THE EFFECTS OF TALENT MANAGEMENT PROCESSES
ON PERFORMANCE OF YOUNG PROFESSIONALS: A
CASE OF TRUFOODS

BY

GEOFFREY OLUOCH

UNITED STATES INTERNATIONAL UNIVERSITY-
AFRICA

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GEOFFREY OLUOCH

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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 in Nairobi for academic credit.

Signed: ________________________ Date:______________________
Geoffrey Oluoch (ID No:645879)

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 general objective of the study was to establish the effect of talent management processes on the performance of young professionals, a case of TruFoods. The study was guided by the following research objectives; to determine the effect of succession planning on the performance of young professionals at TruFoods, to establish the effect of training and performance support on the performance of young professionals at TruFoods and to establish the effect of performance management systems on the performance of young professionals.

A descriptive research design was used in this study. The target population was 141 employees of TruFoods. Stratified random sampling was used to select a sample size of 42. Structured questionnaires were used to collect data. Data was analyzed using descriptive statistics. Pearson correlation and regression analysis were used to determine the influence of independent variables on the dependent variable. Statistical Package for Social Sciences (SPSS) software was used to analyze the data. Data was coded according to different variables and descriptive statistics such as frequencies, mode, mean percentiles, variances and standard deviations for ease of interpretation. Tables, figures and chart were used for analysis and interpretation of data.

The findings on succession planning and performance of young professionals revealed that respondents disagreed that the organization has a succession planning process which targets young employees, the organization prepares employees to be promoted to more senior positions and succession planning has helped the organization to target talented young employees are targeted for promotion in the succession planning, succession planning is implemented in the organization

The findings on training and development and performance of young professionals revealed that most respondents agreed that training had made the young professionals more productive. However, respondents disagreed that the organization had put in place training programs to improve performance of young professionals. On-the-job training had helped young professionals improve their performance and training made them more productive; each young professional was given an on-job training opportunity.

The findings based on performance management systems and performance of young professionals revealed that most respondents agreed that the organization had a
performance management system in place. However, there was disagreement on whether performance management helped to identify performance gaps to be targeted for improvement and performance management practices in the organization. Secondly, whether this assisted in the retention of young professionals as well as ensuring fair performance of appraisal.

In conclusion, the use of succession planning has enabled the organization to promote and retain talented employees. In addition, the use of on-the-job training has given employees the opportunity to improve their skills and competencies. This study also concluded that the organization has a performance management system in place that helped young professionals maximize their potential.

Based on the findings of this study, the organization does not offer mentorship and coaching as methods of training and development. Therefore, the study recommended that the organization identifies experienced employees and experts to act as mentors and coaches. This study also recommended that the organization should formulate talent pools from which it can obtain high potential employees and foster employee productivity and commitment. In addition, the researcher recommended that tailor-made performance measurement tools should be developed to determine individual talent gaps. Finally, this study recommended that a similar research to be done in other organizations to determine whether the factors affecting performance of young professionals in one organization are similar to those of another organization.
ACKNOWLEDGMENT

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DEDICATION

This project is dedicated to my wife who has been a source of inspiration to me throughout the research work, my father who taught me the value of hard work and commitment, my mother who taught me how to dream and my lecturers who have made this dream come true.
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ACRONYMS AND ABBREVIATION

CEO : Chief Executive Officer
HR : Human Resource
HRIS : Human Resource Information System
SD : Standard Deviation
SME : Small and Medium Enterprises
SPSS : Social Package for Social Sciences
CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

According to Evans, Pucik and Barsoux (2002), many organizations are facing increased competition due to globalization, changes in technology, political and economic environment. As a result, organizations are encouraged to train their employees. Through training, employees are able to increase and improve their performance (Afshan, Sobia, Kamran & Nasir 2012). Cascio (2003) stated that performance ensured that an employee knows what is expected of them hence stayed focused on effective performance. Managers provide employees with adequate training, tools and equipment, adequate budget, authority and information to perform their jobs well hence increase in performance. In addition, employees improved their performance if they understood what is expected of them (Lussier, 2005).

Employees who are motivated and satisfied with their jobs are able to increase their job performance hence low turnover rate (Kinicki & Kreitner, 2007). According to a research by Amir and Amen (2013) on the effect of training on employee performance, it was revealed that environmental factors such as culture, organizational structure, job design, performance appraisal systems, power and politics affects employees performance negatively.

Employee performance plays an essential role in overall performance of an organization and consists of quantity, excellence and timeliness of output (Gungor, 2011). Performance is the achievement of specified task measured against a set target and according to Aktar (2012), employee performance is influenced by companies’ policies, working conditions, training and development and relations between employee and employer. Employee’s performance plays a big role in the success of an organization and the employees who are usually satisfied with their job and working condition are more productive compared to employees who are not satisfied with their jobs (Osunde, 2015).

According to a study done by Carlson (2006), which measured the positive side of the work-family interface, development and validation of a work-family enrichment scale findings, revealed that setting competitive compensation level, training and development, performance appraisal, recruitment package, and maintaining morale are some factors that
affect employee’s performance. In addition, Dessler (2008) showed that there was a positive relationship between training and employee performance. Through training, employees acquired more skills and increased their ability to perform better. In addition, Mutsho (2010) stated that the use of education and training increased employee’s skills, which resulted into them being more satisfied and motivated with their jobs hence increased in productivity.

Abdulla (2009) showed that training and development, team work, human resources planning and performance appraisal are correlated with employee performance. According to Sabir (2012), workplace environment is one of the factors that affect employee performance. Favorable workplace environment guaranteed the wellbeing of employees as well as enabled them to exert themselves in their roles with all energy that may translate to higher performance (Taiwo, 2010). The physical layout and design of an office increased employee’s performance whereas a poorly designed work area, lack of ventilation, inappropriate lighting and noisy environment affected employee’s performance (Becker, 2002). Organization that used recognition motivated employees to increase their performance (Armstrong & Murlis, 2004).

Management of employees entailed the ability of employees to perform their duties effectively and also guided how the process of managing performance was carried out (Baldwin, 2008). McKenna and Beech (2002), stated that for employees to be able to improve their performance, an organization should combine human resource management practices such as rewards, and performance appraisal with training and development. Study by Wright and Geroy (2001) also established that employee’s performance is affected by culture, organizational structure, job design, performance appraisal systems, power and politics. In addition, these factors existed due to lack of relevant knowledge, skills and attitude. Job insecurity negatively affected employee performance hence reducing employee’s contribution (De Spiegelaere, Van Gyes, De Witte, Niesen, & Van Hootegem, 2014). Other studies have established that job insecurity has a negative effect on employee performance hence reducing employee’s contribution (Gitahi & Waiganjo, 2015).

Rashid, Rab, Anam, Hafiza, and Somia (2013) did a research on factors affecting the performance of employees at work place in the banking sector of Pakistan. The major findings showed that there is a negative relationship between personal problems and
employees’ performance however, the study established a positive relationship between employee performance and financial rewards, organizational culture and managers’ attitude. Hassan, Umar and Mohammad (2015) investigated factors that influenced the employee performance in Libya and established that organizational culture, job satisfaction, and training had a positive relationship with employee performance while stress at work negatively affected employee performance.

Njanja, Maina, Kibet and Kageni (2013) studied the effect of reward on employee performance at Kenya power and lighting company and found that rewards had a positive effect on employee performance unlike cash bonus, which had no significant effect on employee performance because the perception towards work for those who had received it or not was the same. In support of this, Kuya (2013) added that cash bonuses are insignificant because employees who receive cash bonus are slightly satisfied compared to those who get no reward hence cash bonuses have little impact on employee performance. Gitahi and Waiganjo (2015) studied the effect of workplace environment on the performance of commercial banks employees in Nakuru town and revealed that psychological aspects and role of the supervisor had a positive relationship on employee performance. In addition, Maingi (2015) in his research on the effect of workforce diversity on employee performance in Kenyan school of government revealed that educational level, diversity and ethnic diversity positively influenced employee performance.

The demand for competent employees has been on the rise forcing organizations to competitively fight for the best talent (Armstrong, 2010). The core objective for organizations in this “war for talent” is to minimize turnover through retention of talented employees (McDonnell, 2010). Research by Ntonga (2007) indicated that firms that strive to manage their talent delivered better results. Therefore, this calls for identification and development of high-potential employees internally, a process referred to as ‘talent management within the Human Resources function (Nyanjom, 2013). Talent management is an activity undertaken by organizations to attract, select, develop and retain the best employees in most strategic roles (Scullion & Collings, 2011). It aims to develop the right people in the right jobs at the right time, ensuring the right environment for individuals to deliver their best and remain committed to the organization (Uren & Jackson, 2012). According to Chartered Institute of Professional Development (CIPD, 2013) talent consists of those individuals who can make a difference to the performance of an
organization either through their immediate contribution or, in the longer-term, by demonstrating the highest levels of potential.

