TALENT MANAGEMENT PRACTICES AND EMPLOYEE PERFORMANCE IN WATER AND SANITATION COMPANIES IN MACHAKOS COUNTY, KENYA.

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MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT)

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NOVEMBER 2025

DECLARATION

I declare that this dissertation is my original work and has not been previously published or submitted elsewhere for award of a degree. I also declare that this contains no materials written or published by other people except where due reference is made and author duly acknowledged

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I do hereby confirm that I have examined the master's dissertation of

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ABSTRACT

Employee performance is vital for the effective provision of water and sanitation services across Machakos County. Regional Water and Sanitation Companies have consistently faced issues such as high employee turnover and reduced productivity, which hinder operational efficiency. Although formal talent management policies are in place, significant gaps remain in their execution, especially regarding training for equipment upgrades and technological advancements. This research examined how talent management practices impact employee performance in Water and Sanitation Companies in Machakos County. It focused on evaluating the effects of recruitment practices, talent retention, training and development, and career advancement on employee performance. The study employed a descriptive research design. A census sampling method was utilized to include all 133 employees from seven key departments: Water Supply, Sanitation, Finance and Revenue Collection, Customer Service, Technical Service, Planning and Development, and Human Resources. Data was collected using questionnaires. The questionnaires yielded both qualitative and quantitative data. Qualitative information from open-ended questions was analyzed through thematic analysis and presented in a narrative format. Quantitative data were processed using SPSS version 26 and summarized using descriptive statistics like frequency distributions, means, percentages, and standard deviations. Furthermore, inferential statistical methods, including Pearson correlation coefficients and multivariate regression analysis, were used to investigate relationships among the variables. Findings were displayed using tables, pie charts, graphs, and figures. The study found that recruitment practices, talent retention, training and development, and career advancement all had a positive and significant impact on employee performance. Following these results, the study recommends that Water and Sanitation Companies in Machakos County should establish structured mentorship programs for new hires, promote top performers to enhance morale and collaboration, and ensure timely and competitive compensation that meets industry benchmarks. These strategies to reduce turnover rates, increase employee satisfaction, and improve overall productivity and service delivery in the sector.

DEDICATION

I give all glory to God for granting me strength, good health, the grace to complete this process of study. This research is wholeheartedly dedicated to my husband, whose unwavering support and tireless efforts throughout the research process were instrumental to its success. To my children, thank you for your patience, understanding, and constant encouragement during this academic pursuit. Your love and support have been a pillar throughout this journey.

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LIST OF ABBREVIATIONS AND ACRONYMS

CD: Career Development

EP: Employee Performance

HR: Human Resource

HRIS: Human Resource Information System

SD: Standard Deviation

SP: Succession Planning

SPSS: Statistical Package for Social Scientists

TA: Talent Attraction

TM: Talent Management

TMS: Talent Management Strategies

TR: Talent Retention

KCA: Kenya College of Accountancy University

OPERATIONAL DEFINATION OF TERMS

Employee Motivation: Fundamental human requirements aimed at reducing physical discomfort while enhancing satisfaction. These encompass specific physiological necessities including nourishment and rest, alongside the pursuit of particular objectives (Bandura, 2017).

Employee Performance: It represents a collection of non-monetary metrics that provide insights into the extent of goal attainment and outcome realization (Njoroge, 2018).

Talent Attraction: It represents a specialized recruitment strategy that proactively identifies and engages top-tier candidates (Al Dalahmeh Heder- Rima & Dajniki, 2020)

Talent Development: It represents ongoing initiatives to oversee comprehensive employee growth for future organizational advancement and career progression (Njoroge, 2018).

Talent Management Strategies: This encompasses the strategic management of both current and prospective organizational employees to provide a competitive advantage (Al Dalahmeh Heder-Rima & Dajniki, 2020).

Talent Retention: Employee retention denotes an organization's capacity to maintain its workforce. Employee retention can be quantified through basic statistical measures. Nevertheless, many scholars conceptualize employee retention as encompassing systematic efforts through which employers strive to preserve their human capital (Dagne, 2018).

CHAPTER ONE

INTRODUCTION

1.1Background of the Study

Personnel constitute the cornerstone of organizations achievement. Serving a strategic objectives and pivotal function in propelling performance. Improved employee performance contributes directly to enterprise expansion and operational distinction. Talent management practices including recruiting, cultivating, inspiring, and preserving skilled personnel are vital for establishing a high-performing workforce. These practices not only enhance individual and collective productivity but also fortify the organization's competitive advantage in a dynamic marketplace. Investing in talent guarantees long-term sustainability and sustained organizational prosperity.

Employees are considered a valuable asset and fundamental element of organizational operations within contemporary business contexts. They constitute the principal component of strategic frameworks and policies from conception to implementation (Yousif, 2017). Irrespective of direct client interaction, employee conduct substantially influences organizational performance. Elevating human capital efficiency promotes sustained goal achievement and enterprise development (Fatema, 2018). Improving workforce capability requires the adoption of strategic talent administration methodologies.

Strategic human resource framework are integrated approach within institutions designed to recruit, inspire, cultivate, and preserve skilled personnel, ensuring efficient task completion and enduring organizational viability (Abdullahi, Raman, and Solarin, 2022). These methodologies transcend recruitment processes and encompass ongoing development and engagement initiatives corresponding to institutional objectives. Alkaf and Chiang (2022)

says that talent administration involves purposeful activities crafted to establish a productive and dedicated workforce inclined to persist within the organisation long-term. Through strategic implementation, these approaches improve institutional performance, stimulate innovation, and sustain competitive advantage within volatile market environments

Yau's (2020) empirical investigation within European contexts demonstrated that employees perceptions of skills/talent management initiatives exhibit substantial correlations with psychological contract fulfillment and occupational engagement levels, subsequently affecting organizational departure intentions. The research emphasizes the importance of cultivating favorable psychological agreements and promoting robust workplace involvement to mitigate personnel attrition. Institutions implementing comprehensive skills development frameworks intensify personnel dedication and occupational contentment. Consequently, it diminishes voluntary turnover and enhances institution retention. The study illuminates the strategic significance of workforce engagement programs in contemporary human resource management.

Ali and Rehman's (2018) empirical study revealed that Pakistan's private banking sector, specifically those emphasizing skills acquisition, talent cultivation frameworks, development, and retention, demonstrated substantial workforce stability. The scholarly inquiry underscores the necessity of implementing an integrated approach to skills stewardship in cultivating employee allegiance and reducing organizational exodus. By adopting comprehensive strategies that facilitate professional grit, growth, and job satisfaction, institutions can establish more resilient personnel structures. These discoveries illuminate the strategic importance of talent governance in strengthening institutional durability and sustained performance outcomes.

Awan and Farhan's (2016) research revealed that talent management initiatives affect workplace satisfaction within banking institutions, specifically skills advancement, staff acquisition, and retention. The study emphasizes the critical nature of deploying robust skills management (TM) frameworks to elevate employee motivation and involvement. Institutions that commit resources for systematic and nurturing talent management structures enhance individual contentment while advancing institutional performance. These discoveries illuminate the strategic function of TM in cultivating an engaged and efficient workforce.

The Egyptian study by Sadek (2022) identified major and substantial correlation between skills management (T M) and staff engagement, directly impacting client satisfaction within hospitality entities. Hotels strategically position themselves to deliver higher service, thereby elevating client experiences. Similarly, Chukwuemeka, Willy, and Hubs (2021) indicate that retention, talent acquisition, staff development, and strategic planning impact research quality, quality assurance, and institutional growth among federal university lecturers in Southeast Nigeria. The study highlights that effective talent management in education and hospitality is essential for building leadership capacity and ensuring long-term organisational success.

In Uganda, Mkamburi and Kamaara's (2017) empirical analysis revealed that the World Food Programme (WFP) advances staff development through internship initiatives, mentoring and apprenticeship enhancing worker competencies and productivity. Their examination illustrates how systematic educational frameworks and human capital cultivation strategies contribute to operational effectiveness while facilitating personal advancement. These methodologies stimulate ingenuity and creative problem-solving within the workplace and reinforce comprehensive institutional efficacy. The research outcomes underscore the significance of perpetual learning and professional enhancement in establishing a proficient, driven, and exceptional workforce.

In Kenya, Mwangi (2023) identified that robust talent management practices, notably sustained professional development and systematic employee recognition initiatives, substantially enhance individual performance and elevate overall organisational productivity. These measures cultivate a skilled and motivated workforce aligned with institutional objectives. Similarly, South African, Naidoo (2021) analysis demonstrated that mentorship programmes and structured leadership development significantlly bolster employee retention and performance within the banking industry. Collectively, these studies underscore the strategic value of investing in coherent talent management frameworks to nurture workforce capability, mitigate turnover, and promote enduring organisational success across diverse sectors.

Research in Kenya on talent management practices has examined diverse sectors and organisations, providing important perspectives on their role in improving employee performance and organisational outcomes. The evidence indicates that comprehensive strategies encompassing recruitment, development, and retention are central to strengthening employee engagement, satisfaction, and productivity. These findings highlight the necessity of aligning talent management efforts with organisational goals to cultivate a motivated

In the Civil Service, Muyela and Kamaara (2021) found that programs for leadership development, a supportive learning atmosphere, and active managerial encouragement that promotes employee growth significantly improve workforce performance. Their study highlights the necessity of nurturing an organizational culture that prioritizes ongoing education and career development. Providing employees with opportunities to expand their competencies, coupled with supportive leadership, has been shown to boost morale, engagement and productivity. These findings reveal that investing in employee development strengthens individual performance and contributes to the broader effectiveness of public sector

institutions.

The Ministry of Industry, Trade and Cooperatives identified that strategic retention measures, including recognizing timely task completion and offering competitive benefits, positively affect staff performance. Such practices foster a motivated and dedicated workforce by acknowledging employee contributions and delivering meaningful rewards. By minimising turnover and reinforcing job satisfaction, these strategies support organisational stability and continuity. The study concludes that when employees perceive their efforts as valued and fairly compensated, they remain engaged, productive and aligned with institutional objectives, ultimately advancing overall organisational performance.

Jepchumba (2021) demonstrated that organisations employing strategic recruitment approaches such as internal and external talent sourcing alongside employer brand positioning achieve stronger performance outcomes. The study accentuated the significance of rigorous recruitment processes in attracting high-calibre professionals and sustaining competitive advantage. The adoption of integrated talent management frameworks encompassing recruitment, retention strategies, targeted training, and career progression was found to substantially improve organisational effectiveness.

Knott (2016) affirmed that training and development constitute critical mechanisms for elevating employee performance within institutional contexts. Training initiatives impart essential skills and knowledge required for operational efficiency, while development programmes promote sustained professional growth and advancement. The research further elucidated the central role of systematic performance appraisal processes in reinforcing productivity and aligning individual objectives with broader organisational strategies. Through consistent evaluation and constructive feedback, organisations enhance continuous improvement, deepen employee engagement, and ensure alignment with strategic imperatives.

These empirical insights underscore the strategic importance of talent management practices in cultivating a capable, engaged, and high-performing workforce within Kenya's organisational landscape. Focused investments in leadership capacity building, retention policies, career development pathways, recruitment excellence, and ongoing training emerge as pivotal drivers of improved organisational performance and sustained success.

1.1.1 Employee Performance and Talent Management Practices

Talent management practices are increasingly recognised as fundamental determinants of employee performance and institutional resilience within Kenya's public administration. Empirical evidence underscores the value of deliberate human resource strategies in driving productivity, engagement and organisational coherence. Mwangi and Makokha (2022), in their analysis of the County Government of Trans Nzoia, established that talent retention initiatives such as employment security, supportive work environments and equitable remuneration positively shape employee performance. When personnel perceive stability and value within their roles, they demonstrate greater loyalty and sustained productivity. The article highlights the necessity of cultivating organisational contexts prioritising employee well-being and professional development.

Ogindi (2020), analysing performance management within the State Department of Immigration and Citizen Services, reported that partial application of performance management principles namely equitable appraisal processes, participatory target setting and adequate capacity-building initiatives diminished operational effectiveness.

The study emphasised that inconsistent application of these principles leads to reduced morale and inefficiency. This underscores the need for robust performance review systems that align individual goals with institutional objectives. Maintaining accountability and

motivation requires regular feedback and transparent evaluation. Organiations that implement structured performance management frameworks tend to experience better outcomes. Therefore, strengthening these systems is crucial for enhancing public sector performance.

The academic inquiry further connects employee engagement to superior organisational outcomes. A critical analysis of Kenyan public institutions demonstrated that engaged personnel show heightened productivity, more substantial alignment with institutional priorities and more profound organisational commitment. Mechanisms such as systematic recognition, effective communication and shared decision-making processes enhance engagement and performance. When employees feel acknowledged and included, their satisfaction and retention increase, lowering attrition. Integrating engagement into human resource strategy thus becomes vital for sustainable institutional growth.

Contemporary scholarship aligns with holistic talent management frameworks that combine recruitment, retention initiatives, targeted capacity building and structured career advancement to shape high-performing teams. This integrated approach addresses diverse aspects of employee development and satisfaction. Strategic investment in human capital strengthens workforce capability and resilience. Supportive organisational climates foster creativity and interdisciplinary cooperation. Public institutions that embed talent management within strategic frameworks demonstrate greater capacity for sustained growth. Such practices advance service quality and reinforce institutions progress.

1.1.2 Water and Sanitation Companies within Machakos County in Kenya

Companies within Machakos County serve as principal providers of essential water and sanitation services in Kenya, dedicated to elevating living standards across the region. The implementation of infrastructure projects that have enhanced water supply systems has been g

greatly aided by these organisations**.** Among the noteworthy projects comprise the construction of a state-of-the-art water treatment plant Athi River, which has which has significantly expanded the amount of water available in the area. The Kasuitu dams and KMC have also been restored, and a 5,000 m^3 reinforced concrete reservoir at Syokimau has been developed. These initiatives improve distribution networks and address the growing demand for drinkable water.

These companies have equally advanced sewerage infrastructure to improve sanitation. Projects like the Athi River Sewerlines Upgrade aim to modernise systems in targeted urban areas such as Njoguini and Embakasi estates. The Makadara Public Sanitation Facility has been introduced to serve market users, promoting public health and sanitary standards. These interventions are critical for broadening access to improved sanitation and minimising water-transmitted infections. Over the past two decades, these companies have stimulated local economic development through strategic infrastructure investments, tax contributions, job creation and local sourcing. They continue to prioritise technological advancement, capacity building and community-centred programmes.

Employee performance is a critical factor in the effective delivery of water and sanitation services across water and sanitations companies in Machakos County. Regional Water and Sanitation Companies face persistent challenges such as high staff turnover and reduced productivity, which hinder operational efficiency. Despite the existence of formal talent management policies, gaps remain in implementation, particularly in training related to equipment upgrades and technological advancements.

1.2 Statement of the Problem

Employee performance is closely tied to how effectively an organisation allocates and utilises financial resources. Direct materials and facilities essential for service delivery are recognised as economic assets (Athman & Nyang'au, 2019). Ineffective performance can result in resource waste and elevated operational costs. Water and Sanitation Companies within Machakos County, employee performance remains central as staff manage sourcing, treatment and distribution of water alongside sewerage infrastructure development and maintenance. As per the HR report and government publications, in the past five years, these organisations have faced challenges linked to workforce productivity and retention. Productivity declined from 82% in 2020 to 78% in 2021, 75% in 2022, 73% in 2023 and further to 71% in 2024. Employee turnover rose from 8% in 2020 to 10% in 2021, then dropped slightly to 9% in 2022. To enhance performance, significant resources have been allocated to attract, train and retain skilled employees. Muthina (2017) argues that organisations investing in employee development and engagement are more innovative and achieve greater success.

