

**EFFECT OF TALENT MANAGEMENT STRATEGIES ON EMPLOYEE
PERFORMANCE IN STATE CORPORATIONS IN NAIROBI COUNTY, KENYA**

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DECLARATION

This research is my original work, and it has not been submitted to any other school for the purpose of receiving a degree or diploma. Without the author's and/or KCA University's permission, no part of the thesis should be duplicated.

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ABSTRACT

Many of Kenya's state corporations have lost employees to companies that are considered to have decent working conditions, support reform, and have fair remuneration policies, as well as companies that encourage a culture of monitoring their employees' performance. Therefore, there is need to ensuring management of the employees' talent and improvement on the employee affairs at the work place. The main objective of this study was to determine the effect of talent management strategies on employee performance in selected state corporations in Nairobi County, Kenya. The study specifically examined the effect of training, reward system strategy, career management strategy and performance management strategy on employee performance. The study was anchored on human resource management theory, expectancy theory and equity theory. This study employed a descriptive research design. This study was carried out in three state corporations which formed the unit of analysis namely: Kenya Bureau of Standards, Agricultural Development Corporation and East African Portland Cement Company. The targeted population was 2530 employees including the management and support staff working with the state corporations. The technique of stratified sampling was used to group respondents into two categories namely; managers and other staff. Thereafter, these respondents were selected using the method of simple random sampling. The sample size of the study was 345 respondents, accounting for 13.6 percent of the total population. The study used a questionnaire to collect primary data. The questionnaire was piloted for 20 respondents. Validity was ensured through content validity and criterion validity. Cronbach's alpha reliability coefficient was used to determine reliability. Descriptive statistics including mean and standard deviation were applied in analyzing quantitative data. The study further conducted inferential statistics that included correlation analysis and multiple regression to determine how variables relate to each other. The study found that training strategy ($t=4.018$, $P<0.05$), reward system strategy ($t=7.681$, $P<0.05$), career management strategy ($t=6.744$, $P<0.05$) and performance management strategy ($t=2.882$, $P<0.05$) positively and significantly affect performance of employees. The study concludes that training aids organizations in attracting and retaining top people, increasing job satisfaction and morale, increasing productivity, and increasing profits. Reward system strategies are critical for motivating the employees and increasing their performance. Career management strategy reduces employee turnover by increasing promotional opportunities, improves employee morale and motivation. Performance management and regular reviews can aid in the identification of any flaws or future training needs. Performance appraisal is an appropriate forum for formalization and prescription. However, the quarterly assessment should include more than setting goals for the next quarter. The study recommends that depending on its business strategies and skills, the company should develop and develop a training strategy. Research, interviews, and internal research can all be used to conduct needs assessments. The organization should look at current remuneration practices and take corrective measures to prevent increased staffing. The organization should consider allowing individuals to work in distinct but related departments or jobs so as to improve cross-departmental collaboration and develop rapport in a remote team. The organization's goals and performance targets should be defined and communicated by the organization. The first step toward strategic performance management should be to clearly state performance expectations and organizational goals.

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TABLE OF CONTENTS

DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	v
DEDICATION	viii
LIST OF FIGURES	ix
LIST OF TABLES	x
ACRONYMS AND ABBREVIATIONS	xi
TERMS AND DEFINITION	xii
CHAPTER ONE: INTRODUCTION	1
1.1 Background to the Study.....	1
1.1.1 Talent Management Strategy	4
1.1.2 Employee Performance	7
1.1.3 State Corporations in Kenya	8
1.2 Statement of the Problem.....	9
1.3 Objectives of the Study.....	11
1.3.1 General Objective.....	11
1.3.2 Specific Objectives.....	11
1.4 Research Questions	12
1.5 Justification of the Study	12
1.6 Significance of the Study.....	12
1.6.1 State Corporations in Kenya	13
1.6.2 The government and Policy Makers.....	13
1.6.3 Scholars and Academicians.....	13
1.7 Scope of the Study	13
1.8 Limitations of the Study.....	13
CHAPTER TWO: LITERATURE REVIEW	15
2.1 Introduction.....	15
2.2 Theoretical Review	15
2.2.1 Human Resource Management Theory.....	15

2.2.2	Expectancy Theory.....	16
2.2.3	Equity Theory.....	18
2.3	Empirical Review.....	19
2.3.1	Training Strategy and Employee Performance	19
2.3.2	Reward System Strategy and Employee Performance	22
2.3.3	Career Management Strategy and Employee Performance.....	26
2.3.4	Performance Management Strategy and Employee Performance.....	29
2.3.5	Talent Management Strategy and Employee Performance	31
2.4	Summary and Gaps	33
2.5	Conceptual Framework.....	35
CHAPTER THREE: RESEARCH METHODOLOGY		37
3.1	Introduction.....	37
3.2	Research Design.....	37
3.3	Target Population.....	37
3.4	Sampling Design and Sample Size	38
3.5	Data Collection Instruments	39
3.6	Pilot Study.....	39
3.6.1	Validity of Instruments.....	40
3.6.2	Reliability of Instruments.....	40
3.7	Data Collection Procedure	40
3.8	Diagnostic Tests.....	41
3.8.1	Auto correlation Tests	41
3.8.2	Homoscedasticity	41
3.8.3	Multicollinearity.....	42
3.8.4	Normality Tests	42
3.9	Data Analysis and Presentation	43
3.10	Ethical Consideration.....	43
CHAPTER FOUR: FINDINGS AND DISCUSSIONS		45
4.1	Introduction.....	45
4.2	Response Rate	45
4.3	Pilot Test Results	46
4.4	Respondents' Personal Details.....	46

4.4.1	Gender	47
4.4.2	Age	47
4.4.3	Highest Academic Qualification	48
4.4.4	Work Experience.....	48
4.5	Results of Descriptive Analysis	49
4.5.1	Training Strategy.....	49
4.5.2	Reward System Strategy	51
4.5.3	Career Management Strategy.....	52
4.5.4	Performance Management Strategy	54
4.6	Results of Diagnostics Tests	56
4.6.1	Autocorrelation Test Results.....	56
4.6.2	Multicollinearity Test Results	57
4.6.3	Normality Test Results.....	57
4.6.4	Homoscedasticity Test Results.....	58
4.7	Results of Inferential Statistics	59
4.3.1	Correlation Analysis.....	59
4.3.2	Regression Analysis	61
	CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS	64
5.1	Introduction.....	64
5.2	Summary	64
5.3	Conclusions.....	65
5.4	Recommendations.....	67
5.5	Suggestion for Further Studies.....	68
	REFERENCES.....	70
	APPENDICES	79
	Appendix I: Letter of Introduction	79
	Appendix II: Questionnaires	80
	Appendix III: List of State Corporations in Kenya.....	83
	Appendix IV: Data Collection Letter	84
	Appendix V: Research Permit.....	85

DEDICATION

This study project is dedicated to my husband George, who has instilled in me the desire and commitment to fulfill my academic duties with enthusiasm.

LIST OF FIGURES

Figure 2.1: Conceptual Framework	35
Figure 4.1: Respondents' Gender	47
Figure 4.2: Respondents' Gender	48

LIST OF TABLES

Table 2.1: Operationalization and Measurement of Variables	36
Table 3.1: Distribution of Target Population	38
Table 3.2: Distribution of Sample Size.....	39
Table 4.1: Response Rate.....	45
Table 4.2: Pilot Test Results	46
Table 4.3: Respondents' Age.....	47
Table 4.4: Respondents' Age.....	48
Table 4.5: Training.....	49
Table 4.6: Reward System Strategy.....	51
Table 4.7: Career Management Strategy	52
Table 4.8: Performance Management Strategy.....	54
Table 4.9: Autocorrelation Test Results	56
Table 4.10: Multicollinearity Test Results.....	57
Table 4.11: Normality Test Results	58
Table 4.12: Homoscedasticity Test Results	59
Table 4.13: Correlation Analysis	60
Table 4.14: Model Summary	61
Table 4.15: Coefficients.....	62

ACRONYMS AND ABBREVIATIONS

ADC	Agricultural Development Corporation
EAPCC	East African Portland Cement Company
HRM	Human Resource Management
INGO	International Non-Governmental Organization
KBS	Kenya Bureau of Standards
NACOSTI	National Commission for Science and Technology
NSE	Nairobi Securities Exchange
SPSS	Statistical Packages for Social Sciences

TERMS AND DEFINITION

Career development	Employees can gain a better understanding of their professional capabilities, develop and direct them, and use their skills and interests most effectively both within and outside the organization through this process (Herr, 2015).
Employee performance	Refers to how an employee performs their job responsibilities and completes their assigned tasks (Brayfield & Crockett, 2015).
Reward system	The process of developing and executing reward policies and procedures to ensure a motivated and productive workforce (Kerr & Slocum, 2015).
Talent acquisition	The process of creating a comprehensive strategy to attract and hire elite people (Tyagi, 2012).
Talent management strategy	The strategy for improving employee performance (Bethke- Langenegger, Mahler & Staffelbach, 2018).
Training strategy	Employees' knowledge and abilities are enhanced by educational programs within a company that provide information and instruction on how to perform specific duties more effectively (Kraiger, 2013).
Performance management strategy	Refers to a year-round communication procedure between a supervisor and an employee in support of the organization's strategic goals (Armstrong & Baron, 2018).

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

Talent management refers to the organization's ability to recruit, reward, organize, and retain the most skilled workers available in the job market. It is the mandate to use human resource planning strategies to enhance business value and enable business organizations to meet their objectives (Dahham & Walid, 2016). According to Hejase (2016), employee skills management is a training strategy who work on the platform of the organization.. Hejase (2016) goes on to say that firms where the most productive individuals can choose and choose jobs based on their preferences and abilities are proven to be more useful and effective. As a result, talent management is concerned with the manpower or workforce, which is made up of employees' skills and knowledge.

Kambabazi (2016) observe that talent management is important because it ensures that a company has the best employees who have the necessary skills and knowledge to meet current and future demands. Because of low compensation and an uncompetitive work environment, talent retention has become a major challenge. These elements have a negative impact on employee performance and motivation to stay with the company. According to Randy, Vivienne and Thomas (2017) an effective skills management system is one in which all employees understand the organization's mission and how close they are to meeting their goals, and the skills needed to increase efficiency. and assist the organization in realizing its vision. As a result, talent management improves employee performance and enhances an organization's productivity.

Bothma, Brewster, Carey, Holland and Warnich (2016) indicate that organizations have had to either train or recruit new talent after losing some of their best workers to rivals. Organizations are standardizing talent recruiting, growth, and management in order to retain their competitive position and continuity, as demonstrated by the global integration trend. Bano, Khan, Rehman and Humayoun (2018) argue that employees are more likely to have faith in the success of their company if they are satisfied with the organization's talent management practices. As a result, companies must adapt global best practices in talent management while also adjusting to local requirements and labor markets.

Jeet and Sayeeduzzafar (2016) indicates that public sector of Pakistan implement techniques to manage talented workers in order to assist them in motivating them to perform effectively in order to fulfill the organization's goals. Therefore, in order to maintain consistent inflow of talented employees the sector has to take serious steps to motivate and retain such employees. According to Tulgan (2016), organizations have learnt that talent is a crucial aspect in meeting organizational challenges and strategies at any given time. The necessity of prioritizing talent management and keeping top personnel in the organization at all costs.

According to Kambui (2017), talent management in Africa has been a big concern due to low company remuneration and the presence of uncompetitive work environments, which have a negative impact on employee performance and desire to stay with the company. According to Olufemi, Afegbua, and Etim (2020), a strategic talent management strategy is needed to improve the performance of staff in Nigerian public

sector organizations as it will help maintain high skills, staff retention, commitment, productivity, and low employment costs.

Knott (2016) indicate that talent management strategies implemented by Suraya property group limited in Kenya employees' current performance is improved, but future performance is guaranteed. Similarly, Nchuchuwe and Etim (2020) point out that Kenyan public sector organizations cannot provide a comprehensive list of commendable work unless they have the right staff. As a result, talent management considers the benefit of putting the right people in the right jobs, recognizing the critical need for any organization to have skilled, dedicated and competent staff who can help achieve the organization's priorities and goals.