The growth potential of organizations across the world depends on firms having the right people, in the right place at the right time. Talent management makes it possible for organizations to have the right people with appropriate skills, located at the right place to access business strategy (Ballesterous, 2010; Mohammed, 2015). This ensures that the right employees maximize their talent for optimal success of the organization. Talent management involves putting in place mechanisms to attract, retain, and develop employees. The employment relationship is undergoing fundamental challenges that have implications on attracting, motivating and retaining talented employees and talent shortage has resulted to fierce competition (Nyanjom, 2013). Although talent management is a relatively new area for both public and private sectors, most organizations have prioritized it to ensure they acquire the right staff (Kagwiria, 2014). This is because talent management has been linked to successful attraction, retention and development of employees (Baheshtififar, 2011).

This research undertook a study at Trufoods industry. The company begun 1958 as a contract manufacturing firm for multi-national organizations focused on agribusiness. Following increased growth and seizing opportunity in the food sector, the firm ventured into the development of “in the kitchen” and “on the table” brands for the Kenyan market with its key brands - Zesta, Kenylon, Choco Primo, Sunfresh and Energade (TruFoods, 2017). Trufoods is currently a market leader of East Africa’s most cherished food and grocery brands for the last five decades. It has continued to uphold a good reputation in East Africa and beyond. Currently a large number of the employees are below 35 years and this study therefore sought to analyze the talent management processes on the performance of this young professionals.

1.2 Problem Statement

Talent management involves positioning the right people in the right jobs thus ensuring that employees maximize their talent for optimal success of the organization (Devine, 2008). This is because talent management has been attached to successful attraction, retention and employee development (Baheshtififar, 2011).
Another factor that has captured the interest of human resource management is succession planning. This is a key element of an effective strategy for managing talent and ensuring that an organization achieves its future goals (Nwachukwu, 2006). In Kenya, succession planning in organizations has not been formalized hence there has been no focus on succession planning in non-profits, although the need is dire (Murangiri, 2011). However, it is obvious that specific strategic control factors such as succession planning are starting to gain significance. Succession planning, consequently, is an important way of identifying a worker’s skills and capacity that can be evolved to help organizations accelerate and preserve overall performance (Odhiambo, Njanja & Zakayo, 2014).

Any enterprise that lays very little emphasis on training and development is encouraging the obsolescence of personnel, inflexibility within the institution and appears not to apprehend the changing surroundings where it operates (Nwachukwu, 2006). As to the significance of training and improvement. Banjoko (2007) stated that low and middle-stage employees need to evolve to new capabilities and technology. While managers and control personnel want deeper knowledge and understanding in their jobs, roles of others, and expertise of where and how their jobs shapes organizational pattern.

Performance management system not only sets expectations for employee performance but also provides a complete and professional management process for firms to assess the performance results of organizations and employees. Mbise (2014) contended that the benefits of performance management system is continuously improving organizational performance through employee performance. Even though previous studies have focused on employee performance none has been done on young professionals. Therefore, this research sought to establish whether performance of young professionals is influenced by utilization of performance management system. This paper also aimed at determining the effects of talent management processes on the performance of young professionals.

1.3 General Research Objective

The general objective of this study was to determine the effect of talent management processes on the performance of young professionals at TruFoods.
1.4 Specific Research Objectives

The study was guided by the following objectives:

1.4.1. To determine the effect of succession planning on the performance of young professionals at TruFoods.

1.4.2. To establish the effect of training and development on the performance of young professionals at TruFoods.

1.4.3. To establish the effect of performance management systems on the performance of young professionals at TruFoods.

1.5 Significance of the Study

1.5.1 Organizations

The findings of this research will help organizations develop strategies to improve employee’s performance, retain talented employees, develop a strong talent management culture and become competitive.

1.5.2 Researchers

Recommendation and findings from this study will be used by researchers. Researchers will find the study comprehensive hence; act as a reference point for secondary data base. The study will also add more knowledge on the effects of talent management processes on performance of young professionals hence bridging any gaps.

1.5.3 Government

Government agencies will use findings and recommendations from this research to come up with strategies and polices that will enable companies to manage talent and improve employee’s performance.

1.6 Scope of the Study

The study was carried out in TruFoods Kenya and the population was drawn from 141 employees. It included employees from production department, supply chain, finance, warehouse, quality assurance, administration and human resource, maintenance and sales. The limitation of the study was time spent to distribute questionnaires was limited and
some respondents unwilling to respond and return the questionnaires. The study was carried out from January until May 2017.

1.7 Definition of Terms

1.7.1 Talent Management

Talent management refers to human capital systems that leverage talent to achieve the greatest return from individual and collective employee capabilities (Macey, Schneider, Barbera & Young, 2009).

1.7.2 Training

Training enhances the skills of employees. It provides employees with specialized techniques and skills (Wetland, 2003).

1.7.3 Human Resource Capital

Human capital is the human factor in an organization. It is a combination of intelligence, skills and expertise that give and organization its distinctive character (Bontis, Dragonetti, Jacobsen, & Roos 1999).

1.7.4 Performance Management

Performance management is the creation of a shared vision. It helps employees understand and recognize their contribution hence enhancing organization and employee’s performance (Fletcher, 2001).

1.7.5 Succession Planning

Succession planning “is the attempt to plan for the right number and quality of managers and key skilled employees to cover retirement, death, serious illness or promotion, and any new positions which may be created in future organization plans” (Sambrook, 2005).

1.8 Chapter Summary

The chapter has discussed the background of the study, the problem statement and highlighted research objectives, significance of the study, and scope of the study as well as definition of terms. Chapter two discussed in depth the literature review that guided this study. Chapter three has highlighted research methodology that was used in the study.
while chapter four discussed results and findings of the study. Chapter five provided summaries and findings of the study.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 INTRODUCTION
This chapter presents literature review in line with the research objectives. The first section explored the effect of succession planning on the performance of young professionals. The second section discussed the effect of training and development on the performance of young professionals while the third section covered the effect of performance management systems on the performance of young professionals.

2.2 Succession Planning and Performance of Young Professionals
According to Zulqurnain (2014), succession planning is the manner of shaping the future managerial needs of an organization and developing the skilled pool of employees to meet the potential needs of the organization. Succession planning involves identifying and preparing employees through mentoring, training and job rotation. It also enables employees to be promoted to higher positions when an organization advertises for positions (Rodrigo, 2013). According to Ajay and Erich (2012), an organization can do succession planning in two ways; by developing talent or buying talent. Buying talent is when an organization gets employees from outside labor market. Through this, organizations can adapt to prevailing market changes, and have employees who are innovative with specialized skills. Succession planning is a useful tool that can be used by organizations to identify talented employees. In contrast, organizations that have succession plan have not effectively implemented it. According to a research done by society for human resource management 60% of organizations do not have succession planning (Dennis, 2005).

2.2.1 Succession Planning Process
Fulmer and Conger (2004) argued that for a succession planning process to be effective, an organizational must clearly identify the objectives and purposes of the process and participate actively to achieve the objectives of this process. Figure 2.1 represents six steps that an organization can use for effective succession planning.
In summary, for succession planning to succeed there needs to be clear structured programs within the organization made possible through leaders and employees who are committed to the course. The process involves analyzing the gaps, identifying the talent pool, developing a succession planning strategy, implementing the strategy and undertaking frequent monitoring and evaluation, and finally linking the strategy to the work force.

A guide to strategic leadership succession management model (2009) showed that an organization should start by identifying its long-term goals, vision and direction. In addition, it should identify available resources and resources that they require in the future for the organization to be able to produce their products and services. The organization should use data that already exists and connect succession planning to the values of the organization and needs and interest of the management. Secondly, an organization should analyze gaps through evaluating employee’s performance to develop a recruitment framework that they can use to recruit talented employees to meet their goals and objectives (Fransden, 2009). In the third stage an organization identifies, selects
and maintains a talent pool of highly talented and highly skilled employees. According to Byham (2002), the selected talents should be trained, mentored and coached. An organization also should identify high potential employees and high performing employees and identify external sources of talented employees. The fourth stage deals with the development of succession strategies. In this stage employees are groomed. Organizations are encouraged to identify their employees’ talents, their strengths, weaknesses, and skills and offer training programs, mentorship programs, job development opportunities, and formal evaluation programs (Cohen, 2002).