These companies have embedded training and development within organisational culture, offering coaching, mentoring, projects and assignments to advance staff competencies. Effective mentoring and coaching facilitate professional growth and internal career mobility. Moreover, talent management strategies are integrated with recruitment, learning and development, rewards and retention. Human resource policies guide remuneration structures, annual bonus schemes, salary adjustments and share-based incentives. Training guidelines require bi-annual and annual departmental training. Despite these frameworks, between 2015 and 2023, 59% of staff had not receive Training, even with new equipment introduced.

Additionally, compensation is still less competitive when compared to benchmarks from the private sector. However, human resource policies are set up to consistently apply

remuneration principles, take market conditions and seniority into account, and strive to pay competitivel y in order to draw and keep talent. Previous research in Kenya has examined the impact of talent management on employee performance in other industries.

For example, Jepchumba (2021) explored the influence of TM on hotel performance in the South Rift Region, while Muyela and Kamaara (2021) investigated TM practices in the Civil Service, and Muthinas (2017) evaluated the impact of TM on Commercial State Corporations. However, despite, these research efforts did not focus on water and sanitation companies, particularly in Machakos County, Kenya. There is also limited integration of recruitment, retention, training and career development. Considering the specific labor policies and unique talent management practices in this sector, this study aimed to examine how TM practices affect employee performance in Water and Sanitation Companies located in Machakos County, Kenya.

1.3 Research Objectives

1.3.1 General Objectives

To examine influence of talent management practices on employee performance in Water and Sanitation Companies in Machakos County, Kenya

1.3.2 Specific Objectives

i. To determine the effect of recruitment practices on employee performance in water and sanitation companies in Machakos County Kenya.

ii. To find out the effect of talent retention on employee performance in Water and Sanitation Companies within Machakos County, Kenya.

iii. To analyse the effect of training and development on employee performance in Water

and Sanitation Companies within Machakos County, Kenya.

iv. To assess the impact of career development on employee performance in Water and Sanitation Companies within Machakos County, Kenya.

1.4 Research Questions

i. How do recruitment practices influence employee performance in Water and Sanitation Companies within Machakos County, Kenya?

ii. What is the effect of talent retention on employee performance in Water and Sanitation Companies within Machakos County, Kenya?

iii. How does training and development influence employee performance in Water and Sanitation Companies within Machakos County, Kenya?

iv. What is the effect of career development on employee performance in Water and Sanitation Companies within Machakos County, Kenya?

1.5 Justification of the Studys

1.5.1 Justification of the Government of Kenya

This study is especially pertinent kenyan Government officials who oversee talent development programs and labour market policy. It provides significant insights into ways in which employee performance in public institutions is impacted by talent management strategies. Such evidence enables policymakers to design or refine frameworks that strengthen workforce productivity and organisational effectiveness. Service quality and operational resilience can be further improved by making strategic investment in talent management. The results also support national strategies aimed at reinforcing institutional capacity. Ultimately, this research

contributes to data-driven, evidence-based policymaking within the public sector.

1.5.2 Management of Water and Sanitation Companies in Machakos County

The management teams of Water and Sanitation Companies in Machakos County stand to gain directly from this study's insights. It offers practical evidence on how recruitment, training, career advancement and retention strategies shape employee performance. Managers may leverage these insights to refine human resource frameworks and operational policies. Strengthened talent management is positioned to elevate employee morale and advance service quality. In addition to, the study fosters a more strategic orientation toward workforce planning, underpinning sustained organisational development and resilience.

1.5.3 Academicians and Researchers

The study offers researchers and academics, a wealth of data on employee performance and talent management. It add to the corpus of knowledge already existence and provides a starting point for additional scholarly research. The study identifies gaps that future research especially in the context of public utilities. It also serves as a reference for comparative studies in other counties or sectors. These results can be expanded upon by researchers to create a new models or theories. The study promotes scholarly development and creativity in human resource management in this way.

1.6 Scope of the Studys

This research evaluated the effect of talent management (TM) practices on employee performance (EP) in Water and Sanitation Companies operating in Machakos County, Kenya. The inquiry focused on four principal skill management dimensions: recruitment methodologies, retention strategies, professional development initiatives, and career

progression frameworks. These organizations have been purposively selected, given their central role in delivering essential water and sanitation services, thereby enhancing the well-being of local communities.

The study population comprised 133 personnel distributed across key functional divisions, namely Water Supply, Sanitation, Finance and Revenue Collection, Customer Service, Technical Services, Human Resources, and Planning and Development. This research generates empirically grounded insights into the nexus between TM practices and EP and has proposed evidence-based approaches for optimizing recruitment, retention, skills enhancement, and career advancement within these entities.

CHAPTER TWO.

LITERATURE REVIEW

2.1 Introduction

This chapter combines theoretical frameworks, identifies research gaps, and provides a thorough analysis of the conceptual model, empirical studies, and existing scholarly literature. It provides evidence in support of and context for the study's objectives, illuminating the relationship between employee performance and talent management practices. To demonstrate what is currently known in this field, important themes and arguments are critically examined.

Additionally, the review evaluates previous research, pointing out areas of agreement, divergent viewpoints, and areas that still need investigation. This chapter places the current research within the larger academic discourse by tying these threads together. It highlights how it can add viewpoints to current discussions.

2.2 Theoretical review

A theoretical review improves comprehension and gives the study a solid foundation by carefully evaluating recognised conceptual frameworks associated with the research topic. It situates the study within a broader corpus of academic discourse and aids in the development of a logical analytical framework. Olutayo (2021) defines a theoretical framework as a structural blueprint that supports and clarifies the fundamental reasoning behind analysing a particular research problem. It helps define the parameters of the study and elucidates the causes of the phenomenon.

A theoretical framework provides a methodical approach to investigating a concept, phenomenon, or question by assessing the corpus of theory surrounding the subject. It guides the creation of research questions and hypotheses, elucidates the relationships between

important variables, and pinpoints areas in need of more investigation. For this particular study, four key theories emerged as especially relevant, Human Capital Theory, Incentive Theory, Reinforcement Theory, and the Resource-Based View. While each theory brings something different to the table, they complement each other in explaining how talent management actually influences what employees accomplish. Each contributes unique viewpoints that collectively enhance comprehension of how talent management practices affect employee productivity. Reinforcement Theory, and the Resource-Based View (RBV), each offering valuable insights into the dynamics of talent management and employee performance.

2.2.1 Resource Based View Theory

In 1991, Barney presented the Resource-Based View (RBV) theory. It describes how businesses use their internal resources to obtain a sustainable competitive advantage. These assets consist of company culture, specialised technology, knowledgeable staff, and brand reputation. According to Kyagulanyi (2019), these assets support businesses in retaining their market leadership when they are valuable, uncommon, and challenging to replicate.

According to the theory, businesses should concentrate on bolstering assets that are difficult for rivals to imitate. Every organisation has unique advantages and disadvantages. It's critical to acknowledge and capitalise on these distinctions. Mukwa (2018) noted that improving employee performance often depends on building unique talent pools.

In this study, RBV theory helps examine how recruitment practices affect employee performance in Water and Sanitation Companies in Machakos County. The focus is on sourcing methods, the quality of candidates, and cost per hire. Attracting skilled professionals can boost performance and create competitive advantage through better human capital management.

In this research, the Resource-Based View (RBV) theory was applied to evaluate how recruitment practices (such as sourcing channels, the number of qualified candidates, and cost per hire) impact employee performance in Water and Sanitation Companies in Machakos County. The RBV suggests that each organization possesses specific intangible and tangible resources, along with the capability to utilize these assets effectively, which differentiates them from one another. Enhancing employee performance in any organization depends on its ability to attract and hire distinctive, talented individuals. Water and Sanitation Companies in Machakos County should implement recruitment strategies aimed at drawing in skilled staff to foster improvements in employee performance. Furthermore, effective recruitment methods can aid the company in achieving quicker growth trajectories.

RBV was used to assess how recruitment practices (e.g., sourcing channels, candidate quality, cost per hire) influence employee performance. The theory supports the idea that attracting and retaining uniquely skilled employees enhances organizational performance. Effective recruitment builds a unique talent pool, which is a strategic asset for performance improvement.

2.2.2 Incentive theory

Burrhus Frederic Skinner developed incentive theory throughout his career spanning from 1904 to 1990, suggesting that human behavior emerges primarily from pursuing positive reinforcement while dodging unfavorable results. Individuals instinctively move toward activities that generate beneficial outcomes and distance themselves from those that could produce adverse effects. Holliday (2021) noted that workers respond well to various forms of recognition and external motivators like career advancement, financial gains, and workplace perks, which encourage them to maintain productive behaviors.

Organizations discover that keeping valuable employees requires offering multiple

types of incentives. These include appreciation programs, attractive pay scales, medical benefits, adaptable work arrangements, growth opportunities, retirement packages, time-off benefits, and creating workplace environments built on mutual respect. Holding onto skilled workers plays a vital role in helping organizations expand and succeed. It generates increased employee loyalty, enhanced brand reputations, reduced costs, improved morale, better employee experiences, higher engagement levels, stronger customer relationships, and prevents productivity losses.

This theory explains how external motivators such as compensation, recognition, and career advancement influence employee behavior and performance. Organizations that offer meaningful incentives (e.g., bonuses, flexible work, growth opportunities) foster higher engagement, loyalty, and productivity.

2.2.3 Human capital theory

The Human Capital Theory (HCT) was first proposed by Becker in 1964 and was later strengthened through the partnership of Jacob Mincer and Theodore Schultz (Tight, 2018). According to HCT, individuals can boost their productivity by engaging in further education and training (Almendarez, 2010). Advocates of human capital theory assert that a population with access to education is more productive. HCT indicates that by enhancing the cognitive abilities and economic potential of individuals derived from both natural talents and educational investments workers' productivity and efficiency are improved (Adom and Asare-Yeboah, 2018). Providing training and development allows employees to broaden their knowledge and skills, improve their performance, hone their capabilities, increase productivity, and develop leadership qualities, which ultimately contributes to greater organizational effectiveness.

This theory highlights the importance of training and development in boosting employee performance. It supports the idea that continuous education and skill enhancement are vital for an organization's success. Employees are viewed as valuable resources, and their value increases through purposeful development initiatives.

2.2.4 Reinforcement theory

The reinforcement theory of motivation was suggested since 1957 by Burrhus Frederic Skinner . It asserts that a person's actions have an impact on their outcomes. It is founded on the law of impact , according to which action that have good effects on an individual are more likely to be repeated than those that have negative effects (Cleveland, 2017). Therefore, positive reinforcement for good behavior is necessary. Negative actions should never be praised or tolerated. According to the notion of reinforcement , one can alter someone's behavior by rewarding good behavior and discouraging bad behavior. Punishments are intended to stop the undesirable behavior, while rewards are used to reinforce the desired behavior . To inhibit individuals from displaying acquired conduct, employ behavioral cessation techniques.

Through career development, employees are capable of improving their skills and also enhance work satisfaction to the employees. The adoption of training programs, mentorship and mobility programs and career guidance as the key aspects of career advancement improves employee productivity, improves employee performance, decreases employee turnover, and enhance company culture. Career development improves employees' morale and motivation. Career development is given attention in order to draw in top talent and keep valuable personnel.

2.3 Empirical Review.

An empirical review examines the academic sources and publications related to a particular topic or theoretical framework. These materials about the research issue under investigation must be described, summarised, and critically assessed as part of the process (Gohavacy, 2020). Empirical reviews analyze previous studies on particular topics of interest to address specific research questions, identify literature gaps, comprehend existing scholarship regarding specific subjects, and position each work within its contribution to understanding the research problem under examination.Empirical reviews help resolve discrepancies among apparently conflicting previous investigations, pinpoint areas of prior scholarship to avoid duplicating efforts, and situate one's research within the broader context of existing academic literature. The process enables researchers to build upon established knowledge while identifying opportunities for original contributions to their field of study.

2.3.1 Recruitment Practices and Employee Performance

Kidagisa and Mukanzi (2021) evaluated the effect of hiring procedures on employees' perfor mance in a sample of sugar companies in western Kenya.With a sample size of 357 employee s, the study population included 5000 workers from the five selected sugar companies.

A questionnaire was used to collect the data, and both descriptive and inferential statistics we re used for analysis. The results showed that hiring procedures have a big impact on worker performance . This study underscores the importance of effective recruitment strategys in enhancing employee performance in the sugar industry.

Recent research conducted in East Africa continue still supports the close connection between hiring practices and workers performance. In Hela Intimates EPZ Limited study in Kenya, Amugune (2024) discovered that coordinating employee competencies with strategic

objectives and organized recruitment and selection procedures significantly improves organizational performance. The investigation highlighted that better candidate job fit is ensured when department heads are involved in defining job requirements. This approach not only improves productivity but also reduces turnover and enhances employee engagement. It highlights the importance of strategic recruitment in building a high-performing workforce.

Alhassan and Alhassan (2025) stigated recruitment and selection procedure at the University for Development Studies in Ghana and discovered a favourable relationship between employee performance and structured hiring practices. According to the analysis internal recruitment strategies like referrals and promotions were frequently used, but an excessive dependence on the stilled creativity and diversity. To increase efficiency and fairness research faculty suggested implementing digital tools and broader external recruitment tactics. Their results highlights the necessity inclusive and equitable hiring procedures. Diversifying recruitment channels increases the likely hood that institutions will draw top talent and encourage innovation.

Digital transformation has also reshaped talent acquisation across the region. E-recruitment platforms, including job boards and professional networks, have broadened access to talent pools and improved hiring efficiency. These tools enhance the candidate experience, reduce hiring costs, and streamline the selection process. As organizations adapt to technological advancements, integrating digital recruitment strategies becomes essential for competitiveness. The shift reflects the growing importance of aligning recruitment practices with evolving labor market dynamics.

Effective recruitment strategies are not only about human capital placement but also about building long-term organizational capacity. Institutions can attract individuals who align with their values and goals by using structured, inclusive, and tech-enabled hiring processes.

This approach supports employee retention, boosts morale, and enhances overall performance. Recent studies show that recruitment is a strategic function that directly influences institutional success. Therefore, continuous improvement in recruitment practices is vital for sustainable growth and workforce excellence.

Employers consistently aim to hire the most qualified candidates those who possess the necessary experience, education, and training relevant to the job. Proper documentation, such as certifications or academic records, often serves as proof that a candidate meets specific job requirements. According to Kidagisa and Mukanzi (2021), “qualified candidates” (QCs) are individuals who successfully pass the initial application screening and advance to the first stage of interviews, typically a phone screening with a recruiter. The term also refers to the average number of applicants considered qualified across different job categories and regions, highlighting trends in recruitment and talent availability.

Cost per hire describes hiring expenses, calculated by dividing total spending by the number of hires. This includes onboarding, referral bonuses, sourcing, recruitment advertising, and other costs. McCormick (2021) states that cost per hire should include all internal (e.g., referral bonuses, software fees) and external (e.g., advertising, recruiting events, relocation) expenses. It also covers the time spent by recruiters and assistants, interviewers, and costs for drug tests, background checks, and pre-employment evaluations. Cost-per-hire is vital for assessing the cost-effectiveness of hiring efforts, allowing organizations to track all hiring expenses.

In addition to the price per hire the time-to-fill When evaluating the effectiveness of recruitment tactics, the time-to-fill metric is just as important as the cost per hire. The "time-to-fill" is the period of time between posting a job opening and a candidate accepting the offer. This metric shows how fast a company can find, assess, and hire talent. A shorter time-to-fill

often reflects a streamlined hiring process, which reduces operational disruptions and lower recruitment expenses. Moreover, it enables faster onboarding, allowing new employees to contribute sooner. Monitoring this metric helps organization pinpoint delays and optimize their hiring workflows for better outcomes.The candidate experience is yet another crucial component of successful hiring procedures.

In addition to having a positive impact on the company, a satisfying experience is essential for drawing in and retaining top talent. Regardless of the result, candidates are more likely to have a positive opinion of the company. When they feel appreciated feel and respected during hiring process. Organizations should place priority on openness, prompt communication, and an easy-to-use application process in order to accomplish this. The candidate's impression can be greatly improved by giving constructive criticism and acting professionally at all time. Ultimately strong candidate experience strengthens employer branding and supports long-term recruitment success.