Challenges in improving employees' performance is being encountered by a lot of developing countries in Africa (Dixit & Bhati, 2016). Crook, Todd, Combs, Woehr and Ketchen (2018) observe that through talent management the individual's capacity to have knowledge, skills and attitudes to enable the firms' survival as well as to improve the individual's capability in performance has become the main strength of the competitiveness of the organizations. Therefore, Talent management facilitates the improvement of the employees' performance positively towards the achievement of both the employee and organizational objectives.

Competition for unique talents has become a challenge and threat to many organizations globally; a development which is said to be an outcome of changing work environment (Uren & Samuel, 2017)). This kind of challenge has resulted to organizations losing some of their best talents to the competitors forcing the

organizations to take the option of either training or attracting new employees. Brewster, Sparrow and Vernon (2017) observe that due to these challenges human resource practitioners are now more concerned on talent management through different talent management practices. It is therefore, argued that in order to increase organizational competitive edge there is need to ensure that employees' knowledge and talent is preserved.

1.1.1 Talent Management Strategy

Talent management is critical because it ensures that the organization has the right people with the skills and expertise to meet the firm's immediate and future needs. Selection, development, sequencing, and performance management are all part of this process (Wellins, Smith & Erker, 2019). According to Leisy and Pyron (2019), an effective talent management strategy consists of nine key components. They are as follows: Personnel analysis and planning necessitates an organization accurately identifying its employees' costs, censuses, and problems in order to review them in light of strong future needs and objectives. As a result of talent management, personnel analysis will increase investment profits.

According to Wambui (2018), one of the most significant pressures in organizations today is talent management, as talent competition will continue to define the organization's environment. Critical talent is in short supply, and the situation is deteriorating as a result of a growing skills gap and widespread social integration, which drives changing lifestyles and rival firms' pursuit of talent. Collings and Mellahi (2019) identify a variety of practices covered by a wide range of talent management activities,

including staffing, recruitment, training, sequencing planning, and staff retention management. Organizations should therefore provide employees with opportunities for skill development through internal training programs to enhance their work experience, empower self-employment through skills testing, and empower career transformation through internal transfers and retention of relevant talent.

Talent management is the most powerful approach for optimizing an employee's capacity and improving performance. One of the best people management systems is one that in which all workers are aware of the organization's mission, their progress toward achieving its goals, and the talents required to maximize efficiency and aid in the realization of the organization's vision (Ashton & Morton, 2015). Talent management, according to Leisy and Pyron (2017), it is important because it ensures that the company has the best people with the right skills and knowledge to meet current and future needs. Talent management strategies will be discussed in this research; talent acquisition strategy, training strategy, reward system strategy and career management strategy.

Training strategy is intended to increase employee performance by improving their talents and competencies; to assist people in evolving inside the company for the organization's prospective human resource demands to be met (Onuka & Ajaya, 2015). Dabale, Jagero and Nyauchi (2017) observe that training improves work awareness while also aiding in aligning with the goals of the organization. The training of employees is an important aspect of the company culture of companies with high productivity or success levels. As a result, training should be regarded as an expenditure that yields net returns and benefits to both companies and employees.

The use of a reward system strategy can be a strong motivator and one of the most essential interventions to improve the happiness and performance of employees. Goal system for employee remuneration is to help with recruitment and inspiring highly qualified individuals (Armstrong, 2014). Aktar, Sachu and Ali (2017) observe that employees can be inspired to work better and become more efficient if their employer rewards them for improved results. A good reward system can increase attendance and even induce non-absenteeism in the workplace. Increase employee satisfaction, which enhances employee morale and attitude toward the company.

Career management strategy is aimed at describing an organization's mechanism for creating resources designed to help individuals grow and advance at all levels, as well as to improve individual work satisfaction by encouraging productive, reliable, and successful job efficiency (Katsuro, Ndlovu, Jakata, Negwaiya & Katsuro, 2015). Hlanganipai and Musara (2016) observe that changes in the workplace have increased the value of people management, especially the preparation and management of their careers. As a result, it can be argued that employees are today's most important assets, and both companies and employees benefit by providing them with a long-term steady job.

Performance management strategy is vital, according to Woerrlein and Scheck (2016), because it plays an important role in the structure of the trade union movement. There are apparent advantages to controlling individual and team performance in order to meet organizational goals. According to Brudan (2018), A well-designed performance management strategy encourages managers to develop strategic strategies, set themselves ambitions, and carefully monitor performance - all of which contribute to achieving

strategic objectives and, as a result, sustained value creation. As a result, it can be argued that a performance management strategy aims to provide the means by which the organization, teams, and people can achieve better results by understanding and managing performance within the agreed framework of strategic objectives, standards, and skills needs.

1.1.2 Employee Performance

Employee performance means achievement of success and results in the workplace. It also reflects the financial or non-financial impact, which has a direct impact on the performance and success of the organization (Anitha, 2014). According to Hameed and Waheed (2014), the workforce's performance is the driving force behind any commercial firm's survival. Furthermore, it has been noticed that high-performing personnel add to the organization's efficiency and success. As a result, effective employee performance contributes to full functionality and productivity of organizational processes.

Employee performance, according to Elnaga and Imran (2013), is defined as the dismissal of employees in view of set of working responsibilities that prompts the accomplishment of business targets. Employees are the most precious asset in any firm in this scenario. According to Zahargier and Balasundaram (2016), a successful and highly productive organization can be created through including employees in enhancing their performance. Employees must be able to demonstrate absolute dedication to the requisite performance standards in order to maintain the competitive edge.

Employees are highly valued assets in every organization, and actively including workers in the performance development cycle can easily result in a lucrative and

efficient corporation (Baral & Bhargava, 2015). The result can be much better if managed well with a high level of production, while also enhancing worker morale. According to Deery and Jago (2017), workplace success is determined by how successfully an individual meets his or her job requirements. Correct behavior and appropriate use of experience, abilities, and competence so result in high performance levels. Employee performance was measured in terms of goal achievement, quality service, and innovation in this study.

Successful businesses are increasingly realizing that a variety of factors influence performance, but human resources are clearly the most important (Mello, 2005), and the impact of human resource practices on organizational performance has emerged as the dominant research issue in the personal/human resource management field (Becker & Gerhart, 2016). According to Jones and Wright (2016), human resource management practices do have an impact on outcomes such as employee satisfaction, employee commitment, employee retention, and employee presence, as well as the social climate between workers and management, personnel involvement, personnel trust, and personnel loyalty. An expanding body of work supports the argument that high performance work practices can improve a firm's employee's knowledge, skill, and abilities, increase their motivation, reduce shirking, and increase retention of quality employees while encouraging non-performance to leave the firm.

1.1.3 State Corporations in Kenya

Kenya's government establishes state corporations to fulfill both economic and social objectives. State corporations operate for a number of purposes, fixing market flaws,

promoting social and political objectives, providing education and health care, redistributing income, and strengthening marginal areas are only some of the issues that need to be addressed. As per the Office of the President's Guidance on State Corporations (2016), Kenya currently has 378 operating state corporations that are based on mandate and essential activities, grouped into eight broad functional groups. The eight categories are as follows: Financial; Commercial; Regulatory; Public Universities; Training and Research; Service; Regional Development Authorities; and, Tertiary Education.

Kenya's Public Service Reforms have significantly improved in recent years, with the goal of resolving three major problems facing the government: illness, hunger, and illiteracy. When the Resource Based Management (RBM) strategy was adopted, the government's policy agenda centered on improving service quality and promoting creativity. This is being done to ensure that the public service is handled effectively and that it becomes a driving factor in the public sector as a whole to improve efficiency and service delivery, changes are being implemented. Since 2003, the government has implemented reform policies to boost service quality in the public sector.

1.2 Statement of the Problem

Many of Kenya's state corporations have lost employees to companies that are thought to have good working conditions, encourage reform, and have fair compensation schemes, as well as companies that encourage a culture of monitoring their employees' performance (Njoroge, 2017). This is according to Kibui (2018) study that it has been determined that 38 percent of public sector workers leave each year to join the private

sector or start their own companies, resulting in the loss of the most professional and qualified employees, posing a threat to the corporations' future performance. Therefore, there is need to ensuring management of the employees' talent and improvement on the employee affairs at the work place.

There has been a loss of talent in Kenyan state corporations as players compete for the few available talents. Kenya's state corporations have been forced to devise strategies to compete. Talent management is gaining traction in state-owned enterprises. This has been attributed to a scarcity of talented employees as a result of the private sector's intense competition for the same pool of talents. Organizations should recruit and hire qualified and professional staff to meet the changing needs of their customers in order to improve efficiency and reduce costs.

Thiriku and Were (2016) evaluated the impact of talent management methods on employee performance in Kenyan private enterprises and discovered that organizations focused on issues and personal ties with employees to fulfill each function. The study, on the other hand, relied on qualitative data from a smaller population. The current study will use quantitative data that uses a larger sample size and provide conclusive findings. Mahlahla (2018) investigated the influence of talent management on employee performance in Masvingo City Council, Zimbabwe, and discovered a strong link between talent management adoption and retention tactics. However, the study used a correlational research approach, which means the results aren't conclusive. The current study will use descriptive research design that guarantees conclusive findings. The study conducted by Bibi (2019) looked at the effects of talent management strategies on staff

performance and found a positive correlation between talent management practices and staff performance. The study, however, used a simple randomized measurement strategy, which kept the risk of selecting samples only from a few permits. The current study will use stratified sampling method that ensures that all cases are representative.

The mentioned studies were carried out using different methodologies under different study context. Therefore, this study sought to investigate the effect of talent management strategies on employee performance in state corporations in Nairobi County, Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study was to determine the effect of talent management strategies on employee performance in state corporations in Nairobi County, Kenya.

1.3.2 Specific Objectives

The following specific objectives guided the research;

- i. To determine the effect of training on employee performance in state corporations in Nairobi County, Kenya.
- ii. To find out the effect of reward system strategy on employee performance in state corporations in Nairobi County, Kenya.
- iii. To establish the effect of career management strategy on employee performance in state corporations in Nairobi County, Kenya
- iv. To examine the effect of performance management strategy on employee performance in state corporations in Nairobi County, Kenya

1.4 Research Questions

The following research questions guided the study;

- i. What is the effect of training on employee performance in state corporations Nairobi County, Kenya?
- ii. How does reward system affect employee performance in state corporations Nairobi County, Kenya?
- iii. What is the effect of career management on employee performance in corporations Nairobi County, Kenya?
- iv. How does performance management strategy affect employee performance in state corporations in Nairobi County, Kenya?

1.5 Justification of the Study

Organizations that manage their employees effectively are more likely to achieve their goals and objectives, and they are more likely to be effective. The importance of hiring talented employees is that they can achieve the organization's goals effectively and effectively through proper implementation, and are said to have a solid obligation to the organization as they have a solid inspiration to take care of their responsibilities, ultimately providing greater competitiveness, as well as increased productivity and profitability. Consequently, organizations are worried about finding and carrying out an ability the board technique that fits the worldwide market setting. The purpose of talent management is to create a stable workforce, excellence consistent with its operational objectives and strategies.

1.6 Significance of the Study

This study was very important for the following beneficiaries:

1.6.1 State Corporations in Kenya

The findings of this study can help to identify areas that need to be addressed by state agencies in implementing human resource management strategies. This information will assist managers and other stakeholders in the health sector to come up with strategies that can be used to maximize the benefits that an organization can improve its staff performance through talent management.

1.6.2 The government and Policy Makers

The study will also assist the government in developing training policies for private and public institutions, which allow them to send their staff to skills management meetings or invite trainers to train their staff.

1.6.3 Scholars and Academicians

Future scholars on relevant topics would be able to use the work as a source of reference material. It would also benefit other academics who are studying the same subject. Aside from that, it would highlight other significant linkages that require additional investigation.