In the fifth stage an organization implements succession strategies. Timelines, roles and responsibilities are clearly defined. Moreover, an organization should also identify ways to implement succession management strategy for recruitment, selection, development, retention of talented employees and identify ways to manage change (Frasden, 2009). In the final stage an organization monitors and evaluates their succession planning (Fulmer & Conger, 2004). It should be done on a monthly, quarterly, or semiannual basis (Leibman, 1996).

2.2.2 The Importance of Succession Planning

According to Zulqurnain, Babak, Saira and Sheikh (2014), the use of succession planning in an organization is very important. It enables the organization to realize employee’s objectives and performance. The use of succession planning in an organization gives employees an opportunity of being promoted to higher positions hence improve performance (Pennell, 2010). Zulqurnain et al., (2014) highlighted that organizations that use succession planning can identify and recruit potential and talented hence develop employees to meet the set objectives and increase employee’s performance. Moreover, an organization is able to achieve a competitive advantage. Succession planning is essentially talent management. An institution that practices succession planning identifies employees with talent and potential, and giving them opportunities to develop this potential and gain additional skills, particularly managerial, supervisory, and leadership skills. Succession plans also prepare employees for positions that may not have direct managerial responsibilities, for example, highly specialized positions that require extensive training (Walker, 2011). Heuer (2003) and Rothwell (2005) emphasized that organizations convert succession planning programs into succession management
programs to remain competitive, become innovative, and adapt to changes that are taking place in the environment.

Shadi & Noor (2011) emphasized that many organizations are facing surmountable barriers in planning and using succession planning. Lack of organizational culture, lack of finances and economic conditions are examples of these barriers that slow down succession planning process in an organization. In addition, some organizations do not allocate enough time to succession planning nor understand its value in the organization. In most organizations, employees are not aware of succession planning programs and see them as a threat to their position in the organization.

**2.2.3 Challenges in Implementing Succession Planning**

According to Mehrabani and Mohamad (2011), organizations experience a high employee turnover due to lack of succession plan. In addition, in their research on identifying the principal factors influencing the implementation of succession planning, they found out that lack of training, lack of support from top management, lack of a clear organization vision, use of flat structure in an organization, and advancement in technology affects succession planning. Commercial banks in Kenya have succession planning processes however they have been criticized for under developing or sometimes ignoring those (Miles & Dysart, 2010). Surat and Pour (2009) in their study on the role of climate and natural energy in Iranian traditional architecture, found that lack of trust, information to employees, support from senior management, and motivation from employees are examples of challenges Iranian companies are facing in implementing a succession plan.

Shadi and Noor (2011) added that other barriers such as organizational culture, lack of finances and economic conditions slow down succession planning process in an organization. In addition, some organizations do not allocate enough time to succession planning nor understand its value in the organization. Research done by Mensah (2012) on succession planning in small and medium enterprises (SMEs) indicated that many SMEs in Ghana fail due to lack of succession planning. The study also revealed that most SMEs do not use succession planning due to lack of trust as a result of not training employees. In addition, Mensah also established that for an effective succession plan promotion should be based on merit and competence.
2.3 Training and Development and Performance of Young Professionals

According to DeCenzo and Robbins (2000), training and development is a learning experience that seeks to add more knowledge and skills hence improving employee’s ability to perform their task. In addition, training is necessary to ensure that an organization has adequate employees that are technically and socially competent to perform their duties (Mullins, 2007). Chiaburu and Tekleab (2005), training is a process that is used by organizations to apply different methods to strengthen employee’s knowledge and skills hence increase in employee performance (Dessler, 2005). Mondy and Noe (2005), and Beardwell and Holden (2003) stated that training and development is a tool that is used by organizations to expand, develop capabilities and improve employee’s performance.

2.3.1 Benefits of Training and Development

The use of effective training and development programs helps employees to improve their performance. Training helps an organization bridge a gap between current performance and desired performance. Coaching and mentoring are examples of strategies that an organization can use to train and develop their employees (Wajidi & Tabassum, 2016). According to Rohan and Madhumita (2012), training and development is a valuable tool that an organization can use to enhance employees’ performance. Through training and development, organizations can increase their profit and become competitive. Organizations should properly evaluate their training and development program. An organization should ensure that its training and development program is in line with missions and objectives of the organization (Chris, 2011).

Khawaja (2013) explained that through training, organizations can increase the level of employee’s job satisfaction. To enable employees reach job satisfaction, organizations should build employee’s skills to become more efficient and productive. An organization can develop employee’s skills and talent by offering employees a comprehensive training and development. Training and development also motivates and inspires employees to be more productive hence increasing performance and employees are able to know how important their job is and know what is required from them. Amir and Amen (2013) also added that organizations that use training and development programs can motivate their employees to do their job, adopt to latest technology, become innovative, reduce employee’s turnover enabling the organization increase profit and become competitive.
According to Cole (2002), training is a learning activity and helps employees acquire specific skills and knowledge that makes them perform better in their jobs. An organization that trains its employees can minimize employee’s turnover. The use of training and development programs also enables an organization to increase employee’s morale, confidence, manage changes within their environment, reduce turnover rate and reduce cost of production. On the other hand, employees can reduce wastage by making economic use of raw materials and equipment, and be aware of changes that are taking place in the organization. In addition, training provides employees with the required skills and knowledge (Cole, 2004).

Ivancevich (2010) noted that the use of training and development programs motivates employees to contribute positively to the success of the organization. Employees are also provided with information and skills that they require for an organization to achieve its long term and short term goals. Schmidt (2004), in his study on the relationship between workplace training and overall job performance found that components of job training and time spent in training determined a committed relationship to employee performance on the job.

2.3.2 Training and Development Programs

According to Nassazi (2013), organizations use training and development activities to help employees improve their performance and acquire new skills. An organization can use on-the-job training and off-the-job training. On-the-job training involves teaching the skills, knowledge, and competencies necessary for employees to perform specified tasks within the workplace. Employees learn with practice, the knowledge and skills taught through on-the-job training. On-the-job training utilizes existing workplace tools, equipment, skills, and knowledge necessary for an employee to effectively perform their job (Mehrdad & Mahdi, 2009). On-the-job training may occur within the normal working or anytime and anywhere within the work. Co-workers supply on-the-job training however, external parties may be engaged in providing on-the-job training in the case of specialized equipment for instance a vendor might educate members of the human resource (HR) team on the capabilities of a human resource information system (HRIS). On-the-job training is used by organizations to teach workers how to do their current job. It is usually conducted at the same work venues. A company uses a trainer, supervisor, or co-worker as an instructor (Demetra, 2008). On-the-job training provides employees with
specific skills and knowledge based on their job requirement. Examples of on-the-job training are job rotation, and apprenticeship (Mehrdad & Mahdi, 2009). McCourt and Eldridge (2003) defined job rotation as the process of moving employees from one official responsibility to another in an organization.

On the other hand off-the-job training occurs when employees are taken away from their usual work environment. Examples of off-the-job training includes; conferences, role playing, teaching, or coaching. Off-the-job training is used by organizations to meet the learning needs of a group of employees rather than individual needs. Examples of off-the-job training includes computer based training and games and simulation (Mehrdad & Mahdi, 2009).

Transfer is the movement of employees form one country to another. Use of transfer also enables employees gain more knowledge and skills from different department in an organization. In addition, job rotation helps employees improve their problem-solving skills, and enhance efficiency (Faegri, 2010). Moreover, according to Torrington (2005), mentorship program offers a wide range of advantages. Coaching as a process helps in improving employee’s knowledge, skills and work performance. Through coaching, an organization can solve communication problems, get feedback from employees and address time management problems (Kirwan, 2000).

Orientation is the process of familiarizing new employees with their job. It is used by organizations to introduce new employees to their work. During this process, employees are trained on the nature of their work, their tasks, and responsibilities, and the company expectations. It also helps employees know technology that the company is using, health and safety issues, processes and procedures, and organizational culture (Aidah, 2013). Apprenticeship is another training and development program designed to provide planned, practical instruction over a considerable time span. It is an approach that helps apprentice to learn a craft. The apprentice works with a recognized master craft person (McNamara, 2000).