Additionally creating a strong and creative workforce requires inclusion and diverse hiring practices. Employers ought to make an effort to develop inclusive hiring practices that draw applicant diverse backgrounds. This can be achieved by actively seeking under-represented groups encouraging equal opportunities, and putting in place impartial selection procedures.. A diverse workforce can bring different perspectives, enhance creativity, and improve problem-solving capabilities, ultimately contributing to organizational success.

In summary, effective recruitment practices are essential for enhancing employee performance and organizational success. Studies in Kenya and Uganda have shown that structured recruitment policies, involving departmental managers in the selection process, and utilizing diverse sourcing channels can significantly improve the quality of hires.

Additionally, understanding the cost per hire and time-to-fill metrics helps

organizations optimize their recruitment strategies, ensuring they attract and retain the best talent while managing expenses efficiently. By focusing on these practices, organizations can build a strong, capable workforce that drives productivity and growth. Moreover, prioritizing candidate experience and diversity in recruitment can further enhance the effectiveness of talent acquisition efforts, leading to a more dynamic and successful organization.

2.3.2 Talent Retention and Employee Performance

A thorough investigation into the effects of talent management strategies on employee retenti on in Nigeria's banking industry was carried out by(Magajietal.(2025).A survey design was u sed to gather information from 301 employees across three major deposit money banks in Abeokuta, Ogun State. The study revealed that compensation policies, including salary, bonuses, and incentives, significantly impact employee commitment and job satisfaction. These findings suggest that integrating competitive compensation into talent management strategies enhances employee motivation and reduces turnover. By prioritizing fair and motivating reward systems, banks can foster a more engaged, loyal, and high-performing workforce.

Wesonga and Van Der Westhuizein (2025) conducted a study to assess the impact of talent management practices on employee retention in pharmaceutical firms in Nairobi County, Kenya. The study found that effective retention strategies, including competitive compensation packages and supportive work environments, significantly enhance employee commitment and reduce turnover. These strategies such as life insurance, flexible work schedules, and performance-based incentives were shown to foster a loyal and motivated workforce. The findings emphasize that organizations prioritizing employee well-being and development are more likely to achieve sustained performance. Therefore, integrating comprehensive retention practices into organizational strategy is essential for long-term competitiveness and success.

Owolabi et al. (2024) conducted a comprehensive review of human resources management practices in the healthcare sector, focusing on recruitment, retention, and workforce development. The study emphasized that robust talent retention strategies such as competitive compensation, career advancement opportunities, and supportive work environments significantly enhance employee performance. These practices were found to improve job satisfaction, reduce turnover, and foster a more committed workforce. The research highlights the importance of aligning HR strategies with organizational goals to ensure long-term success in healthcare delivery. By investing in employee development and well-being, healthcare organizations can build a high-performing and resilient workforce.

Citta, Brasit, Hamid, and Yusuf (2021) conducted an insightful investigation into the relationship between talent retention and staff engagement productivity in the automobile companies. The study employed multiple linear regression analysis and included a sample of 51 respondents. The demonstrated that employee productivity is significantly and favorably impacted by both engagement and talent retention. This implies that companies are more productive when they focus on retaining their talented employees and actively engaging them in their work. The studys highlighted the importance of implementing effective talent retention strategies and fostering an engaging work environment in order to enhance overall organizational performance in the automotive industry. By prioritising these businesses can ensure a more motivated, engaged and productive workforce.

Khandelwal and Shekhaw (2020) conducted a thorough analysis of the literature on talent retention and its critical role in reducing employee turnover. Their descriptive study demonstrated the critical role that effective talent retention plays in an organizations success, effectiveness, and consistency. According to the study, keeping talented workers improves overall organisational performance in addition to assisting in the maintenance of a stable

workforce. Furthermore, the research underscored the importance of employees taking an active role in managing their own careers. By doing so, employees can align their personal growth with organizational goals, leading to increased job satisfactions and reduced turnover. The findings suggest that organizations should implement comprehensive talent retention strategies, including career development opportunities, competitive compensation, and a supportive work environment, to foster a committed and high-performing workforce.

Maba (2021) conducted a study on talent retention strategies within a consultancy firm based in Johannesburg, South Africa, using semi-structured interviews with seasoned consultants. The research revealed several effective techniques that contribute to retaining skilled employees. These included competitive compensation packages, promoting a healthy work- life balance, and implementing regular performance monitoring. Additionally, the study highlighted the importance of offering robust training and development programs, recognizing employee achievements, and providing clear paths for career advancement. These strategies collectively help creates a supportive and motivating work environment, which is essential for maintaining employee satisfaction and reducing turnover in competitive industries.

Talent retention refers to an institutions ability to minimize the loss of skilled employees over a given period, whether through voluntary or involuntary exits. Enhancing retention involves strategies such as employee engagement, professional development, recognition, and incentive programs. According to a 2025 report by eLeaP, organizations that prioritize retention through competitive compensation, career growth, and supportive work environments experience higher employee satisfaction and lower turnover. These practices not only reduce the costs associated with recruitment and training but also lead to more cohesive and productive teams. As a result, companies that invest in talent retention strategies are better positioned to maintain operational stability and long-term success.

Competitive remuneration refers to the regular salary and benefits an employee receives, benchmarked against similar roles in other organizations. It includes not only base pay but also benefits like paid leave, flexible work schedules, retirement plans, bonuses, health insurance, and remote work options. Sorn et al. (2023),states competitive compensation significantly contributes to employee motivation, retention, and productivity Their study found that employees who feel fairly compensated are likely to remain committed and perform at higher levels. As a result, organizations that offer attractive remuneration packages are better positioned to retain top talent and drive long-term success.

When an employee advances to a higher position within an organisation, usually as a result of their diligence, commitment, and skill development, it's referred to as a job promotion.More responsibility, greater pay, and occasionally the need for longer workdays or new skills are all part of these promotions.According to Citta, Brasit, Hamid, and Yusuf (2021), promotions crucial for raising staff engagement, morale, and general job satisfaction.They also improve productivity and encourage teamwork.Additionally, providing clear pathways for promotions is a good way to keep top talent and reduce employee attrition, which promotes stability and growth within the company.

In addition to traditional retention strategies, cultivating a positive organizational culture is essential for keeping top talent. A workplace that promotes inclusivity, respect, and support helps employees feel valued and connected to the organization’s mission. This sense of belonging can significantly boost employee loyalty and reduce turnover. Furthermore, offering continuous professional development and clear career advancement opportunities demonstrates an organization’s investment in its people. When employees see a future for themselves within the company and feel encouraged to grow, they are more likely to remain committed and motivated , contributing positively to both their personal success and the

organization's long- term goals.

Implementing flexible work arrangements can help retain employees by accommodating their work-life balance needs. Flexible schedules, remote work, hybrid placement and job-rotation shifts can increase job satisfaction and reduce burnout, leading to higher retention rates. Regular performance reviews and feedback are also essential for talent retention. These practices helps employees understand their strengths and areas to improve, set career goals, and receive recognition for their achievements. Constructive feedback and clear communication about career progression motivates employees to be with the organisations and strive for excellence.

2.3.3 Training and Development and Employee Performance

Zia-ur-Rehman, Ansari, and Ali (2020) explored how training influences employee performance within organisational contexts. Employing a survey-based methodology, their study demonstrated that structured training initiatives substantially enhance employee engagement during organisational change, stimulate creative problem-solving, and improve overall job effectiveness. The authors underscored that ongoing professional development cultivates greater motivation and adaptability, enabling employees to respond effectively to shifting workplace demands. These findings suggest that investing in targeted training equips staff with essential competencies, ultimately fostering a resilient and high-performing workforce capable of driving sustained organisational growth.

Nnanna (2020) examined the effects of training on employee performance in Airtel Networks Limited, Abuja . The study used both secondary and primary data, with primary data collected through direct distribution of questionnaires to Airtel Networks Limited, Abuja workers. The population consisted of 200 senior and junior employees. The study found that the selection process, training program structure, and training delivery method impact training

program outcomes and, eventually, employee performance.

In Kenya, Mohamud (2020) conducted a study to assess the impact of training on employee performance within public sector organizations. The research employed a descriptive survey design and utilized both primary and secondary data sources. Questionnaires were distributed to a sample of 100 employees in Machakos County, while interviews were conducted with members of management to gain deeper insights. The findings revealed that training significantly influences employee performance at both the personal and corporate settings. Well-structured training initiatives demonstrated enhanced competencies, elevated motivation levels, and improved overall productivity, contributing to the effectiveness of public sector organizations.

Imanaturikumwe and Oniye (2022) examined how employee development programs affect organizational effectiveness at the Rwanda Social Security Board (RSSB). Employing a survey methodology, the investigation included 210 personnel from multiple divisions such as human resources, finance, and information technology(Tech/IT). The results demonstrated that organized educational initiatives substantially enhanced worker satisfaction, decreased workplace absences, and strengthened service provision. Participants additionally reported improvements in documentation practices and general operational effectiveness. These outcomes highlight the significance of ongoing professional development in public sector establishments to cultivate a competent, enthusiastic, and exceptional workforce.

Training is a structured process aimed at developing the knowledge, skills, and behaviors employees need to perform effectively in their roles. Learning can occur either within the workplace environment or through external educational settings, and may be conducted internally within the organization or externally through specialized institutions. Training programs are designed to equip employees with new competencies, enhance their

existing abilities, and provide opportunities for continuous professional growth. According to Nnanna (2020), Mohamud (2020), and Khamis (2021), effective training not only improves individual performance but also boosts employee motivation and commitment ultimately assisting in the organisations overall success.

Experienced supervisors and colleagues provide workplace training that helps workers adapt to their environment while developing practical skills. This approach reduces confusion and stress, improves performance, and builds teamwork, allowing companies to identify the best candidates for different positions (Nnanna, 2020). Skilled professionals offer employee coaching to enhance their subordinates' abilities, performance, and career development. Coaching develops high-potential workers, strengthens leadership skills, and improves communication abilities. The process reveals individual strengths and areas for growth, empowering employees to reach their full potential while boosting engagement and effectiveness (Mohamud, 2020).

Mentorship programs are structured programs that connect experienced professionals with junior staff to facilitate the transfer of skills, knowledge, and insights. These initiatives serve an important function in improving workplace satisfaction, decreasing staff attrition, and creating a more welcoming and varied work environment. Through providing direction and assistance, mentors help their mentees overcome obstacles, develop self-assurance, and advance in both personal and professional capacitiesAccording to Githinji (2020), mentorship also contributes to lowering stress levels and cultivating a culture of continuous learning within organizations. Ultimately, such programs strengthen organizational development by promoting emotional well-being and long-term career success for employees.

Mustafa-Sadiku (2025) conducted a study to examine how ongoing training programs influence employee performance across various organizations. Using a quantitative approach,

the research inducates that continuous training significantly improves job satisfaction, productivity, and adaptability. Employees who received regular training reported higher engagement and were better equipped to handle organizational changes. These findings highlight how organized training programs help spark innovation, cut down on employee absences, and boost overall productivity. Companies that commit to ongoing learning opportunities tend to keep their teams engaged and performing at high levels.

Creating a culture of training and development within an organization is essential for fostering employee professional development, workplace contentment, and output levels. According to Patterson (2023), organizations that build cultures centered on learning and development keep their workforce consistently motivated and invested in their roles. This culture is founded on an organization commitments to systematic and deliberate programs structured to build the skills, knowledge, and competencies for success.

Training and development programs also play a critical role in improving employee retention. Employees are likely to linger within an organisation with future growth opportunities and development. Corporates companies with higher employee retention rates have a better organizational culture, higher productivity, and greater long-term success (Patterson, 2023). Training and development programs also prepare workers for additional responsibilities, educate them about industry changes and technological advances, and strengthen their leadership skills (MBA Skool, 2024).

2.3.4 Career Development and Employee Performance

A study conducted in 2021 by Ratemo, Makhamara, and Bula at the Kenya Forestry Research Institute (KEFRI) in Muguga explored the impact of career development strategies on employee performance through a descriptive research approach. Utilizing stratified random sampling, the researchers gathered data from 121 employees out of a total workforce of 178. The

findings revealed that well-organized career development programs significantly improved employee skills and overall job performance

Gachunga (2020) analysed the influence of career advancement on employee outcomes at the National Cereals and Produce Board. Using a descriptive survey design with 100 respondents from a population of 200 staff, the research revealed that workplace training expanded essential skills, strengthened motivation, and equipped employees with new competencies. The study also emphasised that career mentoring helps staff generate practical solutions to workplace challenges, ultimately boosting performance and improving organisational effectiveness.

Muthumbi and Kamau (2021) explored the relationship between career development and employee performance at Deloitte Limited in Kenya. Employing descriptive research methods and sampling 116 participants from a workforce of 500, the study found a robust correlation between employee productivity and career growth. Contributing factors included formal training programs, career counselling, mentorship initiatives, and clear pathways for internal progression, all fostering motivation and long-term professional development.

In Kenya's public health sector, Muchibi, Mutua, and Juma (2022) examined the role of career development in employee engagement. The study, which involved 342 participants, that involved nurses and doctors, and applied qualitative and quantitative surveys, identified a significant positive impact, with a correlation coefficient of 0.670. The findings highlighted that structured career development enhances employees' sense of organizational support and emotional commitment, improving individual performance.

Within Uganda's government inspectorate, researchers in 2020 studied professional growth and employee performance using cross-sectional and correlational designs. Drawing data from 164 staff members and five senior managers, the finding indicates that staff training

positively impacted overall performance. However, it also found that training alone did not influence delegation practices or broader career progression opportunities, suggesting limitations to its effect.

Hallo and Obu (2021) investigated how career advancement affects staff performance in Isiolo County's private health sector. Using a descriptive analysis design involving 199 out of 397 healthcare providers, the study found that coaching and mentoring programs significantly improved employees' skills, knowledge, and engagement. The research underscored the value of continuous career development in maintaining high motivation and productivity levels, which benefits individual staff members and organisational outcomes.

At Kenya Commercial Bank (KCB), Saina and Tutee (2019) used a case study approach to evaluate the impact of career development and training on employee performance. Data gathered from six branches in the North Rift region indicated that consistent training and development opportunities enhance motivation, productivity, and commitment among employees. The study concluded that organisations should implement targeted training that meets specific workforce needs to maximise effectiveness.

Nahoda (2020) examined career development practices at the Tanzania Revenue Authority (TRA) headquarters using both qualitative and quantitative methods involving 43 respondents. The results demonstrated that deliberate career planning combined with focused training interventions elevated staff motivation, promotion prospects, and job performance highlighting the strategic role of organised career development structures in fostering professional advancement.

In Kenya's Coast Region, Mwashila, Ibua, and Kazungu (2022) studied how career development affects academic staff performance in public universities. Surveying 173 academic staff from Taita-Taveta University , Technical University of Mombasa , and Pwani

University, the researchers observed that systematic career advancement, training initiatives, and succession planning positively influenced job satisfaction and productivity, ultimately strengthening institutional performance.

Kakui and Gachunga (2020), systematic career planning aligns employee aspirations with organisational objectives through coordinated actions by employees and employers. Career development may occur within a single organisation, across multiple organisations, or through hybrid models, with individual responsibility playing a critical role in professional growth. Employees proactively managing their careers are positioned to meet professional targets and advance organisational goals.

Grants scholars also contribute to career development by funding further education and enriching employee competencies and performance. Kamau and Juma (2023) reported that professional development opportunities, which include scholarships, enhance morale and productivity among staff in Kenya's private universities. Better-educated employees add strategic value to institutional objectives and are most likely to remain loyal and engaged.

