THE EFFECT OF TALENT MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE AMONG REAL ESTATE COMPANIES IN KENYA: A CASE OF SURAYA PROPERTY GROUP LIMITED

BY

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UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

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A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Master of Science in Organizational Development (MOD)

UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

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STUDENT'S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution, or university other than the United States International University – Africa for academic credit.

Signed: ________________________              Date: ______________________
Erica Wanjiku Knott (ID No: 647672)

This project has been presented for examination with my approval as the appointed supervisor.

Signed: ________________________              Date: ______________________
Dr. Teresia Linge

Signed: ________________________              Date: ______________________
Dean, Chandaria School of Business

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ABSTRACT

The purpose of the study was to examine the effect of talent management practices on employee performance. The study was guided by the following research questions: To what extent do training and development affect employee performance, to what extent do talent retention strategies affect employee performance and finally to what extent do performance management systems affect employee performance.

The study adopted a descriptive survey research design. The population of the study was 95 employees of Suraya Property Group Limited. This study adopted a stratified sampling technique to select a sample size of 76 respondents. A structured closed ended questionnaire was used to collect primary data. Data was analysed both for descriptive statistics (frequencies and percentages) and inferential statistics (correlation analysis). Data was presented using tables and figures.

The findings on the extent to which training and development affects employee performance revealed a statistically significant relationship between training and development of employees and employee performance. Majority of respondents believed that systematic training is essential for enhancing employees’ performance, while at the same time believed that a suitable work environment that enhances employees’ creativity is important for employees’ performance.

The findings on the extent to which talent retention strategies affect employee performance showed that there was a statistically significant relationship between talent retention strategy and employee performance. Majority of respondents believed that when an organization identifies and prepares potential employees to take up responsibility of key staff leaving an organization, this leads to enhanced employee performance. Majority also believed that when an organization has well-articulated succession plans that enables employees to perform managerial roles, this enhances employees’ performance at Suraya Property Group Limited.

The findings on the extent to which performance management systems affect employees’ performance indicated that there was a statistically significant relationship between performance management systems and employee performance. The majority of respondents believed that when an organization has proper appraisal evaluation and
communication processes for employees, this leads to enhanced performance. Majority also indicated that employee performance is enhanced when employees are fully involved in the appraisal process.

This study concludes that training and development is an essential component of organizations’ talent management strategies that enhance employee performance. Training enhances the necessary skills and knowledge required by the employees to perform their duties while development is essential in long term employee competence performance which is also critical to overall employee performance. Succession planning, career development and employee motivation are some of the talent retention strategies that when used by organizations, they do enhance employee performance. Talent mechanisms put in place by organizations do not only enhance employees’ current performance but guarantees employees’ future performance. This study concludes that performance appraisal systems are important to employee performance. How managers within organizations involve employees in the entire process of performance management system including designing of the evaluation tool contributes to the acceptance and use of performance evaluation to enhance employees’ performance.

The study recommends that programs should be designed by both managers and employees. Employees are critical component that determines the success or failure of an organization’s training programs therefore, should not be ignored. Equally, when designing career development, it is important that Suraya Property Group Limited examine what other organizations in the sector are doing to enhance career development of employees. The concept of employee involvement in the entire process of performance appraisal should be made mandatory. The more employees are involved in designing a performance management system that will be used to evaluate them, the more they will want to support the system.
ACKNOWLEDGEMENT

I would like to acknowledge Dr. Teresia Linge for wonderful guidance throughout the research process. Thanks you. I also wish to give special thanks to my family for understanding when I was away from them as I attended classes. Your understanding is well appreciated.
DEDICATION

I dedicate this project to my mother for her encouragement and continuous support throughout my studies.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

The real estate sector has undergone dynamic volatilities since the 2008 credit crunch that tumbled both the financial sector and the real estate market (Drucker, 2008). To remain relevant, real estate companies began competing for minimal pool of talented employees. The basic notion around scramble for talent is employee performance. As such, real estate companies have also discovered that attracting and retaining talented employees does not only enhance employee performance in itself but organization performance as a whole. (Smith, 2007). Talent management is defined as the process of identifying, development, recruitment, retaining and deployment of high potential individuals at the workplace (Wellins, Smith & Erker, 2009). Talent management also entails the identification, development and management of talent portfolio (Drucker, 2008). It is therefore a deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organizational needs.

Talent management is an important activity in that it enables an organization to have the right people with the skills and expertise to meet the immediate and future needs of the firm. The process covers activities such as selection, development, succession and performance management (Wellins, Smith & Erker, 2009). Talent management has been a top priority in the developed countries for decades now as expressed in literature for countries such as the UK, USA, France, China, and Australia (Coulson-Thomas, 2012, Chugh & Bhatnagar, 2011, Egerová, 2013, Lewis & Heckman, 2011). These studies show that the concern and search for talent is universal. In the US for instance, the Bureau of Labor and Statistics indicated that in 2010 the US had a deficit of 10,033,000 out of which, talent was most sought after by employers (Pfeffer & Sutton, 2011).

According to a global survey that was conducted by Stavrou-Costea and Morley (2011) that targeted 26 countries and 32,000 employees revealed that shortage of talent in business entities as undermining performance. Real estate just like any other venture, needs a talented employee. Piansoongnern and Anurit (2010) argue that Africa has a reflex, complex paradox in that on one hand, it has high unemployment rates yet managers
complain that they are short on talent, and are willing to recruit talent any time. The challenge with Africa is that over the years, the continent has suffered brain drain, as talented employees seek greener pastures in Europe and America (Lewis & Heckman, 2011). Kambui, (2014) equally argues that talent management in Africa has been a major challenge due to poor compensation by companies, and prevalence of uncompetitive work environment that impact negatively on employee performance and desire to remain with the company.

In the real estate sector, talent management has become a key management, and performance issue. Several studies showed that business leaders consider finding talented people to be the single most important managerial preoccupation in the recent past (Guthridge, Komm & Lawson 2008). Talent Management as typical human resource roles and activities and in this perspective, HR provides the same attention and focus regardless of how the talent was recruited or classified. This is done by developing an internal talent to think through and identify strengths and career planning for succession planning for those employees who show exemplary performance at their job tasks.

Leisy and Pyron (2009) deduced that effective talent management strategy is comprised of nine key components. These are: Workforce analytics and planning that requires the organization to properly comprehend costs, demographics and issues of its workforce so that it can review them in light of future firm needs and objectives. The workforce analysis will therefore improve return on investments as a direct consequence of talent management (Leisy & Pyron, 2009). Workforce analysis involves collecting data on competency of employees and matching them with new role designs; thus it identifies employees who possess the right experiences, knowledge and skills needed to perform in a particular job position.

According to Serrat (2010), talent management is one of the most pressing issues in organizations today as competition for talent has and will continue to define organizational environment. Critical talent is scarce and the situation is getting worse due to a widening skills gap and large-scale social integration that is driving changing lifestyles and talent poaching among rival firms (Serrat, 2010). Collings and Mellahi (2009), identify various set of practices covered by most talent management activities; staffing, recruitment, training and development, succession planning and employee retention management.
Organizations therefore ought to provide career development opportunities to their staff by conducting internal training programs to enhance their job experience, enable self-career management by carrying out talent appraisals, enable work changes by instituting internal transfers and retaining the right talent. Armstrong (2008) deduced that talent management practices consist of a wide range of activities including; employee attraction and retention policies, talent audit, employee resource strategy, talent relationship management, role development, career management, learning and development and performance management.

Talent management requires Human Resource professionals and their clients to understand how they define talent, whom they regard as ‘the talented’ and what their typical background might be (Frank and Taylor, 2004). Agus (2005) viewed that HR policies, leadership commitment, training and development and other aspects of talent are critical issues, which are important aspects to provide employees with the necessary knowledge and skills to enable them to cope with problem solving. However, training focused on broadening employees’ knowledge and skills can represent opportunities for individual growth and development and result in advantageous outcomes such as more proficient team-related skills and increased workforce flexibility (Hunt, 1992, Leitch 1995).

Talent management is therefore essential for employee performance. According to Heinen and O’Neill (2004), talent management is the best way of harnessing employees potential and enhancing performance. The ideal talent management system is one where all employees understand the mission of the organization, how far they are towards achieving the organization’s goals, and the skills required to improve performance and help the organization realize its dream. Talent management improves employee performance and boosts the productivity of an organization (Armstrong & Baron, 2007).

Numerous empirical studies on talent management contain the central notion that talent management is associated with different human resource department practices, such as the strategic recruitment, retention, development, and training of talented high-performing or high-potential employees (Lewis & Heckman, 2006, Armstrong & Baron, 2007). These studies assert that the allocation of the appropriately selected person to the appropriate position and the development and training of the relevant competence based on strategic business objectives is associated with higher productivity and organizational
competitiveness and is regarded as crucial to an organization’s success (Collings and Mellahi, 2009, Lewis & Heckman, 2006, Tarique & Schuler, 2010).

Talent management requires HR professionals and their clients to understand how they define talent, whom they regard as ‘the talented’ and what their typical background might be (Frank and Taylor, 2004). Agus (2004, 2005) viewed that HR policies, leadership commitment, training and development and other aspects of talent are critical issues, which are important aspects to provide employees with the necessary knowledge and skills to enable them to cope with problem solving. However, training focused on broadening employees’ knowledge and skills can represent opportunities for individual growth and development and result in advantageous outcomes such as more proficient team-related skills and increased workforce flexibility (Hunt, 1992; Leitch, 1995).

Employee performance common to most jobs includes quantity of output, timelines of output, presence at work and cooperativeness (Mathis and Jackson, 2004). Employee performance is a measure of the quality of a person’s job execution. Many organizations review the performance of their employees on a quarterly or annual basis to determine the areas that require improvement. Employee performance reflects on the productivity of any given organization and therefore, needs serious consideration. Elnaga and Imran (2013), define employee performance as output produced by employees based on a given job description that contributed to the realization of organizational objectives. It involves all aspects which directly or indirectly affect and relate to the work of the employees. Organizational performance is a sign of the capacity of a company to efficiently achieve independent goals (Venkatraman & Ramanujam, 1986).

One of the elements that is assessable is the employees’ performance through the level of their productivity. Several researches have been introducing various methods to evaluate organizational performance in terms of the quality of work they produce, quantity in terms of numbers of output and how innovative and creative they are as individuals (Wong & Wong, 2007, Prajogo, 2007). This helps employees accomplish the works in accordance with the responsibilities assigned to them during a specified period. In other words, the assessment systems in selecting new employees to fill a role in an organization must have some standard parameters that can be relied upon. Once the position has been filled then the organization should follow a holistic approach in talent management for purposes of
improving the performance of the employees. Huselid (1995) argued that the effectiveness will transfer on the behavior of employees as a result of human resource management which also proves a positive association. The ideal employee is one who has excellent skills and operates in a productive environment. Organizations can only tap into the full potential of employees by providing them with the necessary tools to succeed. The importance of employees’ performance must therefore be understood by the management and sincere efforts must be put in that direction. The management of the company taking timely steps in that direction will be in position to develop and motivate the people to do so. Thus it is on this basis that the study aims to determine whether the effect of talent management practices on employee performance found in organizations are the same in real estate companies with a focus on Suraya Property Group Limited.

Suraya Property Group Limited is a real estate company incorporated in 2006 by Pete and Sue Muraya. There are three under this umbrella group: Plence Architects, Sales and Suraya Facilities Management. There are currently 95 employees working across all departments in Head Office. Their vision is to become the leading property development company in Africa by creating lifestyles that change the way people live, work and play through innovation, eco-friendly and affordable developments. Their mission is to create quality, affordable housing through a goal oriented team that executes innovative ideas to change the landscape of the housing development while establishing sustainable wealth and a signature brand (Suraya Property Group, 2016).

Muraya’s firm is one of the few that can boast of having housing projects across all the market segments – from the high-end to the lower-middle-income groups. The firm started with Rosslyn Gardens near Gigiri, Nairobi, in its formative years for the high-end market segment, then came to the upper-middle-income segment with Fourways Junction on Kiambu Road and then Encasa (off Mombasa Road) for the lower-middle-income segment (Suraya Property Group, 2016).

