematic hiring, locating, nurturing, inspiring, maintaining, and mobilizing of those people who are especially beneficial to an organization is known as talent management, (Boichenko, 2015). Finding and retaining top talent is a continuous effort that also involves “developing their skills and regularly motivating them to perform better”, (Gallardo-Gallardo, Thunnissen & Scullion, 2020). Usage of a combined set of measures to certify that the company appeals, holds, encourages, and advances those gifted individuals it desires today, and tomorrow is characterized as talent acquisition (Armstrong, 2006). TM is described as the methodical identification of critical positions, the promotion of "elevated and top incumbents," and the administration's duty to promptly occupy these positions with competent contenders while assuring their selfless dedication to the firm. Everything is articulated to offer the business a sustainable competitive advantage (Scullion & Collings, 2011).

According to Ogolo (2018), TM refers to a company commitment to acquire, recruit, retain, grow, and transfer the best individuals available on the labor market in a broad sense, as opposed to the definitions. To meet a company's objectives, TM is the process of finding, choosing, training, keeping, and moving employees. The demand for TM has arisen primarily because of intense rivalry in global marketplaces, which necessitates quick decisions as well as immediate and effective solutions (Hongal & Kinange, 2020). Companies that can better use their skills, more than their competitors, will gain a relevant competitive edge. Technology, the internet, social media, and a multitude of software gadgets have all helped enterprises with multinational businesses to adjust their TM programs. Furthermore, the TM process, which may include e-learning, e-recruiting, and performance reviews, has been expedited by the use of data and

analytics to assist personnel decisions. Lack of TM in firms, on the other side, contributes to staff attrition (Schiemann, 2009). As a result, low productivity, unhappiness, absenteeism, and low morale among staffs are on the rise. Such businesses will experience a drop in productivity, earnings, client retaining, repeat business, and competitiveness (Elegbe, 2016). For strategic, long-term success, and company's actions and procedures, such as "systematic attraction, selection, growth, retaining, and deployment" of talent, are crucial. Preparation entails matching the people management strategy to the company's goals.

Talent management can be broken down into four stages: preparation, expansion, changeover, and retaining. Talent preparation is the basis of talent management, as it determines whether a company selects the right people for the job, (Boštjančič, & Slana, 2018). The company must perform appropriate research and analysis to determine the demands of vacant roles. This will make it easier to choose the best prospects from a large pool of applicants. The preparation stage is crucial for anticipating and solving the company's needs. The purpose of preparation is to identify current institutional talent as well as any upcoming openings. When a candidate is employed or recruited, the process of developing their skills begins. Onboarding and orientation for new recruits are part of this strategy, (Geetha & Bhanu, 2018). Companies strive to cultivate fresh talent that aligns with their standards, profile, and ethos, that is not only important but also key for talent growth and expansion, (Aina, & Atan, 2020).

Examining a company's strategy approach will provide a prism through which to identify talent requirements at both the administrative and discrete degrees. Companies should match talent with long-term business strategy for effective TM to occur (Thunnissen & Gallardo, 2017). Talent should be produced because of TM strategy to achieve specific business plans. A strategy must be in place to determine the human capital requirements. Second, preparation considers job design, which entails creating important jobs and specific job descriptions, as well as recommending a workforce for recruiting (Silzer & Dowell, 2010). The aim of labor force scheduling, according to Goh and Okumus (2020), is to discover, hire, motivate, train, and retain the finest individuals for the ideal position at the ideal moment.

Once this is established, the decision to whether use internal or external recruitment is made. Recruiting is the process of conducting the tests and checks to evaluate whether a candidate is a good fit for a post (Armstrong, 2006). Interviews on the phone or in person, as well as

psychometric and aptitude tests, may all be component of the method. Thanks to technology advancement such as human resource information systems. Social networking sites, artificial intelligence, formal professional marketing, and google search like LinkedIn, have all made the process much feasible (Wheeler & Buckley, 2021).

The company then prepares the incumbent in accordance with the selection of the correct fit. In the first months or years of employment, onboarding and job orientation programs may be useful (Berger & Berger, 2004). Following that, the staff's abilities, aptitude, and competency are enhanced to continue to match or grow and develop the staff. Over a period, an accession of new or refresher trainings could be organized. During this stage, staffs are also given motivational tools including coaching, mentoring, directing, and counseling. Training people to improve their skills leads to business performance while also increasing staff loyalty and engagement (Gosh, 2019). To develop talent, TM involves the use of coaching, mentoring, guiding, counseling, teaching, and training.

Maintaining acquired and developed talent necessitates talent movement throughout the company. Inner potency and promotions are crucial in this regard, (Arar & Öneren, 2018). Using accession preparation to evaluate these voids, administrations can prepare in advance to seal pre-emptive holes and openings in their talent channel. Any management or retaining strategy can only be successful if the company's staff pool is carefully monitored. Rotation, knowledge management, promotion, and group work are all ways that can be used to help with change.

The goal of TM is to transform personnel to fulfill the company's goals (Talent Management, 2019). In response to a moving and varied working environment, it entails both human and company growth. It therefore advocates for a people-centered culture, with individuals focusing on earnings and profits in return. (Schiemann, 2009) agrees that it is in the best interests of workers to pursue out, participate with, and stay with a company that allows them to improve in all aspects of their lives. The goal of TM is to create high-execution companies that can endure and thrive in today's active business environment marked by unprecedented operational changes (Berger & Berger, 2004).

Effective TM is a critical component of attaining company excellence, which is a fundamental factor in generating company success. Regardless of the economy, TM is a relevant tool geared towards competitive advantage (Kataike, 2013). To acquire a competitive advantage, businesses

must develop new strategies for attracting and retaining outstanding personnel. Additionally, TM helps businesses increase their capacity to find, hire, develop, and keep outstanding talent, which boosts overall business effectiveness. TM also saves money by keeping personnel and minimizing the amount of training they receive on a regular basis (Hanif, 2013). Because the company spends a lot of money educating employees for their jobs, losing employees is quite expensive in terms of value, morale, and relocation (Rodríguez-Sánchez, González-Torres, Montero-Navarro, & Gallego-Losada, 2020). Finally, the TM system provides a long-term competitive advantage, enhanced innovation, advanced self-appointment and obligation, lesser turnover rates of human skills, and cheaper external resourcing costs. (Deb, 2005).

## **2.2 Staff Retaining**

The capability of a business to keep its personnel by implementing various techniques to increase their commitment and loyalty to the firm is known as staff retention. A helpful administration produces committed employees in the organization. The major opinions expressed by employees are that having the capability to influence organizational policy by offering suggestions or responding to surveys about the workplace environment gives them security and motivates them to stay with the company. The capability of a corporation to retain its staff is referred to as staff retaining (McDougall, 2018). According to Dwesini (2019), staff retention refers to an organization's capability to lower staff attrition, or the percentage of employees who leave their jobs within a specific time period, whether voluntarily or involuntarily. It is necessary for a company's existence and sustain capability. As per van Zyl, Mathafena and Ras (2017), talent management strategy's goals are to recruit, develop, retain, and change talented people. In the absence of TM, there is a high rate of turnover, staff unhappiness, and low morale (Amushila & Bussin, 2021). According to Arthur (2012), staff retention reduces recruitment efforts, expenditures, learning and training curves, and the amount of time needed to acclimate new employees. She goes on to say that staff retaining encourages staffs to look in terms of long-term goals rather than short-term decisions (Mukweyi, 2016).

As a result, delighted customers enhance business returns, resulting in a more relaxed, happier, and productive environment. The necessity of keeping people within the company while they are still developing (Davis, *et al*, 2007). The loss or lack of talented staffs severely impedes company growth due to their surprisingly strong impact on current and future company performance. Bill



Gates is renowned for saying, "Take our twenty greatest staffs away from us, and I can tell you, Microsoft will be irrelevant." Berger & Berger is a law firm centered in New York City that states that incompetent TM method resource allocation, such as remuneration, training, and growth, can result in high incomings, low drive, and poor productivity, (Berger & Berger, 2004).

Recognition and prizes for specific people and group achievements that directly or indirectly meet corporate objectives, efficiency, and earnings are just a few strategies to keep staffs engaged and satisfied. A research of 1500 people found that remuneration schemes have a beneficial impact on staff retaining (Rono, 2017). Furthermore, motivation can be achieved through project management, participatory decision-making, promotion, reward, remuneration, and increments, if appropriate. Companies might put in place measures and strategies aimed at extending the time spent by talented personnel (Marinakou & Giousmpasoglou, 2019). These initiatives may include monetary and non-monetary incentives to encourage commitment and loyalty. As part of a staff retaining strategy, firms can establish corporate loyalty by demonstrating that they are willing to match the staff's contribution (Rathi & Lee, 2015). They go on to say that, just as staffs engage in their own professional growth by returning to school or participating in professional certification programs, businesses should do the same. Companies should also be able to demonstrate a willingness to invest in their workers to help them attain new skills and information as their careers progress (Manita, Elommal, Baudier, & Hikkerova, 2020). Another technique for keeping staff is to have an open and equitable promotion procedure. Nothing is further discouraging than believing that their accomplishments are missed, and advancements are founded on individual dealings rather than verified skill and track history. Talented individuals are outstanding and important resources to any business. Armstrong and Murlis (2007) asserts that staff awards, compensation, or remuneration should mirror general market conditions to retain talented personnel. Job satisfaction is influenced by comparable earnings rates at different ages (Davis et al, 2007).