Job mobility, which involves movement across positions or grades, helps reduce turnover, increase retention, and bring diversity and new competencies into organisations (Bainomujuni, 2019; Hallo & Obu, 2021). Providing such mobility broadens staff experience and strengthens institutional adaptability.

Employee redeployment, which reassigns staff to different roles, locations, or functions, is another strategy for managing workforce changes due to restructuring, layoffs, or skill mismatches. As Saina and Tutee (2020) and Nahoda (2020) explain, redeployment can preserve talent, strengthen organisational culture, and optimise resource allocation by placing staff where they can contribute most effectively.

2.3.5 Employee Performance

Mugo and Omondi (2024) examined how training practices shaped employee performance at Kenya Electricity Generating Company Limited (KenGen). Applying a descriptive research surveying and design 204 staff across different management levels, the study identified that thoughtfully structured training programs and effective delivery methods fostered creativity, adaptability, and active participation in change processes. These outcomes highlight the contribution of continuous professional development to a motivated and engaged workforce.

Nnanna (2020) intent on Airtel Telecommunication Networks Limited in Abuja, Nigeria. where data from 200 senior and junior employees was gathered through questionnaires alongside secondary sources. The study demonstrated that factors lik candidate selection, training structure, and instructional approach influenced the effectiveness of training initiatives, ultimately shaping employee performance.

Nor (2025) explored training within Kenya's public service context, centering on civil servants trained at the Kenya School of Government. Using a cross-sectional design, the research observed improvements in adaptability, creative problem-solving, and engagement in organisational reforms. The study also noted that stronger employee performance acted as a bridge between training programs and better public service delivery.

At the National Social Security Fund (NSSF) in Nairobi, Mokaya and Wamwayi (2024) investigated how Human Resource Information Systems (HRIS) and digital learning tools affected staff outcomes. Drawing on responses from 80 permanent employees, the research found that structured digital learning supported employee morale, reduced absenteeism, and improved customer service interactions. Departments integrating e-learning platforms reported better record-keeping and heightened staff engagement, reflecting the impact of technology-

supported training

Training can be defined as a deliberate process to build employee knowledge, skills, and behaviors aligned with organisational goals. Beyond technical learning, such initiatives cultivate adaptability, motivation, and commitment, strengthening institutional resilience (Mokaya & Wamwayi, 2024). Employees with access to ongoing training are more likely to respond creatively to challenges and maintain long-term dedication to their roles.

Practical methods such as on-the-job instruction from experienced colleagues help staff adapt to new roles while revealing emerging talent within teams (Nnanna, 2020). Coaching supports leadership growth, refines communication, and encourages employees to reach their full potential (Mohamud, 2020).

Mentorship has also been shown to deepen knowledge exchange, improve job satisfaction , and foster a sense of belonging among staff. As observed by Githinji (2019), mentorship strengthens both technical capabilities and emotional resilience, helping organisations reduce turnover and create a culture of learning.

Research conducted by Onsongo and Juma (2025) at the Kisii County Assembly in Kenya showed that regular, focused training helped staff adapt to changing work demands and new technology, which led to better productivity and higher job satisfaction. Alongside structured training, modern HR practices such as wellness programs and flexible working conditions helped build positive work environments and lower turnover.

Similarly, the study highlighted that contemporary HR practices such as flexible work arrangement and wellness programs complement training efforts by fostering a supportives work environment. These practices were shown to reduce employee turnover and enhance job satisfaction, especially when integrated with professional development opportunities. The

findings align with global trends that position training and development as key to maintaining a competitive and motivated workforce. By combining structured training with modern HR strategies, organizations can build resilient teams capable of adapting to change. This holistic approach ensures long-term performance gains and institutional success.

Creating a culture of training and development within an organization is essential for fostering employee growth, job satisfaction, and productivity. According to Patterson (2023), a culture devoted to training and development ensures employees are continuously motivated and engaged in their work. This culture is founded on an organization's commitment to deliberate and systematic programs designed to build the skills, knowledge, and competencies necessary for success.

Patterson (2023) concluded that organisations committed to systematic training see better employee retention and engagement. Programs designed to prepare staff for new roles, promote succession planning, and strengthen leadership capacity further contribute to institutional success (MBA Skool, 2024). Aligning these initiatives with a broader organizational strategy helps sustain high levels of performance and competitiveness.

2.3.6 Summary of the Literature Review

The reviewed studies suggest that recruitment practices, including sourcing channels, the quality of candidates, and cost considerations, shape employee performance by attracting individuals whose skills and experience support productivity. While recruiting talented staff can reduce turnover and raise performance, the evidence also indicates that these effects depend on complementary practices such as training and motivation. Literature remains limited regarding how education and training directly translate to higher income levels.

Research evidence indicates that retaining talent through competitive pay, career advancement opportunities, and employee recognition has a positive impact on workforce

performance. Strong retention strategies help organizations avoid declines in productivity. Additionally, when employees are rewarded fairly, promoted appropriately, or acknowledged for their contributions, their job satisfaction tends to rise. However, the line between what satisfies and what motivates employees is not always clear. Individuals often attribute their sense of fulfillment to personal achievements, while feelings of dissatisfaction are commonly directed at organizational constraints or managerial decisions rather than their own limitations.

Moreover, the empirical literature show an over-simplification of right relationship between dissatisfaction and motivation since one factor that lead to job satisfaction for an individual and can also cause job dissatisfaction to another. Additionally, the factors causing dissatisfaction and satisfaction are not diverse from each other for instance, achievement, recognition, and job promotion competitive remuneration are important for both satisfaction and dissatisfaction.

The study found that career development (scholarships and job mobility and redeployment) influences employee performance. Scholarship increases employee morale which in turn increases employee performance. An educated employee can benefit the company with more knowledge and research. Scholarships help create a pool of committed workers by giving students access to education that will strengthen their commitment to the company. An organization benefits from job mobility because it helps to lower employee turnover while enhancing employee retention, eliminates the need to spend money, time, and resources on hiring new employees, significantly increases employee engagement, facilitates greater employee adaptability, and makes it possible for the development of new ideas by having employees with a variety of expertise. Redeployment help to retain top talent, help an organization avoid the time and cost of hiring new employees and creates a positive company culture. However, the literature fails to explain the situation in which an individual works

despite the fact that there is no career development for showing that behaviour. Moreover, the literature does not show the negative effects that accompanies career development.

2.4 Conceptual framework

A conceptual framework is a structured or visual tool illustrating the presumed relationship between key variables. It is typically grounded in a critical review of existing theories and empirical studies relevant to the research topic (Citta, Brasit, Hamid & Yusuf, 2021). It organises core ideas to help achieve the study's objectives. As Khandelwal and Shekhaw (2018) noted, the conceptual framework shows the expected outcomes of the research by mapping out the main variables and how they may relate to one another. This study's independent variables include talent recruitment practices, talentretention, talent training and development, and career development . The dependent variable under investigation is employee performance in Water and Sanitation Companies located in Machakos County

Independent Variables

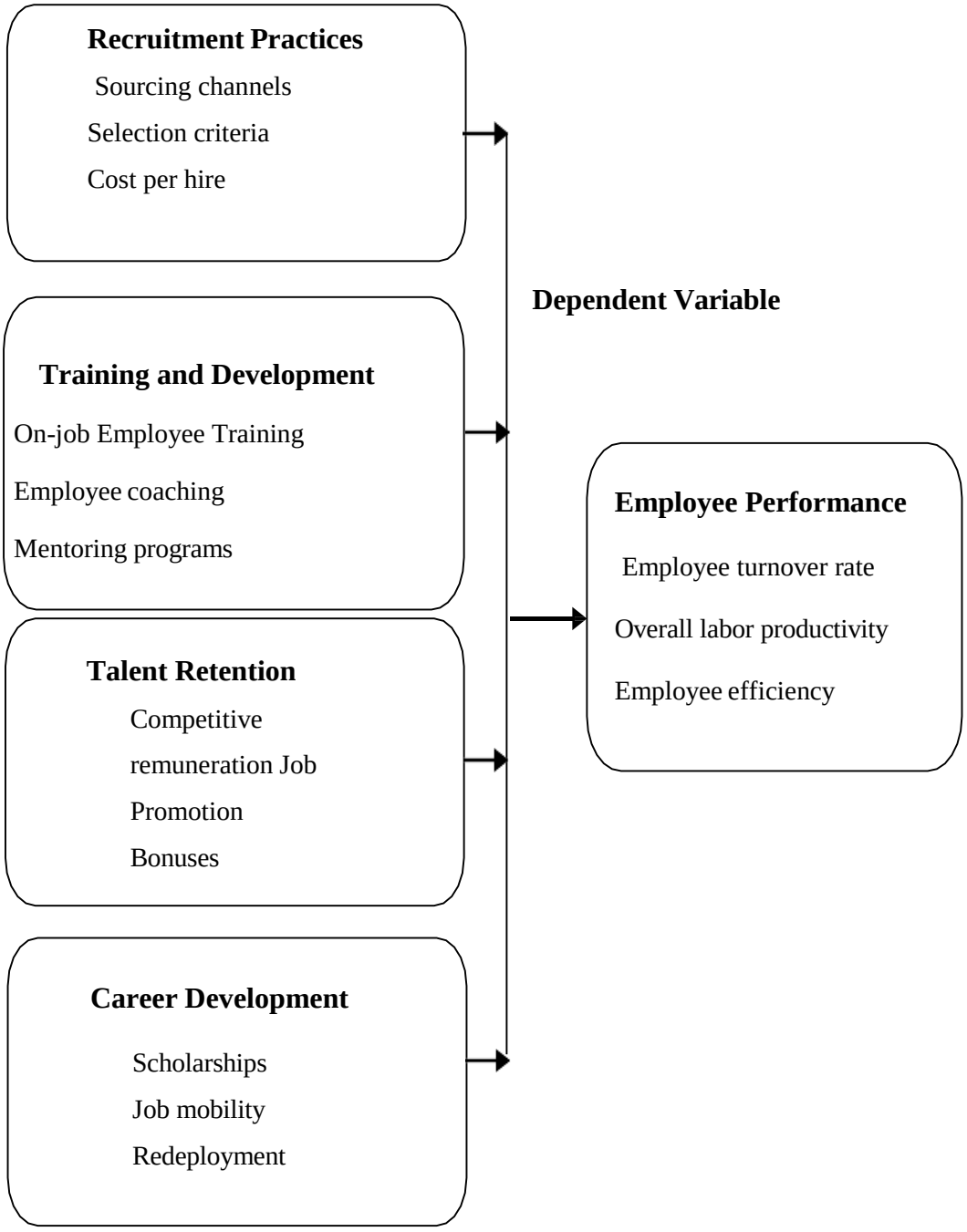


FIGURE 1

Conceptual Framework

2.5 Operationalization of Variables

TABLE 1

Operationalization of Variables

Types of Variable	Variable	Indicators	Scale	Question	Collection Tool	Type of Analysis
Independe nt Variables	Recruitment Practice	• Sourcing channels, • Selection criteria, • Cost per hire	Ordinal	Question 1	Questionnaire	Descriptive
	Training and Development	On-job Employee Training • Employee coaching • Mentoring programs	Ordinal	Question 2	Questionnaire	Descriptive
	Talent Retention	• Competitive remuneration • Job Promotion • Bonuses	Ordinal	Question 3	Questionnaire	Descriptive
	Career Development	• Scholarshi ps • Job mobility • Redeploy ment	Ordinal	Question 4	Questionnaire	Descriptive

Dependent Variables	Employee Performance	• Employee turnover rate • Overall labor productivity • Employee efficiency	Ordinal	Question 5	Questionnaire	Descriptive

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research methods used to study how talent management affects worker performance. The investigation starts with the research framework and uses a descriptive method. The discussion then explains the study population and sampling methods, followed by the techniques for collecting data and the procedures involved. The chapter also addresses how the research instruments were validated and their reliability ensured. The final sections cover the methods used for analyzing data and presenting findings before concluding with the ethical guidelines that govern this research.

3.2 Research Design

The study employed a descriptivee research design. Gilliland, McKemmish, and Lau (2017) suggest that adescriptive researrch design is a method that systematically , and accurately describes the characteristics of a phenomenon, or population being studied. I used a descriptive research design when gathering data about the current phenonmenon being studiad. It is used to describe "what exists" concerning the study variables being studied. I employed a descriptive research design because it is well-suited for systematically capturing and analyzing the current state of talent management practices and their influence on employee performance. It also supports the identification of patterns, relationships, and gaps in HR practices, which are essential for informing policy and strategic decision making. Additionally, it allows the combination of qualitative and quantitative data. This type of survey design is very reliable in answering questions of who,how ,where, and when related to the phenomenon under investigation (Greenfield & Greener, 2016). In this case, I sought to show how the influence of TM practices and employee performance at Water and Sanitation

Companies Within Machakos County in Kenya.

Descriptive survey design methods provide quantitative data from a cross-section of the chosen population and get the respondents' views about their experiences, perceptions, attitudes, behavior, and values. It has been described as one of the best methods for social scientists interested in collecting original data to describe a large population (Kothari,2004). This design provided further insight into the research problem by describing the variables of interest .

3.3 Target Population of the Study

A target study population is a large group involved in scientific investigation (Chandler et al., 2019). The target population entails where the study collected valuable information on the topic. Data was collected in 7 departments in Water and Sanitation Companys in Machakos County in Kenya. This study was limited to 133 employees across various departments, i.e., Water Supply, Sanitation, Finance and Revenue Collection, Customer Service, Technical Services, Planning and Development, and Human Resources.

TABLE 2

Population of the Study

Department	Number of Staffs
Water Supply	82
Sanitation	10
Finance and Revenue Collection	5
Customer Service	14
Technical Service	10
Planning and Development	10
Human Resource	2
Total	**133**

Source*:* (Water and Sanitation Companies Within Machakos County in Kenya- HR Departments 2024).

It represents selected individuals whose responses and observations are used to represent the greater population while a sampling technique defines the process of selecting the sample.

3.4 Sampling and Sampling Procedure

This study utilized a census sampling technique to ensure that all departments across the seven Water and Sanitation Companies in Machakos County, Kenya were represented. The decision to use a census was based on its appropriateness for small populations, as noted by Metsamuuronen (2017). According to Saunders, Lewis, and Thornhill (2016), census sampling eliminates sampling errors and is particularly effective for smaller groups, offering comprehensive data on every individual. Stokes and Wall (2017) describe census methodology as a quantitative approach that involves collecting information from every member of the

population. By including all units in the data collection process, the study achieved complete coverage, resulting in highly accurate and dependable findings compared to sample-based methods, which may introduce errors.

3.4.1 Sampling Procedure

A sampling procedure is a method or a systematic process whereby the researcher identifies and selects the right individuals to form part of the research from the sampling frame, representing the whole population (Struweg and Stead, 2019:109). To select sample respondents, the researcher used a census sampling technique . This approach involved collecting data from every member of the population rather than selecting a subset, thereby eliminating sampling error and providing complete coverage of the target population.

The census method ensured that all staff members from Sanitation and Water Companies in Machakos County in Kenya are included in the study, providing comprehensive insights and eliminating potential bias that might arise from sample selection. This technique is particularly suitable for this study given the manageable population size and the need for complete representation across all departments.

3.4.2 Sample Size

Given the adoption of a census sampling approach, the sample size was equal the entire population. There are 133 staff at Water and Sanitation Companies in Machakos County in Kenya, and the researcher collected data from all One Hundred and Thirty-Three (133) respondents representing the complete population. The respondents was all staff members of Water and Sanitation Companies around Machakos County in Kenya, drawn from various departments, as shown in the table below.

This comprehensive approach ensured that entire departments and distinct employees' perspectives are captured, providing a complete and accurate representation of the organization's characteristics and opinions regarding the research topic.The respondents was the staff members of Water and Sanitation Companies Within Machakos County in Kenyadrawn from various departments, as shown in the table below.