Some of the other real estate properties completed by Suraya Property Group include Fourways Junction phase I and phase II, Rosslyn Gardens; Rosslyn Heights, Loneview Marionettes, Loneview Apartments, The Lynx Mbagathi, Encasa Mombasa Road and Spring Valley Business Park in Nairobi. Other properties under development include; Encase Mombasa Road Phase II, Fourways Classix, Lynx Muchai drive, Tiara at Chalbi
drive, Terrace at Lavington, The Falls at Riverside, Lynx at Ngong Road, Lynx at West and Lynx at Royal (Suraya Property Group, 2016).

1.2 Statement of the Problem

Stiff competition has seen Suraya lose employees to other real estate developers like Delta Group, and Knight and Frank.

Several scholars have conducted studies on talent management including Koranteng (2014) study on talent management as a tool for employee retention using a case study of Procredit Savings and Loans Limited Kumasi. The study revealed the adoption of major talent management practices including motivation, regular training and development of employees. Koketso and Rust (2012) conducted an exploratory study on the perceived challenges to talent management in the South African Public Service using the case of Cape Town Municipality. Kambabazi (2012) examined talent management, organization culture and employee engagement using the case of National Water and Sewerage Corporation in Uganda. The findings indicate that both talent management and organization culture predict employee engagement and therefore performance.

Wambui (2012) studied talent management practices in commercial state corporations while Lyria (2013) examined the role of talent management on organization performance in companies listed in Nairobi Security Exchange. These studies revealed that the existence of a strong positive correlation between talent management and employee performance. However, these studies did not examine whether this correlation still holds true for real estate companies and in particular, the Kenyan context. Therefore, this study seeks to fill the existing gap in literature by providing empirical data on effects of talent management on employee performance in real estate companies.

1.3 Purpose of the Study

The purpose of the study was to examine the effect of talent management practices on employee performance among real estate companies in Kenya focusing on Suraya Property Group Limited.

1.4 Research Questions

1.4.1 To what extent do training and development affect employee performance in Suraya Property Group Limited?
1.4.2 To what extent do talent retention strategies affect employee performance in Suraya Property Group Limited?

1.4.3 To what extent do performance management systems affect employee performance in Suraya Property Group Limited?

1.5 Significance of the Study

The study could be valuable to a number of stakeholders including managers at Suraya Property Group Limited, policy makers, Suraya Property Group Limited customers, researchers and academicians and real estate industry.

1.5.1 Managers at Suraya Property Group Limited

Managers at Suraya Property Group Limited can utilize the findings of this study relevant in that it can inform them of the various talent management strategies and how they influence employee performance. This would help them in planning their human capital needs and skills to ensure timely delivery on organization objectives.

1.5.2 Policy Makers

The findings of this study are valuable to the Construction Authority of Kenya and other Government Ministries in formulation of policies and regulations. For instance, the Ministry of labor and its affiliate departments will use the findings of this study in formulation of labor laws to ensure smooth operations in the construction industry.

1.5.3 Suraya Property Group Limited Customers

Customers of Suraya Property Group Limited will find this study relevant in building confidence in the developments put up by the Company, as they would understand how well the Group takes care of its talents to ensure quality structures. This can help them appreciate the pricing of products and services by the Company.

1.5.4 Researchers and Academicians

Future researchers and academicians can adopt the findings of this study relevant in that it will act as an empirical source of their future studies on talent management and employee performance besides suggesting areas for further research. Scholars can also benefit in terms of the contribution to the general body of knowledge in the broad area of
performance. This will not only enhance the understanding of the effect of talent management practices influencing performance of employees in organization but also enable the development of further areas of research interest.

1.5.5 Real Estate Industry

The real estate industry in Kenya and the wide African region would find this study relevant in informing their talent management strategies for optimal employee performance. It is hoped that through the findings of this study, other managers within the real estate industry will learn more on talent management strategies and how they affect employee performance and therefore be able to incorporate and focus on these practices so as to acquire and retain high performers in their organization.

1.6 Scope of the Study

This study focused on staff at Suraya Property Group Limited. These are employees of different skills and background as they have worked with the company for varying period. The company has 95 employees at Head Office. These employees who comprise different categories were the target population. The most significant challenge faced by the researcher was getting all the questionnaires completed by the respondents. However, this was overcome by personally engaging with the respondents for them to complete the questionnaire.

1.7 Definition of Terms

1.7.1 Training

Training is a planned process to modify attitude knowledge or skill behavior through the learning experience to achieve effective performance in an activity or a range of activities (Bloisi, 2007).

1.7.2 Development

Development is a process which learning occurs through experience and where the results of the learning enhance not only the tasks and the skills of the individual but his or her attitudes (Cartwright, 2003).
1.7.3 Employee Performance

Employee Performance refers to what an employee does or does not do. Employee performance common to most jobs includes quantity of output, quality of output, timeliness of output, presence at work and cooperativeness (Mathis & Jackson, 2004).

1.7.4 Strategy

Strategy- is the direction and scope of an organization over the long term ideally, which matches its resources to its changing environment, and in particular to its markets, customers and clients to meet stakeholder’s expectations (Johnson, 1993).

1.7.5 Talent Management

Talent management - is the process that involves the identification, development, recruitment, retaining and deployment of high potential individuals at the workplace (Wellins, Smith & Erker, 2009).

1.8 Chapter Summary

This chapter has provided the background of the study in relation to talent management strategies and employee performance. It has briefly highlighted a background to the statement of the problem, identified the purpose of the study, research question, significance of the study, scope and definition of key terms. Chapter two presents literature review based on the study research questions.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter presents literature reviews on talent management and employee performance based on the study research questions. Literature on training and development is presented first, followed by retention, performance management and employee performance.

2.2 Effects of Training and Development on Employee Performance

Aswathappa (2008), attempts to draw a distinction among training, education, and development and argues that training is the process of imparting specific skills while education on the other hand is confined to theoretical learning in the classroom. He further defines development as the learning opportunities designed to help employees grow. Staff development and training activities are designed to help an organization meet its skills requirement and to help its employees realize their maximum potential with the overall aim of implementing its strategy and ensuring the success of the organization (Anthony et. al. 2006).

According to Aswathappa (2008), training and development is any attempt to improve current or future employee performance by improving an employee’s ability to perform through learning, usually by changing attitudes or increasing skills and knowledge. Aswathappa (2008), continues to argue that the organization must offer a wide range of development provision, enabling staff to gain the skills, competences, and experience necessary to contribute to the attainment of an individual, team and organizational goals and expectations. The training of employees provides an opportunity to widen knowledge and capabilities that enhances more efficient cooperation at the workplace thus achieving individual development and improving work performance. Kreitner and Kinicki (2007), argue that employees at any level in an organization can be trained to be more transactional and transformational. They posit that this reinforces the organizational value of developing and rolling out a combination of transactional and transformational leadership training for all employees. The success of the organization depends mainly on people. If they have knowledge and skills, as well as opportunities for development, they will be able to improve their jobs and enhance their performance. When employee training and development is
relevant, it should efficiently and effectively deliver and impart new skills and knowledge to meet organizational needs (Kaplan & Norton, 1996).

2.2.1 Employee Training

Training is a learning process that involves the acquisition of skills, concepts, rules, or attitudes to increase employee performance (Byars & Rue, 2008). It is a key strategy for generating skills in people since it enables them to both learn and unlearn skills – in other words, to acquire new skills and change inappropriate skills (Pineda, Quesada & Ciraso, 2014). Cascio (2010) observes that to promote efficient learning, long term retention and application of the skills or factual information learnt, in training to the job situation, training programs should incorporate principles of learning developed over the years. Rothwell and Kazanas (2003) found out that talent training requires not only formal classroom training but also there are other approaches such as mentoring and autonomous learning. Most companies choose to adopt the HR strategies such as the commitment strategy which attempts to develop psychological connections between the company and the employee as a means of achieving goals (Wright, Gardner& Moynihan, 2003).

Training refers to a planned intervention aimed at enhancing the elements of individual job performance (Chiaburu & Tekleab, 2006). It is all about improving the skills that seems to be necessary for the achievement of organizational goals. Training programs may also help the workforce to decrease their anxiety or frustration, originated by the work on job (Byars & Rue, 2008). Those workers who feel they are unable to perform a task with the desired level of performance often decide to leave the firm Rothwell and Kazanas (2003). Rowden (2003), suggest that training may also be an efficient tool for improving employees’ job satisfaction as employees’ better performance leads to appreciation by the top management hence, employees feel more adjusted with his job. According to Rowden and Conine (2006), trained employees are able to satisfy the customers and (Tsai, 2007), employees who learn as a result of training program show a greater level of job satisfaction along with superior performance.

Training is the systematic acquirement and improvement of knowledge, skills and competencies that are required by an employer so as to adequately perform assigned tasks thus boost performance (Byars & Rue, 2008). Career training enhances employee’s job performance needed to fulfill goals of the firm that entails keeping an effective and dynamic
workforce (Nguru, 2014). For employees, if their specific role needs are met through training programs, then there is no doubt that an increase in performance will be realized. Furthermore, the provision of training by the corporation is an important determinant of employee retention that has a positive correlation with employee performance.

Training not only develops the capabilities of the employee but sharpen their thinking ability and creativity in order to take better decision in time and in more productive manner (Leisy & Pyron, 2009). Moreover, it also enables employees to deal with the customer in an effective manner and respond to their complaints in a timely manner (Hollenbeck, Derue & Guzzo, 2005). Training develops self-efficacy and results in superior performance on job, by replacing the traditional weak practices by efficient and effective work related practices (Kathiravan, Devadason & Zakkeer, 2006).

According to (Chiaburu & Tekleab, 2006), employee training generates an improvement in performance related benefits for both the organization and the employee. This is partly because training positively influences employee’s performance due to development of knowledge, behaviour, abilities, skills and competencies. Training bridges the performance gap in the implementation of tasks since it comes as an intervention for developing fastidious skills and competencies of employees thus enhancing their performance. Training therefore enhances employee competencies hence enables them to implement their job related tasks efficiently thus facilitating the achievement of the firm`s objectives. Furthermore, cases of dissatisfaction, turnover and absenteeism will be reduced if and only if employees are trained. All these reductions will translate to improved employee job performance leading to overall enhancement of overall organizational performance (Chiaburu & Tekleab, 2006).

In cases where there are deficiencies of technology, skills, innovation and knowledge employees go through training, learning and development programs so as to improve their talents and align their talents with the needs for the business at the current position and in future times (Leisy & Pyron, 2009). Training of employees gives desired work security thus positively influencing employee performance. In fact, top firms in the various industries recognize the need for comprehensive training so that employees can improve on their development skills (Njambi, 2014).
2.2.2 Employee Development

Career planning which entails matching highly performing individuals’ long term professional goals to the available opportunities at the firm. This in turn is imperative as it enhances the identification of precise actions needed to develop, retain as well as engage right employees at the firm. The best talent is focused on advancing staff careers. For employees to prosper and grow, they need to be encouraged to reach their full potential. With factors like succession and development, you can increase employee engagement, foster professional growth and development and maximize career opportunities for top talent, making your company the employer of choice (Breauh & Starke, 2000). A business that provides employee development will be more competitive and productive and will win the loyalty of its workforce (Corrado, Hulten & Sichel, 2009). Development is a key factor that enhances good employee retention that in turn improves on overall individual performance due to satisfaction. According to Puvitayaphan (2008), when the organizations pay special attention to the development of the best talent, they not only benefit from improved individual employee performance, but also gain from overall increased firm productivity.

Gomez-Mejia (2007) argue that loyalty and commitment are no longer relevant issues in human resource management and instead personal growth, learning and development have become more relevant as they make individuals more employable. Almost half of the companies studied planned to increase or sustain employee learning, engagement and development budgets during the economic slowdown (Beechler & Woodward, 2009).

Nyanjom (2013) opines that the purpose of employee development is to increase employees’ morale as development programs improves on employees’ confidence in handling assigned tasks at the firm and lowers production costs as it leads to the economic use of material hence consequently avoids waste during the production process. Workplace learning oriented towards personal development enhances skills and abilities of employees, job satisfaction and worker commitment that in turn improves on individual output from assigned tasks at the organization (Beechler & Woodward, 2009). Cappelli (2008) argues that managers must ensure that staff development provision is aligned with the delivery of excellent learning and teaching provision, working closely with colleagues across the organization to develop, deliver and monitor impact. He posits that the telltale signs of
successful talent management are that it is inclusive and that it can address and resolve any incongruity between the supply and demand of talent.