Companies should make their hiring decisions more valuable, create a deliberate retention plan, and put in place a competitive tactical and creative incentives and profit structure to limit worker turnover. (Deb, 2005). He observes that compensation has an impact on retaining, and that firms may consider retaining bonuses, market equity, and incentive pay as retaining strategies. Furthermore, the establishment of strong compensation systems resulted in a higher rate of staff retaining than earlier tenures (Oladapo, 2014). Since it requires lots of resources for a company to

attract and develop talent, keeping that talent is crucial. Retaining talent, according to Irabor and Okolie (2019), saves money on frequent and unnecessary hiring. Talent retaining entails making efforts to improve the working environment for staffs and lower turnover rates, (Martin, 2021). Offering profits and consistent additions, training and tutoring, cultivating a difficult yet congenial work surrounding, rewarding distinct individual and collective labors, and including staffs in policy-making, are all examples of talent retaining tactics, (Anwar et al, 2014).

Workforce preparation, recruitment, strategic preparation and commitment and motivation, executive coaching, growth, staff recognition, diversity and inclusion, participation, and keeping are all important aspects of excellent human resource management, (Froidevaux, Alterman & Wang, 2020). The researcher shall focus on preparation, growth, and change in this paper. Deprived of a plan, an institution will be unable to identify the needs that necessitate talent, and thus will be unable to properly acquire talent, (Chakraborty, & Biswas, 2020). It's critical to develop talent to match the company's needs and culture after acquiring it through preparation. Short of growth, the talent may not be able to fulfill its potential. After creating talent, it's critical to sustain it in the company to avoid losing equally the talent and the growth capitals, (Landwehr, 2016).

### **2.3 Relationship between talent preparation and staff retaining**

To create a course for strategic success, companies must first understand talent requirements. Establishing a relationship between business objectives and talent, according to (Deb, 2005), would go a long way towards knowing what it takes to effectively attract, grow, and keep exceptional people. He continues by saying that it helps managers execute action plans and develop a company's personnel management strategy: company's strategic priorities with successful TM tactics, have been shown to have a favorable and relevant relationship with company performance (Jindal, Shaikh, & Shashank, 2017). Job plan is the course of defining a job's obligations and responsibilities, the methods, processes, and steps to be followed in carrying out the job, and ultimately the relationship that the job holder should have with his or her coworkers and subordinates (Heisler & Bandow, 2018). The job design in TM encourages innovation, flexibility, and transparency, all of which are essential for fostering commitment and motivation (Balcerzyk & Materac, 2019). As per Dixit and Sinha (2020), workforce preparation comprises building effective human capitals policies to enable line supervisors in handling an administration's most

relevant asset: its people. Workforce preparation, when done effectively and holistically, can help a corporation accomplish its strategic objectives. Unfortunately, few companies' plan their workforce before employing new staff (Elegbe, 2016). The drawback is that each new skill requirement, seriously disrupts routine business operations. Since workforce preparation is the company's vision of where it wants to be in terms of personnel capabilities, it is essential to link it to business objectives (Cappelli, 2008).

A study by Kibui (2015) in Kenya's State Corporations on 'talent management's impact on employee retention,' centered on the general results of the opinions of the people it targeted. The study used a cross sectional design and "a representative sample of its target population." All of Kenya's 162 state-owned firms' employees were included in the target population as of December 2011. Both inferential and descriptive statistics were employed to assess the collected data. To conduct the statistical analysis, SPSS 20 was employed. The study's findings demonstrated that talent management significantly and favorably impacts employee retention. There was a strong positive correlation across skills modeling, staff participation, performance administration, professional development, and employee retention in Kenyan state-run firms. A considerable positive moderating link between employee retention and age was also demonstrated by the results.

Specifically, "talent management and employee retention within project employees of governance groups from civil society in Nairobi, Kenya," Onyando (2018) conducted a study. The findings suggest that employee retention is positively impacted by talent management issues. The study concluded that in order to effectively retain employees, talent management should be linked with organizational management processes, such as governance style, as opposed to being designed as a separate process. The study also discovered that mentorship, which encourages skill progression and supports the firm's particular demands, results in employees' qualifications rising and, to a certain extent, exceeding organizational requirements. The results analysis shows that there is a link between employee retention and talent management components in governing civil society organizations.

Najat also looked into the goals of the Nairobi City Water and Sewerage Company's workforce turnover (2021). This investigation was carried out using a descriptive research design. The population of the study consisted of the 997 management staff members of the Nairobi City Water and Sewerage Company. Primary data gathered through questionnaires was used in this

investigation. Both descriptive statistics, like mean and standard deviation, and inferential statistics, like multiple linear regression and correlation analysis, were included in the statistics that were generated. The study found a significant positive correlation between NCWSC employee turnover intentions and human resource planning, training, incentive administration, and recruitment. According to the findings of this study, minimizing employee turnover intentions requires careful consideration of human resource planning, recruitment, training, and management of rewards.

Muriuki also examined how talent management affected Multichoice Kenya Limited's capability to retain employees (2017). According to the descriptive research methodology, the study's target audience consisted of 13 members of the department of human resources personnel at Multi-Choice Limited as well as department leaders. Pick-and-drop structured questionnaires were also employed in the study to gather data. The mean, frequencies, and standard deviation were utilized to measure central trends during the descriptive statistics examination of the data. The study's findings showed that employing talent management techniques like hiring workers from Multi Choice has an impact on their retention through various components of job advertisements, job interviews, and assessment of their aptitude for various activities. The study also found that the organization might retain employees by ensuring that the orientation setting and employee engagement are both appropriate. The survey also discovered that performance agreements, staff recognition programs, competency evaluations, and the avail capability of incentives and career opportunities all contribute to employee satisfaction. The study also demonstrated that salaries raise employee benefits and that admiration of employees encourages retention.

Knott (2016) conducted a second study on the "effect of talent management techniques on employee performance across real estate enterprises in Kenya," which was based on a case study involving Suraya Property Group Limited. 95 employees of Suraya Property Group Limited made up the study's sample. A stringent, closed-ended questionnaire was utilized to collect raw data. The data were analyzed employing both descriptive statistics (frequency and percentages) and inferential statistics (correlation analysis). Tables and graphics were used to present the information. There is a statistically substantial correlation between staff performance and employee training and development, per study on how much it affects employee performance. The study's conclusions state that organizations must incorporate training and progression into their

talent management strategies if they want to increase worker productivity. While progressions crucial for long-term staff proficiency performance, which is also crucial for overall employee performance, training improves the skills that employees need to carry out their jobs. Organizations that want to increase staff productivity commonly use talent retention strategies like career development, employee motivation, and succession planning.

#### **2.4 Relationship between talent growth and staff retaining**

A portion of the growth plan should provide individuals with the essential knowledge and abilities to ensure that they perform admirably in their assigned activities and functions. The intellectual principal of a company, which is its evaluated value or usefulness over its cash flows, is strengthened via talent growth (Rothwell & Kazanas, 2003). They endure by stating that growing talent upsurges the reservoir of facts management. Education and advancement are clear organized on-the-job and off-the-career events targeted at developing current and future job skills, information, and capabilities (Garavan & et al, 2020). Talent growth, namely learning and growth, can improve a staff's years of service or work experience in a company, lowering turnover. They urge that businesses engage in staff training and growth, which will result in higher productivity and, eventually, the achievement of corporate goals (Kimani & Waithaka, 2013).

Setting work goals, defining performance standards, assigning and evaluating work, providing feedback, assessing skill gaps, and distributing prizes are all things that companies utilize performance management for (Varma et al 2008). The goal of performance management is to connect staffs' efforts with corporate goals and fairly evaluate their performance (Košir, Lakshminarayanan & Said, 2021). As a result, staff retaining was influenced by talent growth, or performance management. Respondents regarded performance supervision as a talent managing strategy in which their company's provided awards and promotions (Efron & Ort, 2010). According to a study on talent management and staff retention between program employees at governance civil society groups in Nairobi, mentoring is the key to unlocking someone else's innate capacity to work, acquire knowledge, and develop self-awareness of both inner and external elements. (MacLennan, 2017). Mentorship may help both teams and individuals perform better.

Kumar (2022) examined "the impact of people management methods on employee retention." The effect of talent management practices on employee retention was investigated through a descriptive research. The association between the variable of talent management and employee

retention was examined using a multiple regression model. A survey found that workers are more likely to stick around a company if it offers them the possibility to progress professionally. Compensation packages have also proved to be quite effective at luring and keeping workers. The study will be helpful for strategizing, creating, and carrying out different retention tactics for the employee.

A case study of Kenya Commercial Bank served as the basis for Muriithi (2020) investigation on the "effect of talent management on strategic worker attrition in the banking organization in Kenya." To assess the results and applicability of the talent management methodologies, the case study descriptive research approach was used. The main trends identified in the gathered data were summarized using graphs and tables along with descriptive statistical methods. Most employees believed managers were in charge of coaching staff, according to the descriptive statistics on how career progression improves strategic employee retention in the banking industry. A slight but statistically significant positive link between career advancement and tactical personnel retention was found through correlation analysis.

Another study by focused on the "effect of talent management practices on employee retention at the Namibia University of Science and Technology." Amushila & Bussin (2021). 39 administrative middle-level employees at NUST were the target group for the qualitative study approach. In addition to reviewing research publications, semi-structured interviews were also undertaken. Major themes were found by a qualitative content analysis of the data. This study discovered a connection between TM and employee retention, and it came to the conclusion that TM practices and staff retention tactics combined to lower employee turnover.

Mugambwa (2018) research was conducted on "the influence of talent management methods on employee retention in state firms in Uganda," according to a case study of the National Social Security Fund. For its primary data, which contained elements from archives, the study employed a cross-sectional survey design. For its secondary data, it used a quantitative research approach. Using self-administered, open- and closed-ended questionnaires, primary data were collected. In the study, data analysis methods that were both quantitative and qualitative were applied. The survey found no conclusive relationship between staff retention at NSSF Uganda and talent development. The independent and dependent variables do not statistically significantly interact, as indicated in Table 13. This further implies that there are other factors outside talent progression

that have an impact on employee retention, including knowledge transfer failure, corporate culture, and norms. Staff members who believed that the company was investing in their professional progression and career advancement gave training and progression excellent marks.