TABLE 3

Sample Size

Department	**Number of Staffs**	**Sample (Size)**
Water Supply	82	82
Sanitation	10	10
Finance and Revenue Collection	5	5
Customer Service	14	14
Technical Service	10	10
Planning and Development	10	10
Human Resource	2	2
Total	**133**	**133**

Source*:* (Water and Sanitation Companies Within Machakos County in Kenya- HR Department 2025).

3.5 Research Instrument

Research instruments are the tools and methods used to gather and record data. It is an important part of the research process, as the data quality directly impact the quality of the research findings (Creswell & Clark, 2021). Various data collection instruments can be used, depending on the research question, the research design, and the population being studied .

Primary data was used for this study , and it was collected through questionnaires. Questionnaires are sets of questions that are designed for statistical study (Shrestha, 2021). Questionnaires were chosen for the study because much data can be gathered within a short period, and there reduced chances of bias.

3.5.1 Validity and Reliability of the Instruments

3.5.1.1 Validity

The researcher further depicted that construct validity is the degree to which the test measures an intended hypothetical construct of the managing directors or human resource managers and issues them with the questionnaires the coefficient of the data gathered from the pilot study was computed with the assistance emplementing (SPSS Statistical Package for the Social Sciences) A coefficient of above 0.5 indicates that the data collected instruments are valid (Mugenda & Mugenda, 2018). Data validity plays an important role in the generalization of the gathered data to reflect the actual characteristics of the study problem . For content validity, both the experts in human resources managements and the supervisors concurred that the research instruments measured the desired objectives and could be used in the industry .

During the study, the research question and the variables being measured was made clear to the respondents. This helped to ensure that the data collection instrument is appropriates and that the data was collected in a way that is relevant to the research question . Pilot testing was done to validate whether the research tool being used was valid and reliable. The pilot study involved a sample of **10** respondents, selected from the target population of employees in Water and Sanitation Companies in Machakos County. These respondents were not included in the final study to avoid bias.

It allowed the identification of any weaknesses and inadequacies within the instrument of research. It further assisted in making amendments before the actual study was carried out. Validity is the credibility and acceptability of the research study.

3.5.1.2 Reliability

Mengist, Soromessa, and Legese (2020) emphasized that the credibility of research findings is assessed through reliability. Results are considered dependable when repeated studies on the same subject yield consistent outcomes. To measure the reliability of the instruments used in this study, internal consistency among respondents was examined, guided by the Cronbach's Alpha coefficient. This statistical measure ranges from 0 to 1, with values closer to 1 indicating higher reliability. A Cronbach's Alpha score of 0.7 is generally regarded as acceptable, signifying strong consistency. In this research, Cronbach's Alpha was calculated using SPSS version 26, focusing on key variables such as recruitment practices, retention strategies, career development, and employee performance. This process ensured that the questionnaire items are measuring the intended variables consistently and accurately, thereby enhancing the credibility and dependability of the research findings.

3.6 Data Collection, and Collection Procedure.

3.6.1 Data Collection and Procedure

The study aimed to collect primary data using the data collection tool . The process obtaining and evaluating on variables of interest, in a predefined systematic way in order to test hypotheses, answer research questions and evaluate results (Creswell, 2022). The research study the term data collection procedure refers to the specific action done to collect the data, including sampling strategy, data collection tools and techniques used.

3.7 Data Processing and Analysis

I involved packaging, organizing, and structuring the gathered data's key components to effectively and efficiently present the findings (Russell, 2017). The questionnaires generated qualitative and quantitative data. I used thematic analysis to analyse qualitative datas from the open-ended questions (Greenfield & Greener, 2016). Results from qualitative data analysis was displayed in narrative form. I used inferential and descriptive statistics to analyse quantitative data using SPSS version 25 statistical software. To examine the data and identify general trends, the study employed descriptive statistical methods. This included summarizing respondents' background details and their responses related to both independent and dependent variables, as outlined by Williamson and Johanson (2017). For nominal data, descriptive tools such as frequency counts and percentages were utilized. Ordinal data were analyzed using measures like frequency distributions, percentages, means, and standard deviations. Inferential analysis was conducted through Pearson's correlation coefficients and multiple regression techniques. A 95% confidence level was applied, setting the threshold for statistical significance at a p-value of 0.05. Consequently, any relationship with a p-value of 0.05 or lower was deemed significant, while those exceeding this value were considered not statistically meaningful. The findings were visually represented using pie charts, tables, graphs, and figures The research model that guided the study was:

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

Where:

Y = Employee performance $\beta 0$ = Constant

X_1 = Recruitment

X_2 = Retention

X_3 = Training and development X_4 = Career development

ε =Error term

3.8 Diagnostic Test

Diagnostic tests were employed to assess the validity and reliability of the regression analysis within the context of this study. The tests were essential in verifying whether the assumptions underlying multiple linear regression are met, ensuring that consistent model estimates are unbiased and efficient. Specifically, the study tested for normality, heteroscedasticity, multi_ collinearity, and critical assumptions in regression analysis. These assumptions were evaluated using appropriate statistical techniques and indicators below.

3.8.1 Normality

The normality of residuals was assessed using skewness and kurtosis statistics. Skewness captures the degree of asymmetry in the residual distribution; in contrast, kurtosis evaluates the peakedness and the propensity for extreme values or outliers. Values approaching zero typically suggest a distribution that approximates normality. Confirming normality is critical, as it underpins the validity of hypothesis testing and the accuracy of confidence intervals in regression models. Significant departures from normality may indicate model misspecification or the influence of outlying observations that warrant further investigation.

3.8.2 Heteroscedasticity

Heteroscedasticity happens when the spread of residuals varies at different points of the independent variables. That violates a basic requirement for linear regression analysis and can lead to inefficient estimates and biased standard errors. The Breusch-Pagan test or White's test may be used to test for heteroscedasticity. However, in this study, the Durbin-Watson test was applied primarily to detect autocorrelation, which is closely related. A Durbin-Watson statistic close to 2 suggests no autocorrelation, while values significantly below or above 2 indicate positive or negative autocorrelation. Although the Durbin-Watson test is more commonly used for autocorrelation, it can provide insights into the randomness of residuals

related to heteroscedasticity. If heteroscedasticity is detected, robust standard errors or transformation of variables may be considered.

3.8.3 Multicollinearity

Multicollinearity happens when predictor variables in regression models are strongly connected to each other, leading to unreliable and unstable estimates of regression coefficients. This study assessed multicollinearity using the Variance Inflation Factor (VIF). A VIF value greater than 10 commonly indicates high multicollinearity, although some researchers use a threshold of five. Strong multicollinearity makes coefficient standard errors bigger, which complicates figuring out individual predictor contributions. When this happens, researchers can exclude highly correlated variables, combine related predictors, or use dimensionality reduction methods like Principal Component Analysis (PCA). Mitigating multicollinearity is essential to maintain the clarity, stability, and interpretative strength of the regression model.

3.9 Ethical Consideration in the Research Study

The study follows strict ethical guidelines to ensure research integrity. Employee participation remains completely voluntary, with no pressure applied to those who decline involvement. Participant privacy stays protected through confidential data handling procedures. Respondents can choose whether to reveal their identities, with anonymity maintained as the default approach. The research team secured authorisation from KCA University for data collection activities and obtain the required research permit from NACOSTI (National Council for Science and Technology).

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presented Presentation, Data analysis, discussion and interpretation, of the findings regarding the study's objective. The general strategic objective of this study was to determine employee performance and talent management practices in Water and Sanitation Companies in Machakos County, Kenya. The study also determined the influence of recruitment practices, training and development, talent retention, and career developments on employee performance in sanitation and water companies in Machakos County, Kenya. Tables and figures were used to present findings.

4.2 Response Rate

The self-report questionnaires were administered to sample size of 133 respondents and their response rate was given in Table 4

TABLE 4

Response Rate

Category	Frequency	Percentage
Response	128	96%
Non-Response	5	4%
Total	**133**	**100%**

Source: Survey Data (2025)

As shown in Table 4.1, 96% of the targeted participants took part in the study, while only 4% did not respond. This high response rate supports the credibility of the data collection tool and its suitability for further analysis. According to Mugenda and Mugenda (2003), a

response rate of 70% or higher is considered ideal for generating reliable insights during data analysis.

4.3 Demographic Information

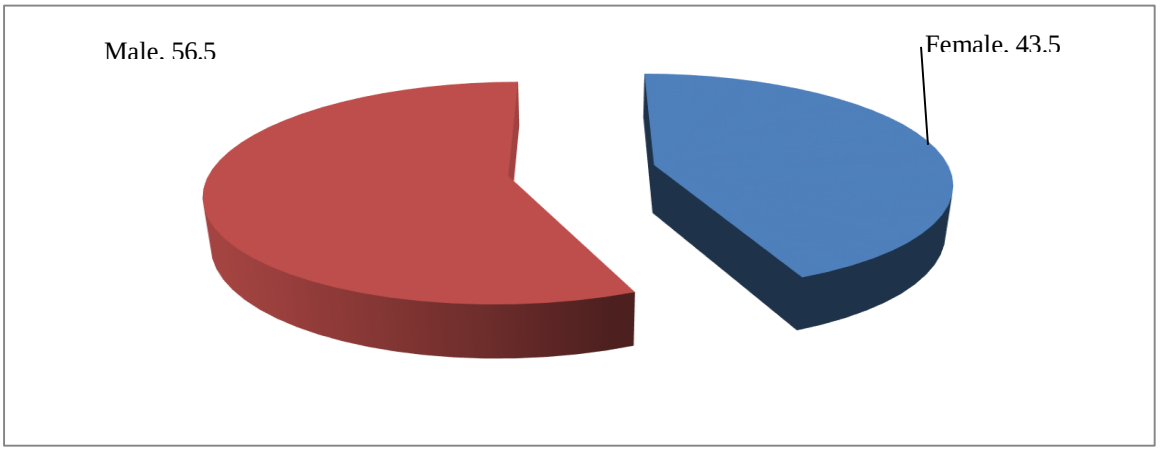
The demographic information of the respondents consisted of their age bracket, gender, highest level of education and the number of years services in the company.

4.3.1 Gender of the Respondents

The respondents were requested to indicate their gender. The findings were as presented in Figure 2.

FIGURE 2

Gender of the Respondents



As shown in Figure 2, 56.5% of the participants were male and 43.5% were female. This means that the company has complied to the two third gender rule and diversity which is as stipulated in the constitution of Kenya, despite the fact that most of the respondents were male.

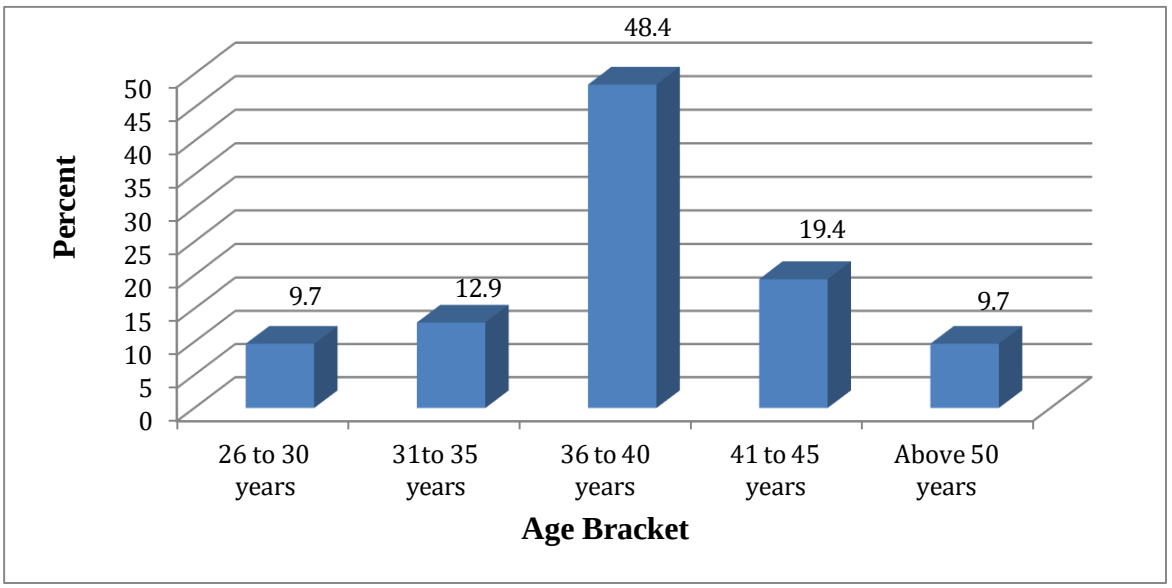
4.3.2 Age Bracket

The respondents were required to indicate their age bracket. The findings were as

shown in Figure 3.

FIGURE 3

Age Bracket



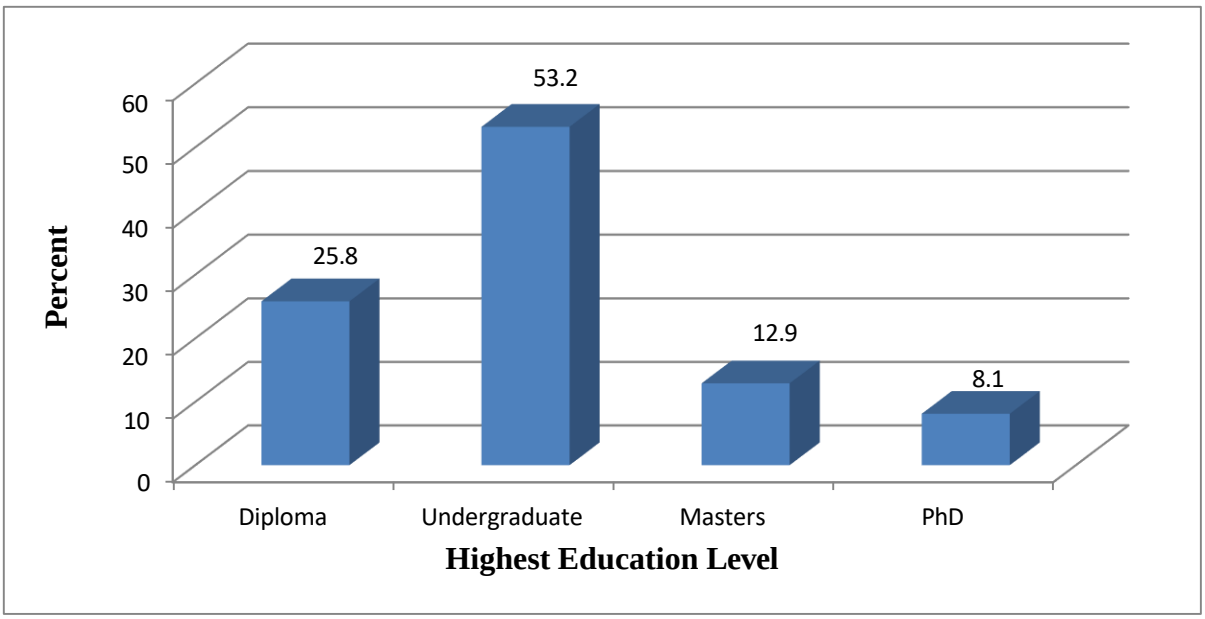
From to the findings, 48.4% of the respondents indicated that they had between 36 and 40 years, 19.4% had between 41 and 45 years, 12.9% had between 26 and 30 years, 9.7% had between 26 and 30 years and the same percent had more than 50 years. This implies that most of the respondents were mature enough to provide relevant information, skill maturity and good retention on talent management practices and employee performance.

4.3.3 Highest Level of Education

The participants were required to indicate their highest level of education. The findings were as presented in Figure 4.