2.3.3 Challenges Facing Training and Development

According to a research by Zachiewaki (2001), and Birdi (2005), individual characteristics such as motivation, attitude, and ability affect employee’s training and its success, in addition to a shoddy work environment. Poor management support can limit
employee’s creativity. Unfavorable work environment can also affect an otherwise effective training and development program. Lack of support from top management and peers, and employee’s attitudes are other examples of factors that affect the effectiveness of training (Haslinda & Mahyuddin, 2009). Saks and Haccoun (2007) found out that the psychological state of trainees such as motivation, self-efficacy, and perceived control can affect the training outcomes.

According to Stone (2010), information deficiency such as lack of knowledge to access training program and methods affects employee’s decisions on training investment. Makunja (2016) cited that challenges facing teachers in implementing competency based curriculum in Tanzania included lack of in-service training faced by majority of the teachers. This is because they lack knowledge and skills. In his research on training and development priorities in non-governmental organizations in Tanzania, Kallarakkal (2009) found out that unclear training criteria, lack of funds favoritism, lack of top management support and inability to determine training needed by employees are examples of challenges that public service offices faced in Tanzania in developing an effective training program. Furthermore, education level, lack of clear training programs, lack of employee awareness and age limit are other factors that affect training in Tanzania. Employees who were almost retiring did not see the importance of attend training (Khamis, 2007).

Musili’s research (2010) on the perceived effectiveness of training and development on performance of in-flight attendants at the Kenya Airways showed that lack of employees participating in decision making was one of the factors that affected employee’s performance and training. Degree of change in internal and external environment and the availability of suitable skills in the organization are examples of factors that influence the quality and quantity of training in an organization (Cole et al, 2002). According to Dorcas, Robert and Douglas (2004), effects of training practices on employee’s productivity found out that public sectors in Kenya have well-established policies to invest in training and development but do not follow the process. Public sectors are unable to identify training needs, and employees usually sponsor themselves to acquire new skills. Due to rapid growth of technology in Hong Kong, there was unprecedented lack of skills to service the technology sector. Some companies in Hong Kong are reluctant to invest in training (Alice, 2014).
According to a research done by Masoga (2007) on need for training and development of the public sector, the study found that new employees in public service do not receive sufficient orientation and training. Masoga (2007) further recommended that public sectors should implement human resource development programs to promote employees’ performance. Public sectors should use a systematic orientation and training program for new employees and performance evaluation should be conducted to determine outcome of the training.

2.4 Performance Management Systems on Performance of Young Professionals

Markus (2004) described performance management as the process of ensuring the organization and all its employees, departments, processes and team are working together to achieve organizational goals. According to Welman (2001), an organization that wants to use performance management process needs to; identify its goals, set standards they can use to measure results, and track and reviewing progress. Performance management is a system of setting objectives, measure performance, identification of development support and review process to develop performance and objectives (Brewsteret, 2003). Performance management uses performance measurement techniques to measure performance of the organization and employees (Price, 2000). In addition, Performance Management systems are “concerned not only with what is achieved but also with how it is achieved” (Price, 2000).

2.4.1 Performance Management Tools

According to Smither and London (2009), performance appraisal is a very important function of human resource management. Studies have revealed that the use of effective performance appraisal play a big part on the effectiveness of human resource management (Zapata-Phelan, 2009). In addition, performance appraisal is an effective tool that can be used by an organization to assess employees’ performance. An organization can also use it to implement strategies to improve employee’s performance (Lawler & McDermott, 2003). Nkwane (2012) highlighted the advantages of performance management system included providing systematic judgments to support salary increases, promotions, transfers, layoffs, demotions and terminations, it is a means of telling subordinates how they are doing.
Siti (2011) added that performance appraisal is used by organizations to review and appraise employee’s performance. Employees are given feedback about their job performance through which employees are able to know areas to improve. Performance appraisal can be used to determine how effective employees are in performing their work. A study by Patrick (2011) on evaluation of the performance appraisal system and its effect on employee performance, revealed that most companies do not conduct performance appraisal based on their strategic objectives due to lack of policy on the conduct of performance appraisal. As a result, they do not give feedback to employees. After conducting performance appraisal, the results were not linked to training, promotion and reward, and lack of finance. According to a research done by Liza (2010), on performance appraisal system and it’s implication to employee performance, she recommended that for a performance appraisal to be effective, an organizations should provide employees with proper feedback that should be documented. Employees should be involved in the formulation of appraisal tool, and rewarded based on their performance as well as evaluated based on job requirement, their duties and responsibilities.

Mediocre performance evaluations will have a negative effect on the organization. An organization should develop performance appraisal that is not subject to bias. The use of performance appraisal can help employees and organizations improve their productivity, identify training needs for their employees, make promotion and reward decisions (Malcolm & Jackson, 2002). According to a research done by Bretz, Milkovich and Read (2002) on the current state of performance appraisal research and practice, perceived fairness on performance appraisal review and system was one of the issues that organization faced. Based on their findings, most employees perceived their performance appraisal system as inaccurate or unfair. According to a research by Ochoti (2010) on factors that influence performance appraisal system of employees in Nyamira District, for an effective performance appraisal, public sectors in Kenya should evaluate the validity of the rating. Employees should be treated fairly during the appraisal process, to ensure that the performance appraisal is accurate the raters should avoid the use of subjectivity and bias, frequent meetings should be held to develop action plan.

Kaplan and Norton (2006) proposed a balance scorecard as a management tool used by an organization to define their vision and strategy and translate it into action, provide internal and external communication and feedback on internal processes and external outcomes. Chan and Ho (2000) stated that a balance scorecard is a framework that
encourages the use of both financial and non-financial measures of performance. In addition, a balance scorecard allows the organization to determine its strategic objectives by balancing the following different measures of success: Financial, Customer, Internal Operations; Human Resource Systems and Development (learning and growth). Abernathy (2000) argued that employees sometimes fail to understand organizations’ strategies hence do the wrong thing because of lack of knowing their roles in accomplishing the required strategy. Frigo & Krumwiede (2000) stated that in such a situation, the use of a balance scorecard could help. This is because a balance scorecard helps the organization get involved in several activities that benefit the organization. The balance scorecard is an important framework and management tool, which organizations leaders use to move toward achieving long-term, sustainable goals (Johnson & Beiman 2007).

2.4.3 Challenges Faced in Performance Management

According to Prowse and Prowse (2009), developing performance measures is one of the dilemma companies’ face. A company should ensure that a good performance appraisal system is based on measuring employee’s contribution to their job and not employees activities or behavior. This system should be tailor-made to match employees and organizations characteristics. Age, gender, or race can also influence the rater’s evaluations hence affecting accuracy of the evaluation. Development of poor measures by organizations is one of the challenges that organizations face. Organizations set targets without any measures in place. In other cases, no data can be collected or is kept as evidence to track performance (Armstrong, 2008). Barrett, Balloun and Weinstein (2005) revealed that management style, market orientation, learning orientation and organizational flexibility are examples of challenges that public sectors face when developing a performance management system.

According to Wright (2006), the disadvantages of performance management are the misperception that performance management is time consuming and controversial, especially when a pay rise is at stake, performance assessment forms are often lengthy and sometimes complex, supervisors as well as subordinates feel they are asked to pass judgments and make comments in the absence of an objective criteria, which is seen as an instrument to control and discipline. Setting of objectives is easy in some institutions for some jobs and can be problematic in others. According to Boninelli and Meyer (2004),
the limitations of performance management are: firstly, it is seen as a human resource system. Supervisors have a responsibility to ensure that the institution performs in terms of the set strategy. They should not only comply by filing in forms. Secondly, performance management is not integrated with other human resource systems. In practice, organizations do not use the result of performance management when making decisions that relate to selection, recruitment, development and succession planning of employees.

A study by Ravhura at el., (2006) on performance management in public sectors in South Africa, revealed that although performance management plays a big role in improving productivity, training and awareness on performance management is still lacking. This is due to lack of sufficient funds. Ravhura at el., (2006), further recommended that public sector should train and make employees aware of performance management for them to be more productive, and also allocate sufficient fund on performance management process. Lack of training and awareness is a challenge that organizations face during the implementation of performance management system. This is because most employees will not accept changes that are taking place in the organization hence the use of training and awareness enables organizations to communicate with their employees hence successful implementation of performance management system (Johnson & Swisher, 2003).