## **2.5 Relationship between talent change and staff retaining**

Only one part of accession preparation is identifying candidates who can fill existing duties. Accession preparation should consider the rankings that will be required because of "evolutionary or revolutionary" business transformation. Reviewing the talent process is an important part of the talent change (Rothwell & Kazanas, 2003). Talent change aids a company's comprehension of its existing talent, identification of what it lacks, and facilitation of plans to address both. Talent transfer should give the data required to make informed accession decisions (Effron & Ort, 2010). Knowledge management is a deliberate approach for assisting staffs in sharing and placing information into action by providing admittance, framework, education sequences, and setup, (Rothwell & Kazanas, 2003).

Lopaka (2018) studied how succession planning affected staff retention at Kenya Commercial Bank Ltd. (2018). The investigation's methodology used descriptive inquiry. The study's participants were KCB bank workers. To collect primary data, a structured questionnaire that was dispersed via the drop-and-pick method was used. Descriptive statistics, such as frequencies, percentages, averages, and standard deviation, were applied throughout the data study, using a simple linear regression analysis. The study's findings demonstrate that there aren't many formal succession planning procedures in place at KCB. It is indisputable that succession planning affects staff retention. If a business wants to remain competitive, it requires committed employees. A company can gain a lot from having effective staff retention practices.

Methembu (2012) a second investigation investigating the "impact of succession planning on staff retention" was conducted. The current study's objective was to examine the relationship between succession planning and employee retention using a qualitative technique. The study used a questionnaire to gather data, and statistical analysis was completed. According to the study's findings, respondents had positive opinions of both the organization's selection criteria for its succession planning program and the succession planning process itself. The findings indicate that talented individuals stay with the organization after completing the succession planning program because they are "respected and are encouraged to apply for" top jobs. The talent management

program should be restarted, along with the implementation of retention bonuses and an incentive scheme that the employees value.

2019 study by Javed and Jaffar examined how succession planning affects employee retention. Face-to-face interviews and a semi-structured questionnaire are the main research methodologies. The review of secondary data, in-person interviews, and categorization of themes using a semi-structured questionnaire were all components of the data analysis. According to the results, Swedish companies should concentrate on developing career progression programs, discovering and growing their talent pool, and providing non-cash perks to their staff if they want to successfully retain their employees. They will be able to commit to the company and stay there for a longer amount of time as a result. According to the study's findings, implementing effective succession planning methods will have a good impact on society, increase employee morale, and increase firm profits by retaining talented personnel.

Eshiteti, Okaka, Maragia, Odera, and Akerele (2013) conducted a second study on the topic of the "impact of succession planning programs on staff retention" using questionnaires to gather data. Both descriptive and inferential statistical methods were used in the data analysis. The results of the study revealed that more workers who underwent succession planning with the goal of moving up the management ladder expressed being extremely content with their jobs. The understudied sugar companies saw an improvement in employee retention as a result of this. The study's conclusions show that the three sugar-producing companies in Kenya's Western Province have put succession planning in place to give high potential workers the skills they need to be successful in management positions. Programs for succession planning thus become a significant issue affecting worker retention. The main means of influence was through the provision of career progression opportunities for employees. Programs like work rotation, coaching, mentoring, and other formal training initiatives like action learning supported this.

Evaluation of the impact of strategic planning methodologies on staff retention between research organizations, focused on a case of Kalro Sugar Research Institute Kisumu, Anyango (2018). This study used a descriptive research technique and was conducted at SRI, a KARLO organization. 131 KARLOSRI workers in total provided information. Due to the small personnel, a purposive sample and a self-administered questionnaire were used in the study. It was dropped and picked up. Data analysis was done using Excel and SPSS, a statistical tool for social sciences. Inferential



statistics required the use of multiple regression analysis and Pearson correlation, whereas descriptive statistics, such as tables, charts, and percentages, were employed to examine quantitative data. According to this study, employee motivation has the biggest impact on job retention ( $=.623$ ), followed by staff progression ( $=.442$ ), and mentoring and coaching had the least impact ( $=.072$ ). The study suggests that all these factors be taken into account in order to retain employees in sugar research centers.

## **2.6 Confounding variables**

The purpose of the study was to identify the causal relationship between perceived organizational support (POS) and talent management variables like the Human Capital Index and how that relationship affected the tendency of Generation Y employees to leave their jobs. The study's objective was to determine whether Indian hospitality organizations' personnel management practices had any measurable impact on staff members' inclination to leave their positions. Centered on prior research, the study developed an integrated conceptual model that supports the relationship between the pertinent constructs. Data were gathered using a cross-sectional survey approach in order to understand how the study's many variables interact with one another as well as for the descriptive and predictive aims connected with correlation research. The organization's talent management procedures and POS have a statistically significant positive link, according to Pearson's correlations. Additionally, it appears that the perception of supervisor support has minimal impact on the association between talent management strategies and a tendency to depart. The study's findings are consistent with the idea that how employees view the acts of the company directly affects how they view their supervisors' support. The study also discovered a slightly substantial negative connection involving POS and a staff's intention to depart the company. Higher levels of POS were linked to a decreased inclination to do so. In order to speculate about Generation Y employees' opinions in relation to other important factors, the study provided a quantitative technique. In terms of application, the study provided management with a framework to understand how employee intention to quit an organization is influenced by views of talent policy and support, (Gupta, 2019)

A study to look at how talent management affects staff retention and work satisfaction at an Egyptian public institution used the 105 administrative staff members of Ain Shams University as the sample for the field study (a public university). The primary method utilized to collect data for

the research was a questionnaire with four sections: talent management, work contentment, staff retention, and sample statistics. The Cronbach's alpha, ordinary least squares regressions, and Kruskal-Wallis test were all used in the study. The talent management principles of awarding amazing results, education and development, and job enrichment were discovered to have a substantial effect on staff retention and workplace satisfaction but having no effect on the sample's demographic features, (gender, age, education and experience). The study's contribution in Egypt, an Arab nation in the Middle East with a majority of Muslims, has been to examine the relationship amongst talent management and employee retention in a higher education context. One of the Arab/Muslim countries having the least talent management research is Egypt. By doing research in new countries and regions, businesses can better comprehend how to alter their people management strategies to meet varied national and cultural situations. (Hafez, 2017)

For organizations, keeping young, talented employees in a competitive market is challenging. A study looked at the effects of talent management (TM) strategies such as mentoring, strategic governance, knowledge sharing, social media, and the part competency progression plays in mediating employee retention intentions. If employers want to keep Generation Y employees, they must implement staff progression techniques. 372 members of generation Y in all took part in the study. The data were evaluated using the PLS-SEM model by the smartPLS-3 tool. Results show that TM activities—such as strategic governance, social media, and mentoring—have an impact on generation Y employees' motives to stay in their current jobs even while information interchange has no such impact. The association of tactical governance, social media, information sharing, and motive to stick around is mediated by competency development. Though competency progression does not significantly moderate the relationship between mentorship and the will to stick around, the association of tactical governance, social media, information sharing, and motive to stick around is mediated by competency development. Though competency progression does not significantly moderate the relationship between mentorship and the will to stick around, (Minha et al 2020)

### **2.6.1 Age, Talent Management for Employees Retention**

A study using the contextualization technique was conducted to shed important light on how macro, organizational, and individual factors interact as well as their individual or combined effects on TM. The study acknowledged the importance of context at the organizational,

individual, and macro environment levels by using a multispectral approach. 46 interviews with HR managers and young professionals from six Russian companies and six Russian subsidiaries of multinational corporations (MNCs) active in various industries were conducted in order to gather the data. Multilevel contextualization was used to emphasize the significance of nurturing young talent in Russia as well as the reasons why businesses there are impacted by international best TM practices. Through contextualization, it was possible to show how a specific location and conventional (global best) TM practices might coexist. Significant details can also be found by contrasting the results of TM investigations in different emerging countries. The essay contributed to the corpus of knowledge on contextualization in international management and the larger subject of international human resource management in addition to the TM debate, (Maral et al, 2017)

### **2.6.2 Gender, Talent Management and Employee Retention**

By conceptualizing and experimentally evaluating the distinctiveness of TM and gender inclusion in talent progression in the German context, as well as by determining whether TM is an inclusive HRM practice with respect to gender, a study was conducted to further our understanding of talent management (TM). Thus, an interdisciplinary strategy was developed by linking the study of TM to important results from gender and HRM research with a focus on inclusion. Following a thorough literature search, five TM elements—talent definition, underlying career orientation, the substance of talent progression programs, the TM strategy, and the talent selection process—were identified and categorized as inclusive TM. These five TM components influence the level of gender bias and the danger of discrimination centered on their structure and attributes. Centered on a qualitative comparative case study analysis that demonstrates considerable differences between instances in the identified TM features and indicators linked to the gender inclusion of TM practices, this study provides empirical data from the German media sector in compliance with rules, (Festing, et al 2014)

### **2.6.3 Rank, Talent Management and Employee Retention**

Most businesses use only exclusive talent management techniques. Only a small number of key personnel are identified as having talent and are offered opportunities for advancement along with unique compensation packages in order to inspire and keep them working for the company. Other employees, particularly those in lower management positions, are now lacking talent progression plans as a result of this. This category, known as B40 in Malaysia, consists mostly of young

workers who work primarily for SMEs. Employees with low household incomes and few opportunities for talent progression make up the B40 category. This B40 group should be managed by pertinent stakeholders to guarantee the provision of appropriate talent and career progression strategies. Given the scant research on inclusive talent development, this can be difficult. In order to achieve an inclusive, equitable society, Malaysia's B40 group has identified inclusive talent progressions a critical talent management tool. This article aims to fill this knowledge gap, (Kaliannan et al, 2022)