FIGURE 4

Highest Level of Education



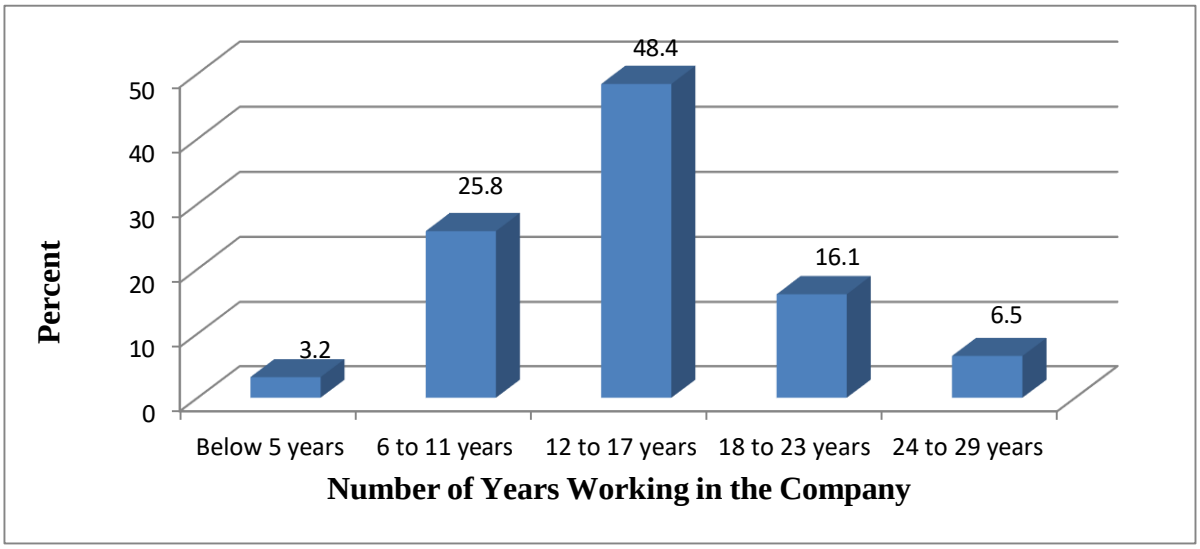
According to the analytic findings, 53.2% of the respondents indicated that they had an undergraduate degree as their highest level of education, 25.8% had a diploma, 12.9% had a master`s and 8.1% had PhD. This means that the respondents had undergraduate degree as their highest level of education and hence they were literate enough to give pertinent information on talent management practices and employee performance.

4.3.4 Number of Years Working in the Company

The study participant were required to specify the number of years they have been working in the company. The findings were as shown in Figure 5.

FIGURE 5

Number of Years Working in the Company



As shown in Figure 5, 48.4% of the study participants revealed that they have been working in the company for between 12 and 17 years, 25.8% indicated for between 6 and 11 years, 16.1% indicated for between 18 and 23 years, 6.5% pointed out for between 24 and 29 years and 3.2% indicated for less than 5 years. This implies that most of the respondents had been working in the company for more than 12 and therefore they had sufficient information on talent management practices and employee performance. It also indicate institutional knowledge and loyalty

4.4 Pilot Test Results

TABLE 5

Pilot Test Results

Variables	Cronbach's Alpha	No. of Items	Remarks
Recruitment Practices	0.865	6	Acceptable
Training and development	0.796	6	Acceptable
Talent Retention	0.803	6	Acceptable
Career development	0.854	6	Acceptable
Employee performance	0.804	6	Acceptable
Average Score	**0.829**		Acceptable

Source: Pilot Study (2025)

The researcher adopted Cronbach's Alpha index to evaluate internal consistency and determine whether the set of objects within the scale assessed the same construct. Analysis of the results in Table 5 showed that Cronbach's Alpha index values varied between a minimum of 0.796 for training and development and a height of 0.865 for the recruitment practices. As a result, the average reliability test of the analysis variance was 0.829 which supressed the recommended minimum value of 0.7 to confirm acceptable level of internal consistency of the questionnaire (Morse et al., 2012).

4.4.1 Reliability Results

Reliability findings, a Cronbach's alpha coefficient of 0.7 served as the threshold value for dependability. Items with coefficients below 0.7 were deemed unreliable while those with coefficients of above 0.7 were considered reliable. Besides, change in Cronbach's alpha coefficients if the various items were excluded if were provided. The results are as illustrated in Table 6

TABLE 6

Reliability Results

Variables	**Cronbach's Alpha**	**No. of Items**
Recruitment Practices.	0.836	6
Training & development.	0.819	6
Talent Retentiion.	0.797	6
Career development.	0.779	6
Employee performance.	0.732	6
Average	**0.792**	**30**

Table 6 presents the reliability analysis results for the study constructs. The talent recruitment variable recorded a Cronbach's alpha value of 0.836, while training and development showed a reliability score of 0.819. Talent retention yielded a coefficient of 0.797, career development registered 0.779, and employee performance had a Cronbach's alpha of 0.732. These values indicate acceptable internal consistency across all constructs.

TABLE 7

Reliability Results for Recruitment Practices

Statement	Cronbach's Alpha
The recruitment process guarantee most qualified candidates for open positions.	0.812
The organization employs effective recruitment criteria to identify skilled professionals.	0.883
Recruitment strategies are aligned with the organization's objectives.	0.869
The recruitment process is fair, transparent and equitable	0.788
Organisations updates its hiring criteria frequently to accommodate evolving demands.	0.834
Comprehensive tests and interviews are part of the hiring process.	0.832
Average	**0.836**

Based on the results in Table 7 none of the statements in the Recruitment Practices had being removed from the reliability test as all the met the threshold of 0.7 and above threshold. This indicates that the research instrument`s reliability falls between 0.788 and 0.883.

TABLE 8

Reliability Results for Training and Development

Statements	Cronbach's Alpha
The skill-building programs are pertinent to the job description and responsibilities.	0.821
Strategic development approaches to strengthen employee capabilities.	0.767
The Training and development initiatives are aligned with the organization's strategic goals.	0.822
The training process is fair, transparent and equitable.	0.824
The corporates regularly updates its recruitment framework to accommodate evolving market demand/standards.	0.834
The skill-building process involves extensive assessments and evaluations.	0.848
Average	**0.819**

The findings in Table 8 reveal that for training and development, all the statements met the threshold of 0.7 and above and therefore, none had to be dropped through the reliability test. This means that the reliability of the research instrument is between 0.767 and 0.848.

TABLE 9

Reliability Results for Talent Retention

Statements	Cronbach's Alpha
The companies offers structured career development pathways for employees	0.739
A robust orientation process that incorporate new hires into the organizational culture and objectives.	0.835
The organization provides competitive compensation and benefits packages.	0.784
Performance evaluations and feedback are conducted regularly to guarantee staff development.	0.797
The companies supports a healthy/positive work-life balance.	0.845
There are avenues of professional development and continuous learning.	0.787
Average	**0.797**

The findings in Table 9 reveal that for talent retention, all the statements met the threshold of 0.7 and above and therefore, none had to be dropped through the reliability test. This means that the reliability of the research instrument to between 0.739 and 0.845.

TABLE 10

Reliability Results for Career Development

Statements	**Cronbach's Alpha**
I have a clear career development strategic plan for the next 12 months in the organization	0.724
Thiss organization is a good place for career advancement and development.	0.803
The company aligns career development strategy with organizational goals.	0.821
The corporates offers and career mentorship and on-the-job training.	0.776
The institutions contributes to my career development	0.779
The organization offers opportunities for advancement and career progression.	0.776
Average	**0.779**

The findings in Table 10 reveal that for career development, all the statements met the threshold of 0.7 and above and therefore, none had to be dropped through the reliability test. This means that the reliability of the research instrument to between 0.724 and 0.821.

TABLE 11

Reliability Results for Employee performance

Statements	Cronbach's Alpha
I have well-defined and realistic established for my position	0.755
I am able to effectively collaborate with my coworkers to achieve team objectives	0.778
I actively pursue ways to advance my skill and expertise.	0.754
My performance is regularly evaluated and analysed by my supervisor.	0.748
I feel that my contribution generates positive outcomes for the company	0.767
My performance supports the comprehensive achivement organization.	0.775
Average	**0.754**

The findings in Table 11 reveal that for employee performance, all the statements met the threshold of 0.7 and above and therefore, none had to be dropped through the reliability test. This means that the reliability of the research instrument to between 0.754 and 0.778.

4.4.2 Validity Results

Research validity refers to the degree to which a study measures the appropriate elements that require assessment. The researcher used three kinds of validity: criterion validity, construct validity and content validity. Criterion validity is an estimate of the degree to which a measure agrees with a gold standard (Metsamuuronen, 2017). In this study, criterion validity was ensured by developing the questionnaire as per the variables and their indicators. The degree to which items accurately represent or evaluate the content of the trait or feature that the researcher seeks to assess is known as content validity (Gilliland, McKemmish & Lau, 2017). It is the extent to which an instrument's constituent parts accurately represent the scope

of its intended use. To ensure face validity in this research, input was gathered from Human Resource Management specialists, including the study supervisor. Construct validity evaluates how effectively a group of items represents the intended theoretical concept (Saunders et al., 2016). This study applied confirmatory factor analysis to verify the validity of the measured constructs. Items were considered valid if they explained at least 50% of the variance linked to the construct. As noted by Lincoln and Guba (2018), an Average Variance Extracted (AVE) score exceeding 0.4 is regarded as sufficient for confirming construct validity. The corresponding results are presented in Table 12.

TABLE 12

Average Variance Explained for the Constructs

Variables	**Average Variance explained**	**No. of items**
Recruitment Practices	0.810	6
Training and Development	0.802	6
Talent Retention	0.764	6
Career development	0.745	6
Employee performance	0.732	6
	0.772	**30**

From the results, as shown in Table 12, recruitment practices had an AVE of 0.810, training and development had an AVE of 0.802, talent retention had an AVE of 0.764, career development had an AVE of 0.745 and employee performance had an AVE of 0.732

4.5 Descriptive Statistics

This section presents descriptive statistics on recruitments practices, talent pretentions, training sand developments, career development and employee performance in Water and Sanitation Companies within Machakos County in Kenya. The study generated qualitativee and quantitatives data. The finding from the open-ended questions were displayed in narrative form. The closed ended questions were measured on a 5-point Likert scale, with 1 representing strongly disagree, 2 representing disagrees,, 3 representing neutral, 4 representing, agree and 5 representing strongly agree.

4.5.1 Recruitment Practices

The first objective of the study was to determine the influence of recruitment practices on employee performance in Water and Sanitation Companies Within Machakos County in Kenya.

4.5.1.1 Aspects of Recruitment Practices

The respondents were requested to rate their agreement level on diverse statements regarding recruitment practices in Water and Sanitation Companies in Machakos County in Kenya. The findings were as presented in Table 13.

TABLE 13

Aspects of Recruitment Practices

	Mean	Std. Dev
The recruitment process guarantees the qualified candidate for the position.	4.032	0.883
The organization employs effective selection criteria to select top talent.	3.726	1.129
Recruitment practices are aligned with the organization's strategic objectives and culture.	3.613	1.174
The recruitment procedure is open, fair and equitable.	3.887	0.973
The company regularly updates its recruitment criteria to meet evolving market demands.	4.065	0.935
The talent acquisition process includes comprehensive assessments and interviews.	3.903	0.966

Table 13 illustrates that respondents largely agreed, with a mean score of 4.032 (SD = 0.883), that the organization's hiring process effectively matches candidates to appropriate job roles. Additionally, they acknowledged the use of strategic recruitment practices aimed at identifying high-performing individuals, reflected by a mean of 3.726 (SD = 1.129). Participants also concurred that the recruitment approach aligns with the company's broader strategic objectives, as indicated by a mean of 3.613 (SD = 1.174). A mean score of 4.065 (SD = 0.935) further shows agreement that the organization regularly revises its recruitment criteria to adapt to evolving needs. These results support the observations by Kidagisa and Mukanzi (2021), who noted that employers prioritize candidates with the most relevant qualifications and experience. Moreover, respondents agreed that the recruitment process incorporates thorough evaluations and interviews, demonstrated by a mean of 3.903 (SD = 0.966).

4.5.1.2 Recruitment Practices and Employee Performance

The respondents were requested to specify how else recruitment practices influence employee performance in Water and Sanitation Companies Within Machakos County in Kenya. The respondents indicated that recruiting top talent is essential to the future of the organization . In addition, the respondents noted that recruitments practices ensure that talented candidates are recruited which means lower employee turnover and great productivity . In addition, using a variety of recruitments techniques when recruiting ensures the besttalents arechosen that reflects theirparticular organization's cultureand values. The respondents further revealed that the most qualified candidates are selected which means they have the most relevant experience and training.

Respondents noted that the use of digital platforms such as LinkedIn, WhatsApp, Facebook, and online job portals has significantly enhanced the organization's ability to reach more diverse and a wide talent pool. These modern sourcing channels were found to be effective in attracting qualified candidates and are aligned with the organization's strategic goals.

The study revealed that the hiring process incorporate transparent and equitable, that includes comprehensive interviews and evaluation to ensure the best fit for job roles. Departmental managers actively participate in setting recruitment standards, including defining the required experience, skills, and educational qualifications for each position. This collaborative approach ensures that recruitment criteria are consistently revise its selection criteria to meet evolving needs and that top talent is identified effectively.

4.5.2 Talent Retention

The study`s second objective of the study was to find out the influence of talent retention on employee performance in Water and Sanitation Companies in Machakos County in Kenya.

4.5.2.1 Aspects of Talent Retention

The respondents were asked to indicate their level of agreement on statements regarding talent retention in Water and Sanitation Companies Within Machakos County in Kenya. The findings were as presented in Table 14.

TABLE 14

Aspects of Talent Retention

	Mean	Std. Dev
The organisation provides clear career development paths for staff members.	1.919	0.728
There is a strong on boarding process that integrates new hires into the organizational culture.	1.927	0.734
The company offers competitive compensation and remunerations.	1.992	0.704
Performance reviews and feedback are conducted regularly to ensure employee development.	3.452	0.966
The organizations advocates an optimal work-life balance.	3.919	0.632
Opportunities for ongoing education and career advancement are available	3.903	0.966

As shown in Table 14, the respondents disagreed with a mean of 1.91 (SD=0.728) that the organization provides clear career development pathways for employees. In addition, they

disagreed that there is critical orientition process that integrates new hires into the organizational culture in the company as shown by a mean of 1.92 (SD=0.734). Moreove , the respondents disagreed with a mean of 1.99 (SD=0.704) that the organization offers competitive compensation and benefits packages. These findings are contrary to Rajan, Tamanna,& Radhesham (2018) discoveries that receiving competitive remuneration motivates staff, reduces employee turnover and increases productivity

The data indicate that respondents generally agreed, with a mean score of 3.919 (SD = 0.632), that their organizations support a balanced work-life environment and provide avenues for ongoing learning and career growth. Similarly, a mean of 3.90 (SD = 0.966) reflects agreement on the availability of professional development opportunities. These results align with the observations of Citta, Brasit, Hamid, and Yusuf (2021), who noted that continuous learning often leads to increased responsibilities or higher compensation. Advancing into new roles may also require employees to extend their working hours or acquire new competencies

4.5.2.2 Talent Retention and Employee Performance

Respondents were asked to elaborate on additional ways in which talent retention impacts employee performance within Water and Sanitation Companies in Machakos County, Kenya. Their feedback highlighted that strong retention practices help prevent declines in productivity. They also noted that organizations with high retention rates tend to have more committed and proactive employees. Such engagement fosters better client relationships and enables teams to function more effectively due to their stability and cohesion over time. Participants emphasized that retaining skilled staff boosts motivation, lowers turnover, and enhances overall output. They further observed that talent retention contributes significantly to employee satisfaction, promotes active participation, lifts morale, strengthens collaboration, reduces absenteeism, and ultimately improves performance. Additionally, respondents pointed

out that effective retention strategies can serve as incentives for managers, encouraging them to prioritize initiatives that support the financial well-being of their organizations

4.5.3 Training and Development

The third objective of the study was to evaluate the influence of training and development on employee performance in Water and Sanitation Companies in Machakos County in Kenya.