According to Noe (2008), creating a culture of continuous learning with staff enabled to take responsibility for their own development and ensuring training is clearly linked to quality service delivery and emerging customer needs are key. They assert that continuous learning refers to a system that requires employees to understand the entire work process and expects them to acquire new skills, apply them on the job and share what they have learned with other employees. To improve performance at the organizational level it is essential to create a culture and situation of continuous learning of employees and of the organization (Van der Sluis, 2007). Employees can and must become strategic assets but it does not just happen “they have to know the firm’s strategic goals and how their own performance fits in with them (Crain, 2009). This can be achieved by implementing staff development provision, appraisal, competence/behavioral frameworks, coaching and other support to enhance staff performance, equip staff to fulfill current responsibilities and enable them to adapt to future change.

Chacha (2013) examined human resource factors that influence employee performance in international nongovernmental organizations in Kenya. Study findings showed the presence of a significant relationship between employee development, leadership style, employee motivation and improved employee performance. The study recommended that NGOs ought to develop as well as implement focused employee development programs so as to motivate employees hence realize improved employee performance that in turn improves on overall organizational performance. Mutinda (2010) deduced that employee development serves to increase job skills and personally held perceptions by employees concerning efficiency and effectiveness in tasks execution. This therefore causes staff to generally exhibit higher sensations of motivation and satisfaction that consequently increases their individual productivity. In essence, firms that are able to have high capacity building programs towards the development of their employees are more likely to gain from increased employee performance due to motivation that spurs across the organizational workforce.

Gong, Zhou and Chang (2009) noted that managers actually play a huge role in enhancing the creativity of employees. They achieve this by creating conditions that foster employee
development so as to bring forth employee creativity. Managers are therefore instrumental towards the provision of an environment that nourishes and fosters creative employee self-efficacy that in turn improves on employee productivity.

Rothwell and Kazanas (2004) orate that creativity impacted to employees during development is significant as it gives them an opportunity to discover new inherent skills needed to improve on personal performance. The adoption of HRM practices for instance employee’s development into everyday organization process has a tremendous impact on employee productivity in daily operations. This will consequently turn into a strategic source of competitive advantage to the business against competitors due to superior employee performance. Omerzel and Gulev (2011) deduced that organizations need to adopt the development of employees so as to foster a sound organizational memory. This will in turn enable employees to develop capabilities needed to remember what had previously worked as well as what previously failed. This will enhance sound and prompt execution of tasks as organizational information can be retrieved to enhance better employee performance.

Employee development is the most crucial Human Resource Management function in the organization and it refers to developing employees and organization’s abilities as a whole. Therefore, there is a direct association between development of employees and their performance. When employees become more developed, they tend to be more content with the job, more dedicated with the job and hence performance would eventually heighten. Hence, organizational effectiveness will be achieved when the performance of employee increases (Champathes, 2006).

Furthermore, activities involved in employee development are important, when an employee performs the activities it’s an indication that the organization is concern about their workers’ development. According to Omerzel and Gulev (2011), a lot of organizations are investing in developing employees. When organizations contribute towards developing employee activities, the employees put more effort and make use of their skills to attain organizational goals.
2.3 Effects of Talent Retention Strategies on Employee Performance

The term employees’ retention is referred to be the ability of an organization to retain its employees within the organization in the long run. It can be measured in simple statistics like percentage and considered as the outcome or in terms of efforts made by employer to keep employees within the organization in this sense it is considered to be the strategy. It is therefore advisable that every organization should maintain its best performers especially in today’s competitive economic arena where competitors are observed to poach employees from each other (Hall, 2005).

Mokaya (2014), explains that when an organization cannot retain its employees, such action leads to high costs associated with employee turnover including additional burden on the remaining staff, recruitment and training costs. As a result, it is important that firms adopt Human Resource management (HRM) strategies that make the best use of employees and retain talent. Retention of employees is very important because if the talented employees of the organization leave the organization in large numbers it directly affects the cumulative performance of the employees as well as the profitability of the organization. Employee turnover is important to individuals, organizations and society (Ngo, Lau & Foley, 2008). From the organizational perspective, employee turnover may lead to disruption of service to clients. The extra time and money spent on recruitment and training of the replacement and the added stress of more work for the remaining staff during the interim are a few of the consequences suffered by the organization when turnover occurs.

Whenever an organization can retain its employees for long periods of time, the organization benefits as the employees think of the long term goals of the organization that they could achieve as opposed to look for new opportunities out there. The employees are more focused and thus are able to perform better in their roles and the assigned tasks (Hall, 2005). As organizations continue to pursue high performance and improved results through talent management, they are taking a holistic approach to talent management. Agrela (2008) states the need to focus on the factors that affects employee retention leading to growth and success of organizations as these employees’ performance improves due to gaining experience as they have worked for a long time in the organization and they are conversant with the organizational culture and processes.

Studies suggests that employee retention strategies which satisfy the needs of all employees and enhances the ability for companies to adapt to changes in organizations and the trends
in modern retention strategies go beyond the traditional salary and benefits package but looks at motivating the employee in a wholesome way (Thomas, 2000). Talent retention strategies include succession planning, career development and motivation. Morton (2005) said that organizations are working on retaining their employees and following different strategies, that is, HR generic strategies to retain their top talent. Chiu, Luk and Tang (2002) highlighted that motivation and job satisfaction are key factors for talent retention. The importance of succession planning techniques at different levels of management to enhance employee performance.

2.3.1 Succession Planning

Noe (2000) defines succession planning as a process of identifying and preparing suitable high potential employees to replace key players within the organization as their terms expire. Succession planning entails identifying as well as preparing a qualified talent pool in advance of organizational needs. It enables smooth transitions at the firm.

Milkovich and Boundreau (1988) asserts that regardless of the expansion or contraction of the total workforce in the organizations, the need for good managers is critical and continuous. He further stated that the availability of the right number, right kind of management staff at the right time and in the right positions is imperative. A sudden vacancy can lead to confusion and loss of efficiency as the search for a replacement is conducted. The absence or loss of an employee could cause an inconvenience that could be avoided with some anticipation to serious succession development. Therefore, planning on how one’s shoe is going to be filled when he is no longer there and even planning for knowledge coverage when one is ill or vacationing simply makes good business sense. For professionally run corporations, the single most important reason for having a sound succession plan is usually better retention because of growth opportunities and job satisfaction among employees. Therefore, for a company that wishes to enhance its performance, to allow its high potential employees turnover is not an option, but to rather arrange them in systematic successions, by enabling them to effectively perform roles traditionally reserved for managers. It also helps employees prepare for changes in their current jobs that may result from new technology, work designs or new product markets. Thus, succession planning is a necessary component of a company’s effort to improve quality, meet challenges of global competition, social change and incorporate technology advances.
In the views of McDonald (2008), succession planning is an essential component for talent management which can further help to retain talent.

Milkovich and Boundreau (1988) assumed that workforce retention could be a highly charged issue, because it literally affects the livelihood of an employee. They also asserted that it might do very little good to invest in valid selection, improved compensation or extra training if an organization cannot retain its employees effectively. Hence, the need for a succession plan that would not only focus on those who might be candidates for current positions but also, attempt to plan for possible changes in those positions as well as the promotion and development needs of subordinates.

Talent management practices that entails proper selection of potential staff, development and succession enhances individual performance at the organization as the best talent are not only acquired but also well managed hence continue to produce more output over the long run at the firm. Global firms can sustain their competitive advantage if they retain people who possess the firm needed skills, competencies and motivation since they will enjoy from superior labor productivity form the engaged workforce (Wellins, Smith & Erker, 2009).

Guthridge, Harttig, Komm and Lawson (2008) deduced that the primary role of talent planning is to enhance easy identification of future talents which are needed at all organizational levels. Talent planning endeavors to obtain an optimal talent positioning level that refers to having the correct talent at both the right time and place (Guthridge, Harttig, Komm and Lawson (2008). This form of planning turns out to be even more critical at a time where most of global economies are recuperating from recession Rothwell and Kazanas (2003). Most firms are not only concerned on retaining current talent levels but are also keen on attracting new talents through proper institution of talent planning activities.

Tunje (2014) studied the relationship that exists between succession planning practices and employee performance in large media houses in Kenya. The study findings revealed that a positive relationship actually exists between various practices of succession planning and employee performance. The findings suggested that practices geared towards succession planning enhances employee satisfaction that in turn enables them to stay motivated to perform better at the current firm hence shun possibilities of leaving (Tunje, 2014).
Eshiteti (2013) studied the effects of succession planning programs on staff retention and employee performance among Kenyan sugar companies. The researchers concluded that the institution of succession planning programs strongly influences staff retention and employee performance. This is mainly because it enhances the provision of growth opportunities as well as job satisfaction to employees resulting in improved employee performance. This was made possible through the adoption of various programs including mentoring, job rotation, learning and coaching programs. In essence, employee satisfaction at the workplace as a result of adoption of various internal organizational plans enables employees to perform better since they become empowered to fully exploit their potential.

Chikumbi (2012) explored talent management and staff retention at the Bank of Zambia. The study established that employees feel motivated as a result of setting realistic objectives, presence of continuous learning opportunities and the encouragements to foster creativity. These activities seek to improve on their respective performance levels hence leading to retention, the firm will therefore be able to retain highly productive employees.

Nicholas (2012) examined the link between talent management practices, succession planning and corporate strategy among Kenya commercial banks. The study conducted a survey where all banks were studied. The study established that the studied firms had actually incorporated talent management practices as part of growth strategy. It was established that talent management is therefore critical including succession planning as it ensures that there is long term business continuity. The study indicated the presence of a strong link between succession planning, talent management and corporate strategy.

One of the systems called to align the individual career plans and the strategic needs of the organization is the integrated model of succession planning and career development Rothwell and Kazanas (2003).

2.3.2 Career Development

Career can be described as a series of positions occupied by an individual throughout his or her lifespan (Robbins & Coulter, 2002). Career is the constant progress, experience and skill acquisition of a person in a specific work field. Even though career in the general sense, is defined as the total of the jobs a person undertakes through his or her entire life, it has a meaning beyond and wider than this definition. The career of individuals is not only the jobs they have, but their training for fulfilling the expectation, goal, emotion and desires
related to their job role and as a result, progressing in that workplace with the knowledge, skill, quality and desire to work (Yalçın, Akbin & Oral 1994).

As noted by McMahon, Patton and Tatham (2003), career development is the series of activities or the ongoing/lifelong process of developing one’s career. It usually refers to managing one’s career in an intra-organizational or inter-organizational scenario. It involves training on new skills, moving to higher job responsibilities, making a career change within the same organization or moving to a different organization. Career development is an ongoing process of formalized effort by an organization that focuses on developing and enriching the organization’s human capital in light of both the employee’s and organization’s needs (Byars and Rue, 2008). According to the National Strategy for the Development of the social service workforce in Scotland (2005), employee development is the foundation on which the confidence and competence of individual staff is built.

Aswathappa (2008) contends that individual interests, values, competencies, activities and assignments are essential for developing employees’ talent and skills. Employees are no longer satisfied with a job in the traditional sense of having a salary and benefits, but rather, a job that develops their talents for career growth. Unfortunately, most employers have failed to recognize this need and the tools and experiences they provide do not enable workers to develop in their career.

Career development programs enable all the workers to make progress in the organization from the beginning. It also helps to determine career paths and remove all the obstacles against the progress of the workers. Additionally, it accelerates workflow in the organization by providing training for the personnel that go through a career stability and increasing work mobility. According to Armstrong (2008), career development is of great importance to both the individual employee and the organization. This is so because there is interaction between the organization for which he/she works and the development of the organization through the employee’s career. An employee develops his/her career through a continuous acquisition of managerial or professional skills and experience.

Career development opportunities is one of the most important variables as employees are more conscious about their career so they prefer a job where they can get more
opportunities to develop their skills. A company that wants to strengthen its bond with its employees must invest in the development of their employees (Zheng & Kleiner, 2001). To ensure that the talent pool supports the company’s overall strategy, the abilities of promising individuals should be shaped to correspond with the emerging leadership needs of the future (Fulmer, Stump & Bleak, 2009). Ongori and Agolla (2009), contend that lack of personal growth in organizations results in career plateau which in turn leads to increased employee intention to quit.