#### **2.6.4 Education, Talent Management and Employee Retention**

A study was designed to evaluate the graduate TM experiences and practices of six significant UK organizations using a qualitative data collection approach. Since many businesses view graduates as a key source of talent, it makes sense from a talent management (TM) perspective to hire, develop, and retain graduates. Recent grads haven't received much consideration, nevertheless, as part of an organization's TM strategy. Such a focused approach addresses the need for greater research into talent pool segmentation and the specific problems that different skill sets are expected to solve. Start by giving it some thought. The study's findings highlight and clarify why, given the distinctive traits that recent graduates possess, graduate employers frequently feel compelled to use the object technique (talent as traits of individuals), despite the findings of other research that most employers prefer a subject approach (talent as people and what they do). Employers eventually describe graduate competence as the competitive advantage that must be "sharpened" in order to fully realize the potential that graduates deliver. The study's findings highlight and explain why graduate employers frequently feel compelled to utilize the object technique (talent as traits of individuals), despite other research's conclusions that most employers prefer a subject strategy, given the distinctive characteristics that recent graduates possess (talent as people and what they do). Employers think graduates have "the edge" but need to "sharpen" it to realize their full potential, (MacCracken et al, 2015)

In today's global workplace, effective personnel management is a business essential (Barlow, 2006). There is a severe global skills shortage, especially for high-end jobs; in the past year, 50% of businesses reported having trouble filling positions (CIPD, 2013a). As the gap between high and low skilled positions widens, the term talent extends beyond the capability to work in high demand/low supply positions. In addition to skills, knowledge, and prior experience, talent

highlights personal traits that improve organizational effectiveness (Sector Skills Progression Agency, 2008: 3). There are well-established connections between graduate qualities (attributes) and organizational talent (Connor & Shaw, 2008), and many international organizations are actively looking for graduate talent to fill talent pipelines and assure strategic succession for ongoing success. In this essay, the function of graduate talent is examined, with a focus on recent graduates' perspectives on their adjustment-filled first year of employment after graduation. The experiences of thirty members of Glasgow Caledonian University's LinkedIn Alumni organization served as the foundation for the main conclusions (GCU). It was simpler to acquire an empathic understanding of graduate talent across many social contexts by adopting an interpretivist style, and an action research technique involved the researcher in both the research's practical applications and its findings at the same time. Thirty graduates from LinkedIn were given an online survey to gather empirical data, and emerging themes served as the basis for suggestions for all parties involved in the employ capability discussion, (Scott 2014)

## **2.7 Theoretical Framework**

Human capital theory, resource-centered view theory and talent-centered theory were chosen to inform this study.

### **2.7.1 Human Capital Theory**

Theodore Schultz (1902-1998) and Gary Becker created the term "Human Capital Theory" (HCT) (b. 1930). Becker's approach to HCT emphasized that a company's most precious asset is its people. HCT, in his opinion, aids in measuring people's influence on a company and the value added through successful talent management. Human capital is the summation of a company's staff's competencies, abilities, skills, creativity, and know-how. Economists and social scientists coined the term "human capital" to define a company's workforce's talents, knowledge, and skills. Human capital theory states that staff proficiencies are key efforts into production, and that expenditures spent on hiring, training, reimbursing, and other types of human capital savings can be examined and comprehended in the same way that tangible investments are (Jones & Spender, 2011). HCT evaluates staffs' abilities and knowledge, with a focus on the direct effect of investing in human capital on a company's growth and performance. Mujahid, Amin and Khattak (2014) notes that human capital investment was more essential than physical capital investment, unlike machinery and equipment, corporations do not inherently own their personnel. Rather, they must

implement tactics that will maximize the value they receive from their personnel. Companies must make people strategic human capital to be competitive worldwide, (Mukweyi, 2016 & Deb, 2005). This means that businesses must recognize their staffs' abilities to perform various activities and deal with specific environments and situations to maximize their human capital (Gillies, 2017) sees HCT as highlighting the value of education as one of the most important skills a worker should possess. The more and higher knowledge a person holds, the greater their monetary benefit will be, and the more profitable the company's economy will be. Consequently, HCT has insisted the value of tutoring and how it affects talent management.

### **2.7.2 Resource Centered View Theory (RBV)**

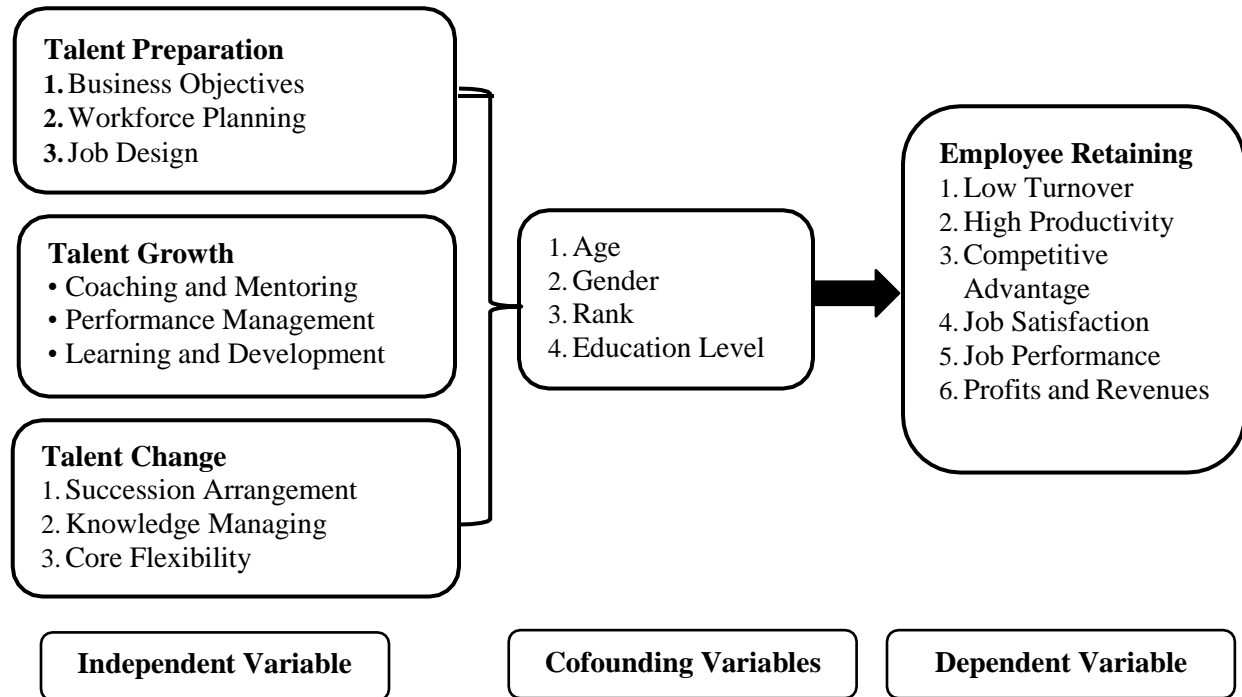
Because physical and technical resources are difficult to replicate, RBV implies that human and company resources are more adequate to offer a company with the desired results and long-term advantage (Kibui, 2015). To establish durable competitive advantages, RBV lean towards resources and talents that exist in the firm. RBV looks for these foundations of competitive benefit in the firm's built-in resources and competences, (Sparrow et al, 2014). It is far easier to investigate new opportunities utilizing existing capitals and capabilities than it is to hire new personnel or hire new functions for each new opportunity. By encouraging the growth of unusual, nonreplicable, and distinctive talent, talent management can help a company obtain a competitive advantage.

### **2.7.3 Talent-Centered Theory**

The talent-centered approach implies that the organization's emphasis and judgment must be focused primarily on talent and the competitive qualities that it creates because it is the only resource that can build a long-term competitive advantage. An institution is viewed as a talent aggregator in this approach. Its responsibility isn't to find or develop company talent; that is up to the individual. According to the strategy, talent is discovered in and with specific people (Romiani, Abili, Pourkaremi & Farahbakhsh, 2021). Individually owned talent will only be accepted if the corporation could provide necessary infrastructures for qualified talent staffs. Businesses can strategically manage their workforces by following a series of interconnected processes known as the talent management process, (Roberts, 2008). Employers can improve staff growth, change, and retaining to fulfill current and prospective institutional demands by recognizing the interconnectivity feature of people management. Businesses are making efforts to improve talent management and build a powerful employer brand. These companies' help their clients articulate

the value they provide and make decisions. Like this, job seekers join companies they think will better meet their goals for skill growth and career advancement (Roberts, 2008). This technique is necessary to comprehend how firms find, nurture, move, and keep talent.

## 2.8 Conceptual Framework



**Figure 2. 1 Conceptual Framework**

## 2.9 Empirical Studies

Owners are aware that building a highly competent, engaged, and motivated staff is essential for progression and competitive advantage. Deb (2005) asserts that any company's success depends on having the appropriate "people in the right position at the right moment." However much TM research has expanded, there is still a gap between theory and application. They also note that there is considerable dispute on language and conceptual boundaries when it comes to the nature of TM. Additionally, very little empirical study looks at the value of TM from the viewpoint of workers. The bulk of the demographic target HR professionals, executives, and managers, who primarily represent the firm's interests, are the focus of most studies (Thunnissen & Gallardo, 2017).

Although TM is focused on bright staffs, their experiences and opinions receive little attention (Collings, *et al*, 2017).