4.5.3.1 Aspects of Training and Development

The respondents were asked to indicate their level of agreement with various statements on trainings and development on employee performance in Water and Sanitation Companies Within Machakos County in Kenya.

The findings were as shown in Table 15

TABLE 15

Aspects of Training & Development

	Mean	Std. Dev
The skill building programs are relevant to the job description roles and responsibilities.	2.323	0.984
The organization uses efficient training techniques to improve employee skills.	3.645	1.314
Development and Training initiatives are aligned with the organization's strategic goals or objectives.	2.327	0.984
The training process entails transparency , tests and analysis	3.742	1.300
The organization regularly updates its learning initiatives to meet market changing needs and standards.	3.871	0.979
The training process includes comprehensive evaluations and assessments.	3.839	1.129

The results indicate that respondents generally disagreed, with a mean score of 2.32 (SD = 0.984), that the training programs offered are relevant to their job roles and responsibilities. Additionally, a mean of 3.645 (SD = 1.314) reflects agreement that the organization employs effective methods to improve employee competencies. These outcomes support Nnanna's (2020) assertion that on-the-job training enables employees to quickly acquire new skills and qualifications relevant to their roles. However, respondents expressed disagreement, with a mean of 2.323 (SD = 0.984), regarding the alignment of training and development efforts with the organization's strategic goals. A mean score of 3.74 (SD = 1.300) shows that participants believe the training process is conducted transparently and fairly, which aligns with Mohamud's (2018) findings that coaching helps employees resolve performance challenges and work-related issues. Furthermore, respondents agreed, with a mean of 3.87 (SD = 0.979), that the organization frequently updates its skill development programs to reflect evolving needs. They also supported, with a mean of 3.83 (SD = 1.129), the view that the training process includes thorough assessments and evaluations.

4.5.3.2 Training and Development and Employee Performance

Respondents were asked to elaborate on additional ways in which training and development influence employee performance within Water and Sanitation Companies in Machakos County, Kenya. They emphasized that training equips employees with essential knowledge, practical skills, and opportunities for career growth. It was noted that such initiatives help individuals reach their full potential and prepare them to meet job demands effectively. Training also enhances readiness for future challenges, fostering greater motivation and commitment especially when employees feel valued through investment in their development.

Participants further explained that training allows staff to quickly acquire new competencies or certifications relevant to their roles, facilitating smoother transitions into new positions. It minimizes confusion and stress, improves job execution, and assists employers in identifying top talent for specific roles.

Additionally, respondents highlighted that training and development contribute to nurturing high-potential employees, strengthening leadership capacity, and improving communication across the organization. These programs help uncover both organizational and individual strengths, while also identifying areas for improvement. They empower employees, increase engagement, and elevate overall performance. Through collaborative learning, staff can exchange knowledge and grow both professionally and emotionally, leading to enhanced productivity.

Moreover, training initiatives were seen as instrumental in boosting job satisfaction, lowering turnover rates, fostering inclusivity, reducing stress levels, cutting learning costs, and supporting both personal and professional advancement. Ultimately, they help cultivate a culture of continuous learning within the organization

4.5.4 Career Development

The fourth objective of the study was to examine the influence of career development on employee performance in Water and Sanitation Companies Within Machakos County in Kenya.

4.5.4.1 Aspects of Career Development

Participants were invited to express their level of agreement with various statements related to career development within Water and Sanitation Companies operating in Machakos County, Kenya. The summarized results are presented in Table 16

TABLE 16

Aspects of Career Development

	Mean	Std. Dev
I have a clear career development plan for the next 12 months in the company.	2.081	1.025
This organisation is a good place for career growth and development.	1.823	0.711
The institutions aligns career development strategy with organizational goals.	2.016	0.911
The corporation offers on-job training and career mentorship.	3.936	0.952
The company contributes to my career growth.	3.758	1.031
The organisation gives opportunities for career progression and advancement.	3.855	1.034

Respondents expressed disagreement, with a mean score of 2.081 (SD = 1.025), regarding the existence of a clear career development plan for the upcoming year within their organization. Similarly, they disagreed, with a mean of 2.016 (SD = 0.911), that the organization provides a conducive environment for career growth. These results contrast with Napitupulu et al. (2017), who emphasized that scholarships offer valuable support for continued learning and educational advancement, which employees might otherwise lack access to. Additionally, respondents did not agree that the organization's career development strategies are aligned with its broader goals, as reflected by a mean of 1.823 (SD = 0.711).

On a more positive note, respondents agreed, with a mean of 3.936 (SD = 0.952), that the organization facilitates on-the-job training and mentorship programs. They also expressed satisfaction, with a mean of 3.855 (SD = 1.034), regarding the availability of career advancement opportunities. Furthermore, a mean score of 3.758 (SD = 1.031) indicated agreement that the organization plays a role in supporting their career development. These findings align with Hallo and Obu (2021), who observed that job mobility not only reduces turnover but also enhances employee retention, saving time and resources that would otherwise be spent on recruitment

4.5.4.2 Career Development and Employee Performance

Respondents were invited to share additional insights on how career development affects employee performance in Water and Sanitation Companies located in Machakos County, Kenya. They emphasized that career development equips employees with essential tools for continuous learning, encourages long-term engagement in the sector, and opens doors to new professional opportunities. It was noted that such initiatives enhance morale, which in turn improves overall performance. Educated employees were seen as valuable assets, contributing specialized knowledge and supporting organizational research efforts. Career development also enables staff to pursue educational opportunities they might not otherwise access, fostering a committed and skilled workforce.

Participants further observed that investing in career growth reduces turnover, strengthens retention, and minimizes the costs and time associated with recruitment. It was highlighted that such efforts increase employee engagement, improve adaptability, and promote innovative thinking by cultivating a workforce with diverse skill sets. Career development also helps attract unique talent, bringing fresh perspectives and expertise that support organizational goals. These new hires contribute to cultural diversity and enrich team dynamics. Additionally, respondents pointed out that career development nurtures a positive

work environment, reinforces the company's reputation, and supports the retention of high-performing employees ultimately reducing the need for frequent hiring

4.5.5 Employee performance

This study identified employee performance as the dependent variable. Participants were asked to rate their level of agreement with various statements related to employee performance in Water and Sanitation Companies located in Machakos County, Kenya. A summary of the results is presented in Table 17.

TABLE 17

Aspects of Employee Performance

	Mean	Std. Dev
I have defined and achievable goals set for my role	3.919	1.071
I am capable of collaborating with my colleagues to achieve team goals.	4.097	0.859
I actively search for ways to advance my skills and expertise	3.871	1.059
My performance is frequently assessed and examined with my supervisor.	3.710	1.057
I belief that my work has a positive impact on the company	3.468	1.495
My performance contributes to the overall success of the organisation.	3.887	1.038

Table 17 presents findings indicating that respondents generally agreed, with a mean score of 4.097 (SD = 0.859), that they collaborate effectively with colleagues to achieve team goals. This aligns with the 2022 report from Water and Sanitation Companies in Machakos County, Kenya, which noted a decline in customer complaints related to service delays over the past year. Respondents also agreed, with a mean of 3.919 (SD = 1.071), that their roles are

guided by clear and attainable objectives. Additionally, a mean score of 3.871 (SD = 1.059) reflects their commitment to ongoing professional growth and skill enhancement.

A mean of 3.887 (SD = 1.038) showed agreement that individual performance contributes positively to the organization's overall success. Respondents also acknowledged, with a mean of 3.710 (SD = 1.057), that their performance is regularly evaluated and discussed with supervisors. These insights support Bainomujuni's (2019) findings, which suggest that frequent turnover of skilled employees especially when many staff members are still in training can negatively impact organizational productivity. However, respondents remained neutral on whether employee concerns are addressed promptly and professionally, as indicated by a mean score of 3.468 (SD = 1.495).

4.6 Diagnostic Tests

The researcher conducted diagnostic tests to establish the how the data sets were suitable for analysis. The following tests were conducted; normality, multicollinearity, and heteroscedasticity. Normality test was done to ascertain whether the data set had a normal distribution. Multicollinearity test was conducted to ensure that none of the variables of the study was correlated with each other. Heteroscedasticity test on the other hand sought to determine whether residuals of a regression have changing variance.

4.6.1 Normality Test

The researcher conducted normality trial using Shapiro-Wilk Test. The findings are as shown in Table 18.

TABLE 18

Normality Test Shapiro- Wilk test

Variables	Statistic	df	Sig
Recruitment Practices	0.914	117	0.000
Training and development	0.866	117	0.000
Talent Retention	0.947	117	0.000
Career development	0.952	117	0.000
Employee performance	0.899	117	0.000

The findings in Table 18 show that significance levels of all the analysis study variables were less than 0.05. This indicates that the data set was a normal distribution.

The researcher further conducted a normality analysis by use of kurtosis and skewness. The findings are shown in Table 19

TABLE 19

Kurtosis and Skewness - Wilk test

Variables	Skewness		Kurtosis	
	Statistic	Std.Error	Statistics	Std.Error
Recruitment Practices	0.914	0.224	- 1.246	0.444
Training and development	0.866	0.224	-0.279	0.444
Talent Retention	0.947	0.224	-0.593	0.444
Career development	0.952	0.224	-0.536	0.444

According to Table 19 findings revealed out that all the statistic values lied between +2 and- 2, this shows that all the variables were normally distributed. This statement is supported by Kothari (2004) who states that if the kurtosis and skewness is between +2 and -2, as this indicates, the data has a Normal distribution. With this confirmation, the researcher thus proceeds to a run other successful statistical tests.

4.6.2 Multicollinearity

In order to establish how the variables correlated, multicollinearity rest was tested using Variance of Inflation Factor VIF. The findings are shown in Table 20.

TABLE 20

Multicollinearity Test

Model	**Collinearity Statistics**	
	Tolerance	**VIF**
Recruitment Practices	0.127	7.897
Training and development	0.459	2.179
Talent Retention	0.212	4.714
Career development	0.300	3.339

The analysis revealed that the Variance Inflation Factor (VIF) for recruitment practices was 7.897, while training and development recorded a VIF of 2.179. Talent retention had a VIF of 4.714, and career development showed a VIF of 3.339. As all VIF values fell within the acceptable range of 1 to 10, multicollinearity was not a concern, confirming the suitability of the variables for further statistical analysis.

4.6.3 Heteroskedasticity Test

The researcher conducted a Heteroskedasticity test to establish the presence of heteroscedasticity. The findings are shown in Table 21.

TABLE 21

Heteroskedasticity Test

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t..	Sig.
(Constant)	-8.920E-16	0.091		0.000	1.000
Standardized Predicted Value	0.000	0.092	0.000	0.000	1.000

The results indicate that the p value was 1.000>0.05, signifying that there was no heteroscedasticity. This outcome suggested the existence of association between talent management and employee performance. This conclusion enabled the researcher to proceed into the inquiry of the nature of the relational between the variables.

4.7 Inferential Statistics

In this section, inferential statistics such as correlation analysis and multivariate regression were used to examine the influence of talent retention, recruitment practices, career development, training and development on employee performance in Water and Sanitation Companies Within Machakos County in Kenya.

4.7.1 Correlation Analysis

To evaluate the degree of relationship between the independent variables namely recruitment practices, talent retention, training and development, and career development and

the dependent variable, employee performance, the researcher applied the Pearson product-moment correlation technique. The results of this analysis are summarized in Table 22

TABLE 22

Correlation Coefficients

		Employee performance	**Recruitment Practices**	**Training and development**	**Talent Retention**	**Career Development**
Employee performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	128				
Recruitment Practices	Pearson Correlation	.367**	1			
	Sig. (2-tailed)	.000				
	N	128	128			
Training and development	Pearson Correlation	.212*	.475**	1		
	Sig. (2-tailed)	.018	.000			
	N	128	128	128		
Talent Retention	Pearson Correlation	.350**	.424**	.364**	1	

	Sig. (2-tailed)	.000	.000	.000		
	N	128	128	128	128	
career development	Pearson Correlation	.616**	.310**	.443**	.299**	1
	Sig. (2-tailed)	.000	.000	.000	.001	
	N	128	128	128	128	128

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

The findings revealed a statistically significant and positive association between recruitment practices and employee performance in Water and Sanitation Companies within Machakos County, demonstrated by a correlation coefficient of r = 0.367 and a p-value of 0.000. Since the p-value is below the 0.05 significance level, the relationship is considered valid. This outcome supports the conclusions of Kidagisa and Mukanzi (2021), who highlighted the influence of recruitment strategies on workforce effectiveness.

In addition, the analysis showed a positive and significant link between training and development and employee performance, with r = 0.212 and a p-value of 0.018. This result reinforces Mohamud's (2018) view that training initiatives benefit both individual staff members and the organization as a whole.

The study further identified a significant positive correlation between talent retention and employee performance, with a coefficient of r = 0.350 and a p-value of 0.000. These results align with the observations of Tamanna, Rajan, and Radhesham (2018), who argued that retaining

skilled employees enhances overall performance.

Career development emerged as the most influential factor, showing the strongest positive relationship with employee performance (r = 0.616, p-value = 0.000). This finding is consistent with Muthumbi and Kamau (2021), who emphasized that opportunities for career growth are closely tied to improved employee outcomes

4.7.2 Regression Analysis

A multivariate regression approach was employed to investigate how the independent variables recruitment practices, talent retention, training and development, and career development relate to the dependent variable, employee performance.

TABLE 23

Model Summary

Model	R	R Square	Adjusted R Square	Std. .Error of the Estimate
1	0.900	0.810	0.804	0.22852

a. Predictors: (Constant), Career Development, Talent Retention, Recruitment Practices,

Training and Development. According to the results presented in Table 4.20, the R-squared value for the model examining the link between talent management strategies and employee performance was 0.810. This indicates that 81% of the changes observed in employee performance can be attributed to the combined influence of the independent variables: recruitment practices, talent retention, training and development, and career development

TABLE 24

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.352	4	6.838	130.95	.000[b]
	Residual	6.423	123	0.052		
	Total	33.775	127			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), career development, Talent Retention, Recruitment Practices, Training and development

To assess the suitability of the model for the dataset, an ANOVA test was conducted. Table 24 shows that the computed F-value was 130.95, while the critical F-value from the distribution table stood at 2.46. Since the calculated F-value exceeded the critical threshold and the p-value of 0.000 was below the 0.05 significance level, the model was deemed statistically appropriate for further analysis.

TABLE 25

Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.621	.340		1.825	.070
	Recruitment Practices	.154	.058	.216	2.669	.009
	Training and development	.151	.059	.212	2.548	.012
	Talent Retention	.180	.088	.157	2.046	.043
	Career Development	.814	.105	.595	7.756	.000

a. Dependent Variable: Employee performance Regression equation was;

$Y = 0.621 + 0.154X_1 + 0.151X_2 + 0.180X_3 + 0.814X_4 + \varepsilon$

The results of the study demonstrated that recruitment practices have a statistically significant and positive influence on employee performance within Water and Sanitation Companies in Machakos County, Kenya. This is evidenced by a regression coefficient of $\beta_1 = 0.154$ and a p-value of 0.009. Since the p-value is below the 0.05 threshold, the relationship is considered significant. The findings imply that enhancing recruitment practices could lead to a 0.216 increase in employee performance. These results are consistent with Mukwa (2018), who reported that recruitment strategies positively affect employee output in public universities.

The analysis also showed that training and development significantly contribute to employee performance, with a coefficient of $\beta_2 = 0.151$ and a p-value of 0.012. Given that the p-value is less than 0.05, the relationship is statistically significant. This suggests that improvements in training and development could result in a 0.212 rise in performance. These findings align with Khamis (2019), who observed that training initiatives at ZSSF led to reduced absenteeism, improved morale, better customer service, and enhanced record-keeping.