2.4.4 Benefits of Performance Management

Organizations that will be the biggest winners in this emerging and turbulent economic environment, at least from a talent perspective, are those with positive employer brands through performance management strategies (Cascio, 2014). The author added that these performance management strategies help employees develop expertise that maximizes their potential, and are innovative approaches to the design and delivery of Human Resource Development initiatives. Performance management practices are therefore linchpins of employee retention (Haines & Stonge, 2012). From the definition of performance management as a continuous process of identifying, measuring, and developing individuals or teams, and of aligning that performance with the strategic goals of an organization. Aguinis (2009) pointed out that the main aim of the evaluation system is to identify the performance gap, if any. This gap, according to the same author, is the
shortfall that occurs when performance does not meet the standard set by the organization as acceptable.

Alvi, Surani and Hirani (2013) noted that the main benefit of performance management is that it not only informs the employee about the quality of his or her performance but also enables the appraisers to receive feedback from the employee about job problems. From the organization's viewpoint, one of the most important reasons for having a system of performance appraisal is to establish and uphold the principles of responsibility and accountability at every organizational level (DeNisi, & Smith, 2014). Due to its various benefits, fair, proper, and standardized quality of performance evaluation is one of the top priorities of the business world of today (Cascio, 2014). One of these benefits, according to the author is that the feedback system leads to improvement in a leader’s consideration and employee development behaviors, which lead to employee’s job satisfaction and engagement, and consequently reduce turnover.

Performance measurement is the basis of performance management according to (Buchelt, 2015). The author insisted that if an organization cannot measure performance, then it cannot effectively improve it. Biron, Farndale, and Paauwe (2011) agreed that performance management allowed the organization to tell the employee something about their rates of growth, their competencies, and their potentials in order to adequately and accurately plan for improvement. In addition to enabling strategic organizational improvement, there is little disagreement that if well done, performance measurements and feedback can play a valuable role in effecting the congruence between the needs of the individual and the needs of the organization as explained by SrinivasaRao (2007). DeNisi and Smith (2014) insisted that performance management enabled the success of teams. According to the two authors, the goal of team performance management is to make all team members accountable and to motivate them to have a stake in team performance.

Employee performance management is a vehicle for implementing strategic initiatives and managing the development of the workforce (Haines & Stonge, 2012). The authors further compared performance management to a compass stating that performance management provided orientation as well as direction by showing both the organization’s actual direction as well as its desired direction. Cascio and Aguinis (2011) agreed that the job of the human resource manager is to identify where an employee is at as well as to
focus effort and attention on the desired direction for the achievement of organizational goals. Thus, the authors advocated that performance management should be much more than a once-a-year performance review but it should be an everyday part of a high-performance organizational culture.

Mellahi, Frynas and Collings (2016) noted that performance management engages managers in an ongoing process in which they are accurately informed as they conduct performance planning, coaching, assessment and review. The authors added that performance feedback, which involves a two-way discussion of an employee’s past performance, is beneficial in providing a basis for administrative decisions such as reward and compensation, promotion, transfer, termination and employee development in order to align an employee’s performance with organizational goals. Dewettinck and Vroonen (2016) insisted that the way in which performance management practices are implemented will ultimately differentiate between successful and unsuccessful organizations because, in their view, when implemented and maintained properly, performance management can become a motivational tool and can lead to employee retention and consequently increased organizational performance.

2.5 Chapter Summary

This chapter has discussed literature review based on the following research objectives; to analyze the impacts of succession planning on the performance of young professionals, to establish the effects of training and performance support on the performance of young professionals and to establish the effects of performance management on the performance of young professionals. Chapter three discusses the research methodology that was used in the study.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter discusses research methodology used in the study. It also discussed research design, population and sample size, data collection methods, research procedures and data analysis and the presentation methods to be utilized in this research.

3.2 Research Design

According to Kothari (2004), research design is a plan, a roadmap and blueprint that is used by researchers to collect and analyze data so as to obtain answers to research questions. Burns and Grove (2003) added that it is a conceptual framework within which research is conducted. A research design outlines the objectives of a study, specifies the sources of data to be collected, and identifies possible constraints that may affect the study (Saunders, 2003).

The research used a descriptive design. According to Kombo and Tromp (2006), descriptive survey is used to describe state of the affairs as they exist. It helps a researcher investigate variables without manipulating them, and also report various aspects that define competency (Patton, 2000). Both quantitative and qualitative research will be used to be able to gain better knowledge and understanding of the results. Quantitative research relies on deductive reasoning or deduction (Sekaran & Bougie, 2010). The dependent variable was performance of young professionals while the independent variable was succession planning, training and development and performance management systems.

3.3 Population and Sampling Design

3.3.1 Population

Burns and Grove (2003) stated that a population is all the elements that meet the criteria for inclusion in a study. Population can be defined as the total collection of individuals whom researchers seek to make inference on (Cooper & Schindler, 2003). The target population was 141 staff of TruFoods Kenya.
Table 3.1: Population

<table>
<thead>
<tr>
<th>Position</th>
<th>Total Population</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Production</td>
<td>36</td>
<td>26</td>
</tr>
<tr>
<td>Supply Chain</td>
<td>15</td>
<td>11</td>
</tr>
<tr>
<td>Finance</td>
<td>12</td>
<td>9</td>
</tr>
<tr>
<td>Warehouse</td>
<td>24</td>
<td>17</td>
</tr>
<tr>
<td>Q/A Quality Assurance</td>
<td>12</td>
<td>9</td>
</tr>
<tr>
<td>Admin/HR</td>
<td>12</td>
<td>9</td>
</tr>
<tr>
<td>Maintainance / Engineers</td>
<td>9</td>
<td>6</td>
</tr>
<tr>
<td>Sales</td>
<td>21</td>
<td>15</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>141</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source (HR, TruFoods, 2017)

3.3.2 Sampling Design

3.3.2.1 Sampling Frame

Cooper and Schindler (2007) defined a sampling frame as the listing of the entire population from which a sample size is selected. It represents a complete and correct list of population members. A sampling frame should be a complete and correct list of population members only. It is a record of all the sample units available for selection at a given stage in the sampling process (Ngechu, 2004). The sample frame of this study was employees at Trufood Kenya and this was acquired from the human resource office.

3.3.2.2 Sampling Technique

The research used a stratified random sampling technique. Stratified random sampling is a technique that divides a population into subgroups. Stratified random sampling is the process of stratification (different strata are made on the bases of different factors such as life stages, income levels and management level among others.) and a random sample is then drawn from each stratum (Sekaran & Bougieal, 2010). The use of stratified random sampling helped the researcher reduce error and bias.

3.3.2.3 Sample Size

Polit (2001) stated that a sample is a proportion of a population. According to Lind (2008), a sample is a subgroup of the population. The use of a sample enable a researcher save a lot of time and money, and get more detailed information (Bluman, 2009). A sample is a reflection of the population as a whole i.e. it a true representative of the population. Out of the total TruFoods employee’s population 30% was used as the sample
size, a sample is selected to be a true representative of the population. The sample size in a research is the number of observations or replicates to include in a statistical sample. The sample size is important in achieving the objective of making an inference about a population from a given sample. Holloway and Wheeler (2002) asserted that sample size does not influence the importance or quality of the study and note that there are no guidelines in determining.

According to Mugenda and Mugenda (2003), a sample should comprise between 10-30% of the population, and a good population sample should be at least 10% and not more than 30% of the entire population. From the initial population of 141 a sample of 10% was selected from within each group in proportions that each group bears to the study population this will result into 42 respondents. According to Cooper and Schindler (2006), a sample is equivalent to the sample size that would be reliable. The study got information from a sample of 100 respondents. This made it easier to get adequate and accurate information necessary for the research. Sample size distribution is shown in the table below.

Table 3.2: Sample Distribution

<table>
<thead>
<tr>
<th>Position</th>
<th>Total Population</th>
<th>Sample ratio 0.3</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Production</td>
<td>36</td>
<td>11</td>
<td>26</td>
</tr>
<tr>
<td>Supply Chain</td>
<td>15</td>
<td>5</td>
<td>11</td>
</tr>
<tr>
<td>Finance</td>
<td>12</td>
<td>4</td>
<td>9</td>
</tr>
<tr>
<td>Warehouse</td>
<td>24</td>
<td>7</td>
<td>17</td>
</tr>
<tr>
<td>Q/A Quality Assurance</td>
<td>12</td>
<td>4</td>
<td>9</td>
</tr>
<tr>
<td>Admin/HR</td>
<td>12</td>
<td>4</td>
<td>9</td>
</tr>
<tr>
<td>Maintenance / Engineers</td>
<td>9</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Sales</td>
<td>21</td>
<td>6</td>
<td>15</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>141</strong></td>
<td><strong>42</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

3.4 Data Collection Methods

A structured questionnaire was used to collect primary data. Structured questionnaire is a questionnaire in which the questions asked are precisely decided in advance. The questionnaire was subdivided into sub sections and the first part had information on the employee demographical features like age, gender and work experience. The other sections was subdivided in line with the research objectives and was delivered to TruFoods. The questionnaire was self-administered and was delivered and picked
immediately the employees are done answering the questions hence reducing bias. Likert scale type of questions was used to determine respondent’s attitudes or feelings about a given subject. In most cases it is used to measure the level of the respondents’ satisfaction or consent rate (Cooper & Schindler, 2007). The questionnaire was pre-tested with a few members of the population for further improvements. This was done in order to enhance its validity and accuracy of data collected for the study.