1.7 Scope of the Study

The study was conducted in state-owned companies that make up the analytical unit. The monitoring unit was made up of all staff working with state agencies in Nairobi County, Kenya. The research was based on primary data acquired through questionnaires. Data was analyzed using descriptive statistics and inferential statistics.

1.8 Limitations of the Study

Fear from the respondents constrained the success of the study when revealing relevant study information. The researcher thus, resolved this through making assurance to the

respondents that all information released is strictly confidential. Some managers could refuse to divulge sensitive data about how they maintained their employees talent management strategies due to competitive or confidentiality concerns. In order to fix this, the researcher explained the study's purpose to the respondents.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter deals with theoretical review, empirical review, summary of literature reviewed and research gaps and conceptual framework.

2.2 Theoretical Review

This section deals with theories that guide the study which include; human resource management theory, expectancy theory and equity theory.

2.2.1 Human Resource Management Theory

Human resource management theory served as the foundation for this research. Raymond Miles raised the idea of human resource management in 1965, saying that everyone joins a company with a variety of resources that management can use to grow the entire product. This includes physical strength and skills, as well as self-regulation, skills, and expertise, all of which help the company increase employee performance. The main function of the manager is to focus on the management and supervision of employees, as well as to make important decisions based on organizational skills and competencies.

Human resources are the source of achieving competitive advantage because of its capability to transform the other resources and these resources can be money, machine or raw materials into output that is a good and a service through skilled and unskilled labor. A competitor can copy other resources such as technology and capital but the personnel are different (Heneman and Berkley, 2014). People, according to Hyde, Richard, and Lisa (2018), are one of the most important factors that provide organizational flexibility and flexibility. Several academics have observed that managing people is far more difficult

than managing technology or money (Arthur, 2014; Golhar & Deshpande, 2017). However, because finding and managing human resources is difficult and time consuming, firms that have learned to manage their resources well may be able to control others for a long time. Proper human resource management requires sound HRM systems.

Communication and direction between the employee and the employer are critical, according to Miles and Ritchie (2012). It should also encourage everyone's inclusion in decision-making and participation. It went on to say that many businesses use human resources, and that participation is encouraged in order to improve organizational performance and productivity. This concept is important in research because organizations must recognize that their employees are pools of unused resources that require significant investment in their development through various strategies to access the resources contained in them, thereby improving organizational performance.

2.2.2 Expectancy Theory

Vroom's Theoretical Theory (1964) has been used to guide this study. The view of anticipation of the motivation process of the motivation process is based on the assumption that the amount of effort put into the work, the final results obtained from it, and the benefits gained from both relationships. People's performance is influenced by their personality, skills, knowledge, experience, and abilities, according to Vroom (1964). It was also discovered that a person's motivation is linked to their effort, performance, and motivation. Greenberg (2011) argues that changing one's working expectations, working expectations to pay, and rewarding valence can improve employees' motivation.

According to Hellriegel and Slocum (2011), leaders should make efforts to learn what their people say in terms of valence value. They must also properly assess employees (expectations) and make all necessary resources to assist employees in achieving their goals.

According to Vroom (1964), a person will behave in a certain way for the compelling reasons given for that action because of the expected results. In other words, a person's chosen behavior is determined by his or her motivation and is reflected in the attraction of the end result. Valence, anticipation, and instrumentality are three criteria that can be used to categorize motivation. First, valence is a person's strength for something he or she like, such as a reward. Employees, for example, will aim for a favorable outcome in their workplace. Second, anticipation refers to the possibility that a particular behavior or attempt will result in a particular outcome. A certain outcome obtained by a person depends not only on the choices he makes, but also on activities beyond his control. As a result, employee performance will be influenced by a variety of factors and job opportunities. Third, the use of the instrument means the possibility that a particular operation will produce the desired result. In other words, when a person completes a task, he or she will be rewarded. This means that high staff performance will motivate them and, as a result, promote loyalty to the organisation's goals.

This theory is relevant to the study because it shows that if a person believes that there is a reasonable chance that the effort will lead to the achievement of an organizational goal, the achievement of an organizational goal will be a personal achievement or personal goal. In this case, organizational goals will take precedence over

personal preferences, which may explain why benefits and rewards are used to inform employee performance.

2.2.3 Equity Theory

This study is led by Pritchard's Equity Theory (1969), which states that "Equity theory works best with organizational aspects of justice, even if employees feel treated fairly in the workplace." Their level of effort in the workplace will be influenced by their feelings of equality or inequality. According to Mowday (1991), a person in an employer-employee relationship not only assesses the benefits and rewards he or she receives, and whether the inputs provided to the organization are consistent with the output, but also the number of opinions provided and results obtained by other employees inside and outside the employer. Compared to outcomes such as compensation, recognition, and salary increases, each input can include education, effort, experience and skill. Conflict is formed when a person sees an imbalance in the output of the input output according to his own experience and in comparison with others.

The concept of equity focuses on two sides: input and effect. The employee compares the input of the work to the rate of results. If an employee sees inequality, he or she will take steps to remedy the inequality. An employee can reduce productivity or reduce the quality of their work. In many cases inequality can lead to increased unemployment and even the resignation of an organization (Greenberg, 2016). According to Huseman and Hatfield (2017) equity theory works on human motives and should have multiple systems in place to understand organizational behavior. HRD needs to take equality education with great consideration when working with people whether in terms

of managing simple tasks such as pay, promotions, and recognition or in cases of training, development, and development. Equity theory will help employee development define a code of conduct for employees and provide them with resources that can reduce efficiency and effectiveness.

People under the wage show strong, negative emotions than those who have been overly rewarded, according to Pritchard (1969). People may change inputs to suit the consequences if there is an inequality in the employee-employer relationship, such as reducing work effort for equal results, changing equations when comparing perceived inequalities, or distorting your views or those of others. This viewpoint is important for research because it states that a person's motives are determined by what he thinks is right compared with others. The concept focuses on the application of compensation for work or exchange relations, as well as on the effort of that employee to reduce any perception of injustice that may arise as a result of such a relationship.

2.3 Empirical Review

The review of empirical studies is discussed in this section that are in relationship to the specific variables studied.

2.3.1 Training Strategy and Employee Performance

Employee training refers to educational activities in a factory designed to improve the knowledge and skills of employees and also provides information and instructions on how to perform certain tasks successfully (Campbell, 2019). According to Hameed and Waheed (2017), training is an excellent way to broaden all employees' knowledge bases; however, in today's economy, many businesses find that development opportunities are

prohibitively expensive. Employees who attend training meetings are absent from work during the day, which can cause projects to be delayed. Despite these misconceptions, training brings benefits to both the company and the company as a whole, making the cost and investment more profitable..

At the Safaricom limited call center, Amadi (2014) investigated the impact of training on staff performance. The study used a case study approach, in which data was collected from 340 employees at Safaricom's Call Center, which is part of the company's Customer Care Division. Managers, support/analysts, and customer experience executives were among the participants. Questionnaires were used to collect primary data. Training has been found to have a favorable impact on staff motivation as well as performance. The study employed an exploratory research approach, which frequently employs small sample numbers and, as a result, findings are rarely generalized to the general population.

Mwangi (2017) investigated the impact of training on employee performance: a case study of a Somalia NGO consortium in Nairobi. The study's participants were 67 international non-governmental organizations (INGOs) based in Nairobi that work in Somalia. Respondents were chosen using a stratified sampling technique depending on their work levels. A systematic questionnaire was used to obtain primary data. Descriptive statistics were used to analyze the data. The study discovered that there is a statistically significant link between employee performance and training. The study, on the other hand, used a simple random sample procedure.

The study by Saputri, Lorensa, and Asriani (2020) looked into the impact of training on employee performance. The study's population consists of all employees who have completed training. Purposive sampling is the mechanical collection of samples in study. The data collection approach utilized in research is questionnaires, literature review, and observation. The method for analyzing simple linear regression data and testing hypotheses partially and concurrently. As a result, training has a profound effect on the performance of employees at the same time. The conclusions, however, were based on a simple, invalid sample of hypothesis testing and general practice.

The influence of training on employee performance was investigated in Mamy, Shabbir, and Hasan's (2020) study: A Study on Garments Sector, Dhaka Bangladesh. A questionnaire with certain structured questions was delivered to 170 respondents from two clothing sectors, utilizing both qualitative and quantitative data collection methods. Human resource managers, labor policy decision makers, as well as governments and educational institutions, can benefit from the findings of this study. According to the study, there is a strong correlation between staff training and employee performance. However, a survey approach was used, which poses problems with the results' validity and dependability.

The impact of training on employee performance and productivity was explored in Tahir, Yousafzai, Jan, and Hashim's (2014) study. For the study, eight United Banks Limited were chosen. For data collection, eighty questionnaires were issued. The questionnaire was tested using descriptive statistics techniques like SPSS to check if it was reliable and consistent. The findings revealed that there was a significant link

between employee performance and training. However, the study relied on secondary data, which could be outdated.

The effects of training on employee performance and effectiveness was explored in a study by Asfaw, A Argaw, and Bayissa (2015). This study employed the convenience sampling technique. The information was acquired through the use of a self-administered questionnaire, and participation was entirely voluntary. In most firms, training is critical aspect in improving employee performance. Employees are aware of training; employees are motivated by training; and training leads to improved performance, according to the study. The study, however, was a case study that used a purposive sampling technique.

The study by Visser and VanderSluis (2016) looked at empirical evidence regarding the positive benefits of training opportunities on employees' work attitudes in the public sector. The key outcome of our three-sample study is that commitment, work satisfaction, and the intention to leave are determined by the perception of organizational support for training and personal development, not the facilities themselves. Commitment appears to be linked to the perceived benefits of training and personal growth. Furthermore, this research reveals that genuine training attendance has a favorable impact on job security, both within and outside.

2.3.2 Reward System Strategy and Employee Performance

Zingheim and Schuster (2015), show that a reward system is anything that increases the frequency of an employee action as a result retains employees within the organization. According to Triatmanto (2019) a reward system can be either monetary which involves

motivating employees through giving them finances or non-monetary which is aimed at helping to build feelings of confidence and satisfaction ultimately increase their retention. Therefore, to make sure that employees remain in their workplace, implementing reward system is very important.

The impact of the reward system on employee performance was investigated by Emelianova (2019). The study collected quality and quantity data. A specially designed online questionnaire with 91 responses was used to collect quantity information, as was the case with a series of interviews with 8 respondents of senior management staff. Frequency analysis, integration analysis, and retrospective analysis were all used by the researcher. Additionally, using a manual thematic technique, the material acquired through individual interviews was evaluated and interpreted. The study looked at how a combination of extrinsic and intrinsic rewards might help employees improve and maximize their overall performance. However, the research was based on a case study conducted in Normet Ltd.

In Malakand Private School, Ibrar and Khan (2015) investigated the impact of reward on employee performance. To check the respondent's opinion, a questionnaire was employed as an instrument, and 100 questionnaires were used. For data analysis, descriptive analysis, correlation, and multiple regression tests were used. According to the findings, there is a favorable association between extrinsic and intrinsic rewards and employee work performance. The majority of businesses use a rewards system to improve work performance and happiness. Cluster sampling, on the other hand, was used, which is more prone to sampling mistake.

The results of the employee compensation strategy at Farm Concern International, Kenya, were evaluated by Waithira (2018). The study focused on FCI employees defined as senior, middle-class, and support staff. The study, which included 152 FCI staff, used case scenarios. Because of the small number of researchers, the census was adopted. The findings were that, for the first time, most employees were dissatisfied with their pay, and it was unclear whether the company's current salaries had improved employee performance. However, the study did not focus on how to maintain staff performance.

Gbande (2016) examined the effects of the payroll system on production in the Benue local government system. Descriptive statistics of general and general deviations were used to answer the questions, while informal Chi-square statistics were used to test the hypothesis. Given that the estimated value of the square (489.7) exceeds the critical square value (16.92) at the value of 5%, the researchers found that the productivity of the local government system depends on the reward system. According to the findings, rewarding employees is important not only for increasing production but also for increasing employee job satisfaction.