Career development is an approach of an organization ensuring that people with the qualifications and experience are available when needed (Zheng & Kleiner, 2001). Using career development approach employers can coach the employee in his individual career planning and by realizing the plans of employees can plan the allocation of human resources. Thus, the career development is perceived like joint effort between the individual employee and the organization and often used to close the gap between current performances and expected future performance. When organizational career management practices meet employees pre-joining expectations (Sturges, 2008) this will enhance commitment, satisfaction and motivation.

2.3.3 Motivation

Motivation is the most important matter for every organization public or a private sector. For the success of any organization motivation play an important role. All organization encounters the matter of motivation whether they are in the public or private sector (Chintallo & Mahadeo, 2013). According to Chaudhary and Sharma (2012), the word motivation is derived from “Motive”. The meaning of “motive” is needs, wants and the desire of the persons. So that “employees’ motivation means the process in which organization inspiring our employee with the shape of rewards, bonus etc. for achieving the organizational goals.

Petri (1996) states that motivation as the forces acting on or within a person to initiate and direct behavior. It explains differences in intensity of behavior and why behavior occurs in one situation but not in another. The meaning of motivation is therefore particularly useful in its ability to increase general understanding and prediction of behavior. The idea of motivation overlaps with the concept of morale, meaning the extent to which the employee feels positive or negative about his or her work. Chaudhary and Sharma (2012) stated that
work motivation is an invisible, internal and hypothetical construct and that researchers therefore have to rely on established theories to guide them in the measurement of observable manifestations of work motivation.

Employee motivation is one of the important factors that can help the employer to improve employee and organizational performance. Through employee motivation, the employer can encourage the employees by enhancing their skills and also by improving their morale. Bowen and Sadri (2011) highlighted the importance of talent retention by using the motivational theory of employees. For this purpose, Bowen and Sadri (2011) used Maslow’s theories of motivation where intrinsic and factors of motivation were of great importance. These factors ultimately led to job satisfaction which helps talent retention.

According to Maslow (1943), employees constantly desire next circumstances which they do not yet have. Once lower need has been satisfied, people try to achieve the next level. Therefore, lower need no longer acts as a motivation factor. The need of the next higher level in the hierarchy has become the motivation factor. People search ways to achieve the demand of next level. Maslow (1943) gave a theory called Maslow's Hierarchy of Needs where motivation helps an individual to satisfy his basic needs. Abraham Maslow depicts the needs as a pyramid with five levels. The lower level in the hierarchy is the Man’s basic and more powerful need which influence on the person's behavior. Starting from the lowest level, the five levels are the physiological needs which satisfy basic human needs such as air, food, water, sleep and shelter. If any of these needs are not satisfied the employee's focus on the job at hand comes down.

Then next comes the Safety needs which include personal security, health and well-being, employment, financial security, family, property ownership and protection from arbitrary exercise of authority. Social needs are the needs of people for family, love and friendship, and also to feel a sense of belonging. Employees in the workplace must feel that they belong and can identify with the rest of the workforce. Organizations should have a strategy that satisfies these needs to prevent or reduce anxiety, insecurity and stress among employees which ultimately helps in improving employee productivity (Maslow, 1943). Esteem needs are the needs that are derived from recognition resulting in feelings of acceptance, prestige and status. Employees who are satisfied with the needs of the self-esteem can result in feelings of adequacy, confidence and competence. These esteem needs give the employees a sense of importance and also provide them with opportunities to contribute. People also
need to feel self-confident and a sense of achievement to respect others and to be respected in return. If esteem needs are not full-filled, employees will feel discouraged and inferior this affects their enthusiasm and performance level. Growth needs are the needs which employees' needs for growth and self-actualization. Self-actualization stage is the one which is achieved with the full potential in their personal life and in their career. Employees want to realize their aspiration and also want to attain the highest possible level in their job. People need opportunities to express their creativity and their ability in problem solving. Maslow (1943) contended that growth needs have lasting motivational effects on employees, helping them to maintain and improve their work performance. The needs from the second to the fifth level are psychological needs. It is said that satisfaction of these needs are not as powerful as the first level of needs in influencing people's behavior. Even after being the low level needs are lower in the order of priority they are highly important in nature. The need for self-actualization is the highest level of needs. This has profound effect on employee interest and commitment.

The application of Maslow’s (1943) motivational theory to the context of employee retention according to Shuck and Herd (2012), was that a manager does not necessarily do the work of meeting an employee’s needs, rather an employee is motivated by their lowest level of unsatisfied need. Consideration of Maslow’s motivational theory provided a critical link between an employee’s work motivation and a manager’s continuous adaptation to employees’ changing needs to keep their workforce motivated (Shuck & Herd, 2012). A complete understanding of the full need framework might underpin employee retention (Maslow, 1943, Shuck & Herd, 2012). An employee’s external values and unmet needs could hinder the achievement of self-actualization within a work environment. An individual’s external values are affected by the actions of an organizational manager that lacks strategies to improve employee retention, social groups and association. Maslow (1943) found that people change to fulfill the individual need for personal growth. The unique motivation for self-actualization causes individuals to pursue need resolution.

### 2.4 Effects of Performance Management Systems on Employee Performance

Venkateswara (2004) defines performance as the output directed by the individual in relation to a given role during a particular period of time under the set of circumstances operating at that point in time. According to Mathias and Jackson (2006), performance management involves a process of identifying, measuring, communicating, developing and
rewarding employee performance. The performance management activity must be aligned with the overall organization’s business strategy. The purpose for conducting this review is to nurture the talent of the employee so that they reach their full potential in their job. The result of this evaluation is then used to build the weak areas of an employee through identifying the right training an employee needs. Human resource is considered to be the most valuable resource of an organization and crucial to be retained to gain competitive advantage so the organization outperforms the rivals. Retention of employees with the organization optimizes their performance and increase organizational productivity (Zareen, Razzaq & Ramzan, 2013).

Performance management is used to ensure that employees’ activities and outcomes are congruent with the organization’s objectives and entails specifying those activities and outcomes that will result in the firm’s successfully implementing the strategy (Noe, 2008). Performance management systems that are directly tied to an organization’s reward system provide a powerful incentive for employees to work diligently and creatively toward achieving organizational objectives (Byars & Rue, 2008). Sahu (2007) noted that the concept of performance management is an “important and positive development in the sphere of human resource” in the current global economy.

Armstrong (2009) defines performance management systems as a set of organizational activities and processes that are interrelated and are treated holistically as an “integrated and key component” of the approach taken by an organization in the management of performance through its people and development of the required skills and capacities of its human capital. This therefore enhances the capacity of the organization and the eventual achievement of its “sustained competitive advantage”.

The greatest challenge facing managers in almost all organizations today is how they can get maximum performance from the employees (Kirkpatrick & Kirkpatrick 2006). This is because management of employees today has shifted in its outlook. No longer are employees regarded as machines to carry out order given by the management, they are rather regarded as the greatest source of the organization on whose shoulders rest the success or failure of that particular organization.

There are two aspects in which employee performance can be taken into consideration: either as outcome and/or behaviour (Rossi, 2012). On the other hand, employee
performance can be taken as outcome in sense that the goals and actions the employee has achieved. Employee performance can therefore be defined as how the individual worker executes the duties assigned to them by management in a bid to reaching the larger organizational goals. The individual’s performance is assessed by the organization on a quarterly or annual basis, pinpointing areas of strength and the areas that need improvement (Dechev, 2010).

The performance management systems are critical in coming up with the organization’s development goals which include aspects such as generation of their feedback. According to Varma, Budhwar and DeNisi (2008), performance management systems basically serve two critical purposes. Firstly, they help in reaching informed decisions about administrative issues which include aspects such as according employees with bonuses, merit raises and performance appraisals.

2.4.1 Performance Appraisal

Performance appraisal is the process of evaluation and communicating to an employee how she or he is performing the job and establishing a plan of improvement - it provides the forum for identifying development needs and serves as the mechanism for feeding back information to the manager about current levels of performance, seeking to identify and negotiate adjustments or further development needs (Beardwell, 2004.) Gommans and Kihiko (2013) concluded that firms endeavor to adopt various performance management practices that entail workers’ selection, goal setting and placement as well as performance appraisals. They are basically means by which firm managers define overall employees’ goals and consequently work towards developing employees’ capabilities by evaluating rewards against person’s effort.

Performance appraisal can be defined as an act of testing, evaluating, measuring and justifying the performance displayed by the employees during a specific period of time. The companies may change the time interval of performance appraisals according to their nature of business and requirement. The objective of performance appraisal is to maintain the performance of the employees, up to desired levels, by motivating employees who depend on the workplace environment and rules and regulations at work Daoanis (2012).

Agutu (2013) sought to explore the perceived influence of performance appraisal criteria on employee job satisfaction at Kenya Airways. The research findings revealed that there
are various dimensions that influence job satisfaction even though weak. Specifically, various specific aspects of performance appraisals relatively and positively influence job satisfaction and employee performance. It was concluded that various adopted techniques of performance appraisal criteria positively influence employee job satisfaction. In essence, employees who are satisfied are more likely to perform better since they are highly motivated at the organization. The study recommended that employees need to be involved during the entire process of performance appraisal so as to enhance employee performance. Iqbal, Ahmad and Haider (2013) examined the impact of performance appraisal on employee’s performance whereby motivation was selected for a moderating role in the study. Research findings revealed the presence of a positive relationship between the presence of performance appraisals and individual employee performance. The study established that divisional banks can adopt appraisal systems so as to improve on employees’ performance standards.

Daoanis (2012) examined the performance of an appraisal system and its implication to employee performance. Research findings showed that firm’s performance appraisal systems were indeed adopted at the studied firm. Study results further showed that performance appraisal systems handled to both negative and positive impacts on individual employee performance. The study recommended that firms ought to revisit as well as redesign their appraisal system so that it can align to the mission and vision hence facilitate the attainment of organizational goals.

Oyafunke, Salau, Oludayo, Omoniyi and Akinbode (2014) modeled the relationship that exists between performance appraisal and organizational productivity in Nigerian public sector. Study results showed that if managerial decisions were to be fair and just in the issue of equitable employee promotions and rewards, employees’ loyalty and job commitment would increase in the organization. In essence, if employees are properly motivated then innovation that arises from them would promptly increase at the job lead to optimal job performance. The respondents further indicated that if they received regular feedbacks about their jobs performance, they would be in a better position to identify their personal strengths and weaknesses hence enable them to improve on their weak areas to enhance better performance as well as sharpen their strength to even translate to superior productivity.
2.4.2 Feedback

According to Zhou (2003), developmental feedback refers to the extent to which supervisors provide employees with useful information that enables the latter to learn, develop, and improve their performance. Furthermore, developmental feedback provides information about how well employees meet organizational expectations and work requirements for the purpose of future improvement (Joo & Park, 2010). Kennedy and McGarthy (2013) note that feedback is the process in which part of the output of a system is returned to its input in order to regulate its further output, and should be an essential part of education, training and personal development.

Feedback strategy is the amount of information employees receive about how well or how poorly they have performed. It acts as a channel between the employee and the employer. Employers can provide either positive feedback or negative feedback to employees. This feedback helps the employee assess their performance and identify the improvement areas. Without the policy of providing feedback the employees get de-motivated and lead to employee absenteeism. Input from employer’s side is necessary as it help employees to improve their performance and increase efficiency. In the process of the communication between employee and employer a message is conveyed to the receiver by the sender. The message may be or may not be in a common format or language that both the sender and receiver understand. So there is a need to encode and decode the message in the process. The process of communication is incomplete without the feedback (Joo & Park, 2010).