3.5 Research Procedures

Five questionnaires were pre-tested and reviewed for precision, completeness, accuracy and clarity of interview questions. Findings received from the pretest were incorporated into the questionnaire before administering the final copy. Questions were standardized to minimize interference from interpersonal factors. The study also used a five-point Likert scale to ask all respondents to express their opinion on given statements, and they are expected to agree, strongly agree, remain neutral, disagree or strongly disagree. Before issuing the questionnaire the researcher sought permission from supervisors within the various branches in the central business district, and this was done via an official communication by a letter from United States International University.

Through the assistance of the HR manager and the respective departmental heads, the questionnaires were administered to the employees randomly. Ample time was given to respondents to fill in the questionnaires, and the information received was treated with confidentiality for academic purpose only. The researcher communicated to the organization about the results of the research findings.

3.6 Data Analysis Methods

The process of analyzing, cleaning, transforming, and modeling data collected is called data analysis (Wagner, Halley & Zaino 2011). A descriptive research design was used. Structured questionnaires were used to collect data. Data was analyzed using descriptive statistics. Pearson correlation and regression analysis were used to determine the influence of independent variables on the dependent variable. Statistical Package for Social Sciences (SPSS) software was used to analyze the data. Data was coded according to different variables and descriptive statistics such as frequencies, mode, mean percentiles, variances and standard deviations for ease of interpretation. Tables, figures and chart were used for analysis and interpretation of data.
3.7 Chapter Summary

This chapter has discussed research methodology that was used in the study. It has highlighted research design, population, sampling frame, sampling technique, sample size, data collection, and data analysis. Chapter four covers data analysis and presentation of the findings of the research.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 INTRODUCTION

This chapter presents the findings and interpretations established from the study. It has also highlighted results on demographics of the respondents such as age, gender, marital status, level of education; length worked in the organization and if succession plan has helped improve company’s productivity. The chapter further outlined the effects of talent management processes on performance of young professionals.

4.1.1 Response Rate

The response rate of a test measures the statistical power of a research and the higher the rate the better. In this study, the researcher distributed 42 questionnaires and only 39 were filled and returned. This represents a response rate of 92% as shown in table 4.1 below.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Questionnaires</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Filled and collected</td>
<td>39</td>
<td>92</td>
</tr>
<tr>
<td>Non Responded</td>
<td>0</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>39</td>
<td>100</td>
</tr>
</tbody>
</table>

4.2 Demographic Information

This section presents an analysis on demographic factors of the respondents who participated in the study.

4.2.1 Age

To investigate the age of the respondent’s age group 30-39 were the majority with 14 respondents accounting for 36% of the population; followed by age group above 40 years with 10 respondents accounting for 26%, 25-30 years has 9 respondents accounting for 23% of the population, and below 25 years had 4 respondents accounting for 10% of the respondents as shown in figure 4.1.
4.2.2 Gender

To investigate gender of the respondent’s majority of the respondents were male accounting for 64% of the population whereas female had 36% as shown in figure 4.2 below.

Figure 4.3: Gender
4.2.3 Marital Status

To investigate marital status majority of the respondents were married with 24 respondents accounting for 35% of the population; 13 respondents were single representing 33% of the population as shown in figure 4.3 below.

![Marital Status Chart]

**Figure 4.4: Marital Status**

4.2.4 Education Level

To investigate education level majority of the respondents had certificate with 17 respondents accounting for 44% of the population, degree had 12 respondents accounting for 31%, and masters had 9 respondents accounting for 23% whereas PHD has 1 respondent accounting for 2% as shown in figure 4.3 below.

![Education Level Chart]

**Figure 4.5: Education Level**
4.2.5 Years Worked in the Organization

To investigate years worked in the organization majority of the respondents have been in the organization for 1-4 years with 19 respondents accounting for 47% of the population, above 9 years had 12 respondents accounting for 31% of the population, 5-8 years had 5 respondents accounting for 13% of the population and less that 1 year had 3 respondents accounting for 9% of the respondents as shown in figure 4.4 below.

![Figure 4.6: Years Worked in the Organization](image)

4.2.6 Succession Planning Productivity

To investigate succession planning productivity majority of the respondents agreed that succession planning has helped improve productivity in the organization as shown in table 4.2.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>YES</td>
<td>39</td>
</tr>
</tbody>
</table>

4.3 The Effect of Succession Planning on The Performance of Young Professionals

The first objective of the study sought to determine the impacts of succession planning on the performance of young professionals. Respondents were asked several questions and
were expected to rate them with the highest being strongly agree (5) and the least being strongly disagree (1).

4.3.1 Descriptive Statistics of Effects of Succession Planning

The respondent’s opinion on the organization has a succession planning process which targets young employees had that highest mean of 3.67 and standard deviation of 0.955. This was followed by the organization prepares employees to be promoted to more senior positions from within which had a mean of 3.51 and standard deviation of 1.023. In addition, talented young employees are targeted for promotion in the succession planning had a mean of 3.33 and standard deviation of 0.898. Succession planning is implemented in the organization had a mean of 3.31 and standard deviation of 0.800. Respondent’s opinion on the organization has succession planning in place has a mean of 3.28 and standard deviation of 0.826. Organization has sufficient funds to implement succession planning had a mean of 3.05 and standard deviation of 0.985 and organizations succession planning is clearly communicated to all employees had the lowest mean of 2.74 and standard deviation of 1.083 as shown in table 4.3.

Table 4.3: Descriptive Statistics of Effects of Succession Planning

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>My organization has a succession planning process which targets young employees</td>
<td>3.67</td>
<td>0.955</td>
</tr>
<tr>
<td>My organization prepares employees to be promoted to more senior positions from within.</td>
<td>3.51</td>
<td>1.023</td>
</tr>
<tr>
<td>Talented young employees are targeted for promotion in the succession planning</td>
<td>3.33</td>
<td>0.898</td>
</tr>
<tr>
<td>My organization has succession planning in place</td>
<td>3.28</td>
<td>0.826</td>
</tr>
<tr>
<td>The succession planning in my organization are implemented</td>
<td>3.31</td>
<td>0.800</td>
</tr>
<tr>
<td>My organizations succession planning is clearly communicated to all employees</td>
<td>2.74</td>
<td>1.083</td>
</tr>
<tr>
<td>Organization has sufficient funds to succession planning</td>
<td>3.05</td>
<td>0.985</td>
</tr>
</tbody>
</table>
4.4 Effect of Training and Development on Performance of Young Professionals

The second objective of the study sought to establish the effects of training and development on the performance of young professionals. Respondents were asked several questions and were expected to rate them with the highest being strongly agree (5) and the least being strongly disagree (1).