The Okafor and Okeke (2019) study investigated that relationship between wage strategy and employee performance. In the study, a sample of 323 respondents answered questions. These respondents were selected using a possible intervention method (background / judgment method). The data collected was analyzed for simple regression analysis. It has been discovered that staff training has a positive impact on the performance of bank employees. However, the study's context was chosen by the banks in the Anambra province.

An empirical research of reward and incentive systems on employee performance in German entrepreneurial enterprises was conducted by Bau and Dowling (2017). Using data from German entrepreneurial enterprises. The findings reveal that an employee's educational level has the greatest influence on the use of various financial and non-financial incentives. Our data also imply that in Germany, sophisticated financial reward systems are rarely used by entrepreneurs.

The impacts of the reward system on employee performance were explored in Rasowo's (2013) study: A Case of Kenya Pipeline Company Kisumu Depot. A total of 823 personnel were studied, with supervisory, confidential, and union sable cadres represented. The population was divided into departments, with each department containing 10% of the total population. Simple random sampling was utilized in the investigation. The study's findings demonstrated the connection between employers and employees, as well as their job happiness.

The effect of the remuneration program on staff establishment was assessed by Nigusie and Getachew (2019). A total of 158 respondents were selected from the 260 nominees using simple random sampling procedures. Open and closed questionnaires were also used to collect data. The overall goal of this study was to determine the impact of the remuneration system on employee naming in Oromia Credit and Savings Share Company's Bale Zone Branches, as well as to answer research questions. Findings indicate that an internal motivation has more to do with job creation than an external salary.

2.3.3 Career Management Strategy and Employee Performance

Career management is defined as the process of gathering information about your values, interests, and strengths and limitations, identifying the purpose of the task, and applying career strategies that increase the chances of achieving that goal (Baruch & Peiperl, 2014). Employers can guide employees in their individual career planning using the career development strategy, according to Stumpf (2018), and can plan the allocation of human resources by realizing the plans of employees. As a result, career advancement is seen as a collaborative effort between the individual employee and the business.

The impact of job management on organizational performance was studied by Lyria, Namusonge, and Karanja (2017). The research projects used were descriptive and consistent. To select respondents from ten business lines listed in the NSE, a simple randomized sample procedure was used. The target population was 534 senior executives from businesses listed on the NSE. Of the companies mentioned, 224 respondents were selected as sample size. The findings revealed that all the organizations listed had a strong and positive relationship between skills management and organizational success. Performance management has been found to be closely linked to organizational performance. The focus of the study, however, was on the companies listed on the Nairobi Securities Exchange.

The study by Dialoke and Nkechi (2017) looked at the effects of career development on employee performance. The researcher used the research methodology and used primary and secondary data sources. The Pearson Statistical Packages for Social Sciences (SPSS) version 20 has been used for objective analysis using Product

Moment Correlation analysis. Significant findings reflect the positive and significant relationship between job development and the performance of uneducated university staff. However, the study focuses on Michael Okpara University of Agriculture Umdike, Abia State, Nigerian illiterate workers.

In Pt Hondamotor Indonesia, a study by Sitohang (2019) examined the relationship between job development and employee performance. The study method used was a descriptive study with a consistent approach, in which the company's direct observation was performed through the observation and distribution of queries during the data collection process. Job creation is a workforce that helps employees plan for a secure future so that the company and the people involved can grow and become strong. However, because of the limited sample size, the study employed an exploratory case study, which does not yield definite results.

The study by Zeruah and Kwamboka (2017) looked at the impact of career advancement on organizational performance. The respondents' data was collected using a descriptive research design. The study's target population was 113 Almasi Beverages Limited employees. A sample size of 34 employees was chosen using a stratified random selection approach. A questionnaire was utilized to collect information. In the workplace, career mentoring improves employee performance and efficiency. It was discovered that there is a link between organizational success and career growth. However, the analysis used a non-probabilistic sampling approach called convenience sampling.

The effects of career development in the public service are tested in the Kakui and Gachunga (2016) study, which looked at national grain and produced a board as an

example. A descriptive survey was used in this investigation. Employees of the National Cereals and Produce Board's head office in Nairobi made up the study's population. The head office of the National Cereals & Produce Board in Nairobi had a total of 200 personnel. The list of workers working at all levels of management served as the sampling frame. The sample size was set at 100 respondents using stratified random sampling. Structured questionnaires were used to collect data. According to the findings, career mentoring has an impact on employee performance.

The impact of corporate governance on corporate performance in companies listed on the Nairobi Securities Exchange in Kenya was researched by Kagwiria, Namusonge, and Karanja (2014). Respondents were selected from the 10th line of businesses listed on the NSE using descriptive, standardized, and rational learning methods, as well as a simple randomized practice model for that. The target group consisted of 534 senior executives from companies listed on the NSE. From the 10th category of businesses listed on the NSE, 224 respondents were selected as sample size. Performance management, as part of talent management, has had a positive and significant impact on organizational performance, according to research findings. The research analyzed data using Karl Pearson Correlation, which is not appropriate for homogeneous data.

A study by Baruch and Peiperl (2014) examined the impact of skills management practices on staff performance: An empirical survey and implications. The questionnaire was given to new-generation employees, and the Jiangsu region was restricted. The findings suggest that fair promotion, training, and vocational cognition in organizational

career management significantly affect individual career management, which in turn positively affects engagement, but they have no direct impact on engagement.

2.3.4 Performance Management Strategy and Employee Performance

Performance management is used to ensure that the activities and outcomes of employees are in line with the objectives of the organization, and include identifying activities and outcomes that will lead to the company's strategy being implemented effectively (Noe, 2018). Performance management systems that are directly linked to the organisation's reward system, according to Byars and Rue (2019), provide great encouragement to employees to work hard and intelligently in achieving the goals of the organization. Byars and Rue (2019) went on to say that "in today's global economy, the performance management vision is a significant and positive development in the workplace.

The greatest issue that managers have today in almost all firms is determining how to get the most out of their staff. This is due to the fact that personnel management has evolved in its approach nowadays (Kirkpatrick & Kirkpatrick, 2016). Employees are no longer viewed as machines to carry out management orders; rather, they are viewed as the the most important source of organization, the success or failure of a particular business, rests on his or her shoulders. Performance management systems, according to Varma, Budhwar, and DeNisi (2018), serve two key goals. To begin with, they assist in making educated decisions on administrative issues such as awarding bonuses, merit raises, and performance appraisals to staff.

The impact of performance management on staff productivity in the civil service was investigated in Gichuki's (2014) study, which focused on the Kenyan Immigration

Department. A total of 300 employees were randomly picked from a population of 1200. A systematic questionnaire was used to collect data. Most of the respondents agreed that performance appraisal recognizes good performance. Performance appraisal recognizes good work and offers modifications to improve departmental services and outcomes, allowing for greater productivity gains.

Effect of human resource management systems: A study of food and agricultural organizations evaluated by Maina (2015). The target population was 94 members of the Food and Agriculture Organization. To interview everyone, a census was done. Organized queries used to collect data. Employees believe there is a strong need for a performance management system in FAO, according to basic research findings. The system should incorporate feedback from employees through employee interaction, have fair monitoring systems, and reward high-performing employees. It should also place a higher priority on effective communication and reporting.

Impact of performance management systems on staff performance: The role of moderation of balance card use investigated by Almohtaseb, Almahameed, and Shaheen (2017). This research focused on manufacturing companies listed on Jordan's Amman stock exchange. A poll of 192 top executives from the 63 manufacturing companies was used as the research tool. The results revealed that using a Balance Scorecard reduces the impact of the performance management system on staff performance. This means that using the Balance Scorecard complements the strategies and improves the relationship between employee performance and performance management system.

In Kiambu County, Kenya, Owino (2019) investigated the impact of performance management systems on employee productivity in county referral hospitals. Three hundred and ten people were surveyed using proportionate stratified sampling. A questionnaire was utilized as the study instrument, and inferential statistics were used to describe the data and assess the magnitude of the correlations. The study established that regression analysis indicated that planning and appraisal were statistically insignificant in predicting employee productivity.

Impact of performance management on labor productivity was investigated in a study of commercial banks in Turkana County by Kipsegerwo, Kimutai, and Chege (2016). With a target population of 200 employees, this study used a descriptive research methodology. The sample size of 133 was calculated using the Yamane formula. Questionnaires used to collect research data. Measurement data was evaluated and presented in tables using descriptive and differential statistics. Employee productivity is influenced by the following parts of the performance management process: performance appraisal system, training, and reward system, according to the study.

2.3.5 Talent Management Strategy and Employee Performance

The effect of talent management practices on staff performance in all real estate businesses in Kenya was studied by Knott (2016) in a case study of Suraya Property Group Limited. The descriptive design of the research study was used in this study. Participants in the study were 95 employees of Suraya Property Group Limited. A stratified sampling strategy was used to select a sample size of 76 respondents in this

study. For key data, a standard closed questionnaire was used. Both descriptive and non-descriptive statistics processing data.

A study by Mangusho, Murei, and Nelima (2015) looked at the impact of skills management on the performance of staff in the beverage business, using Delmonte Kenya Limited as an example. The study used a descriptive research project with a population of 2,500 in Del Monte Kenya. The study chose 83 individuals based on their job cadres using a stratified selection method. The standard deviation, percentages, and frequency distribution were employed as descriptive statistics. The study discovered that employment retention motivated Del Monte staff, resulting in superior performance.

Kalulu study (2015) investigates the impact of talent management on staff outcomes: Case study of Central Bank of Kenya. The research used a descriptive survey of the Kenyan Central Bank's workforce. The study used 130 employees from CBK's head office, which has a population of roughly 700 people. Questionnaires were used to collect key research data. Staff outcomes (in this example, collaboration, job satisfaction, and employee engagement) were significantly influenced by talent acquisition, retention, staff training, and job management at CBK, according to descriptive statistical analysis of research data.

The impact of talent management strategies on staff performance was investigated in Al-Hussaini, Turi, Altamimi, Khan, and Ahmad (2019) studies, and the role of mediation in talent management outcomes. Data were collected from a simple sample of 200 telecommunications industry workers in the Rawalpindi-Islamabad area using a standard questionnaire. Data were analyzed using descriptive statistics, combinations, and

regression tests. The findings revealed that talent management practices had a significant and positive impact on staff performance.

The study by Rukunga and Nzulwa (2018) looked at the impact of talent management techniques on organizational performance in Kenyan telecommunications companies. The research was conducted as a survey using descriptive and analytical methods. The study's target demographic consisted of 279 managerial professionals from Kenyan telecommunications companies. A total of 162 respondents from Kenyan telecommunications companies were included in the study. Questionnaires used to collect research data. According to the findings, talent acquisition strategies have a significant impact on the organization's performance, while talent retention strategies have a moderate impact.

Mugambwa (2018) looked into the impact of talent management practices on employee retention in Ugandan state enterprises, using the National Social Security Fund as an example. This entailed interviewing 88 people and giving them standardized questions. The data from these interviews was then analyzed using regression in SPSS to see if there was any statistically significant effect. The findings revealed that talent acquisition has an impact on employee retention; talent development has no impact on employee retention; and talent rewards have an impact on employee retention.

2.4 Summary and Gaps

The empirical review highlights studies that have been done by other scholars on how talent management strategies influence employee performance. From the reviewed literature, most studies were mostly based on developed countries. For instance,

Srivastava and Bhatnagar's (2018) study looked into how due diligence in talent acquisition leads to high employee engagement. Although talent acquisition tactics are major indicators of public sector company performance, the impact of talent acquisition to business performance is limited, according to the findings. The study, however, was limited to Motorola India MDB.

The impact of training on employee performance was investigated in Mamy, Shabbir, and Hasan's (2020) study: According to a study conducted in Dhaka, Bangladesh, there is a clear link between employee training and employee performance. However, a survey approach was used, which poses problems with the results' validity and dependability. Wasiu and Adebajo (2014) investigated the relationship between award programs and staff performance in a sample of public high schools in Lagos State, to find a positive relationship between pay and employee performance, productivity, and retention. The study, however, relied on secondary data. In Pt Hondamotor Indonesia, the Sitohang (2019) study examined the relationship between career development and employee performance. However, because of the limited sample size, the study employed an exploratory case study, which does not yield definite results.