Communication between the employee and the employer lead to unimaginable heights of employee retention. Open door policy is a communication strategy where organizations support open door policies so that the employees feel comfortable and are able to express their doubts and feeling to their employers, frequent meetings and social gatherings, emails, newsletters, intranet and many more are the different communication mediums. Managers who engage themselves frequently in two-way communication with employees can provide feedback that can motivate an employees’ work performance. The importance of active feedback seeking in relation to employee and managerial job performance is based on the idea that an effective employee or manager is good at self-regulation (Ansell, Leviens & Levy, 2007, Ashford, Blatt & Vande Walle, 2003). That is, an employee or manager who actively seeks feedback about his or her job performance is assumed to be more effective in his or her job than the one who does not, suggesting feedback-performance link.
Zenger and Folkman (2014) argued that people want what they call “corrective feedback,” which they define as “suggestions for improvement, explorations of new and better ways to do things, or pointing out something that was done in a less than optimal way”. Moreover, employees want this even more than praise, if it’s provided in a constructive manner. Employees believe that constructive feedback does more to improve their performance than positive feedback. The importance of active feedback seeking in relation to employee and managerial job performance is based on the idea that an effective employee or manager is good at self-regulation (Ansell, Leviens & Levy, 2007, Ashford, Blatt & Vande Walle, 2003). That is, an employee or manager who actively seeks feedback about his or her job performance is assumed to be more effective in his or her job than the one who does not, suggesting feedback-performance link.

Performance management is a means of increasing the engagement and motivation of people by producing positive feedback and recognition (Armstrong, 2008). Kreitner and Kinicki (2008) contend that employees are motivated by having specific goals to work for and they perform better when they are aiming at difficult goals which they have accepted therefore, when they receive feedback of performance and hence a difficult goal that is important to an individual is a constant reminder to keep exerting effort in the appropriate direction. The evaluation of employee’s performance reveals the contribution of an individual in the organization’s objectives. People do not learn unless they are given feedback on the results of their actions. For corrective actions to take place feedback must be provided regularly and it should register both successes and failures (Pattanayak, 2009).

2.5 Chapter Summary

This chapter reviewed the literature on the effect of talent management strategies on employee performance. They included training and development, retention strategies and performance management systems. The next chapter (three) will cover the research methodology adopted for the study.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology adopted for the study. The study research design is presented first, followed by population and sampling design, data collection methods, research procedures and finally, data analysis methods.

3.2 Research Design

There are many definitions of research design. According to Cooper and Schindler (2014), research design constitutes the outline for the collection, measurement, and analysis of data. It expresses both the structure of the research problem, which consists of the framework, organization, or configuration of the relationships among variables of a study and the plan of investigation used to obtain realistic evidence on those relationships.

This study applied descriptive research design because its purpose is to produce an accurate representation of persons, events, or situations. According to Kothari (2008), a descriptive research design reports the manner in which things are thus aids in establishing the current position of the studied population. The study had three independent variables; training and development; retention strategies; performance management. The dependent variable was employee performance.

3.3 Population and Sampling Design

3.3.1 Population

According to Cooper and Schindler (2003), a population is the total collection of elements about which we wish to make inferences. Target population in statistics is the specific population about which information is desired. According to Saunders, Lewis and Thornhill (2009), a population is a well-defined or set of people, services, elements, events, group of things or households that are being investigated. The target population comprised of management and non-management employees of Suraya Property Group Limited in Head office who are a total of 95 in number. It was cheaper to carry out the research from a sample rather than from the entire population due to logistical aspects. The population was grouped into three categories to differentiate management from other employees. This
classification was adopted for this study to segment the population and aid in the investigation process. These are distributed as shown in the Table 3.1 below:

Table 3.1: Population Distribution

<table>
<thead>
<tr>
<th>Category</th>
<th>Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Management</td>
<td>16</td>
<td>17%</td>
</tr>
<tr>
<td>Medium Level Management</td>
<td>24</td>
<td>25%</td>
</tr>
<tr>
<td>Juniors</td>
<td>55</td>
<td>58%</td>
</tr>
<tr>
<td>Total</td>
<td>95</td>
<td>100%</td>
</tr>
</tbody>
</table>

3.3.2 Sampling Design and Technique

Sampling ensures that some elements of a population are selected as representative of the whole population. In this section, detailed description of sampling frame, sampling technique and the actual sample size will be provided.

3.3.2.1 Sampling Frame

According to Saunders, Lewis and Thornhill (2009), a sampling frame is a list of elements from which the sample is actually drawn and closely related to the population. According to Cooper and Schindler (2003), a sampling frame defines a set of elements from which a researcher can select a sample of the target population. The sampling frame for this study was a list of all employees in Head office provided by the Human Resource Department. The list constituted a total of 95 employees. The employees were categorized into senior level management, middle level and junior level. The sampling frame was obtained from the Human Resource Manager at Suraya Property Group Limited.

3.3.2.2 Sampling Technique

To ensure fair representation and generalization of the findings to the general population, proportional stratified random sample was used. According to Walimann (2005), proportional stratified sampling is used when the cases in a population fall into distinctly different categories of a known sample of that population. When proportions of the different strata in a population are known, then each stratum must be represented in the same proportion within the overall sample. Coopers and Schindler (2000) support this when they contend that stratified sampling gives statistical efficiency increase on a sample which
provides adequate data for analyzing the various sub-population and enables difference research methods and procedures to be used in different strata.

### 3.3.2.3 Sample size

According to Smith, Thorpe and Jackson (2008), a sample refers to a subset of those entities that decisions relate to. They poised that the sample must be carefully selected to be representative of the population and the researcher also needs to ensure that the subdivisions entails in the analysis are accurately catered for. Mugenda and Mugenda (2003) suggests that for descriptive studies at least 20% - 50% of the total population is enough. The sample size for the study was determined by Denscombe (2007) formula as follows:

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

Where:

- $n =$ sample size
- $N =$Total Population
- $1 =$ Constant
- $e^2 =$ estimated standard error at 95% confidence level

The sample size distribution is illustrated in table 3.2.

<table>
<thead>
<tr>
<th>Category</th>
<th>Population</th>
<th>Sample Size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Management</td>
<td>16</td>
<td>15</td>
<td>20%</td>
</tr>
<tr>
<td>Supervisors</td>
<td>24</td>
<td>18</td>
<td>24%</td>
</tr>
<tr>
<td>Other staff</td>
<td>55</td>
<td>43</td>
<td>56%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>95</strong></td>
<td><strong>76</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

### 3.4 Data Collection Methods

This study used primary data collected using questionnaires. The questionnaires included both open and closed ended in line with the objectives of the study. The choice of the method is on the premise that data collected using a questionnaire is easily understood and
therefore perceived as authoritative. Additionally, using questionnaire provide greater control over the research process.

The questionnaire had four parts; the first part had questions on the general information about the respondent in relation to the case organization. The second part had questions on the training and development in the organization, while the third and fourth parts had questions on retention strategies and performance management systems aspects respectively. The questionnaire was mainly structured the Likert Scale of 1 to 5 where Strongly agree – 1; Somewhat agree – 2; Neither Agree or Disagree – 3; Somewhat Disagree – 4; Strongly Disagree - 5. Likert scale is an attitude measurement used in research. The questionnaires were distributed to the employees mainly through drop-and-pick method, and clarification was given and collected after one week.

3.5 Research Procedures

According to Mugenda and Mugenda (2003), the accuracy of data to be collected largely depends on the data collection instruments in terms of validity and reliability. The questionnaire designed by the researcher was based on the research questions was pre-tested to determine the suitability of the tool before the actual administration. Pretesting was done by administering the questionnaire to 10 respondents who were selected randomly from the sample size. This enabled the researcher to fine tune the questionnaire for objectivity and efficiency of the process. The questionnaire was estimated to take about 10 minutes to complete.

The questionnaire was being distributed to respondents by the researcher using a drop and pick approach. Respondents were assured of anonymity by giving questionnaires unique numbers instead of respondents’ name. Only the researcher understood the codes on the questionnaires hence ensuring respondent confidentiality. A clear explanation was given to respondents as to how they were to benefit from the research. All these were aimed at ensuring a high response rate.

3.6 Data Analysis Methods

Before processing the responses, data preparation was done on the completed questionnaires by editing, coding, entering, and cleaning the data. The study used quantitative method of data analysis. To ensure effective analysis, the questionnaire was
coded according to each variable of the study to ensure the margin of error is minimized as to assure accuracy during analysis. The quantitative analysis was applied using descriptive statistics. According to Denscombe (1998), descriptive statistics involves a process of transforming a mass of raw data in to tables, charts, with frequency distribution and percentages, which are a vital part of making sense of the data. Data was analyzed using IBM Statistical Package for Social Sciences (SPSS) Version 20.0 program and presented using tables and pie charts to give a clear understanding of the research findings. Inferential statistics makes inferences about populations using data drawn from the population. Inferential statistics correlation analysis was used to determine the effect of talent management practices and its impact on employee performance.

3.7 Chapter Summary

This chapter enumerates the research methodology and design. It has given a detailed analysis of the research design, which is descriptive in nature focusing on Suraya Property Group Limited. The population was all the employees in Suraya Property Group Limited in Head office. The sample size, sampling techniques and the use of a questionnaire as a primary data collection instrument have all been described. The questionnaire developed was pilot tested before a refined one was administered to the respondents. Data analysis was done using the Statistical Package for Social Sciences (SPSS) and presented in forms of tables and charts. The next chapter focuses on results and findings.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

The study results and findings are presented in this chapter. Demographic data highlights the descriptive characteristics of the respondents which are presented first, followed by descriptive statistics for training and development, talent retention strategies, and performance management. Moreover, inferential statistics highlighting correlation is presented. IBM Statistical Package for Social Sciences (SPSS) Version 20.0 program was also used to analyze the data. The results are shown using tables and figures.

4.1.1 Response Rate

This study had 100% response rate. All the 76 questionnaires given out were returned fully filled. The high response rate was aided by the fact that the researcher is an employee of Suraya Property Group Limited, therefore, was able to do adequate follow up, and clarification to the study respondents.

4.1.2 Reliability Analysis

A reliability analysis was conducted using a Cronbach Alpha to determine the validity or the study instrument. For a study to be reliable and valid, it has to have a Cronbach Alpha above 0.6. The Cronbach Alpha value for this study was 0.841 as indicated in Table 4.1

<table>
<thead>
<tr>
<th>Scale</th>
<th>Alpha Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Performance</td>
<td>0.882</td>
</tr>
<tr>
<td>Training and Development</td>
<td>0.821</td>
</tr>
<tr>
<td>Talent Retention</td>
<td>0.836</td>
</tr>
<tr>
<td>Performance Management</td>
<td>0.824</td>
</tr>
<tr>
<td><strong>AVERAGE VALUE</strong></td>
<td><strong>0.841</strong></td>
</tr>
</tbody>
</table>
4.2 Demographic Data

Demographic data for this study included respondents’ age, job level, and respondents’ number of years with the organization, respondents’ performance rating and relevance of HR department to the organization.

4.2.1 Gender of Respondents

The purpose of this question was to find out the gender distribution of the various respondents in Suraya Property Group Limited. The results of the findings are indicated in Figure 4.1 below.

The results indicate that 55% of the respondents were male and 45% of the respondents were female. Male respondents were more than female respondents by 10%.

![Gender of Respondents](image.png)

**Figure 4.1: Gender of Respondents**

4.2.2 Respondents Job Level

This particular research question sought to determine the various job levels in which the respondents in Suraya Property Group Limited worked. The results of the findings are indicated in Figure 4.2.

The findings presented showed that 55% of the respondents were senior managers, 25% were middle level managers, while 20% were junior level managers.
4.2.3 Respondents Number of Years at Suraya Property Group Limited

This question sought to discover how many years the respondents had worked for Suraya Property Group Limited. The findings are shown in Figure 4.3.

The results showed that 38% had worked less than 2 years in the organization, 33% had worked between 3 to 5 years, 20% had worked for 6 to 8 years, while the remaining 9% had worked for more than 9 years in the organization.
4.2.4 Respondents Performance Rating

This question was aimed to determine the respondent’s performance rating. The results can be assessed in the Figure 4.4.

The findings showed that 59% of respondents indicated their performance rating to be very good, 24% indicated their performance rating to be excellent, while 17% felt that their performance rating was good.

![Respondents Performance Rating](image)

Figure 4.4: Respondents Performance Rating

4.2.5 Human Resource Relevance

This question was sought to determine whether respondents felt that the Human Resource Department was relevant in Suraya Property Group Limited. The results are illustrated in Figure 4.5.

The findings showed that 99% agreed while 1% felt that the Human Resource Department was not relevant.
This section sought to determine the opinion of the respondents on to what extent training and development affected their performance. The findings can be seen in the Table 4.2.