### **2.11 Literature review Summary**

The chapter provided an overview centered on recent literature reviews from earlier research on talent management and staff retention. The first step was to think of talent management as the predictor variables and employee retention as the dependent variable. The study's conceptual framework was first reviewed, and then theoretic topics related to TM. Finally, more research is needed because the literature review of the aviation business was sparse. Employee turnover is increased in businesses by a lack of TM (Schiemann, 2009). As a result, low morale, absenteeism, low productivity, and employee dissatisfaction are all on the rise. As a result, these firms' productivity, profit capability, client retention, repeat business, and competitiveness will all drop (Elegbe, 2016). According to Arthur (2012), staff retention lowers recruitment costs, time needed to acclimate new hires, learning and training curves, and recruitment costs. (Mukweyi, 2016) argues that keeping employees, encourages them to concentrate on long-term goals rather than quick decisions

Consequentially, happy customers boost sales, fostering a cozy, happy, and effective work environment. There is significance of keeping staff on board while they're still learning, (Davis, et al, 2007). Brilliant people have an astonishingly tremendous impact on the company's present and future performance, which makes their departure or loss a serious hindrance to the company's progress. “I can assure you that if we lost our top twenty employees, Microsoft would cease to exist,” is a quote attributed to Bill Gates. Inefficient TM method resource allocation, such as compensation, training, and growth, can result in excessive incomings, poor drive, and subpar productivity, according to the New York City law firm Berger & Berger (Berger & Berger, 2004).

The TM job design encourages innovation, flexibility, and openness—all traits that are essential for fostering commitment and motivation (Balcerzyk & Materac, 2019). According to the study's findings, firms must include training and progression in their talent management plans if they want to improve employee productivity. Training enhances the abilities that employees require to accomplish their jobs, even while progression essential for long-term employee competence performance, which is also essential for overall employee performance. Organizations that wish to improve employee performance frequently adopt talent retention techniques like employee



motivation, career development, and succession planning. Programs for succession planning have grown to be a serious concern for employee retention. Offering employees options for career growth was the primary way of persuasion. This was backed by efforts like action learning, coaching, mentoring, and job rotation inside official training programs.

In spite of the tremendous growth of knowledge, there is still a distinction in talent management between the two. According to TM study, it has also been accused of falling behind us in terms of its contribution to a group's vision statement (Cappelli, 2008). Furthermore, the discipline of TM, lacks a solid theoretical base. Regardless of the fact the theoretical techniques are seldom related or integrated, the scientific TM literature does this by exploring the topic from each imaginable perspective. Furthermore, TM literature focuses on specific talent difficulties while ignoring the trends in other areas of competence (Thunnissen & Gallardo, 2017). Berger & Berger is a law firm centered in New York City that states that incompetent TM method resource allocation, such as remuneration, training, and growth, can result in high incomings, low drive, and poor productivity, (Berger & Berger, 2004).

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

The research design, study population, sample size, data collection, analysis, and reporting will all be covered in this chapter.

#### **3.1 Research design**

In order to make sure the research subject is adequately addressed, research design refers to “the basic technique that one employ to combine the many components of the study in a consistent and logical form.” Correlational research was used since it is a fact-finding strategy that aids in determining the relationship between variables. A descriptive technique was also used because it represents the issue as it is, letting the study to provide both quantitative and qualitative data, which was then used to calculate the association between variables. According to Siedlecki (2020), it is possible to tell whether there have ever been any significant correlations between variables by using descriptive approaches. This methodology was applied at Nairobi's Jomo Kenyatta International Airport in order to identify and explain the behavioral components related to the relationship between talent management and workforce retention.

#### **3.2 Sample Size**

Staffs in the operations department of Kenyan airlines with hubs in Nairobi, JKIA (Jambo Jet, Kenya Airways) make up the population. A total of 3000 people is estimated to work in the flight operations division, with an emphasis on senior managers, duty/team leaders, and operational workers.

#### **3.3 Sample Design**

To participate in the survey using questionnaires, a randomly chosen sample of the workers working in the airline operations segments was chosen, while stratified sampling was used for different ranks. The respondents work in operations segments on a day-to-day basis.

#### **3.4 Research Instruments**

A researcher-created questionnaire utilized to collect data. Questionnaires were sent out to the public as part of the survey technique. There were five sections to the questionnaire. The descriptive attributes of the respondents were collected in Section A of the questionnaire, which

included age, gender, education degree, work experience, and employment position. The eight following elements were used to rate the data on a five-point Likert scale: 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree. Data on staff retention, talent development, and talent change were collected in Sections B, C, and D, respectively.

### **3.5 Validity of Research Instruments**

Our research tools were validated in a pilot study to make sure they were measuring the desired variables. The face validity and content of the research instrument were assessed. The content related technique was used to assess how accurately the question items reflected the subjects covered. Both content validity and face validity were examined in the study. To determine whether a test is generally representative of the construct, the content validity of the test must be examined. If you want accurate results, the information in a test, survey, or measurement procedure must cover all relevant facets of the object being evaluated. If any components are omitted or extraneous components are introduced, the measurement's validity will suffer. Face validity assesses how representative an instrument is and whether it seems to be a good research tool when taken at face value. It needed assessing how well the research tool covered the subject it was meant to measure (Bryman, 2016). The question of face validity examines how appropriate a test's subject matter appears at first glance. Although less formal and objective than content validity, face validity is nonetheless an examination. Face validity is sometimes seen as the least trustworthy type of validity because it is a subjective judgement. But if you're creating a method from scratch, it might be helpful.

### **3.6 Reliability of Research Instruments**

If a measurement consistently produces correct results using the same values, it is said to be reliable (Blumberget al., 2005). It evaluates the dependability, capability, correctness, reproducibility, and consistency of a research study (Chakrabartty, 2013). It demonstrates how error-free (bias-free) it is, guaranteeing accurate measurement over time and over the wide range of instruments' components (the observed scores). If consistent results have been reached in similar settings under varied conditions, the conclusions of a study are considered to be dependable. Reliability in quantitative research relates to the outcomes' repetition, consistency, and stability. If a study tool yields dependable outcomes that are constant (Saunders, Lewis, & Thornhill, 2007). Equivalence and stability are reliability's two key components. While the equivalency component

takes into account flaws that can be introduced by using various samples, the stability aspect is concerned with ensuring consistent results when the same person and instrument are used for multiple measurements. The proposed study will assess the internal consistency and test-retest reliability of the psychological well-being measure to assess its dependability. A Cronbach's alpha of 0.70 or higher and, separately, a Pearson's correlation value of 0.50 or higher are markers of adequate internal consistency and test-retest reliability. The coefficients are considered satisfactory if they produce results above 0.7, and very good if they produce results over 0.8. (Madan & Kensinger, 2017, Sim & Wright, 2005).

### **3.7 Data Collection Procedures**

Important airline operations departments from the target group, as well as the National Commission for Science, Technology, and Innovation, approved the research's conduct. Three kinds of employees each received a questionnaire: senior managers, duty/team leaders, and junior workers. The data collected via Online Surveys, with those who were eligible for the study receiving informed permission before completing the study's main questionnaire.

### **3.8 Data Analysis and Report**

Statistical Package for Social Sciences data analysis (SPSS Version 25.0). Every questionnaire that was submitted will be referred to, and all of the questions will be coded, to make data entry simpler. Additionally, data cleansing will be done, including a check for entry problems. Quantitative data were analyzed using descriptive and inferential techniques. Using the Statistical Package for Social Sciences application, descriptive statistics in the form of percentages, means, and standard deviation were utilized to produce trends and patterns that were simple to evaluate. The relationship between the variables was established utilizing correlation by finding a linear correlation. Tables and a pie chart were used to show and summarize the study's findings.

### **3.9 Ethical Considerations**

The goal of the study, as well as the potential benefits and dangers connected with it, were reviewed with the respondents prior to the start of data collection. To protect the respondents' identities, confidentiality was maintained, and they were not requested to provide any personally identifiable information in the questionnaires. The data collected from the respondents was kept

on an encryption key server with the raw data recorded in statistical software, and the researcher got sole access to it.

## CHAPTER FOUR

### DATA ANALYSIS AND PRESENTATION

#### 4.1 Introduction

The results of a study on the "relationship between talent management and staff retaining" in JKIA's air business operational sectors are presented in this chapter. The demographic results are presented first, followed by a descriptive and inferential analysis of the research findings in line with the study objectives.

#### 4.2 Demographic Characteristics

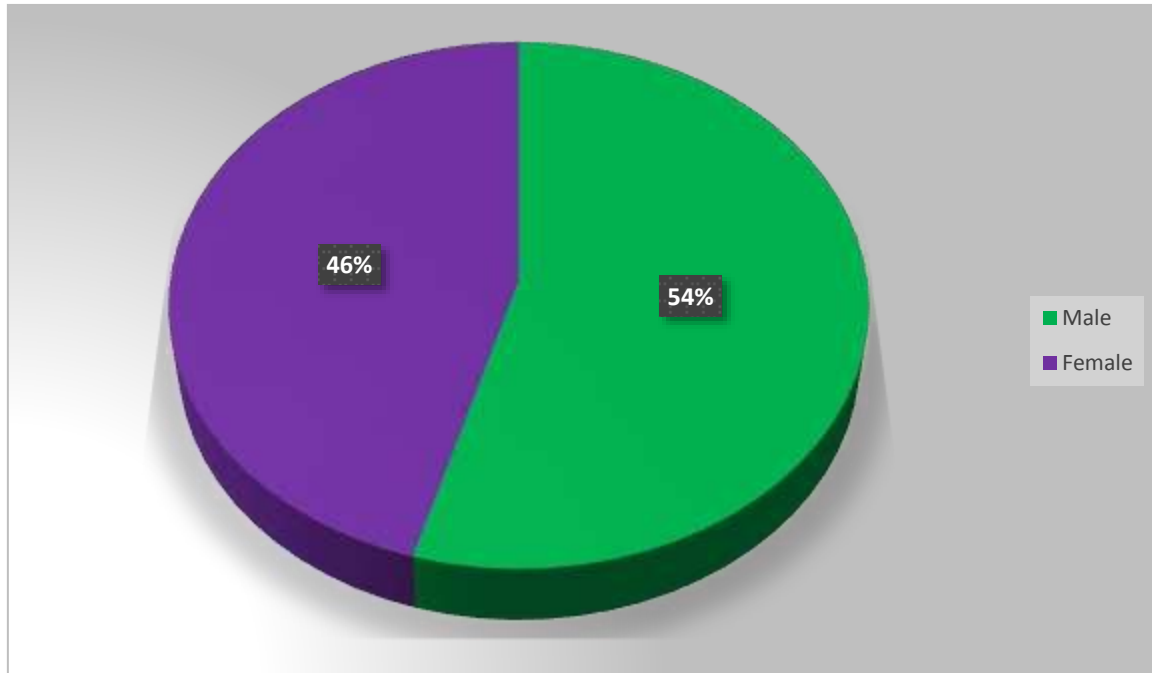
There were 315 respondents to the study's survey. The tables that follow provide the results. The descriptive criteria were "age, sex, literacy level, professional experience, and job profile."