Moreover, most studies had their large limitations with a small sample size; this study includes a sufficient sample size to address this limitation. That will serve as a guide for the researcher as they try to fill in the gaps left by previous research. Therefore, this current study will seek to find out how talent management strategies affect the performance of employees in selected state-owned companies in Nairobi County, Kenya.

2.5 Conceptual Framework

Independent Variables

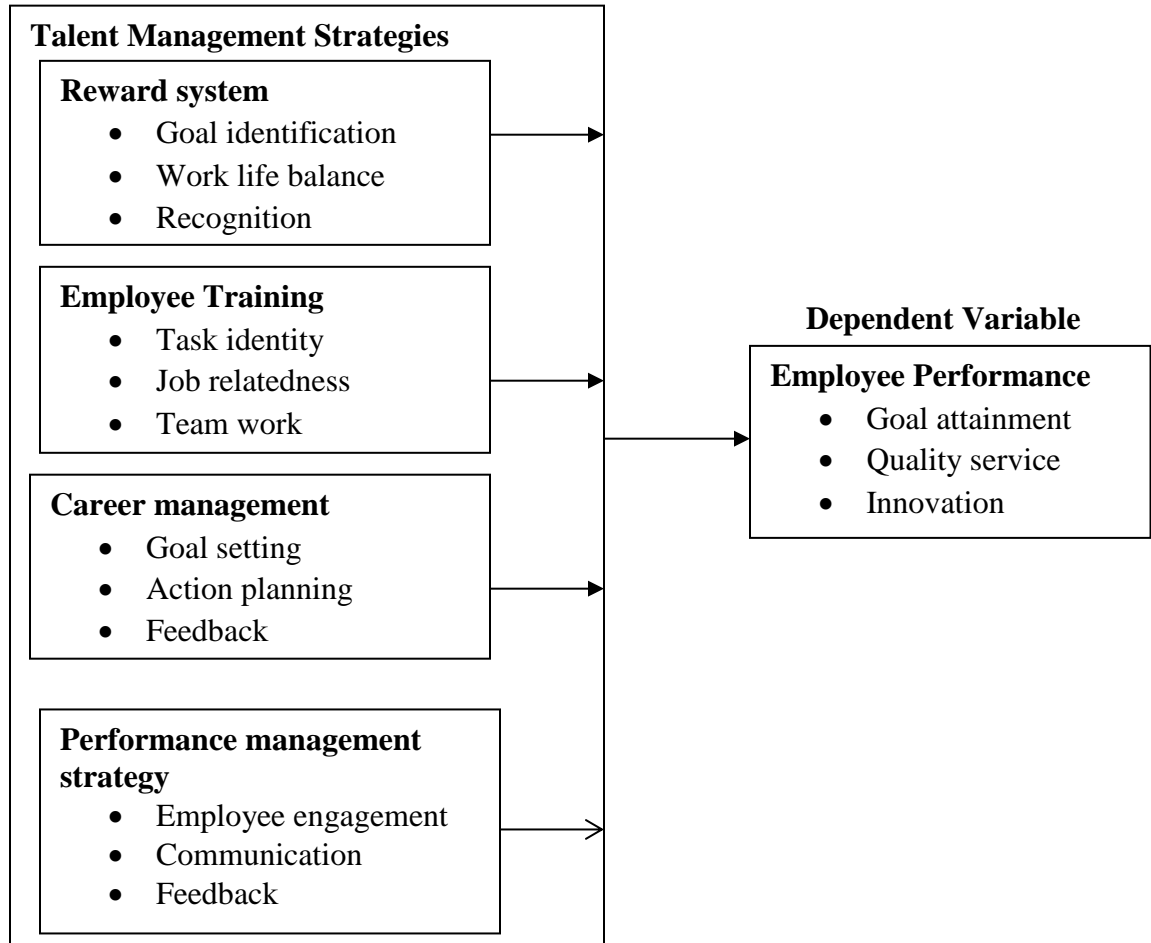


Figure 2.1: Conceptual Framework

Source: Researcher (2021)

Figure 2.1 shows the relationship between variables in which the independent variables include; talent acquisition strategy, training strategy, reward system strategy and career management strategy. The dependent variable is the employee performance.

Table 2.1: Operationalization and Measurement of Variables

Variable	Variable Type	Operationalization	Measurement
Employee performance	Dependent	<ul style="list-style-type: none">• Goal attainment• Quality service• Innovation	Nominal scale
Reward system	Independent	<ul style="list-style-type: none">• Goal identification• Work life balance• Recognition	Nominal Scale
Training	Independent	<ul style="list-style-type: none">• Task identity• Job relatedness• Team work	Nominal Scale
Career management	Independent	<ul style="list-style-type: none">• Goal setting• Action planning• Feedback	Nominal Scale
Performance management strategy	Independent	<ul style="list-style-type: none">• Employee engagement• Communication• Feedback	Nominal Scale

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter comprises research design, target population, sampling procedure and sample size, data collection instruments, validity and reliability of research instruments, data collection procedure, data analysis method and ethical consideration.

3.2 Research Design

This study used a descriptive research design. According to Dulock (2014) the structure of descriptive research is a scientific approach that involves observing and explaining the behavior of a subject without influencing it in any way. Descriptive design has been helpful in research because it has led to rich data being collected in large quantities and data collection allows for the collection of in-depth information that can be quantitative or quantitative in nature. Therefore, the study used design to collect and present data based on respondents' perceptions without modifying any response.

3.3 Target Population

The term "population" refers to the total number of units from which the researcher seeks to draw conclusions (Guest, 2010). This research was based on state corporations which formed the unit of analysis (See appendix V). The targeted population was 2530 employees including the management and support staff working with the state corporations in Nairobi County, Kenya based on departments.

Table 3.1: Population

Category	Population
Management employees	631
Support staff	1899
Total	2530

Source: State corporations human resource department report of 2021

3.4 Sampling Design and Sample Size

The architecture or technique for selecting study participants is referred to as a sample design (Kothari, 2004). Gorospe, Donahue and Karl (2015) observe that the aim of getting a representative sample from a population is to enable the researcher to collect data and analyze it based on that sample size and generalize the results to the whole population. Respondents were divided into two categories using the stratified sampling technique; managers and other staff. Thereafter, these respondents were selected using the method of simple random sampling. Due to large number of the population, a formula for obtaining a representative sample size founded by Taro Yamane in the years 1967 was used that assumes a 5% margin of error.

$$n = \frac{N}{1+N(e)^2}$$
$$n = \frac{2530}{((1+2530*(0.05)^2))}$$
$$n = 345$$

The sample size of the study was 345 respondents, accounting for 13.6 percent of the total population. Therefore, obtaining a representative sample size from the two

categories of the respondents followed a factor 0.136.

Table 3.2: Sample Size

Category	Population	Factor	Sample Size
Management employees	631	0.136	86
Support staff	1899	0.316	259
Total	2530	0.316	345

3.5 Data Collection Instruments

To obtain key data, the study used a questionnaire. Because key data is obtained directly from certain individuals, it is extremely accurate. According to Kealy and Turner (2013), using questions to collect data allows for more organized responses for respondents, making it easier to code and analyze their answers statistically. A five Likert scale was utilized which will permit the respondents to show their agreement level on items describing each study specific variables.

3.6 Pilot Study

The pilot study is a distinct test to ensure the quality of the questionnaires and help the researcher to establish any vulnerabilities ahead of proceeding to the final process in collecting data. A pilot research with one-tenth of the whole sample with homogeneous characteristics, according to Mugenda & Mugenda (2003), is appropriate. As a result, 20 respondents were asked to complete the questionnaire as a test. In addition, they were not be a part of the final research. The primary goal of a pilot research is to determine whether the data gathering instrument is valid and reliable.

3.6.1 Validity of Instruments

Cooper and Schindler (2011) define validity as the level at which instruments measure the constructs under consideration. The content validity, which indicates how well the respondents can understand the questionnaire items, was employed. It was assessed by incorporating the questions in the questionnaire and rating them based on their relevance and representation to the topic domain as observed by a research specialist. The criterion validity of a measure refers to how effectively it predicts the outcome of another measure. In this case, criterion validity was utilized to determine whether a test accurately reflects a specific set of skills.

3.6.2 Reliability of Instruments

To estimate the measurement's consistency, the basic element and reliability were used. The degree to which a single instrument is consistent is referred to as consistency, when tested, produces similar results in a variety of scenarios using the same process (Ranjit, 2015). The reliability was determined using Cronbach's alpha reliability coefficient. According to Morse, et al. (2012), the alpha value for valid data collection should be greater than or equal to 0.70. For this reason, this study aimed at an alpha value of 0.70 or more.

3.7 Data Collection Procedure

The administrators of the selected state corporations were visited to seek permission to collect data from the sampled respondents. Then proceed to get an approval with the Human Resource Managers (HRM) of the corporations. A self-administration of

questionnaires was done and the researcher let the respondents to stay with the questionnaires for a period not exceeding two weeks. Thereafter went and collected the filled in questionnaires.

3.8 Diagnostic Tests

3.8.1 Auto correlation Tests

The degree of interaction between values of the same variable in most data perceptions is known as the autocorrelation. Auto correlation is a term used to describe the recurrence of observations at different points in time in a time series. Auto correlation may also appear in the separating data when the findings are otherwise connected (White, 1992). Regressions residuals based on auto correlation may happen in a regression analysis when the model poorly defined.

The Durbin-Watson test is a prominent method of auto correlation testing. The Durbin-Watson tests provide test statistics ranging from 0-4. Digits approaching 2 (mid-range) indicate that auto correlation is less, while digits approaching to 0 or 4 show great auto correlation in either positive or negative side.

3.8.2 Homoscedasticity

Homoscedasticity is a condition in which the error term is the same for all values of the independent variables. The assumption of homoscedasticity, or the premise of equal variances, states that various samples, even though they come from different people, they have the same differences (Jarque & Bera, 1980). Jarque and Bera (1980) further show that the hypothesis of equal variances is utilized in linear regression, which assumes homoscedastic data. The Levene test was used to determine homoscedasticity in this

analysis, which is a test that ensures that the variability of all samples is equal when the data comes from an unusual distribution.

3.8.3 Multicollinearity

Multicollinearity refers to a situation where a retreat model with two or more descriptive variants has a strong correlation. For example, if the correlation is equal to 1 or -1 between two independent variables (Alin, 2010), there is absolute multicollinearity. The Variance Inflation Factor (VIF) is a measurement ratio that connects independent variables to the frequency of the combination. Mathematical software is used to calculate VIF for independent variables. VIFs start simultaneously and have no additional limit. The number 1 indicates a non-binding correlation that binds independent variables to any other according to Farrar and Glauber (2017). VIFs sleeping from 1 to 5 indicate that the relationship is mild, but corrective action is not required to prove this. More than 5 VIFs indicate a critical level of multicollinearity where there is an incorrect determination of coefficients and the presence of uncertain p-values.

3.8.4 Normality Tests

Conventional tests are used in estimates to determine whether a knowledgeable group is likely to be distributed through conflicting variables based on the database and to consider the likelihood of dispersing variables based on the data group (Jarque & Bear, 2014). Shapiro-Wilk standard test calculations ($E(Y_i), Z_i$), $I = 1, 2, \dots, n$, the square root of the Pearson sample mixing value determined from the standard building points. Test statistics have lower prices, indicating that the standard rule does not work. The null hypothesis is supported by the results of advanced tests. The value of R can be used to

calculate the p value of the test. The null hypothesis is rejected if the p value is small enough.

3.9 Data Analysis and Presentation

Quantitative data was collected for research. For relevant data, a content analysis method was used. To analyze the measurement data, descriptive statistics such as mean and standard deviations were used. The Statistical Package software for Social Sciences (SPSS) has been used to create charts, tables and figures used to present quantitative data. To find out how the variables, how they relate, the study used baseless statistics such as correlation analysis and multiple regressions.