Respondents of the study were asked to indicate whether Suraya Properties makes concerted efforts to enable employees learn job related competencies. The results show that 38% agreed, 26% disagreed, 25% were neutral, 8% strongly disagreed and only 3% strongly agreed. When asked whether employees learn autonomously to improve their performance, 45% agreed, 25% disagreed, 24% strongly disagreed, 5% remained neutral and only 1% strongly agreed.

On the question on whether Suraya Property Group Limited offered systematic training to employees, 32% strongly agreed, 28% agreed, 20% were neutral, 16% disagreed and only 5% strongly disagreed. When asked whether they believed that their organization did improve talent of employees, 45% agreed, 18% remained neutral, another 18% disagreed, 16% strongly disagreed and only 3% agreed.

On the question on whether Suraya Property Group Limited kept an effective workforce due to training, 29% disagreed, 25% strongly agreed, 24% agreed, 16% strongly disagreed and only 6% were neutral.
When asked whether Suraya Property Group Limited fostered professional development, 37% disagreed, 34% agreed, 11% strongly agreed, 9% were neutral and 9% strongly disagreed. Respondents were asked whether the organization is oriented towards personal development, 33% strongly disagreed, 30% remained neutral, 25% strongly agreed, 11% disagreed and only 3% agreed.

Respondents were also asked to indicate whether they believed that Suraya Property Group Limited implements staff development provisions. 26% agreed, 25% strongly agreed, 22% disagreed, 14% remained neutral and 13% strongly disagreed. When asked whether Suraya Property Group Limited created an environment suitable for employee creativity, 50% agreed, 30% disagreed, 12% remained neutral 4% strongly agreed and another 4% strongly disagreed.

Finally, when respondents were asked whether Suraya Property Group Limited adopted nurturing of employees as a way of developing organizations memory, 44% agreed, 29% remained neutral, 13% disagreed, 7% strongly disagreed and another 7% strongly agreed.
Table 4.2: Training and Development and Employee Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>My organization makes a planned effort to facilitate employees to learn job related competencies in order to improve performance.</td>
<td>6</td>
<td>20</td>
<td>19</td>
<td>29</td>
<td>2</td>
</tr>
<tr>
<td>Employees learn autonomously to improve their performance.</td>
<td>18</td>
<td>19</td>
<td>4</td>
<td>34</td>
<td>1</td>
</tr>
<tr>
<td>My organization offers systematic training to employees.</td>
<td>4</td>
<td>12</td>
<td>15</td>
<td>21</td>
<td>24</td>
</tr>
<tr>
<td>My organization improves talents and aligns their talents with the needs for the business at the current position.</td>
<td>12</td>
<td>14</td>
<td>14</td>
<td>34</td>
<td>2</td>
</tr>
<tr>
<td>My organization keeps an effective and dynamic workforce resulting from career training.</td>
<td>12</td>
<td>22</td>
<td>5</td>
<td>18</td>
<td>19</td>
</tr>
<tr>
<td>My organization fosters professional growth and development.</td>
<td>7</td>
<td>28</td>
<td>7</td>
<td>26</td>
<td>8</td>
</tr>
<tr>
<td>My organization is learning orientated towards personal development</td>
<td>25</td>
<td>8</td>
<td>22</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>My organization implements staff development provisions.</td>
<td>10</td>
<td>17</td>
<td>10</td>
<td>20</td>
<td>19</td>
</tr>
<tr>
<td>My organization creates conditions that enhances employee creativity.</td>
<td>2</td>
<td>23</td>
<td>9</td>
<td>38</td>
<td>3</td>
</tr>
<tr>
<td>My organization adopts the development of employee so as to nurture a sound organization memory.</td>
<td>5</td>
<td>10</td>
<td>22</td>
<td>34</td>
<td>5</td>
</tr>
</tbody>
</table>

4.4 Talent Retention Strategies and Employee Performance

This study sought respondent’s views on talent retention strategies at Suraya Property Group Limited so as to establish whether mechanisms for talent retention existed at the organization. The summary of talent retention strategies descriptive in highlighted in Table 4.3.

On the question on whether the organization identifies and prepares suitable high potential employees to replace key staff who are leaving the organization, 34% strongly agreed, 22% agreed, 20% disagreed, 17% were neutral and only 7% strongly disagreed.
On the question on whether Suraya Property Group Limited focused on promotion and development of work needs for subordinate staff, 34% agreed, 22% disagreed, 16% remained neutral, 15% strongly disagreed and 13% strongly agreed. When respondents were asked whether the organization has systematic succession plans that enable employees to effectively perform roles traditionally reserved for managers, 36% strongly agreed, 25% agreed, 21% were neutral, 15% disagreed and only 3% strongly disagreed.

When respondents were asked to indicate whether the organization’s succession plans strongly influenced employee retention and performance, 33% agreed, 28% remained neutral, 18% strongly agreed, 17% disagreed and only 4% strongly disagreed. On the question on whether Suraya Property Group Limited had on-going processes for developing employee’s careers, 36% agreed, 34% disagreed, 20% strongly disagreed, 9% were neutral and only 1% strongly agreed.

On the question asked whether career development opportunities were important to Suraya Property Group Limited, 34% strongly agreed, 22% were neutral, 21% agreed, 17% disagreed and 5% strongly disagreed. When respondents were asked whether Suraya Property Group Limited ensured that employees with qualifications and experience were available when needed, 42% agreed, 21% disagreed, 16% remained neutral, 16% strongly agreed and 5% strongly disagreed.

Respondents were asked to indicate whether they believed that Suraya Property Group Limited can coach employees concerning their careers, 29% strongly agreed, 26% were neutral, 22% agreed, 13% disagreed and 9% strongly disagreed. On the question on whether employee’s morale is boosted through management support and encouragement, 36% agreed, 36% remained neutral, 13% disagreed, 12% strongly agreed and only 4% strongly disagreed.

When respondents were asked to indicate whether they believed Suraya Property Group Limited had strategies in place to satisfy employees needs and reduce cases of anxiety, insecurity and stress, 33% strongly agreed, 18% disagreed, 18% remained neutral, 17% agreed and 12% strongly disagreed. When asked whether respondents are well inspired to achieve highest possible job levels at the organization, 33% strongly agreed, 18% remained neutral, 18% disagreed, 17% agreed and 12% strongly disagreed.
Respondents were also asked to indicate whether they felt like Suraya Property Group was committed to continuous adaptation to changing needs of employees as a way of keeping employees motivated, 29% strongly agreed, 26% agreed, 22% disagreed, 18% remained neutral and only 3% strongly disagreed.

Table 4.3: Talent Retention Strategies and Employee Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>My organization identifies and prepares suitable high potential employees to replace key players within the organization as their terms expire</td>
<td>5 7% 15 20% 13 17% 17 22% 26 34%</td>
<td>11 15% 17 22% 12 16% 26 34% 10 13%</td>
<td>2 3% 11 15% 16 21% 19 25% 28 36%</td>
<td>3 4% 13 17% 21 28% 25 33% 14 18%</td>
<td>15 20% 26 34% 7 9% 27 36% 1 1%</td>
</tr>
</tbody>
</table>
4.5 Performance Management Systems and Employee Performance

This study sought to determine whether performance management systems at Suraya Property Group Limited contributed to employee performance. The descriptive summary on performance management systems and employee performance is illustrated in Table 4.4.

When respondents of this study were asked whether the organization had performance appraisal strategies in place, 37% strongly agreed, 20% disagreed, 18% were neutral, 13% agreed and 12% strongly disagreed. On the question on whether the organization had clear process of evaluating and communicating to employees on their job performance, 46% agreed, 20% remained neutral, 13% strongly agreed, 13% disagreed and 8% strongly disagreed.

When respondents were asked to indicate whether they believed that employees were involved during the entire process of establishing and implementing performance appraisals, 42% agreed, 16% strongly agreed, 16% were neutral, 13% strongly disagreed and 13% disagreed. On the question on whether performance appraisal had positively influenced employee performance, 37% agreed, 29% were neutral, 16% strongly agreed, 15% disagreed and only 4% strongly disagreed.

Respondents were asked if the organization revisits and redesign the performance appraisal system to be aligned with the organization’s mission and vision. 36% agreed, 36% remained neutral, 13% disagreed 11% strongly agreed and 4% strongly disagreed. On the question whether management provided feedback that enabled employees to learn, develop, and improve performance, 33% strongly agreed, 21% were neutral, 18% disagreed, 17% agreed and 11% strongly disagreed.

Respondents were also asked whether the feedback they received from management helped the employee assess their performance and identify the improvement areas, 28% strongly agreed, 26% agreed, 22% disagreed, 21% were neutral and only 3% strongly disagreed. When respondents were asked whether constructive feedback did more to improve their performance than positive feedback, 28% strongly agreed, 26% agreed, 22% disagreed, 21% were neutral and only 3% strongly disagreed.
On the question asking whether respondents believed that employees do not learn unless they are given feedback on the results of their actions, 37% strongly agreed, 21% disagreed, 18% remained neutral, 13% agreed and 11% strongly disagreed. The question asking respondents whether employees received regular feedback from management registering success and failure, 42% agreed, 21% strongly agreed, 18% were neutral, 11% disagreed and 8% strongly disagreed.

Respondents were asked whether the organization has performance appraisal strategies in place, 42% agreed, 16% strongly agreed, 16% were neutral, 13% disagreed and 13% strongly disagreed. Finally, when respondents of the study were asked whether Suraya Property Group Limited had a clear process of evaluating and communicating to an employee plans for performance improvement, 37% agreed, 29% remained neutral, 16% strongly agreed, 14% disagreed and only 4% strongly disagreed.
Table 4.4: Performance Management Systems and Employee Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>My organisation has performance appraisal strategies in place.</td>
<td>9</td>
<td>12%</td>
<td>15</td>
<td>20%</td>
<td>14</td>
</tr>
<tr>
<td>My organisation has a clear processes of evaluating and communicating to an employee how they are performing their job and establishing a plan of improvement.</td>
<td>6</td>
<td>8%</td>
<td>10</td>
<td>13%</td>
<td>15</td>
</tr>
<tr>
<td>Employees are involved during the entire process of performance appraisals.</td>
<td>10</td>
<td>13%</td>
<td>10</td>
<td>13%</td>
<td>12</td>
</tr>
<tr>
<td>Performance appraisals has a positive impact on employee's performance in my organization.</td>
<td>3</td>
<td>4%</td>
<td>11</td>
<td>15%</td>
<td>22</td>
</tr>
<tr>
<td>My organization revisits as well as redesigns the performance appraisal system when needed so that it can be aligned to the organization’s mission and vision.</td>
<td>3</td>
<td>4%</td>
<td>10</td>
<td>13%</td>
<td>27</td>
</tr>
<tr>
<td>Management provide employees with feedback that enables the latter to learn, develop, and improve their performance.</td>
<td>9</td>
<td>11%</td>
<td>14</td>
<td>18%</td>
<td>15</td>
</tr>
<tr>
<td>This feedback helps the employee assess their performance and identify the improvement areas.</td>
<td>2</td>
<td>3%</td>
<td>17</td>
<td>22%</td>
<td>15</td>
</tr>
<tr>
<td>Employees believe that constructive feedback does more to improve their performance than positive feedback.</td>
<td>2</td>
<td>3%</td>
<td>17</td>
<td>22%</td>
<td>15</td>
</tr>
<tr>
<td>Employees do not learn unless they are given feedback on the results of their actions.</td>
<td>9</td>
<td>11%</td>
<td>15</td>
<td>21%</td>
<td>14</td>
</tr>
<tr>
<td>Employees receive regular feedback from management registering both successes and failures.</td>
<td>6</td>
<td>8%</td>
<td>9</td>
<td>11%</td>
<td>14</td>
</tr>
<tr>
<td>My organization has performance appraisal strategies in place.</td>
<td>10</td>
<td>13%</td>
<td>10</td>
<td>13%</td>
<td>12</td>
</tr>
<tr>
<td>My organization has a clear processes of evaluating and communicating to an employee how they are performing their job and establishing a plan of improvement.</td>
<td>3</td>
<td>4%</td>
<td>11</td>
<td>14%</td>
<td>22</td>
</tr>
</tbody>
</table>

4.6 Correlation Analysis

Correlation analysis was conducted to determine whether there existed any relationships between training and development, talent retention, performance management systems and
employee performance. The findings of the study show performance management systems and employee performance, \( r(0.589), p \leq 0.01 \), therefore there is a positive correlation between performance management systems and employee performance. Talent retention and employee performance is shown as \( r(0.566), p \leq 0.01 \). This shows there is a positive correlation between talent retention and employee performance. Training and development and employee performance is shown as, \( r(0.511), p \leq 0.01 \), therefore, there is a positive correlation between training and development and employee performance. This is illustrated in Table 4.5.