**Table 4. 1 Respondents' Age Category**

<b>Age Category</b>	<b>Frequency</b>	<b>Percent</b>
21-30 years	78	24.8
31 to 40 years	149	47.3
Above 41 years	88	27.9
<b>Total</b>	<b>315</b>	<b>100.0</b>

According to table 4.1, 47.3% of the respondents were between the ages of 31 and 40, 27.9% were over the age of 41, and 24.8% were between the ages of 21 and 30.

Respondents' results by gender are presented in figure 4.1.



**Figure 4. 1 Respondents Gender**

In accordance with Figure 4.1, 54% of respondents were men and 44% were women.

**Table 4. 2 Respondents Degree of Education**

<b>Degree of Education</b>	<b>Frequency</b>	<b>Percent</b>
CPL	38	12.1
ATPL	45	14.3
CERTIFICATE	11	3.5
DIPLOMA	38	12.1
DEGREE	103	32.7
MASTERS	51	16.2
CMC	29	9.2
<b>Total</b>	<b>315</b>	<b>100.0</b>

Table 4.2 shows that 32.7% of respondents had finished college, 16.2% had a master's, 14.3% had obtained an ATPL, and 12.1% had obtained a CPL or diploma.

**Table 4. 3 Respondents' Work Experience**

<b>Work experience</b>	<b>Frequency</b>	<b>Percent</b>
0-5 years	51	16.2
6-10 years	136	43.2
11-15 years	80	25.4
Above 15 years	48	15.2
<b>Total</b>	<b>315</b>	<b>100.0</b>

Table 4.3 shows that 43.2% of respondents had worked for six to ten years, 25.4% had worked for eleven to fifteen years, and 16.2% had worked for fewer than five years.

Table 4.4 shows the distribution of respondents centered on their job positions.

**Table 4. 4 Respondents' Job Position**

<b>Job Position</b>	<b>Frequency</b>	<b>Percent</b>
Senior Manager	33	10.5
Obligation Manager	38	12.1
Operations Support Staff	68	21.6
Flight Deck	103	32.7
Cabin Crew	73	23.2
<b>Total</b>	<b>315</b>	<b>100.0</b>

Table 4.4 shows that of the respondents, 32.7% worked as aerospace deck aides, 23.2% as cabin crew assistants, 31.6% as procedure support personnel, and 12.1% as duty supervisors.

### **4.3 Study Objectives Results**

The results on the study objectives are presented in the "following subsections 4.3.1 to 4.3.3."

#### **4.3.1 Relationship between Talent Preparation and Staff Retaining**

The research goal was to "explore the relationship, if any, between talent management and staff retention," and the outcomes of that research are presented in the following subsections.



#### 4.3.1.1 Descriptive Analysis on the Degree of Talent Preparation

Respondents received a set of eight declarations to examine their perceptions of the procedures in place to raise talent preparation in the air company to measure the degree of talent preparation. The survey respondents were asked to score the following statements using a five-point Likert scale: 1 for strongly disagreeing, 2 for disagreeing, 3 for neutral, 4 for agreeing, and 5 for strongly agreeing. To examine the degrees of talent preparation, the scale was further condensed into scores. Since there were 8 declarations, the maximum possible score was 40 “8x5” and the minimum possible score was 8 “8x1”. An individual's overall score was obtained by sum of scores for all the assertions. Negatively worded declarations were reverse coded.

**Table 4. 5 Degrees of Talent Preparation**

<b>Degrees of Talent Preparation</b>	<b>Frequency</b>	<b>Percent</b>
Low degree	114	36.2
Medium degree	140	44.4
High Degree	61	19.4
<b>Total</b>	<b>315</b>	<b>100.0</b>

Table 4.5 shows that 44.4 percent of respondents said their organization had a medium level of talent preparation, 36.2 percent believed it had a low level, and 19.4 percent believed it had a high level of preparation.

The results on the levels of "talent preparation" were further evaluated using "mean" and "standard deviation." The results are shown in Table 4.6.

**Table 4. 6 Degrees of Talent Preparation by Means and Standard deviation**

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Talent preparation	315	8	39	22.83	5.694
Valid N (leastwise)	315				

As shown in table 4.6, the lowest possible score was 8 and the highest possible score was 39. The company's average talent preparation score remained 22.83 (SD = 5.694), suggesting that it possessed a modest degree of “talent preparation”.

### 4.3.1.2 Descriptive Analysis on the Degree of Staff Retaining

To investigate the rates of staff retaining, members were provided a series of eight propositions to evaluate their views of the processes in place to increase staff preservation inside the firm. On a five-point Likert scale, respondents assessed the allegations: 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agreement, and 5 for strongly agree. The scale has been further reduced into scores to look at levels of employee retention. The responses had eight assertions, hence the highest score attainable was 40 (8x5) and the lowest score possible was 8. (8x1). The sum of a person's scores for each of the statements was used to determine their overall grade. The objects with negative language underwent reverse coding.

**Table 4. 7 Degree of Staff Retaining**

<b>Degree of Staff Retaining</b>	<b>Frequency</b>	<b>Percent</b>
Low	83	26.3
Medium	128	40.6
High	104	33.0
<b>Total</b>	<b>315</b>	<b>100.0</b>

Table 4.7 shows that 40.6 percent of respondents said the business had a medium degree, 33 percent said there was a high degree, and 26.3 percent said there was a low degree of staff retaining.

The data on worker retaining degrees was further assessed using the “mean and standard deviation”. The results are summarized in Table 4.8.

**Table 4. 8 Degrees of Staff Retaining by Means and Standard deviation**

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Staff Retaining	315	8	40	24.25	7.056
Valid N (leastwise)	315				

According to table 4.8, the lowest score attained was 8, while the highest score obtained was 40. The average degree of staff retaining for the company was medium, with a mean score of 24.25 (SD = 7.056) for staff retaining.

#### 4.3.1.3 Hypothesis Testing

The following null hypothesis was the one the study set out to test.

H01: In the air company procedures sections at JKIA, there is no meaningful connection between talent preparation and staff retaining.

The Pearson correlation was used to evaluate the hypothesis. An overview of the results is shown in Table 4.9.

**Table 4. 9 Relationship between Talent Preparation and Staff Retaining**

		Staff Retaining
Talent preparation	Pearson Correlation	.634**
	Sig. (2-tailed)	.000
	N	315

\*\* . Correlation matters at the 0.01 level (2-tailed).

As shown in table 4.9, it showed a strong positive correlation ( $r(315) = .634, p < 0.05$ ) among employee retention and talent progression in the JKIA air company procedures sectors. The null hypothesis, that asserts that greater talent preparation scores are associated to stronger staff retention outcomes, therefore refuted the null hypothesis, which says there exists no statistically meaningful association between training and staff growth and retention.

#### 4.3.2 Relationship between Talent Growth and Staff Retaining

Secondly, the “relationship between talent growth and staff retaining” was investigated and reported as follows.

##### 4.3.2.1 Descriptive Analysis on the Degree of Talent Growth

Respondents were given a set of 8 declarations to examine their perceptions of the procedures in place to boost talent growth in the company to estimate the degree of talent growth. On a five-point Likert scale, participants were asked to score the following statements: 1 (strongly disagree),

2 (disagree), 3 (neutral), 4 (agree), and 5 (strongly agree). To assess the phases of talent development, the scale was further condensed into scores. Due to the 8 declarations, the highest score was 40 (8x5), and the lowest score was (8x1). The sum of a person's scores for each of the assertions was added to determine their overall score. Negatively slanted statements have their codes reversed. Scores from 8 to 20 indicated a slight improvement in talent, 21 to 27 a significant improvement in talent, and 28 to 40 a significant improvement in talent. The results were then divided into three categories. The results are displayed in Table 4.10.

**Table 4. 10 Degree of Talent Growth**

<b>Degrees of Talent growth</b>	<b>Frequency</b>	<b>Percent</b>
Low	65	20.6
Medium	142	45.1
High	108	34.3
<b>Sum</b>	<b>315</b>	<b>100.0</b>

According to Table 4.10, the organization had a medium degree of developing talent, a high degree of developing talent, and a bad degree of talent growth, according to 45.1 percent of respondents, 34.3 percent, and 20.6 percent, respectively.

The mean and standard deviation were used to further assess the data on the levels of emerging talent. Table 4.11 provides a summary of the findings.

**Table 4. 11 Degrees of Talent Growth by Means and Standard deviation**

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Talent growth	315	8	40	25.37	6.793
Valid N (leastwise)	315				

As seen in table 4.11, the lowest possible score was 8 and the highest possible score was 40. The organization had an average degree of medium talent growth, as indicated by the average "score for degree of talent growth of 25.37 (SD = 6.793)".

### 4.3.2.1 Hypothesis Testing

The study's goal was to find a solution to the preceding null hypothesis.