The regression equation took the following shape:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \varepsilon$$

Whereby Y= Employee performance

X₁= Training strategy

X₂= Reward system strategy

X₃ = Career management strategy

X₄ = Performance management strategy

$\beta_1 - \beta_4$ = Coefficients of determination

ε - Error term

3.10 Ethical Consideration

To ensure that the study meets all ethical criteria, the researcher received a letter of project approval and applied for research permission from NACOSTI, which was used to inform respondents that the study was purely for academic purposes. Each questionnaire

was accompanied by an introductory letter from the university outlining the study's purpose and what respondents should anticipate from it. No one was required to participate in the study, and no one was authorized to reveal any personal information.

CHAPTER FOUR: FINDINGS AND DISCUSSIONS

4.1 Introduction

The chapter analyzes and presents data collected in the field using descriptive and inferential statistics, which are presented in the form of tables and figures. The response rate is presented first, followed by the respondents' bio data, descriptive analysis, and inferential analysis.

4.2 Response Rate

The self-administered questionnaires were sent to sample size of 345 respondents and their response rate was given in Table 4.1.

Table 4.1: Response Rate

Category	Frequency	Percentage
Response	332	96.2
None response	13	3.8
Total	345	100

Source: Survey Data (2021)

The findings from Table 4.1 show that those respondents who participated in the study accounted for 96.2% and those who did not were represented by 3.8%. This means that the study had a response rate of 96.2% which was an indicator that the instrument was reliability for further analysis. This is recommended by Mugenda and Mugenda (2003) who show that the response rate of 70% and above is very good in data analysis.

4.3 Pilot Test Results

Table 4.2: Pilot Test Results

Variable	Cronbach's alpha value	Number of Items	Remarks
Training strategy	0.865	6	Acceptable
Reward system strategy	0.796	6	Acceptable
Career management strategy	0.803	6	Acceptable
Performance management strategy	0.854	6	Acceptable
Aggregate Score	0.829		Acceptable

Source: Pilot Study (2021)

The researcher used Cronbach's Alpha index to test internal consistency and determined whether the set of objects within the scale actually measured the same construct. Analysis of the results in Table 4.2 showed that Cronbach's Alpha index values varied between a minimum of 0.796 for the prize program plan and a height of 0.865 for the training plan. As a result, the average reliability test of the variance of the study was 0.829 which was less than the recommended minimum value of 0.7 to indicate the acceptable level of internal consistency of the questionnaire (Morse *et al.*, 2012).

4.4 Respondents' Personal Details

The personal details of the respondents were evaluated in terms of gender, age, highest academic qualifications and number of years in employment. The results are presented as follows:

4.4.1 Gender

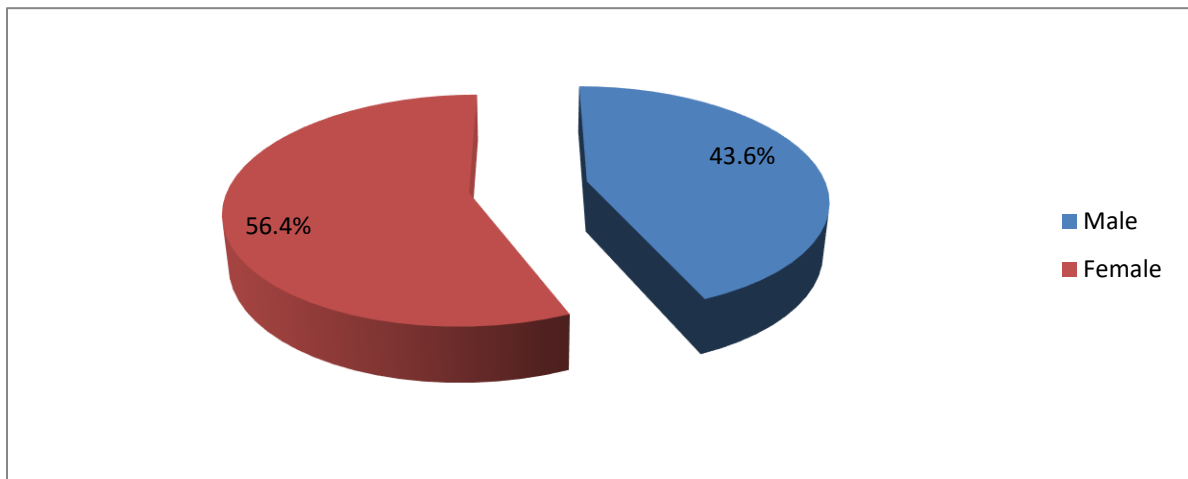


Figure 4.1: Respondents' Gender

Source: Researcher (2021)

As presented in Figure 4.1, a large percentage 56.4% of the respondents were female and 43.6% accounted for male respondents. This is an indicator that the study had factored well the aspect of gender balance because male and female employees have diverse perspective in working.

4.4.2 Age

Table 4.3: Respondents' Age

Years	Frequency	Percentage
Below 29	43	12.9
30 - 39	111	33.9
40 - 49	121	36.4
50 and above	57	17.2
Total	332	100

Source: Researcher (2021)

The results in Table 4.3 show that the respondents' ages ranging between 40 to 49 years accounted for 36.4%, those who had their ages ranging between 30 to 39 were

represented by 33.7%, 17.5% were aged 50 years and above and 12.9% represented those who were aged below 29 years. This means that the study included respondents of all ages in the workplace. The combination of young and older employees was important because they have different styles of working that enabled the researcher to obtain data based on various perspectives.

4.4.3 Highest Academic Qualification

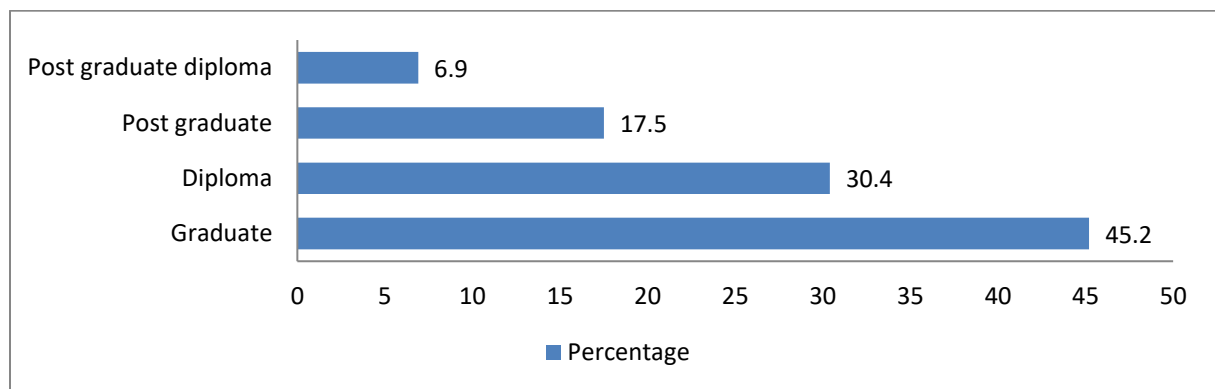


Figure 4.2: Respondents' Gender

Source: Researcher (2021)

The findings presented in Figure 4.2 show that the highest academic qualifications of the respondents were 45.2%, diploma of 30.4%, 17.5% of graduation and 6.9% of graduation. This means that the majority of respondents received the highest degree in education.

4.4.4 Work Experience

Table 4.4: Respondents' Age

Years	Frequency	Percentage
Less than 5	47	14.2
5 - 9	146	43.9
10 - 15	112	33.7
More than 15	27	8.1
Total	332	100

Source: Researcher (2021)

The findings in Table 4.4 show that those respondents who worked for a period of 5 to 9 years accounted majority in the study at 43.9%, 33.7% between 10 to 15 years, 14.2% less than 5 years and 8.1% more than 15 years. This means that the respondents who participated in the study had sufficient knowledge of the task.

4.5 Results of Descriptive Analysis

Descriptive data results are presented in terms of Mean (M) and Standard Deviation (SD).

The results were presented according to the following research variables.

4.5.1 Training Strategy

Table 4.5: Training

	M	SD
A training program gives employees the chance to learn the skills they need.	4.25	0.75
Employees acquire confidence as a result of a training strategy program because they gain a better understanding of the sector and the responsibilities of their roles.	4.01	0.99
Conducting frequent training strategy enables the organization to make the company more appealing to potential new hires, particularly those seeking to improve their careers.	4.58	0.42
When employees face obstacles at work, the training strategy enables them to be more independent and innovative.	3.78	1.22
Employees with a consistent experience and background knowledge are ensured through a rigorous training program.	4.63	0.37
Investing in training strategy shows that a company values their employees	3.85	1.15
Average Score	4.08	0.92

Source: Survey Data (2021)

As given in Table 4.5, training was agreed by the respondents to have an influence on employee performance in selected state corporations in Nairobi County, Kenya with an average score of 4.08 and standard deviation of 0.92. This is in agreement with Mwangi (2017) study that investigated how training influence employee performance: a case

study of a Somalia NGO consortium in Nairobi and found that employee performance and training have a statistically significant link.

The statement strongly agreed by the respondents were; employees with a consistent experience and background knowledge are ensured through a rigorous training program ($M=4.63$, $SD=0.42$) and that conducting frequent training strategy enables the organization to make the company more appealing to potential new hires, particularly those seeking to improve their careers ($M=4.58$, $SD=0.37$). This finding is supported by the study by Saputri, Lorensa, and Asriani (2020) that looked into how training affects employee performance and performance of employees was seen to have been influence by training significantly.

The statement agreed by the respondents were; a training program gives employees the chance to learn the skills they need ($M=4.25$, $SD=0.75$), employees acquire confidence as a result of a training strategy program because they gain a better understanding of the sector and the responsibilities of their roles ($M=4.01$, $SD=0.99$), investing in training strategy shows that a company values their employees ($M=3.85$, $SD=1.15$) and that When employees face obstacles at work, the training strategy enables them to be more independent and innovative ($M=3.78$, $SD=1.22$). This finding agrees with Shabbir, and Hasan's (2020) study that explored how training influenced employee performance and found a strong link between staff training and staff performance.

4.5.2 Reward System Strategy

Table 4.6: Reward System Strategy

	M	SD
Employees are encouraged to work hard when they are rewarded for their extraordinary hard work and full contribution to the company's growth.	3.75	1.25
Employees can engage in a variety of settings and form good relationships thanks to the reward system method.	4.52	0.48
Employee incentives allow organizations to maintain their best employees' interest in the company's operations.	4.00	1.00
Reward system strategy help employees feel engaged and give them a sense of belonging	3.96	1.04
Reward system strategy can make an effective collaboration between team member	4.29	0.71
Reward system strategy improve employee retention and enables the company save money	3.58	1.48
Average Score	3.98	1.02

Source: Survey Data (2021)

As provided in Table 4.6, the salary plan strategies were agreed upon by respondents to contribute to employee performance in selected state-owned companies in Nairobi County, Kenya with a score of 3.98 points and a standard deviation of 1.02. These findings in line with Wasiu and Adebajo (2014) investigate the relationship between reward systems and employee performance in many high schools in Lagos and according to the findings, the rewards had a strong link to employee performance, productivity and retention.

The statement strongly agreed by the respondents was that employees can engage in a variety of settings and form good relationships thanks to the reward system method (M=4.52, SD=0.48). The finding agrees with Bau and Dowling (2017) who studied the influence of reward and incentive systems on employee performance in German entrepreneurial enterprises and the findings reveal that an employee's educational level

has the greatest influence on utilizing of a variety of monetary and non-monetary incentives.

The statements agreed by the respondents were: reward system strategy can make an effective collaboration between team member (M=4.29, SD=0.71), employee incentives allow organizations to maintain their best employees' interest in the company's operations (M=4.00, SD=1.00), reward system strategy help employees feel engaged and give them a sense of belonging (M=3.96, SD=1.04), employees are encouraged to work hard when they are rewarded for their extraordinary hard work and full contribution to the company's growth (M=3.75, SD=1.25) and that reward system strategy improve employee retention and enables the company save money (M=3.58, SD=1.48). These findings are consistent with Waithira (2018) who studied the effects of wage earnings on Farm Concern International in Kenya and most of the workers were dissatisfied with their salaries, and it was unclear whether the current company's finances were improving staff performance.