### Table 4.5: Correlation Analysis

<table>
<thead>
<tr>
<th>Variables</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee Performance</strong></td>
<td>Pearson Correlation</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>76</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Training and Development</strong></td>
<td>Pearson Correlation</td>
<td>.511**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>76</td>
<td>76</td>
<td></td>
</tr>
<tr>
<td><strong>Talent Retention</strong></td>
<td>Pearson Correlation</td>
<td>.566**</td>
<td>.944**</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.001</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>76</td>
<td>76</td>
<td>76</td>
</tr>
<tr>
<td><strong>Performance Management</strong></td>
<td>Pearson Correlation</td>
<td>.589*</td>
<td>.888**</td>
<td>.959**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td><strong>Systems</strong></td>
<td>N</td>
<td>76</td>
<td>76</td>
<td>76</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

## 4.7 Chapter Summary

This chapter has presented the study results and findings. The major findings of the study include the existence of statistically significant relationship between employee performance and performance management systems, talent retention strategies, and training and development. There exists a statistically significant relationship between performance management systems and talent retention strategies, and training and
development, and also between training and development, and talent retention strategies. The next chapter presents the study discussion, recommendation and conclusion.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the study discussion, conclusion and recommendation. The summary of the entire study is presented first. This is followed by discussion on the extent to which training and development affects employee performance, the discussion on the extent to which talent retention strategies affect employee performance and the extent to which performance management systems affect employee performance. The study conclusions and recommendations are presented in the same order.

5.2 Summary

The purpose of the study was to examine the effect of talent management practices on employee performance. The study was guided by the following research questions: To what extent do training and development affect employee performance; to what extent do talent retention strategies affect employee performance; and finally to what extent do performance management systems affect employee performance.

The study adopted a descriptive survey research design. The population of the study was 95 employees in Head office at Suraya Property Group Limited. This study adopted a stratified sampling technique to select a sample size of 76 respondents. A structured closed ended questionnaire was used to collect primary data. Data was analysed both for descriptive statistics (frequencies and percentages) and inferential statistics (correlations). Data has been presented using tables and figures.

The findings on the extent to which training and development affects employee performance revealed a statistically significant relationship between training and development of employees and employee performance. Majority of respondents believed that systematic training is essential for enhancing employees’ performance. Equally, majority of respondents believed that a suitable work environment that enhances employees’ creativity is important for employees’ performance. Similarly, over half of respondents felt that when an organization implements mechanisms for training and development, then employee’s performance is enhanced.
The findings on the extent to which talent retention strategies affect employee performance revealed a statistically significant relationship between talent retention strategy and employee performance. Many of respondents believed that when an organization identifies and prepares potential employees to take up responsibility of key staff leaving an organization, this leads to enhanced employee performance. Majority also believed that when an organization has well-articulated succession plans that enables employees to perform managerial roles, this enhances employees’ performance at Suraya Property Group Limited.

The findings of the extent to which performance management systems affect employees’ performance revealed a statistically significant relationship between performance management systems and employee performance. Many respondents believed that when an organization has proper appraisal evaluation and communication processes for employees this leads to enhanced performance. Over half of the respondents also indicated that employee performance is enhanced when employees are fully involved in the appraisal process. Majority of respondents also felt that constructive feedback is essential for enhancing employees’ performance at Suraya Property Group Limited.

5.3 Discussion

5.3.1 Effects of Training and Development and Employee Performance

This study established the existence of a statistically significant relationship between training and development and employee performance. This finding is in line with Cascio (2010) who had observed that organizations that did promote efficient learning training programs had higher levels of employee performance compared to those that did not. This is collaborated by Rothwell and Kazanas (2003) who found out that talent training requires not only formal classroom training but also there are other approaches such as mentoring and autonomous learning. Equally, Wright, Gardner and Moynihan, (2003) had argued that in as much as most organizations use training and development as a psychological connection between the company and the employee, the end goal is actually to enhance employee performance.

Majority of respondents believed that systematic training is essential for enhancing employees’ performance. This is in line with Aswathappa (2008) argument that training and development improves current or future employee performance by improving an
employee’s ability to perform through learning, usually by changing attitudes or increasing skills and knowledge. Further, he argued that the organization must offer a wide range of development provision, enabling staff to gain the skills, competences and experience necessary to contribute to the attainment of individual, team and organizational goals and expectations. Thus, it could be argued that the training of employees provides an opportunity to widen knowledge and capabilities that enhances more efficient cooperation at the workplace thus achieving individual development and improving work performance.

Many of respondents believed that a suitable work environment that enhances employees’ creativity is important for employees’ performance. In this regard, training and development not only provide employees the ability to sharpen their thinking and creativity but also be able to make better decision in time and in a more productive manner resulting to enhanced performance. Moreover, it also enables employees to deal with the customer in an effective manner and respond to their complaints in timely manner (Hollenbeck, Derue & Guzzo, 2004).

The findings of this study revealed that many of respondents felt that when an organization implements mechanisms for training and development, then employee’s performance is enhanced. This finding is confirmed with Cheboi (2014) argument that employee training generates an improvement in performance related benefits for both the organization and the employee. This is partly because training positively influences employee’s performance due to development of knowledge, behaviour, abilities, skills and competencies. Training bridges the performance gap in the implementation of tasks since it comes as an intervention for developing fastidious skills and competencies of employees thus enhancing their performance. Training therefore enhances employee competencies hence enables them to implement their job related tasks efficiently thus facilitating the achievement of the firm’s objectives. Furthermore, cases of dissatisfaction, turnover and absenteeism will be reduced if and only employees are trained. All these reductions will translate to improved employee job performance leading to overall enhancement of overall organizational performance (Cheboi, 2014).
5.3.2 Effect of Talent Retention Strategies and Employee Performance

The findings of this study revealed the existence of a significant relationship between talent retention strategies and employee performance. This finding is in line with the findings by Agrela (2008) who noted that talent strategies enable an organization to pursue high performance and improved results through talent management. Agrela, (2008) argued that talent strategies enabled organizations to focus on factors that affect employee retention leading to growth and success of organizations as employees’ performance is enhanced through talent programs within the organizations.

The findings of this study revealed that many of the respondents believed that when an organization identifies and prepares potential employees to take up responsibility of key staff leaving an organization, this leads to enhanced employee performance. Milkovich and Boundreau (1988) had argued on the same line when he asserted that regardless of the expansion or contraction of the total workforce in the organizations, retention of key talented employees is important. He further stated that the availability of the right number, right kind of management staff at the right time and in the right positions is imperative enhances employee performance. It is therefore important that when a sudden vacancy occurs in an organization, there is need to have employees who have already been groomed and who are talented enough to take up the role of the departing employee. It could be argued that when an organization loses its talented employee, it exposes itself to drastic changes in employee performance. Therefore, planning on how a departing and talented employee’s role is going to be filled is very important to organizations.

The findings of this study also revealed that majority of respondents felt that on-going processes for developing employee’s careers contributes to employee performance. This is in line with the argument advanced by Guthridge, Harttig, Komm and Lawson (2010) who noted that the primary role of talent planning is to enhance easy identification of future talents which are needed at all organizational levels. The talent planning process endeavors to obtain an optimal talent positioning level that refers to having the correct talent at both the right time and place. When an organization ensures that processes are in place not only to monitor performance but also to identify talent that will be critical for continuous employee performance in future.
The findings of this study revealed that majority of the respondents believed that when an organization has a well-articulated succession plan that enables employees to perform managerial roles, this enhances employees’ performance. A study by Tunje (2014) had established similar findings. Tunje (2014) noted that there existed a relationship between succession planning practices and employee performance in large media houses in Kenya. The study findings revealed that a positive relationship actually exists between various practices of succession planning and employee performance. The findings suggested that practices geared towards succession planning enhanced employee satisfaction that in turn enabled them to stay motivated to perform better at the current firm hence shun possibilities of leaving. These findings can be extrapolated to the real estate sector since respondents for this study had similar sentiments. When an organization provides mechanisms for employees to ascend to higher levels of organizational hierarchy, it enables the employees to glean on skills and experiences that enhances their abilities and skills. When an employee can be able to take up managerial roles, then succession within an organization can take up easily without major disruptions both to employees’ performance and to the organizational performance.

5.3.3 Effects of Performance Management Systems and Employee Performance

The findings of this study revealed the existence of a statistically significant relationship between performance management systems and employee performance. Byars and Rue, (2008) had argued that performance management systems were directly tied to an organization and employee’s performance since performance systems helped employees work diligently and creatively toward achieving organizational objectives. Arup (2008) had argued that performance management systems basically serve two critical purposes. Firstly, they help in reaching informed decisions about administrative issues which include aspects such as according employees with bonuses, merit raises and performance appraisals. The performance management systems are also critical in coming up with the organization’s development goals which include aspects such as generation of their feedback. Once goals for enhancing employees’ performance have been set through appraisal system, it becomes easy for managers to help employees develop activities that actualizes performance of organization goals.

The findings of this study also revealed that majority of respondents believed that when an organization has proper appraisal evaluation and communication processes for employees,
this then leads to enhanced performance. To this, Gommans and Kihiko (2013) had argued that firms that endeavor to adopt various performance management practices that entails worker’s selection, goal setting and placement as well as performance appraisals do enhance employee performance. This means that managers can define the overall goals an employee can work on and consequently, work towards developing eliminating deficiencies that exist in employee’s performance.

The findings of this study show that many of respondents felt that employee performance is enhanced when employees are fully involved in the appraisal process. While over half respondents felt that constructive feedback is essential for enhancing employees’ performance. These findings are in line with Agutu (2013) who sought to explore the perceived influence of performance appraisal criteria on employee job satisfaction at Kenya Airways and the level of employee involvement. The findings for Agutu’s study revealed that there were various dimensions that influenced job satisfaction even though weak. Specifically, various aspects of performance appraisals relatively and positively influence job satisfaction and employee performance. This included the level of employee involvement in the process. When an employee knows that they were part of the decision that selected the criteria that was used to evaluate them, they embrace the process. As such, perceived fairness in the appraisal and performance management system enables employees to perform better since they are highly motivated at the fairness exhibited by their organization.

Equally, a study that was done by Iqbal, Haider, Ahmad, Batool and Ul-ain (2013) examined the impact of performance appraisal on employee’s performance whereby motivation was selected for a moderating role in the study. Research findings revealed the presence of a positive relationship between the presence of performance appraisals and individual employee performance. Therefore, we can deduce that the structure, formation, participation and engagement of employees in performance management system is important to employee performance.
5.4 Conclusions

5.4.1 Effects of Training and Development on Employee Performance

This study concludes that training and development is an essential component of organizations talent management strategies that enhance employee performance. Training enhances the necessary skills and knowledge required by the employees to perform their duties, while development is essential in the long term employee competencies is also critical to the overall employee performance. This study has demonstrated that when an organization invests in training and development, employees’ performance does get enhanced. Critical training components like training program, management support and employee commitment to the training and development is essential to overall employee performance. The relationship between training and development and employee performance is significant.

5.4.2 Effects of Talent Retention Strategies and Employee Performance

This study concludes that talent retention strategies are important and essential in organizations that are seeking to develop and enhance employees’ performance. Succession planning, career development and employee motivation are some of the talent retention strategies that when used by organizations, they do enhance employee performance. Talent mechanisms put in place by organizations do not only enhance employees’ current performance but guarantees employees’ future performance. This study further concludes that the relationship between talent retention strategies and employee performance is statistically significant.

5.4.3 Effects of Performance Management System and Employee Performance

This study concludes that performance appraisal systems are important to employee performance. How managers within organizations involve employees in the entire process of performance management system including designing of the evaluation tool contributes to the acceptance and use of performance evaluation to enhance employees’ performance. Positive, constant and consistent management feedback to employees’ appraisals are essential to employee performance. Therefore, this study concludes that the relationship between performance management systems and employee performance is statistically significant.
5.5 Recommendations

The following are recommendations based on the findings of the study.