H02: In the air company procedures sections of JKIA, there is no substantial relationship between developing talent and staff retaining.

The Pearson's correlation was used to evaluate the hypothesis

**Table 4. 12 Relationship between Talent Growth and Staff Retaining**

		Staff Retaining
Talent growth	Pearson Correlation	.700**
	Sig. (2-tailed)	.000
	N	315

\*\* . Correlation matters at the 0.01 level (2-tailed).

According to table 4.12,  $r(315) = .700$ , " $p < .05$ ", there was a strong good link with staff retention and talent growth in the JKIA's air firm processes sectors. As a result, rather than accepting the null hypothesis that says better talent growth scores are associated with better staff retention scores, it was decided to accept the null hypothesis that says there is no statistically meaningful link between talent growth and staff retention.

### 4.3.3 Relationship between Talent Change and Staff Retaining

The relationship between "talent change and employee retention" was also examined. The subheadings that follow include the results.

#### 4.3.3.1 Descriptive Analysis on the Degree of Talent Change

Respondents received a set of 8 declarations to examine their perceptions of the implementations in place to improve talent change in the company to establish the degree of talent change. On a 5-point Likert scale, participants were asked to rate the statements: 1-Strongly disagree, 2-Disagree, 3-Neutral, 4-Agree, and 5-Strongly agree. To better assess the stages of skill change, the scale was further condensed into scores. There were 8 declarations, hence the maximum possible score was 40 and the minimum possible score was 8. The scores obtained for all the statements added were to determine an individual's total rating. Negatively worded statements were reversely coded. The data was then split into three groups, with ratings (8-20) suggesting a low degree, (21-27) suggesting a medium degree, and (28-40) showing a greater standard of talent change. "The results are summarized in Table 4.13".

**Table 4. 13 Degree of Talent Change**

<b>Degree of Talent Change</b>	<b>Frequency</b>	<b>Percent</b>
Low	87	27.6
Medium	121	38.4
High	107	34.0
<b>Total</b>	<b>315</b>	<b>100.0</b>

According to table 4.13, 38.4 percent of respondents said the firm had a medium degree, 34% said the company had a high degree and 27.6 percent said the company had a low position of talent transformation.

The findings are given in Table 4.14. The outcomes of the skill change degrees were thoroughly examined using "mean and standard deviation."

**Table 4. 14 Degree of Talent Change by Mean and Standard deviation**

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Talent Change	315	8	40	24.78	6.618
Valid N (list wise)	315				

Table 4.14 shows that the lowest and highest possible scores were 8 and 40 respectively. The organization experienced a medium degree of talent change, as indicated by the average degree of talent movement, which was 24.78 (SD = 6.618).

#### **4.3.3.1 Hypothesis Testing**

The following null hypothesis was the one the study set out to test.

H03: In the air company procedures divisions at JKIA, there is no meaningful correlation between talent change and staff retaining.

The Pearson correlation coefficient was used to evaluate the hypothesis. Table 4.15 lists the results in a concise manner.

**Table 4. 15 Relationship between Talent Change and Staff Retaining**

		Staff Retaining
Talent Change	Pearson Correlation	.669**
	Sig. (2-tailed)	.000
	N	315

\*\* . Correlation matters at the 0.01 level (2-tailed).

As shown in table 4.15 with  $r(315) = .699$ ,  $p < 0.05$ , the air company operations sectors of Jomo Kenyatta International Airport demonstrated a significant positive relationship between talent change and employee retention. Therefore, the null hypothesis that stated higher talent change scores were associated with better staff retention scores was replaced by the null hypothesis that stated there was "no statistically relevant association between talent change and staff retaining."

## **CHAPTER FIVE**

### **DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter presents the study's findings, debates, conclusions, and recommendations about the relationship between employee retention at JKIA and the giving of gifts.

#### **5.1 Discussion of the Results**

The results are elaborated in accordance with the study's goals and the findings.

##### **5.1.1 The association between talent preparation (business objectives, workforce preparation, job design) and staff retaining**

This objective examined the association between “talent preparation and staff retaining”. Under this objective, At JKIA, the researcher initially analyzed the degree of talent acquisition in the air company procedures divisions. A medium level of talent preparation was cited by 44.4 percent of respondents, a low level by 36.2 percent, and a high level by 19.4 percent of respondents as the level of talent preparation at their organization. The organization, according to the average "talent preparation" score of 22.83 (SD = 5.694), had a medium level of talent management. The findings back up Kibui's (2015) assertion that "competence mapping, employees' engagement, performance management, and staff retention in Kenya state companies" have a "significant favorable correlation."

Secondly, the air company's staff retaining rate was rated. According to the study's results, 40.6 percent of respondents said the firm had a medium degree of staff retaining, 33 percent said the company had a high degree of staff retaining, and 26.3 percent said the company had a poor degree of staff retaining. Overall, staff retaining was 24.25 percent (SD = 7.056), indicating that the business had a modest degree of staff retaining. The results demonstrated a substantial positive association between talent progression and employee retention in JKIA's air firm procedures. The study did this to merge the two parts and support the theory. The null hypothesis, which asserted there is no statistically significant association between talent preparation and staff retention, is thus refuted by the alternative hypothesis, which maintains that there is a connection between better staff retention scores and higher talent preparation scores. Past scholars have discovered that talent preparation is a key element of staff retaining methods. Staff retaining begins with talent preparation, according to preceding research, and firms with improved talent preparation



techniques have a competitive advantage over their competitors, (Nwokocha & Iheriohanma,2012); (Lagunas, 2012) and (Anurit, and Kuyawattananonta, 2011). The human resource planning, training, rewards management, and recruitment have "a strong favorable correlation with NCWSC employee turnover intentions," according to Najat (2021).

These findings are supported by the study's theoretical underpinnings, which also include the theories of talent-centered theory, human capital theory, and resource-centered view theory. These ideas contend that talent, or human capital, is the lifeblood of any company and that any organization seeking to gain and maintain a competitive edge must enhance its methods for developing talent. The findings show that talent management affects employee retention in a statistically meaningful way.

### **5.1.2 Talent growth (performance management, learning, and growth, coaching and mentoring) and staff retaining**

The second objective was to look at the relationship between employee retention and talent development. The idea was tested when the researcher looked at the degree of talent growth. According to the study's results, 45.1 percent of respondents said the company had a medium degree of talent growth, 34.3 percent said the business had an elevated degree of talent growth, and 20.6 percent said the company had a poor degree of talent growth. Overall, the position of talent growth mean score was 25.37 (SD = 6.793), this revealed that the company's talent growth was medium on average. "Employees prefer to stay in a company that offers the opportunity to develop and advance in their careers, and compensation plans are highly helpful in recruiting and maintaining the employees," claims Kumar (2022). Amushila and Bussin (2021) developed a link between TM and employee retention and came to the conclusion that synchronizing TM practices with attempts to keep employees on board decreased employee turnover.

The results showed a strong relationship between employee retention and talent growth in JKIA's air business operations areas. The alternative hypothesis—that there isn't any statistically relevant connection involving "talent progression and employee retaining"—was accepted in place of the null hypothesis since greater talent growth scores are associated with better staff retention scores.. The findings of this study concur with those of other researchers such Hong et al, (2012); Rani & Joshi, (2012); Kong et al (2012), who all agreed that talent growth is critical to staff retaining. According to these analysts, companies that invest in talent growth keep their personnel longer

than their competitors. These conclusions are centered on the "talent-centered theory," "human capital theory," and "asset view theory," three theories that were used in this study. According to these models, every business places a high value on its human resources and talents, and any organization seeking to gain and keep a competitive advantage over its rivals must invest appropriately in talent development. The findings thus demonstrate that employee retention is statistically affected by talent growth. Greater staff retaining is a result of increased developing talent, which can save employers a lot of money on recurrent recruitment.

### **5.1.3 Talent change (accession preparation, knowledge management, and inner potency) and staff retaining**

The third and the last objective sought to highlight the association between talent change and staff retaining. First, the researcher examined the degree of talent change in the air company procedures segments JKIA. The results showed that 27.6% of respondents said there was a low level of talent turnover in the organization, 38.4% said there was a medium level, and 34% said there was a high level. Overall, the degree of talent change mean score was 24.78 (SD = 6.618), an indication that on average, the company had a medium degree of talent change. After assessing the concept, the study showed a relevant beneficial association between "talent change and personnel retaining" in air company procedures sections at JKIA. Instead of accepting the null hypothesis that says higher staff retention scores are associated to higher talent change scores, the null hypothesis that says there is no statistically significant relationship between talent change and staff retention was accepted. In order to effectively retain their workers, Swedish businesses must focus on developing expert progression initiatives, identifying and developing top talent, and providing non-cash incentives to employees, claimed Javed and Jaffar (2019). Succession planning programs now play a significant role in staff retention because they offer chances for employee advancement and work satisfaction, according to Eshiteti et al. (2013).

This study's results are consistent with preceding studies by Gidwani et al. (2012), Banks et al. (2008), and Dokko et al. (2017), which realized that talent change is critical to staff retaining. Person turnover is reduced when talents are passed from one staff to another, according to these researchers, because workers obtain abilities that they would otherwise acquire at other companies. The three theoretical frameworks used in this study—talent-centered theory, human capital theory, and resource-centered view theory—all have an impact on the results. The three ideas all concur that talent, which must be transferred from one staff member to the next and from one industry to

the next, is any company's most valuable asset. Companies should maximize talent change if they want to achieve high levels of worker retention. According to Lempaka (2018), "staff loyalty is necessary for a firm to remain competitive, and succession planning has an impact on employee retention. Strong staff retention strategies provide several advantages for a firm. According to Methembu (2012), talented individuals stay with the company after completing the succession planning program because they are valued and encouraged to apply for senior roles.