4.5.3 Career Management Strategy

Table 4.7: Career Management Strategy

	M	SD
Employee turnover is reduced with a career management approach that provides more opportunities for advancement.	3.56	1.44
Organizations can use a career management plan to fill internal promotion vacancies, lowering the cost of managerial recruitment.	3.01	1.99
Career management strategies ensure that employees' skills are better utilized and that they are more satisfied at work.	4.62	0.38
Employees with a career management strategy are more adaptive to the organization's changing needs.	3.99	1.01
The career management plan allows the organization to maintain harmonious labor relations.	4.06	0.94
Career management strategy improves employees' morale and motivation.	4.56	0.44
Average Score	3.85	1.15

As provided in Table 4.7, management management strategy allowed respondents to influence employee performance in selected state-owned companies in Nairobi County, Kenya with values of between 3.85 and a standard deviation of 1.15. These findings are supported by a study by Lyria, Namusonge, and Karanja (2017) which examined the impact of job management on organizational performance and performance management found to be closely linked to organizational performance.

The statements strongly agreed by the respondents were that career management strategies ensure that employees' skills are better utilized and that they are more satisfied at work ($M=4.62$, $SD=0.38$) and that career management strategy improves employees' morale and motivation ($M=4.56$, $SD=0.44$). This finding is according to Baruch and Peiperl (2014) study that investigated the impact of career management methods on employee performance and the findings suggest that fair promotion, training, and vocational cognition in organizational career management significantly affect individual career management, which in turn positively affects engagement.

The statements agreed by the respondents were: the career management plan allows the organization to maintain harmonious labor relations ($M=4.06$, $SD=0.94$), employees with a career management strategy are more adaptive to the organization's changing needs ($M=3.99$, $SD=1.01$) and that the employee turnover is reduced with a career management approach that provides more opportunities for advancement ($M=3.56$, $SD=1.44$). The findings concur with Chelimo's (2014) study that looked on employee perceptions of the efficiency of career management techniques at Kenya Airports Authority and the research found that KAA's career management methods are effective, that the company provides training and mentorship to its employees.

The statement rated to a lower extent was that the organizations can use a career management plan to fill internal promotion vacancies, lowering the cost of managerial recruitment (M=3.01, SD=1.99). This findings does not agree with the study by Zeruiiah and Kwamboka (2017) that looked at the impact of career advancement on organizational performance and it was discovered that there is a link between organizational success and career growth.

4.5.4 Performance Management Strategy

Table 4.8: Performance Management Strategy

	M	SD
The company has established clear systems for reviewing and communicating to employees how they are performing their jobs, as well as developing a strategy for improvement.	4.61	0.39
Employees are involved throughout the performance review process.	4.13	0.87
When necessary, the company revisits and redesigns the performance appraisal system to ensure that it is in line with the business's mission and vision.	3.68	1.32
Employees can learn, develop, and enhance their performance by receiving feedback from management.	4.09	0.91
Employees can use feedback to evaluate their performance and discover areas for improvement.	4.10	0.90
Employees receive a general response from management registering successes and failures.	4.54	0.46
Average Score	4.18	0.82

Source: Survey Data (2021)

As given in Table 4.8, performance management strategy was agreed by the respondents to have an influence on employee performance in selected state corporations in Nairobi County, Kenya with an average score of 4.18 and standard deviation of 0.82. These findings are consistent with the Mulwa and Weru (2017) study which investigated how the performance management system affected the performance of employees at Kenya's

commercial banks in Kitui and the performance management system was identified to improve staff competency, and improving employee performance by giving a valid performance measure and attaining pre-determined targets.

The statements strongly agreed by the respondents were that; the company has established clear systems for reviewing and communicating to employees how they are performing their jobs, as well as developing a strategy for improvement (M=4.61, SD=0.39) and that employees receive regular feedback from management registering both successes and failures (M=4.54, SD=0.46). These findings support a study by Gichuki (2014) that focuses on the impact of performance management on productivity of employees in public works and it was observed that most of respondents agreed that performance appraisal recognizes good performance. Performance appraisal recognizes good work and offers modifications to Enhance departmental services and results to boost productivity.

The statements agreed by the respondents were: employees are involved throughout the performance review process (M=4.13, SD=0.87), employees can use feedback to evaluate their performance and discover areas for improvement (M=4.10, SD=0.90), employees can learn, develop, and enhance their performance by receiving feedback from management (M=4.09, SD=0.91) and that when necessary, the company revisits and redesigns the performance appraisal system to ensure that it is in line with the business's mission and vision (M=3.68, SD= 1.32). The finding concur with a study done by Maina (2015) that focused on the impact of performance management systems on employee performance in food and agriculture firms and employee input should be

included into the system through employee involvement, have fair monitoring systems, and reward high-performing employees.

4.6 Results of Diagnostics Tests

4.6.1 Autocorrelation Test Results

Autocorrelation means that the error principles of the strength models are independent of each other. The Durbin-Watson test was used in this study to test whether the data had an auto accident problem or was related over time. The results are shown in Table 4.9 below.

Table 4.9: Autocorrelation Test Results

	Durbin Watson
Training strategy	1.922
Reward system strategy	1.828
Career management strategy	2.128
Performance management strategy	2.073

Source: Survey Data (2021)

The results presented in Table 4.9 show that Durbin Watson prices ranged from 1.828 to 2.128. According to Garson (2012), Durbin Watson's figures range from zero to four when points close to 2, that between 1.5 and 2.5 indicate independent perceptions, and values close to 0 or 4 indicate automatic good or bad autonomy. respectively. Therefore, using the recommendations of Garson (2012), it is concluded that the remains of the model are not included and therefore baseless calculations can be made from the study data.

4.6.2 Multicollinearity Test Results

To determine the degree of collinearity among the parameters of the regression models, a multicollinearity test was performed using Value Inflation Factor (VIF) and Tolerance values. According to Field (2013), a Value Inflation Factor (VIF) of less than 10 and a Tolerance of more than 0.1 in a regression model indicates the lack of multicollinearity. The test results are organized and presented Table 4.10.

Table 4.10: Multicollinearity Test Results

Variables	Collinearity	
	Statistics	
	VIF	Tolerance
Training strategy	0.54	1.86
Reward system strategy	0.93	1.08
Career management strategy	0.60	1.66
Performance management strategy	0.69	1.75

Source: Survey Data (2021)

The research variables Tolerance and VIFs have values larger than 0.10 and less than 10, respectively, as indicated in Table 4.8. Based on these findings, it was determined that the study variables of interest are free of biases that could impact the researcher's decision due to multicollinearity.

4.6.3 Normality Test Results

The normality test compares sample scores with a standard distributed school set with the same meaning and standard deviation (Ghasemi & Zahediasl, 2012). The most common tests in this study were performed using the Shapiro-Wilk test. The results of all research variables are shown in Table 4.9. Shapiro-Wilk tests from 0 to 1. Figures close to 1

indicate normal data distribution and less than 0.4 indicate the presence of bound data (Inkambu, 2013).

Table 4.11: Normality Test Results

	Shapiro- Wilk test	
	Statistic	Significance
Training	0.978	0.441
Reward system strategy	0.790	0.095
Career management strategy	0.764	0.063
Performance management strategy	0.735	0.059

Source: Survey Data (2021)

The null hypothesis for the standard test said the data was no longer widely distributed. The test results in Table 4.11 show that the p values of all variables were greater than 0.05. the performance management strategy had a very small value of 0.059. On the other hand, the training strategy had a maximum value of 0.441. Therefore, the residues were not significant at the 95% confidence level, which led to the rejection of the null hypothesis and the conclusion reached that the data in this study are often disseminated and therefore data can be relied upon to make inferences about population.

4.6.4 Homoscedasticity Test Results

Levene's test for homogeneity of variances was used to assess body strength. This study assumes that the differences between independent and dependent variables are similar. When negative perceptions of equality are not supported, it means that there are differences between human diversity (Levene, 1960). If, however, Levene's test is insignificant ($p > .05$), then the variance is almost equal and the assumption is valid. Results presented at 4.12.

Table 4.12: Homoscedasticity Test Results

	Levene statistic	Significance
Training strategy	.685	0.702
Reward system strategy	3.458	0.420
Career management strategy	2.152	0.053
Performance management strategy	14.140	0.220

Source: Survey Data (2021)

The value of the four variants was greater than 0.05. The task management strategy had a very low value of 0.053 while the training strategy had a very high value of 0.702. Therefore, given the significance levels that were more than 0.05, the difference was very similar. From Table 4.12 above, it appears that Levene's statistics are not relevant to all variables and therefore the study fails to reject the null hypothesis. This then shows that the differences are almost equal and the thinking works.

4.7 Results of Inferential Statistics

4.3.1 Correlation Analysis

In order to establish a relationship between the different variables in the study, Pearson's analysis was performed on the training strategy, reward system strategy, career management strategy and performance management strategy indicators at 5% significance level.

Table 4.13: Correlation Analysis

	Training strategy	Reward system strategy	Career management strategy	Performance management strategy
Training strategy	1 .000 332	.323** .000 332	.706** .000 332	.143* .044 332
Reward system strategy	.323** .000 332	1 .000 332	.759** .000 332	.465** .000 332
Career management strategy	.706** .000 332	.759** .000 332	1 .000 332	.503** .000 332
Performance management strategy	.143* .044 332	.465** .000 332	.503** .000 332	1 332

Source: Survey Data (2021)

Table 4.13 indicates that the Pearson's r for the correlation between training strategy, reward system strategy and career management strategy variables was 0.706 and 0.759 respectively. This demonstrates a strong association, indicating that a change in training strategy and reward system strategy brings a positive and significant change on career management strategy. This finding is line with Waithira (2018) who studied the effects of reward systems on Workers at Farm Concern International in Kenya and most of the workers were dissatisfied with their salaries, and it was unclear whether the company's current salaries had increased staff performance..

4.3.2 Regression Analysis

Table 4.14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.558 ^a	.628	.615	.773	.128	4.142	4	328	.001

Source: Survey Data (2021)

The results in Table 4.14 show that 0.615 (61.5%) as an adjusted R square indicates the level of performance in selected state corporations in Nairobi County, Kenya is determined by the training strategy, reward system strategy, career management strategy and performance management strategy. Therefore, the remaining percentage (38.5%) account for other variables not studied.

Table 4.15: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.907	3	3.302	16.107	.001 ^a
	Residual	67.560	329	0.205		
	Total	77.467	334			

Source: Survey Data (2021)

The value of 0.001a indicates that the value of the value is less than 0.05 which indicates the statistical significance of the model of how the training strategy, remuneration system, operations management strategy and performance management strategies affected employee performance in selected state-owned companies in Nairobi County, Kenya. The calculated value of F (16.107) is greater than the F value calculated (3.302) at the 5% value level which confirms the value of the model.

Table 4.16: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.581	.698		0.832	.001
Training strategy	0.659	.164	4.045	4.018	.000
Reward system strategy	0.699	.091	1.369	7.681	.001
Career management strategy	0.580	.086	3.324	6.744	.000
Performance management strategy	0.686	0.238	1.257	2.882	.000

Source: Survey Data (2021)

As given in Table 4.15, the constant value of 0.581 represents employee performance in selected state corporations in Nairobi County, Kenya level when training strategy, reward system strategy, career management strategy and performance management strategy are held constant. Further, when training strategy is increased by one unit employee performance in selected state corporations in Nairobi County, Kenya also increases by 0.659 factor. When reward system strategy is increased by one unit employee performance in selected state corporations in Nairobi County, Kenya also increases by 0.699 factor. When career management strategy is increased by one unit employee performance in selected state corporations in Nairobi County, Kenya also increases by 0.580 factor and when performance management strategy is increased by one unit employee performance in selected state corporations in Nairobi County, Kenya also increases by 0.686 factor.