5.5.1 Recommendations for Improvement

5.5.1.1 Effects of Training and Development and Employee Performance

In order for Suraya Property Group Limited to enhance employee performance, it is imperative that the organization focuses on developing programs that are not only essential but enhances employees’ competitiveness. Programs should be designed by both managers and employees. Employees are a critical component that determines the success or failure of an organization’s training programs, therefore, should not be ignored. Equally, when designing career development, it is important that Suraya Property group limited examine what other organizations in the sector are doing to enhance career development of their employees. After the training and development program has been developed and agreed upon by employees and management, it has to be implemented. There is need for the organization to ensure that the training programs are current based on the market needs and monitoring mechanisms for employees’ performance is established for benchmarking purposes.

5.5.1.2 Effects of Talent Retention Strategies on Employee Performance

Since this study has revealed the existence of a significant relationship between talent retention strategies and employee performance, it is important that Suraya Property Group Limited establish talent retention strategies and make them known to all employees. This is to ensure that employees are aware that the organization is making necessary effort to enhance their performance. Equally, each of the talent strategies should be used in a targeted manner for each employee. Talent strategies that work for employees in one department might not work for employees in another department due to different career needs. Similarly, even within same departments, each employee should be targeted with specific sets of strategies that are suitable and complimentary to their personality, work, motivation and level of responsibility within the organization. The adopted talent strategies should be evaluated periodically within the industry standards to ensure sustainable competitive advantage for employees at Suraya Property Group Limited.
5.5.1.3 Effects of Performance Management Systems on Employee Performance

Performance management systems have exhibited a significant relationship with employee performance in this study. Therefore, it is important that Suraya Property Group Limited enhance their performance management systems as a way of ensuring sustainable employee performance. The concept of employee involvement in the entire process of performance appraisal should be made mandatory. The more employees are involved in designing a performance management system that will be used to evaluate them, the more they will want to support the system. Suraya Property group Limited should also design a performance evaluation system that enhances the way and manner in which feedback from management is provided to employees. Performance management systems at Suraya Property Group Limited should also include succession plans for each management level and for employees. The preparation for performance continuity within the organization is important morale booster for employees, since they will know what is required of them to ascend to the next available job.

5.5.2 Recommendations for Future Research

This study mainly focused on three aspects of talent management practices on employee performance. It is recommended that other studies be done to unearth more on the subject. This will ensure increased reliability of the statistics and effects for generalization. The study covered only one company, this shows that the results of this study are skewed towards the perceptions and data from only one organization. It is suggested that such a study be done in other firms in other sectors to increase the statistical power of the study and more reliable results. There is therefore a great potential for research in this direction.
REFERENCES


APPENDIX A: COVER LETTER

P.O BOX 62872-00200
Nairobi, Kenya.

Dear respondent,

RE: PARTICIPATION IN AN ACADEMIC SURVEY

I am a graduate student pursuing Master of Science in Organization Development (MOD). I am currently conducting a research study entitled “THE EFFECT ON TALENT MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE AMONG REAL ESTATE COMPANIES IN KENYA: A CASE OF SURAYA PROPERTY GROUP LIMITED.” You have been requested as one of the respondents to participate in the survey.

The results of the survey will be instrumental for Suraya Property Group Limited in assessing the extent to which; training and development, talent retention strategies and performance management systems affect employee performance.

This is an Academic research and confidentiality shall strictly be adhered to. Your name will not appear anywhere in the report. Please complete all your items to reflect your opinions and experiences. The data collected will be used for purposes of this academic research only. Kindly spare at least 10 minutes to complete four sections of the questionnaire attached.

Yours Sincerely,

Erica Knott
APPENDIX B: QUESTIONNAIRE

SECTION A: BACKGROUND INFORMATION

1. What is your Gender?
   Female [ ]    Male [ ]

2. What is your job/grade level?
   Junior Management [ ]    Middle Management [ ]    Senior Management [ ]

3. How long have you worked for this organization?
   Less than 2 years [ ]
   3 – 5 years [ ]
   6 – 8 years [ ]
   9 years and over [ ]

4. How do you rate your performance?
   Excellent [ ]
   Very Good [ ]
   Good [ ]
   Room for improvement [ ]
   Not to my satisfaction [ ]
   Poor [ ]

5. Do you think the HR department is relevant to this organization?
   Yes [ ]
   No [ ]
## SECTION B: TRAINING AND DEVELOPMENT

Directions: For each of the statements below kindly tick only one based on the following scale. Strongly agree – 1; Somewhat agree – 2; Neither Agree or Disagree – 3; Somewhat Disagree – 4; Strongly Disagree - 5.

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<tr>
<td>6.</td>
<td>My organization makes a planned effort to facilitate employees to learn job related competencies in order to improve performance.</td>
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<td>7.</td>
<td>Employees learn autonomously to improve their performance.</td>
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<td>8.</td>
<td>My organization offers systematic training to employees.</td>
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<td>9.</td>
<td>My organization improves their employee talents and align their talents with the needs for the business at the current position.</td>
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<td>10.</td>
<td>My organization keeps an effective and dynamic workforce resulting from career training.</td>
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<td>11.</td>
<td>My organization fosters professional growth and development.</td>
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<td>12.</td>
<td>My organization is learning orientated towards personal development.</td>
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<td>13.</td>
<td>My organization implements staff development provisions.</td>
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<td>14.</td>
<td>My organization creates conditions that enhances employee creativity.</td>
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<td>15.</td>
<td>My organization adopts the development of employees so as to nurture a sound organization memory.</td>
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SECTION C: TALENT RETENTION STRATEGIES

Directions: For each of the statements below kindly tick only one based on the following scale. Strongly agree – 1; Somewhat agree – 2; Neither Agree or Disagree – 3; Somewhat Disagree – 4; Strongly Disagree - 5.

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
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<tr>
<td>16. My organization identifies and prepares suitable high potential employees to replace key players within the organization as their terms expire.</td>
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<tr>
<td>17. My organization focuses on the promotion and development needs of subordinates.</td>
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<td>18. My organization has systematic succession plans, enabling employees to effectively perform roles traditionally reserved for managers.</td>
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<td>19. My organization has succession planning programs that strongly influences staff retention and employee performance.</td>
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<td>20. My organization has an ongoing/lifelong process of developing one’s career.</td>
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<tr>
<td>21. Career development opportunities is an important variable in my organization.</td>
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<td>22. My organization ensures that employees with the qualifications and experience are available when needed.</td>
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<tr>
<td>23. In my organization, employers can coach the employees in their individual career planning.</td>
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<td>24. Employees are motivated by management through encouraging them by improving their morale.</td>
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</tbody>
</table>
25. My organization has strategies in place that satisfies employee needs to prevent or reduce anxiety, insecurity and stress among them.

26. In my organization employees realize their aspiration and want to attain the highest possible level in their job.

27. My organization makes continuous adaptation to employees’ changing needs to keep their workforce motivated.

### SECTION D: PERFORMANCE MANAGEMENT SYSTEMS

Directions: For each of the statements below kindly tick only one based on the following scale. Strongly agree – 1; Somewhat agree – 2; Neither Agree or Disagree – 3; Somewhat Disagree – 4; Strongly Disagree - 5.

<p>| | | | | |</p>
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<tbody>
<tr>
<td>28.</td>
<td>My organization has performance appraisal strategies in place.</td>
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<td>3</td>
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<tr>
<td>29.</td>
<td>My organization has a clear processes of evaluating and communicating to an employee how they are performing their job and establishing a plan of improvement.</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<tr>
<td>30.</td>
<td>Employees are involved during the entire process of performance appraisals.</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<tr>
<td>31.</td>
<td>Performance appraisals has a positive impact on employee’s performance in my organization.</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>32.</td>
<td>My organization revisits as well as redesigns the performance appraisal system when needed so that it can be aligned to the organization’s mission and vision.</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>
33. Management provide employees with feedback that enables the latter to learn, develop, and improve their performance.

34. This feedback helps the employee assess their performance and identify the improvement areas.

35. Employees believe that constructive feedback does more to improve their performance than positive feedback.

36. Employees do not learn unless they are given feedback on the results of their actions.

37. Employees receive regular feedback from management registering both successes and failures.

SECTION E: EMPLOYEE PERFORMANCE

Directions: For each of the statements below kindly tick only one based on the following scale. Strongly agree – 1; Somewhat agree – 2; Neither Agree or Disagree – 3; Somewhat Disagree 4; Strongly Disagree - 5.

<table>
<thead>
<tr>
<th>Statements</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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<tbody>
<tr>
<td>38. Training enhances employee performance</td>
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<td>39. Career development enhances employee performance</td>
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<td>40. Success planning strategy enhances employee performance</td>
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<td>41. Employee motivation enhances employee performance</td>
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<tr>
<td>42. Performance appraisal enhances employee performance</td>
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<td>43. Feedback mechanisms from supervisors enhances employee performance</td>
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</table>

THE END

THANK YOU FOR COMPLETING THE QUESTIONNAIRE.
## APPENDIX C: RESEARCH BUDGET

<table>
<thead>
<tr>
<th>BUDGET LINE ITEMS</th>
<th>COST IN (KSH)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A Proposal Development</strong></td>
<td></td>
</tr>
<tr>
<td>1 Materials</td>
<td>850</td>
</tr>
<tr>
<td>2 Printing</td>
<td>2,700</td>
</tr>
<tr>
<td>3 Photocopying</td>
<td>400</td>
</tr>
<tr>
<td>4 Phone Calls</td>
<td>650</td>
</tr>
<tr>
<td>5 Travelling Costs</td>
<td>350</td>
</tr>
<tr>
<td>6 Food And Beverages</td>
<td>1,500</td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td><strong>6,450</strong></td>
</tr>
<tr>
<td><strong>B Data Collection (Fieldwork)</strong></td>
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</tr>
<tr>
<td>1 Photocopying</td>
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<tr>
<td>2 Research Assistant</td>
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</tr>
<tr>
<td>3 Phone Calls</td>
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</tr>
<tr>
<td>4 Emails</td>
<td>300</td>
</tr>
<tr>
<td>5 Travelling costs</td>
<td>350</td>
</tr>
<tr>
<td>6 Food and Beverages</td>
<td>6,000</td>
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<tr>
<td><strong>Sub Total</strong></td>
<td><strong>20,050</strong></td>
</tr>
<tr>
<td><strong>C Data Analysis and Interpretation</strong></td>
<td></td>
</tr>
<tr>
<td>1 Data entrants</td>
<td>5,500</td>
</tr>
<tr>
<td>2 Phone Calls</td>
<td>2,000</td>
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<tr>
<td>3 Data Analysis</td>
<td>7,000</td>
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<td><strong>Sub Total</strong></td>
<td><strong>14,500</strong></td>
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<tr>
<td><strong>D Report Writing and Dissemination</strong></td>
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<tr>
<td>1 Report Writing</td>
<td>1,600</td>
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<td>2 Binding and Dissemination</td>
<td>1,500</td>
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<td><strong>Sub Total</strong></td>
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<tr>
<td><strong>Total Cost</strong></td>
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### APPENDIX D: IMPLEMENTATION PLAN

<table>
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<tr>
<th>Research Activities</th>
<th>Start</th>
<th>Finish</th>
<th>Duration in Months</th>
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<tbody>
<tr>
<td>1 Proposal Development</td>
<td>June 2016</td>
<td>August 2016</td>
<td>2</td>
</tr>
<tr>
<td>2 Data Collection (fieldwork)</td>
<td>September 2016</td>
<td>September 2016</td>
<td>1</td>
</tr>
<tr>
<td>3 Data Analysis and Interpretation</td>
<td>October 2016</td>
<td>October 2016</td>
<td>1</td>
</tr>
<tr>
<td>4 Report Writing</td>
<td>November 2016</td>
<td>December 2016</td>
<td>1</td>
</tr>
<tr>
<td>5 Report Dissemination</td>
<td>End December 2016</td>
<td>Mid-January 2017</td>
<td>1</td>
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<td><strong>Total</strong></td>
<td></td>
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<td><strong>6</strong></td>
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