## **5.2 Conclusion**

The purpose of the study was to look into the relationship between and in the JKIA procedures department. The "conclusions are derived from the findings in accordance with the three study objectives. According to the findings, the JKIA processes department has a medium level of talent preparation. The findings showed that staff retention is significantly influenced by talent preparation. Greater talent progression "increases staff retention." These findings demonstrate how crucial talent progressions to the JKIA's workforce. Also, the results reveal that talent preparation will save the company money that is lost due to high rates of staff attrition. The loss or lack of talented staffs severely impedes company growth due to their surprisingly strong impact on current and future company performance. "Take our twenty greatest employees from us, and I can guarantee everyone, Microsoft will be obsolete," famously remarked Bill Gates. Berger & Berger is a law firm centered in New York City that states that incompetent TM method resource allocation, such as remuneration, training, and growth, can result in high incomings, low drive, and poor productivity, (Berger & Berger, 2004). According Arthur (2012), staff retaining minimizes recruitment efforts and costs, as well as the learning and training curves and time required to orient new staff. She goes on to say that staff retaining encourages staffs to look in terms of long-term goals rather than short-term decisions (Mukweyi, 2016). TM also saves money by keeping personnel and minimizing the amount of training they receive on a regular basis (Hanif, 2013). Losing employees costs a lot in terms of value, morale, and relocation because the company spends a lot of money preparing them for their jobs (Rodríguez-Sánchez, González-Torres, Montero-Navarro, & Gallego-Losada, 2020).

Furthermore, the results revealed that the institution had modest degrees of talent growth, which was statistically relevant in terms of staff retaining. Talent growth, namely learning and growth, can improve a staff's years of service or work experience in a company, lowering turnover. They urge that businesses engage in staff training and growth, which will result in higher productivity and, eventually, the achievement of corporate goals (Kimani & Waithaka, 2013). As a result, staff retaining was influenced by talent growth, or performance management. Respondents regarded performance supervision as a talent managing strategy in which their company's provided awards and promotions (Effron & Ort, 2010). A study on talent management and employee retention among program staff at governance civil society organizations in Nairobi determined that mentoring is the commitment made by one person with more experience, knowledge, and talent to assist another person in developing their latent potential to perform, learn, and increase self-awareness of both internal and external variables, (MacLennan, 2017).

(Schiemann, 2009) recognizes that all of this is in workers' best interests to seek out, join, and stay with a business that enables them to advance in all facets of their lives. The objective of TM is to establish high-execution businesses that can survive and prosper in the dynamic business climate of today, which is characterized by significant operational changes, (Berger & Berger, 2004). This outcome illustrated the relationship between greater employee retention and improved talent growth. These results show that acquiring talent is not enough for firms; they must also nurture that talent to boost staff retaining. Talent growth, namely learning and growth, can improve a staff's years of service or work experience in a company, lowering turnover. They urge that businesses engage in staff training and growth, which will result in higher productivity and, eventually, the achievement of corporate goals (Kimani & Waithaka, 2013). Training people to improve their skills leads to business performance while also increasing staff loyalty and engagement (Gosh, 2019).

Further, the analysis suggests that JKIA's procedures department has a modest degree of talent change. Staff retaining was relevantly influenced by this medium degree. According to these studies, a higher degree of talent change can relevantly improve staff retaining. Employers should engage heavily on talent changing within the firm to guarantee that no talent that has been planned for and developed is lost due to retirement, promotions, resignation, or the passing of a staff member.

In reference to the researched talent management strategies of talent preparation, talent growth, and talent change, the researcher found that talent management was modest. Due to the aforementioned factors, staff retention was average. The findings reveal a link between talent management and staff retention. The study discovered a connection between TM and employee retention and came to the conclusion that synchronizing TM practices with attempts to keep employees on board decreased employee turnover. (2021; Amushila and Bussin) It is evident from the results analysis that staff retention and the talent management aspects are favorably connected in governance public society organizations, Onyando (2018) As a result of this research, the JKIA's procedures department has a statistically relevant association between talent management and staff retaining.

### **5.3 Recommendations**

#### **5.3.1 For employers**

1. Employers should invest more in talent management, according to this survey. The study's findings indicate a strong connection between talent management and staff retention. Businesses would save money by spending more on talent management that would otherwise be lost due to higher personnel turnover.
2. The report also suggests that institutions be deliberate in their talent preparation, growth, and change. As a result, the firms will be able to acquire, develop, and pass on talents within the corporation.
3. According to the results, institutions should publicize their talent management policies to the public or the communities they serve to attract personnel who fit the company's profile.

#### **5.3.2 For future research**

1. In the upcoming study, two businesses—one with a people management plan in place and the other without—should be compared. The research should investigate whether the company that practices talent management has a corporate advantage over the other firm.
2. The effect of talent management on staff retaining between air company staffs should be investigated in a cause-and-effect study.

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## **APPENDICES**

### **Appendix I: Study Questionnaire**

We sincerely request that you fill out the form completely, honestly, and with your best judgment.

The goal of this survey is to gather information on the relationship between personnel retention and talent management in Kenyan air carrier processes. Please mark the appropriate box ( ) to indicate your candid view.

### **SECTIONS A AND B: INFORMATION DEMOGRAPHIC**

#### **Age**

a. Less than 20 years ( ) b. 21-30 years old ( ) c. 31-40 years old ( ) d. beyond 41 years old

#### **Gender**

- a. Male ( )
- b. Female ( )

#### **Education Degree**

- a. CPL ( )
- b. ATPL ( )
- c. Certificate ( )
- d. Diploma ( )
- e. Degree ( )
- f. Masters ( )
- g. PhD ( )

#### **Work Experience**

- a. 0-5
- b. 6-10
- c. 11-15
- d. Above 15 years

**Position**

- a. Senior Manager ( )
- b. Duty Manager ( )
- c. Procedures support staff ( )
- d. Flight Deck ( )
- e. Cabin Crew ( )

**SECTION B: TALENT PREPARATION AND STAFF RETAINING**

Please choose one of the following options to indicate how strongly you agree or disagree with each statement: SD stands for Strongly Disagree, D for Disagree, N for Neutral (Neither Agree nor Disagree), A for Agree, and SA for Strongly Agree.

Statement	SD	D	N	A	SA
My company leases people with skills that are a good fit for their jobs, so staffs are happy and don't want to leave.					
My company has a brand strategy that only hires people that share the same passions as the brand.					
My firm has implemented an analytic system to ensure that management makes better judgments on staff retaining.					
My company has a clear mission and purpose that encourages people to seek out and develop their talents.					
My firm only considers job skills, not individuals who desire to advance in their careers.					
Our positions are not structured to stimulate personal growth; they simply encourage talents in the areas in which we concentrate.					
I do not believe that our HR segments proactively anticipate and solve company needs so that individuals' visions align					

with the responsibilities that have been assigned to them.					
Our company's workplace culture does not support talent preparation.					

### SECTION C: TALENT GROWTH AND STAFF RETAINING

Statement	SD	D	N	A	SA
My company provides on-the-job training to help staffs gain and retain skills.					
My firm holds frequent seminars and workshops to help staffs improve their abilities.					
Many people, including myself, have benefited from study leave and grants at my employment.					
Staff coaching and mentorship programs are run one-on-one by more experienced and gifted staffs.					
My company does not provide staffs with opportunities for advancement or benchmarking to stimulate skill growth.					
There is no automatic or consistent response in this organization that can keep talented people on course.					
In our institution, there is no tactical goal preparation that can keep staffs with required knowledge on the right road.					
My corporation has no check-ins or regular seminars that could help me keep track of important staffs.					

**SECTION D: INFLUENCE OF TALENT CHANGE ON STAFF RETAINING**

<b>Statement</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
After retirement or resignation, there is a member of staff accession plan in place that transfers professional skills from skilled staffs to those who will take their position.					
Staff rotation is used in my company to transfer expertise from one division to the next and from one staff to the next.					
My company provides staff-to-staff mentorship initiatives that help with talent change.					
Our institution has an on-the-job training program that transfers job experience from more competent staffs to others.					
In my company, there is no shadowing or modeling, therefore talent does not transfer from one staff to the next					
In order to foster creativity and innovation, our organization "does not have the financial resources to do so."					
"My company does not send staffs to other highly competitive companies for information change benchmarking".					

"In terms of management and expertise transfer, my organization has not yet adopted technology; for instance, there is really no internal application that enables knowledge sharing."					
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**SECTION E: STAFF RETAINING**

<b>Statement</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
In comparison to other employers, my company intentionally maintains talented staffs by offering superior pay packages.					
In addition, my company offers incentives to high-performing staff as a kind of motivation					
In order to keep his employees safe, my boss "also provides a nice working atmosphere and proper insurance coverage."					
My boss encourages innovation, creativity, and offering the help employees need to advance in their jobs.					
My company is unconcerned with staff perks, which leads to a higher rate of resignation.					
My company has a totalitarian governance style that scares staffs away and makes changes difficult.					
This company has no staff autonomy, which makes it difficult to retain top people.					

When there is a strained association between staffs and managers, there is a high rate of turnover, which lowers retaining rates.					
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**THANK YOU**



**Appendix I: Letter from the Department**

Appendix III: NACOSTI Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 277747	Date of Issue: 14/October/2021
<b>RESEARCH LICENSE</b>	
	
<p>This is to Certify that Ms. <del>Nancy Wanjira Karanja</del> of University of Nairobi, has been licensed to conduct research in Nairobi on the topic: <b>RELATIONSHIP BETWEEN TALENT MANAGEMENT AND EMPLOYEE RETENTION IN AIRLINE OPERATIONS DEPARTMENTS IN JOMO KENYATTA INTERNATIONAL AIRPORT</b> for the period ending, 14/October/2021.</p>	
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**Appendix IV: Permission from the Branches at JKIA**