4.4.1 Descriptive Statistics of Effect of Training and Development

The respondent’s opinion on training has made young professionals become more productive in my organization had the highest mean of 4.19 and standard deviation of 0.84. This was followed by the organization has put in place training programs aimed at improving performance of young professionals which had a mean of 3.81 and standard deviation of 0.877. In addition, respondent’s opinion on-the-job training has helped young professionals improve their performance had a mean of 3.79 and a standard deviation of 0.951. Training has made young professionals to be more productive in the organization had a mean of 3.77 and standard deviation of .872. Whereas respondent’s opinion each young professional is given an on-job training opportunity in my organization had a mean of 3.38 and standard deviation of 1.091. The organization has put in place training programs aimed at improving performance of young professionals had a mean of 3.23 and standard deviation of 1.135. Organization offers coaching and mentorship programs to its young professionals had the lowest mean of 3.00 and a standard deviation of 1.051 as shown in table 4.4.
Table 4.4: Descriptive Statistics of Effect of Training and Development

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training has made young professionals become more productive in my organization</td>
<td>4.19</td>
<td>.845</td>
</tr>
<tr>
<td>Training has helped young professionals become innovative in my organization</td>
<td>3.81</td>
<td>.877</td>
</tr>
<tr>
<td>My organization has put in place training programs aimed at improving performance of young professionals</td>
<td>3.23</td>
<td>1.135</td>
</tr>
<tr>
<td>My organization offers coaching and mentorship programs to its young professionals</td>
<td>3.00</td>
<td>1.051</td>
</tr>
<tr>
<td>In my organization on-the-job training has helped young professionals improve their performance</td>
<td>3.79</td>
<td>.951</td>
</tr>
<tr>
<td>Each young professional is given an on-job training opportunity in my organization</td>
<td>3.38</td>
<td>1.091</td>
</tr>
<tr>
<td>Training has made young professionals to be more productive in my organization</td>
<td>3.77</td>
<td>.872</td>
</tr>
</tbody>
</table>

4.5 Effect of Performance Management System on Performance of Young Professionals

The third objective of the study sought to establish the effects of performance management systems (PMS) on the performance of young professionals. Respondents were asked several questions and were expected to rate them with the highest being strongly agree (5) and the least being strongly disagree (1).

4.5.1 Descriptive Statistics of Effect of Performance Management Systems

The respondent’s opinion on the organization has a performance management system in place had the highest mean of 4.10 and a standard deviation of 0.882. This was followed by the performance management helps in identifying performance gap to be targeted for improvement had the lowest mean of 3.82 and standard deviation of 0.942. In addition, respondent’s opinion performance management practices in the organization assist in the retention of young professionals had a mean of 3.79 and standard deviation of 0.801. In addition, respondents opinion on young professionals in the organization are treated fairly
during performance appraisal and performance management strategies in the organization helps young professionals maximize their potential had a mean of 3.59 and a standard deviation of 0.938. Whereas, respondents opinion on the organization provides employees with feedback based on their performance had a mean of 3.54 and a standard deviation of 1.022. The organization provides employees with feedback based on their performance had the lowest of 3.41 and standard deviation of 1.117 as shown in table 4.5 below.

**Table 4.5: Descriptive Statistics of Effect of Performance Management Systems**

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>My organization has a performance management system in place.</td>
<td>4.10</td>
<td>.882</td>
</tr>
<tr>
<td>The performance management practices in my organization assist in the retention of young professionals</td>
<td>3.79</td>
<td>.801</td>
</tr>
<tr>
<td>Performance management strategies in my organization helps young professionals maximize their potential</td>
<td>3.59</td>
<td>.798</td>
</tr>
<tr>
<td>Young professionals in my organization are treated fairly during performance appraisal</td>
<td>3.59</td>
<td>.938</td>
</tr>
<tr>
<td>My organization provides young professionals with feedback on their performance</td>
<td>3.41</td>
<td>1.117</td>
</tr>
<tr>
<td>Performance management helps in identifying performance gap to be targeted for improvement</td>
<td>3.82</td>
<td>.942</td>
</tr>
<tr>
<td>Organization provides employees with feedback based on their performance</td>
<td>3.54</td>
<td>1.022</td>
</tr>
</tbody>
</table>

### 4.6 Effects of Performance of Young Professionals

The study sought to establish the effects of performance appraisal. Respondents were asked several questions and were expected to rate them with the highest being strongly agree (5) and the least being strongly disagree (1).

#### 4.6.1 Descriptive Statistics of Effect of Performance of Young Professionals

The respondent’s opinion on the organization has a performance management system in place had the highest mean of 4.13 and standard deviation of 0.767. This was followed by performance management practices in my organization assist in the retention of young professionals which had a mean of 4.15 and a standard deviation of 0.0844. Whereas respondent’s opinion on performance management strategies in my organization helps
young professionals maximize their potential had the lowest mean of 3.82 and standard deviation of 0.914 as shown in table 4.6.

Table 4.6: Descriptive Statistics of Effect of Performance of Young Professionals

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>My organization has a performance management system in place.</td>
<td>4.13</td>
<td>.767</td>
</tr>
<tr>
<td>The performance management practices in my organization assist in the retention of young professionals</td>
<td>4.15</td>
<td>.844</td>
</tr>
<tr>
<td>Performance management strategies in my organization helps young professionals maximize their potential</td>
<td>3.82</td>
<td>.914</td>
</tr>
</tbody>
</table>

4.6.2 Correlation between Talent Management Processes and Performance of Young Professionals

The study undertook a correlation analysis the relationship between talent management practices and performance of young professionals. The findings revealed that there was a strong positive correlation between performance of young professionals and succession planning (r=0.623, p<0.05), also a strong positive correlation between performance of young professionals and training and support (r= 0.543, p<0.05) and a strong positive correlation between performance of young professionals and training and support (r= 0.481, p<.005). These findings show that with every improvement on training and support, succession planning and performance manage there is a positive increase in performance of young professionals.
Table 4.7 Correlation between Talent Management Processes and Performance of Young Professionals

<table>
<thead>
<tr>
<th></th>
<th>performance of young professionals</th>
<th>succession planning</th>
<th>training and support</th>
<th>performance management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance of Young Professionals</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Succession Planning</td>
<td>.623**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training And Support</td>
<td>.000</td>
<td>.681**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Performance Management</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>1</td>
</tr>
</tbody>
</table>

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

4.6.3 Regression Analysis of Talent Management Processes and Performance of Young Professionals

The study was set to analyze the effects of talent management practices on performance of young professionals. A regression analysis was done to determine if talent management predicts performance of young professionals.

4.6.3.1 Model Summary

The results established that the R² was 0.415 which indicates that 41% of performance of young professionals is determined by talent management as shown in table 4.8.

Table 4.8: Model summary of Young Professionals Performance and Other Variables

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>.644a</td>
<td>415</td>
<td>.364</td>
<td>.44300</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Model Summary</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.644a</td>
<td>415</td>
<td>.364</td>
<td>.44300</td>
<td></td>
</tr>
</tbody>
</table>

a. a. Predictors: (Constant), performance management, succession planning, training and support
4.6.3.2 ANOVA

An ANOVA analysis was done between of talent management practices on performance of young professionals and at 95% confidence level, the F value=8.26, P<0.000) therefore it is established that talent management has a significant effect on performance of young professionals the results are shown in table 4.9.

Table 4.9: Anova Talent Management Processes and Performance of Young Professionals

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>4.864</td>
<td>3</td>
<td>1.621</td>
<td>8.261</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>6.869</td>
<td>35</td>
<td>.196</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>11.732</td>
<td>38</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: performance of young professionals
b. Predictors: (Constant), performance management, succession planning, training and support

4.6.3.3 Coefficients of Talent Management Processes and Performance of Young Professionals

The findings in table 4.10 indicates that there is a positive coefficient only succession planning had a significant positive effect on performances of young professionals (β= 0.481, p<0. 0.018) whereas performance management (β =-0.0262, p> 0. 900) and training and support had a β =-0.235, p>0.249) has negative effect.
Table 4.10: Coefficients of Variables of Talent Management Processes and Performance of Young Professionals

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant) Performance Of Young Professionals</td>
<td>.477</td>
<td>.313</td>
<td></td>
<td>1.521</td>
</tr>
<tr>
<td>Succession Planning</td>
<td>.414</td>
<td>.167</td>
<td>.481</td>
<td>2.482</td>
</tr>
<tr>
<td>Training And Support</td>
<td>.169</td>
<td>.144</td>
<td>.235</td>
<td>1.173</td>
</tr>
<tr>
<td>Performance Management</td>
<td>-.021</td>
<td>.162</td>
<td>-.026</td>
<td>-.127</td>
</tr>
</tbody>
</table>

4.7 Chapter Summary

This chapter has interpreted results and findings. The first section provided an analysis on impact of succession planning on the performance of young professionals. The second section analyzed the effects of training and development on the performance of young professionals. The third section provided findings on effects of performance management systems on the performance of young professionals. The fourth section presents findings on effects of performance management systems on the performance of young professionals. The next chapter discusses the findings, conclusions and recommendations.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

In this chapter, the findings of this study are first presented in a summary. Subsequently, the findings are discussed by including the literature for, or against the findings and conclusions are drawn. Thus, the chapter entails four subsections this are; discussion of the findings, conclusions, recommendations and areas of further studies.