In addition, talent retention was found to have a meaningful and positive effect on employee performance, as indicated by $\beta_3 = 0.180$ and a p-value of 0.043. Since the p-value is below the significance level, the relationship is valid. This means that strengthening talent retention efforts could lead to a 0.157 improvement in performance. These results support the conclusions of Lyria, Namusonge, and Karanja (2017), who emphasized the importance of retention strategies in boosting organizational performance.

Lastly, career development emerged as the most influential factor, with a regression coefficient of $\beta_4 = 0.814$ and a p-value of 0.000, indicating a highly significant relationship. Enhancing career development initiatives is projected to result in a 0.595 increase in employee performance. These findings are in agreement with Ratemo, Makhamara, and Bula (2021), who found that career advancement strategies significantly impact staff performance at KEFRI.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section provides a synthesis of the study principal findings, recommendations and conclusions, the overarching objective of this analysis was to critically examine talent management practices on employee performance in Water and Sanitation Companies in Machakos County in Kenya. Specifically, the study examined the influence of recruitment practices, talent retention, training and development and career development on employee performance in Water and Sanitation Companies in Machakos County in Kenya.

5.2 Summary of the Findings

This section provides an overview of the studys conclusion regarding recruitment procedures, talent retention, training and development and career advancement effecting employee performance in Machakos County in Kenya in Water and Sanitation Companies.

5.2.1 Recruitment Practices and Employee Performance

The study found that recruitment practices have a positively and significantly affects employee performance in Water and Sanitation Companies around Machakos County, Kenya. Respondents concurred that the hiring process uses efficient criteria to find top talent and guarantees the best fit for job roles. These practices are aligned with the organization's strategic goals, contributing to improved employee output and organizational efficiency.

The recruitment process was perceived as transparent and equitable, with comprehensive assessments and interviews used to evaluate candidates. The organization ensures relevance and adaptability updating its recruitment process to reflect evolving market

and operational standards on regularly.

Digital platforms such as Linkedln, YouTube, Instagram, WhatsApp, and Facebook were identified as key sourcing channels. These tools have enabled the organization to attract a diverse and experienced talent pool. Respondents expressed satisfaction with these sourcing methods, noting that candidates are selected based on work experience, diversity of skills, and educational qualifications.

Additionally, the study found that the organization effectively tracks cost-per-hire, including both internal and external recruiting costs. This financial oversight has further improved recruitment efficiency and its effect employee performance by optimizing hiring decisions and resource allocation.

5.2.2 Talent Retention and Employee Performance

The study indicates that talent retention has a significant and positive impact on employee performance within Machakos County, Kenya in Water and Sanitation Companies. Key indicators of effective retention included the presence of clear career development paths, strong onboarding processes, and competitive compensation and benefits packages.

Employees acknowledged that regular performance evaluation and feedback mechanism contributed to their growth and motivation. Opportunities for scholarly advancement and continuous learning were also highlighted as essential for maintaining high performance levels. The promotion of a healthy work-life balance further supported employee engagement and retention.

However, the study also revealed areas of concern. While job promotions were often accompanied by increased responsibilities and better pay, these were not consistently applied. Bonuses were provided annually and used as incentives to improve teamwork, but not all

employees received them equitably. Some promotions also were based on performance, though not systematically.

Key challenges lack of inadequate periodic salary adjustments, payment delays, and compensation package below with market benchmarks. The issues adversely employees morale and performance. Addressing these gaps through structured retention strategies and fair compensation practices is critical for sustaining high performance in the sector.

5.2.3Training and Development and Employee Performance

The research indicated that training and development have a significant effect and favorable on employee performance in Water and Sanitation Companies within Machakos County, Kenya. Respondents affirmed that training programs are relevant to key job roles and responsibilities, and that effective training methods are used to enhance employee skills.

Training and development initiatives were found to be aligned with the organization's strategic objectives. contributing to improved service delivery and operational efficiency. The training process was perceived as transparent and fair, with comprehensive assessments and evaluations included to measure learning outcomes.

The study also highlighted the role of on-the-job training in promoting team building and skill acquisition. Coaching programs were found to be effective in helping employees solve work- related problems, and respondents expressed satisfaction with how coaching is conducted. Mentoring programs were reported to reduce stress and anxiety, while also improving employee skills and assurance / confidence.

However, the study noted that mentoring and on-the-job training are not steadily provided to all new employees, and training programs are not offered on a regular basis. This inconsistency may limit the long-term impact of employee performance. Regular and equitable

training initiatives are recommended to sustain high performance across the organizations.

5.2.4 Career Development and Employee Performance

The study found that career development has profound and significant effect on employee productivity in Water and Sanitation Companies within Machakos County, Kenya. Respondents indicated that they have clear career development plans for the next 12 months, and that the organization is a good place for career growth and advancement.

Career development strategies were found to be aligned with the organization's strategic objectives, contributing to improved employees incentive and performance. The organization offers on-the-job training and career mentorship programs, which improves employee skills, confidence, and readiness for future roles. Respondents also acknowledged that the organization contributes meaningfully to their career development through structured support and guidance.

Opportunities for career progression were present, but not consistently accessible to all employees. While job flexibility and role adjustment were practiced, the study found that formal educational support, such as scholarships, was lacking. Employees reported that scholarships were not provided with transparency or regularly, limiting their ability to pursue further education and professional growth.

To strengthen career development outcomes, the study recommends that Water and Sanitation Companies in Machakos County establish transparent scholarship programs, expand mentorship initiatives, and ensure equitable access to career advancement opportunities.

5.3 Conclusions

The study established that recruitment strategies have a meaningful and positive impact on employee performance within Water and Sanitation Companies in Machakos County, Kenya. Elements such as sourcing techniques, selection procedures, and hiring expenditures were shown to influence employee output, indicating that optimizing these practices can enhance overall workforce effectiveness.

Furthermore, the research found that professional development significantly contributes to improved employee performance. Programs such as hands-on training, coaching sessions, and mentoring initiatives were recognized for their role in boosting staff capabilities, suggesting that expanding these efforts can lead to greater organizational productivity.

The analysis also revealed that retaining skilled employees positively affects performance outcomes. Key drivers like attractive remuneration packages, career advancement opportunities, and incentive schemes were noted as critical, implying that effective retention measures can strengthen organizational success.

Finally, the study underscored the value of career development in enhancing employee engagement and performance. Access to scholarships, opportunities for internal transfers, and structured redeployment were identified as mechanisms that promote growth and motivation, reinforcing the importance of investing in career progression within Water and Sanitation Companies in Machakos County

5.4 Recommendations

The study revealed that while new employees occasionally participate in mentoring programs, such initiatives are not consistently implemented. It is therefore recommended that management in Water and Sanitation Companies within Machakos County, Kenya, establish structured mentorship programs for newly hired staff. These programs would facilitate knowledge transfer from experienced personnel, enhance collaboration, and ultimately improve productivity. Additionally, mentorship fosters job satisfaction, lowers turnover rates, promotes inclusivity, reduces stress, minimizes training costs, supports personal growth, and cultivates a culture of continuous learning.

Findings also indicated that on-the-job training is not regularly provided. To address this gap, it is advised that management conduct frequent training sessions to help employees acquire relevant skills and qualifications more efficiently, enabling smoother adaptation to their roles. Regular training reduces uncertainty, alleviates stress, and empowers employees to perform at their highest potential.

The study further noted the absence of scholarship opportunities for employees seeking further education. It is recommended that the organization offer educational support to interested staff members. Scholarships can elevate morale, contribute valuable expertise to the company, and reinforce employee commitment, thereby building a dedicated and knowledgeable workforce.

Promotions for high-performing employees were found to occur sporadically. To strengthen motivation and engagement, management should implement a consistent promotion policy that rewards performance. This approach can enhance morale, teamwork, retention, and overall productivity, while also reducing absenteeism and staff turnover.

Moreover, the study found that salary reviews and adjustments are not conducted regularly. It is recommended that management periodically assess and increase employee compensation to maintain motivation, reduce turnover, and boost performance. A comprehensive benefits package should also be offered, including paid leave, flexible working hours, robust retirement plans, career advancement opportunities, generous bonuses or commissions, improved health coverage, remote work options, transportation allowances, and meal provisions.

Lastly, the study highlighted issues with salary delays and discrepancies compared to market rates. To resolve this, the organization should ensure timely payment and align compensation with industry standards for similar roles. Doing so would enhance employee satisfaction, reduce turnover, and improve overall performance.

5.5 Recommendation for Further Research

The primary aim or objective of this research was to explore how talent management strategies affect employee performance within Water and Sanitation Companies in Kenya. However, the scope of the study was limited to organizations operating in Machakos County, which means the results may not be representative of similar companies in other regions. Therefore, it is recommended that further research be undertaken to assess the impact of talent management practices on employee performance in Water and Sanitation Companies across other counties in Kenya.

Additionally, the study revealed that recruitment practices, talent retention, training and development, and career advancement collectively account for 74.3% of the variation in employee performance. This suggests that future studies should investigate additional variables that may influence employee performance within Water and Sanitation Companies in Machakos County.

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APPENDICES APPENDIX I: INTRODUCTION LETTER

Application for Data Collection from KCA University Student

Dear Sir/Madam,

I am a graduate student at KCA University pursuing Master of Business Administration in Human Resource Management. I am conducting research on talent management practices and employee performance in Water and Sanitation Companies within Machakos County.

I respectfully request permission to collect required data through questionnaires from your organization.

The information will be handled confidentially and used solely for academic examination purposes.

Your cooperation will be highly appreciated. Yours Faithfully

Christinah Mulia Munyao

APPENDIX II: DATA COLLECTION INTRODUCTION LETTER

KCA UNIVERSITY

Ruaraka
P.O. Box [redacted] Nairobi Kenya
Mob: +254 [redacted]
Email: [redacted]
Website: www.kca.ac.ke

BOARD OF POSTGRADUATE STUDIES

KCAU/BPS/2025 Date: Wednesday, September 17, 2025

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: CHRISTINAH MULLIA MUNYAO - REG NO. 1610347

It is my distinct pleasure to introduce Christinah Mulia Munyao, a student at our institution pursuing a Master of Business Administration- Human Resource Management degree in the School of Business. Christinah is conducting research on the topic: *"Talent Management Practices and Employee Performance in Water and Sanitation Companies in Machakos County, Kenya."* which is part of the requirements of the program she is pursuing. The research as well as the data procured thereof shall be used for academic purposes only.

Any assistance accorded to her is highly appreciated.

In case of further inquiry, do not hesitate to contact the undersigned.

Yours faithfully,

DR. JACKSON NDOLO
DIRECTOR, BOARD OF POST GRADUATE STUDIES

APPENDIX III: RESEARCH PERMIT



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

RESEARCH LICENSE

This is to Certify that Mr. Christinah Idindu Manyasi of KCA University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Machakos on the topic: TALENT MANAGEMENT PRACTICES AND EMPLOYEE PERFORMANCE IN WATER AND SANITATION COMPANIES WITHIN MACHAKOS COUNTY for the period ending : 16/September/2026

Ag. Director General
NATIONAL COMMISSION FOR SCIENCE TECHNOLOGY & INNOVATION

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See overleaf for conditions

APPENDIX III: QUESTIONNAIRE

RESPONDENT QUESTIONNAIRE TALENT MANAGEMENT PRACTICES AND EMPLOYEE PERFORMANCE

INSTRUCTIONS

My name is Christinah Mulia Munyao a student at KCA University studying for a Master of Business Administration in a human resource management.

This questionnaire is aimed at gathering data on talent management practices and employee performance in Water and Sanitation Companies within Machakos County in Kenya.

This questionnaire is divided into 5 section ABCD and Section E. Section A consists of personal information of the respondent, section B consist of recruitment practice C consist of talent retention, section D consist of training and development, section E consist of career development, and section F consist of employee performance.

Please answer the questions in accordance with the guideline provided. Your responses will remain strictly confidential and serve exclusively for academic research purposes. **Do not include your name anywhere in the questionnaire. Note that there are no wrong or right answers.**

PART A: PERSONAL INFORMATION OF THE RESPONDENT

Please respond by ticking the appropriate box of each of the following items provided below.

1.0 What is your age group in years?

20-26	[ ]	3. 27-34	[ ]
35-44	[ ]	4. Above 45	[ ]

1.1 State your gender.

a) Male [ ] b) Female [ ]

1.2 State your academic qualification.

a) Primary [ ] c). College [ ]

b) Secondary [ ] d). University [ ]

1.3 State your department.

a) Water Supply [ ] g). Human Resource [ ]

b) Sanitation [ ]

c) Finance and Revenue [ ]

d) Customer Service [ ]

e) Technical Service [ ]

f) Planning and Development [ ]

1.4 State your work experience in years.

a) 1-5 [ ] c) 10-15 [ ]

b) 6-10 [ ] d) 15 and above [ ]

PART: B, C, D, E AND F

Please read each of the following statements carefully. For each item, assess how it reflects the current practices or realities within your department or work group. If the statement refers to a practice that rarely or never occurs, score it a one [1]. If it is almost always true of your department or work group, score the item as five [5]. Fill in your response by marking the appropriate number on the answer sheet provided. 5 – Strongly Agree, 4- Agree, 3- Not sure, 2-Disagree, 1- Strongly Disagree.

PART B: RECRUITMENT PRACTICES AND EMPLOYEE PERFORMANCE

S/NO	Measurement of Recruitment Practices	1	2	3	4	5
1	The recruitment process ensures the best fit for the job roles.					
2	The organization uses effective recruitment criteria to identify top talent.					
3	Recruitment practices are aligned with the organization's strategic goals.					
4	The recruitment process is transparent and fair.					
5	The organization regularly updates its recruitment criteria to meet changing needs.					
6	The recruitment process includes comprehensive assessments and interviews.					

How else do recruitment practices influence employee performance in Water and Sanitation Companies within Machakos County?

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PART C: TALENT RETENTION AND EMPLOYEE PERFORMANCE

S/NO	Measurement of Talent Retention	1	2	3	4	5
1	The organization provides clear career development paths for employees					
2	There is a strong onboarding process that integrates new hires into the organizational culture.					
3	The organization offers competitive compensation and benefits packages.					
4	Regular feedback and performance reviews are conducted to ensure employee growth.					
5	The organization promotes a healthy work-life balance.					
6	There are opportunities for continuous learning and professional development					

How else do talent retention influence employee performance in Water and Sanitation Companies within Machakos County?

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PART D: TRAINING AND DEVELOPMENT AND EMPLOYEE PERFORMANCE.

S/NO	Measurement of Training and Development	1	2	3	4	5
1	The training programs are relevant to the job roles and responsibilities.					
2	The organization uses effective training methods to enhance employee skills.					
3	Training and development initiatives are aligned with the organization's strategic goals.					
4	The training process is transparent and fair.					
5	The organization regularly updates its training programs to meet changing needs.					
6	The training process includes comprehensive assessments and evaluations.					

How else do training and development influence employee performance in Kenyatta in Water and Sanitation Companies within Machakos County?

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PART E: CAREER DEVELOPMENT AND EMPLOYEE DEVELOPMENT.

S/NO	Measurement of Career Development	1	2	3	4	5
1	I have a clear career development plan for the next 12 months in the organization.					
2	This organization is a good place for career growth and development.					
3	The organization aligns career development strategy with organizational goals.					
4	The organization offers on-job training and career mentorship.					
5	The organization contributes to my career development.					
6	The organization provides opportunities for career progression and advancement.					

How else do career development practices influence employee performance in Water and Sanitation Companies within Machakos County?

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PART F: MEASURES OF EMPLOYEE PERFORMANCE.

S/NO	Measures of Employee Performance	1	2	3	4	5
1	I have clear and achievable goals set for my role.					
2	I am able to effectively collaborate with my colleagues to achieve team goals.					
3	I continuously seek opportunities to improve my skills and knowledge.					
4	My performance is regularly reviewed and discussed with my supervisor.					
5	I feel that my work has a positive impact on the organization					
6	My performance contributes to the overall success of the organization.					

How else would you recommend the measurement of employee performance in Water and Sanitation Companies within Machakos County?

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