The equation of regression formed was as follows:

$$Y = 0.581 + 0.659X_1 + 0.699X_2 + 0.580X_3 + 0.686X_4$$

Where Y= Employee Performance

X₁= Training strategy

X₂= Reward system strategy

X₃= Career management strategy

X₄= Performance management strategy

The findings further as represented by in Table 4.14 shows that training strategy, reward system strategy, career management strategy and performance management strategy influenced Employee performance in selected state corporations in Nairobi County, Kenya as represented by 14.018, 2.882, 6.744 and 7.681 t-values respectively at 5% level of significance. Dabale, Jagero and Nyauchi (2017) observe that training improves work awareness while also aiding in aligning with the goals of the organization. Aktar, Sachu and Ali (2017) observe that employees can be inspired to work better and become more efficient if their employer rewards them for improved results. Hlanganipai and Musara (2016) observe that changes in the workplace have increased the value of people management, especially the preparation and management of their careers. According to Brudan (2018), managers that follow a well-designed performance management approach are more likely to develop high-quality strategic plans, establish ambitious goals, and regularly monitor performance all of as a result of which contribute to the attainment of strategic objectives, sustained value creation.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter gives findings in summary, conclusions, recommendations and suggestions for further studies.

5.2 Summary

The study main aim was to evaluate the effect of talent management strategies on employee performance in selected state corporations in Nairobi County, Kenya. The talent management strategies adopted were training strategy, reward system strategy, career management strategy and performance management strategy. Data were collected using questionnaires and analyzed using descriptive statistics and unlimited analysis. A summary of the findings is presented as follows:

The study sought to determine the effect of training strategy on employee performance in selected state corporations in Nairobi County, Kenya. The study found that training strategy had a positive and significant effect on employee performance. Employees with a consistent experience and background knowledge are ensured through a rigorous training program and that conducting frequent training strategy enables the organization to make the company more appealing to potential new hires, particularly those seeking to improve their careers.

The study sought to find out the effect of reward system strategy on employee performance in selected state corporations in Nairobi County, Kenya. The study found that reward system strategy had a positive and significant effect on employee performance. Employees can engage in a variety of settings and form good relationships thanks to the reward system method reward system strategy can make an effective

collaboration between team member and that employee incentives allow organizations to maintain the interests of their employees in the company's operations.

The study sought to examine the effect of career management strategy on employee performance in selected state corporations in Nairobi County, Kenya. The study found that career management strategy had a positive and significant effect on employee performance. Career management strategies ensure that employees' skills are better utilized and that they are more satisfied at work, career management strategy improves employees' morale and motivation and that the career management plan allows the organization to maintain harmonious labor relations.

The study sought to assess the effect of performance management strategy on employee performance in selected state corporations in Nairobi County, Kenya. The study found that performance management strategy had a positive and significant effect on employee performance. The company has established clear systems for reviewing and communicating to employees how they are performing their jobs, as well as developing a strategy for improvement and that employees receive regular feedback from management registering both successes and failures.

5.3 Conclusions

The study concluded that training aids organizations in attracting and retaining top people, increasing job satisfaction and morale, increasing productivity, and increasing profits. Providing opportunities for employees to learn new things, improve their abilities, and broaden their knowledge can assist organizational team members bond. Regular training activities can assist firms build regular re-evaluation of their personnel, skills,

and procedures, preventing workplace inactivity. It will also have an impact on business culture with a focus on planning, and will conduct company analysis and planning as it requires employers to assess existing talent and assess internal growth and development prospects.

The study concludes that the reward system strategies are critical for motivating the employees and increasing their performance. Furthermore, the study concluded that reward systems foster a positive work culture by putting employees in a position to do more and improve their work performance, and that reward systems encourage development and career growth by putting employees in a position to do more and improve their work performance. Reward system is considered important because it increases the chances of employees being retained.

The study concludes that career management strategy reduces employee turnover by increasing promotional opportunities, improves staff morale and motivation, allows organizations to fill internal promotions, reduce management costs, ensure better utilization of staff skills and increase employee satisfaction, and enable employees to adapt to changing organizational conditions.

The study concludes that performance management and regular reviews can aid in the identification of any flaws or future training needs. Performance appraisal is an appropriate forum for formalization and prescription. However, the quarterly assessment should include more than setting goals for the next quarter. It should also allow the line manager to identify the individual members of their team. Regular reviews are an excellent way to gain a deeper understanding of your employees' performance and their

suitability for improvement. Frequent employee reviews, as part of a larger performance management approach, can also aid workforce planning. Regular feedback sessions and conversation to examine an employee's progress versus agreed-upon targets will provide reassurance to line supervisors. The employees will develop a culture of trust and initiative as a result of this.

5.4 Recommendations

The study recommends that based on its business and talent strategies, the company should establish and shape a training strategy. Needs must be linked with organizational initiatives after they have been recognized. The human resource manager should develop a curriculum to solve organizational issues and support corporate objectives, and ensure that estimates include price, quality, time, cost and performance. The content of the training provided to staff should also be up-to-date and to help them with their daily activities, expand their horizons, and provide them with take-up options.

The study recommends that the organization should look at current salary trends and take corrective and preventative measures to increase employee performance. The organization should consider providing greater financial and non-financial rewards to attract and retain its employees. In addition, employee salaries need to be linked to the market to ensure that they do not test alternatives. The organization needs to understand the areas in which they need to focus in order to improve their award management practices and improve staff performance. In addition they need to improve on the policies that govern the level of compensation and employee benefits by combining more than one basis for employee remuneration.

The study recommends that the organization should consider allowing individuals to work in distinct but related departments or jobs so as to improve cross-departmental collaboration and develop rapport in a remote team. Create a succession planning program to show high-potential employees a company that not only wants to invest in their technology development, but also wants to see them grow into future leaders. The study also suggests that the company promote a work-life balance by assisting employees in finding time to fulfill their responsibilities, taking care of personal responsibilities, and participating in professional development activities that will help them grow their careers.

The study recommends that the organization's goals and performance targets should be defined and communicated by the organization. The first step toward strategic performance management should be to clearly state performance expectations and organizational goals. Regularly provide performance feedback to reinforce strong skill sets and create desired behaviors, as well as to direct staff down a clear route for progress and development. Use multi-rater feedback, such as 360-degree reviews, in which peer, colleague, direct report, and even customer feedback is discussed. Finally, compared to a single perspective from simply the person's boss, this technique enables for a more well-rounded and inclusive feedback experience.

5.5 Suggestion for Further Studies

The current study examined the effect of talent management strategies on employee performance in selected state corporations in Nairobi County, Kenya. The talent management strategies adopted were training strategy, reward system strategy, career management strategy and performance management strategy. Therefore, research suggests that more studies should be done that focus on other strategies on talent

management not studied. In addition, the study focused on state corporations in Kenya and other studies can be done focusing on different organizations.

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APPENDICES

Appendix I: Letter of Introduction

Dear Sir /Madam

Re: Request for Participation in Research Study

This study aims at collecting your views on how to determine how talent management strategies affect employee performance in selected state corporations in Nairobi County, Kenya. As student who is carrying out this study for academic purpose I request for your honest participation in providing data that the study intends to achieve,

Please note that all information you provide will be kept private.

Yours Sincerely

Sign..... Date.....

Morine. A. Owino

KCA University

Appendix II: Questionnaires

Section A: Personal Details

1. Gender: Male Female

2. Age:
 below 29 years 30 – 39 Years
 40 – 49 Years 50 years and more

3. Specify your current qualifications in academics
 Diploma Post Graduate Diploma
 Graduate Post graduate

4. Specify the number of years you been in employment:
 Less than 5 years 5-9 years
 10- 15 years Above 15 Years

Section B: Talent Management Strategies

Kindly specify the degree to which you concur to the following items based on how employee performance in selected state corporations in Nairobi County, Kenya is influenced by Training strategy, reward system strategy, career management strategy and performance management strategy.

Use the scale of: **1**=strongly disagree; **2**= disagree; **3**= undecided; **4**= Agree; **5**= strongly agree.

Training Strategy

A training program gives employees the chance to learn the skills they need.	1	2	3	4	5
Employees acquire confidence as a result of a training strategy program because they gain a better understanding of the sector and the responsibilities of their roles.					
Conducting frequent training strategy enables the organization to make the company more appealing to potential new hires, particularly those seeking to improve their careers.					
When employees face obstacles at work, the training strategy enables them to be more independent and innovative.					
Employees with a consistent experience and background knowledge are ensured through a rigorous training program.					
Investing in training strategy shows that a company values their employees					

Reward System Strategy

Employees are encouraged to work hard when they are rewarded for their extraordinary hard work and full contribution to the company's growth.	1	2	3	4	5
Employees can engage in a variety of settings and form good relationships thanks to the reward system method.					
Employee incentives allow organizations to maintain their best employees' interest in the company's operations.					
Reward system strategy help employees feel engaged and give them a sense of belonging					
Reward system strategy can make an effective collaboration between team member					
Reward system strategy improve employee retention and enables the company save money					

Career Management Strategy

Employee turnover is reduced with a career management approach that provides more opportunities for advancement.	1	2	3	4	5
Organizations can use a career management plan to fill internal promotion vacancies, lowering the cost of managerial recruitment.					
Career management strategies ensure that employees' skills are better utilized and that they are more satisfied at work.					
Employees with a career management strategy are more adaptive to the organization's changing needs.					
The career management plan allows the organization to maintain harmonious labor relations.					
Career management strategy improves employees' morale and motivation.					

Performance Management Strategy

The company has established clear systems for reviewing and communicating to employees how they are performing their jobs, as well as developing a strategy for improvement.	1	2	3	4	5
Employees are involved throughout the performance review process.					
When necessary, the company revisits and redesigns the performance appraisal system to ensure that it is in line with the business's mission and vision.					
Employees can learn, develop, and enhance their performance by receiving feedback from management.					
Employees can use feedback to evaluate their performance and discover areas for improvement.					
Employees receive a general response from management registering successes and failures.					

Appendix III: List of State Corporations in Kenya

1. African Trade Insurance Agency
2. Anti-Counterfeit Agency
3. Brand Kenya Board
4. East African Portland Cement Company(EAPCC)
5. Export Processing Zones Authority
6. Export Promotion Council (EPC)
7. ICDC
8. Industrial Development Bank
9. Kenya Accreditation Service (KENAS)
10. Kenya Bureau of Standards (KEBS)
11. Kenya Industrial Property Institute (KIPI)
12. Kenya Industrial Research and Development Institute (KIRDI)
13. Kenya Investment Authority (Ken Invest)
14. Kenya National Trading Corporation Ltd. (KNTC)
15. Kenya Wine Agencies(KWAL)
16. Sacco Societies Regulatory Authority (SASRA)
17. Numerical Machining Complex
18. New Kenya Co-operative Creameries (New KCC)
19. Micro and Small Enterprises Authority

Appendix IV: Data Collection Letter



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SCHOOL OF GRADUATE STUDIES AND RESEARCH

KCA/SGS/Sept. 21/1

16th September 2021

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: MORINE.A. OWINO REG NO: 17/02231

It is my distinct pleasure to introduce to you Ms. Morine Owino who is a student in our institution pursuing a Master of Business Administration at the College of Business.

Morine is conducting a research on a topic titled: *“Effect of Talent Management Strategies On Employee Performance in Selected State Corporations in Nairobi Count, 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. Nyaribo Misuko
Dean, School of Graduate Studies & Research

Appendix V: Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 795852	Date of Issue: 14/October/2021
RESEARCH LICENSE	
	
This is to Certify that Ms. Morine Akinyi Owino of KCA University, has been licensed to conduct research in Nandi on the topic: EFFECT OF TALENT MANAGEMENT STRATEGIES ON EMPLOYEE PERFORMANCE IN STATE CORPORATIONS IN NAIROBI COUNTY, KENYA for the period ending : 14/October/2022.	
License No: NACOSTI/P/21/13385	
795852 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
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