5.2 Summary of the Findings

The general objective of the study was to establish the effects of talent management processes on the performance of young professionals, a case of TruFoods. The study was guided by the following research objectives: to determine the effect of succession planning on the performance of young professionals at TruFoods, to establish the effects of training and performance support on the performance of young professionals at TruFoods and to establish the effect of performance management systems on the performance of young professionals at TruFoods.

A descriptive research design was used in this study. The target population was 141 employees of TruFoods. Stratified random sampling was used to select a sample size of 42. Structured questionnaires were used to collect data. Data was analyzed using descriptive statistics. Pearson correlation and regression analysis was used to determine the influence of independent variables on the dependent variable. The SPSS software was used to analyze the data. Data was coded according to different variables and descriptive statistics such as frequencies, mode, mean percentiles, variances and standard deviations for ease of interpretation. Tables, figures and charts were used for analysis and interpretation of data.

The findings on succession planning and performance of young professionals revealed that respondents disagreed that the organization has a succession planning process, which targets young employees; the organization prepares employees to be promoted to more senior positions. Succession planning had helped the organization to target talented young employees for promotion. Succession planning was implemented in the organization
though it has insufficient funds. The organization’s succession planning is clearly communicated to all employees.

The findings on training and development and performance of young professionals revealed that most respondents agreed that training had made young professionals become more productive. However, respondents disagreed that the organization had training programs aimed at improving performance of young professionals, on-the-job training helped young professionals improve their performance. Training has made young professionals more productive, each young professional was given an on-job training opportunity. In addition, the organization had in place training programs aimed at improving performance of young professionals. The organization offered coaching and mentorship programs to its young professionals

The findings based on performance management systems and performance of young professionals revealed that most respondents agreed that the organization has a performance management system in place. However, there was a disagreement on performance management helped in identifying performance gap to be targeted for improvement. Performance management practices in the organization assisted in the retention of young professionals. Young professionals agreed the organization treated them fairly during performance appraisal, and the performance management strategies in the organization helped young professionals maximize their potential. The organization provided employees with feedback based on their performance.

5.3 Discussion

5.3.1 Succession Planning and Performance of Young Professionals

The findings revealed that the organization does not have sufficient funds for succession planning and the succession planning in the organization are not implemented. This means that the mean score was moderately low tending towards disagree. In support to this statement findings based on Shadi and Noor (2011), a lot of organizations are facing many barriers in planning and use of succession planning due to lack of organizational culture, lack of finances and economic conditions are examples of barriers that slow down succession planning process in an organization. In addition, some organizations do not allocate enough time to succession planning nor understand its value in the organization.
In most organizations, employees are not aware of succession planning programs and see them as a threat to their position in the organization.

Mehrabani and Mohamad (2011) stated that organizations experience a high employee turnover due to lack of succession plan. In addition, in their research on identifying the principal factors influencing the implementation of succession planning, they found out that lack of training, lack of support from top management, lack of a clear organization vision, lack of funds, use of flat structure in an organization, and advancement in technology affects succession planning. Commercial banks in Kenya have succession planning process however they have been criticized for under developing or sometimes ignore them (Miles & Dysart, 2010). Research done by Mensah (2012) on succession planning in SMEs in Ghana, many fail due to lack of succession planning. The study also revealed that most SMEs do not use succession planning due to lack of trust because of lack of training employees. In addition, Mensah also established that for an effective succession plan promotion should be based on merit and competence.

The findings revealed that the organization does not have succession planning in place. This means respondents opinion tended towards disagree. According to a research done by society for human resource management 60% of organizations do not have succession planning (Dennis, 2005). Succession planning is the process of identifying and preparing employees through mentoring, training and job rotation, it also enables employees to be promoted to higher positions when an organization advertises for positions (Rodrigo, 2013). According to a survey done by Miles and Dysart (2010) on CEO succession planning it was revealed that Commercial banks in Kenya have succession planning process however they have been criticized for under developing or sometimes ignore them (Miles & Dysart, 2010).

The findings also revealed that majority of the respondents disagreed with the statement that the organization target talented young employees for promotion in succession planning, the organization prepares employees to be promoted to more senior positions from within, and the organization has a succession planning process which targets young employees. In contrast to our findings, according to Zulqurnain, Babak, Saira and Sheikh (2014), the use of succession planning in an organization is very important. This is because an organization is able to realize employee’s objectives and performance. The use of succession planning in an organization gives employees an opportunity to be
promoted to higher positions hence increase in performance (Pennell, 2010). Zulqurnain et al., (2014) highlighted that organizations that use of succession planning can identify and recruit potential and talented hence develop employees to meet the set objectives and increase employee’s performance. An institution that practices succession planning identifies employees with talent and potential and gives them opportunities to develop this potential and gain additional skills, particularly managerial, supervisory, and leadership skills. Succession plans also prepare employees for positions that may not have direct managerial responsibilities, for example, highly specialized positions that require extensive training hence increase in employee (Walker, 2011).

5.3.2 Training and Development and Performance of Young Professionals

The study revealed that majority of the respondents agreed that training had made young professionals become more productive. This is in line with Wajidi and Tabassum (2016), use of effective training and development programs helps employees to improve their performance. Training helps an organization bridge a gap between current performance and desired performance. According to Khawaja (2013), through training, organizations can increase the level of employee’s job satisfaction. To enable employees, reach job satisfaction, organizations should build employees skills hence employee’s becoming more efficient and productive. An organization can develop employee’s skills and talent by offering employees a comprehensive training and development. Training and development also motivates and inspires employees to be more productive thus increase in performance and employees are able to know how important their job is and know what is require from them

Findings also revealed that respondents disagreed that training had helped young professionals become innovative; each young professional is given an on-the-job training opportunity and the organization has put in place training programs aimed at improving performance of young professionals. This is in agreement with a research done by Zachiewaki (2001); and Birdi (2005) individual characteristics such as motivation, attitude, and ability will affect employees training and its success. In addition, a shoddy work environment can also affect training. Poor management support can limit employee’s creativity. Unfavorable work environment can affect how effective of training and development. Lack of support from top management and peers, and employee’s attitudes are example of factors that affects the effectiveness of training (Haslinda &
Mahyuddin, 2009). Saks and Haccoun (2007), found out that psychological states of trainees such as motivation, self-efficacy, and perceived control can affect the training outcomes. In contrast, according to Amir and Amen (2013) asserted that organizations that use training and development programs can motivate their employees to do their job, adopt to latest technology, become innovative, reduce employee’s turnover hence an organization increasing profit and become competitive.

On the job training is used by organizations to teach workers how to do their current job. It is usually conducted at the same work venues. A company uses a trainer, supervisor, or co-worker as an instructor (Demetra, 2008). On the job training provides employees with specific skills and knowledge that is based on their job requirement. Examples of on the job training are job rotation, and apprenticeship (Mehrdad & Mahdi, 2009).

Findings also revealed that respondents disagreed that the organization offers coaching and mentorship programs to its young professionals in contrast according to Torrington (2005), mentorship program offers a wide range of advantages. Coaching as a process helps in improving employee’s knowledge, skills and work performance. Through coaching, an organization can solve communication problems, employees are able to get feedback and time management problems (Kirwan, 2000).

5.3.3 Performance Management Systems and Performance of Young Professionals

Findings revealed that the organization has a performance management system in place. According to Cascio (2014), organizations that will be the biggest winners in this emerging and turbulent economic environment, at least from a talent perspective, are those with positive employer brands through performance management strategies. The author added that these performance management strategies helped employees develop expertise that maximizes their potential, and are innovative approaches to the design and delivery of human resource development initiatives.

Findings revealed respondents disagreed that performance management practices assisted in the retention of young professionals and the organization provides young professionals with feedback on their performance and organization provides employees with feedback based on their performance. In contrast according to Siti (2011), performance appraisal is used by organizations to review and appraise employee’s performance. Employees are given feedback about their job performance through these employees will be able to know
areas to improve on. Performance appraisal can be used to determine how effective employees are in performing their work. According to a research done by Liza (2010), on performance appraisal system: it’s implication to employee performance, in his findings she recommended that for a performance appraisal to be effective an organizations should provide employees with proper feedback and it should be documented, employees should be involved in the formulation of appraisal tool, employees should be given reward based on their performance and should be evaluated based on job requirement, their duties and responsibilities.

Findings revealed that the organization does not treat young professionals fairly during performance appraisal. This is in line with Ochoti (2010), on factors that influence performance appraisal system of employees in Nyamira District, for an effective performance appraisal, public sectors in Kenya should evaluate the validity of the rating, employees should be treated fairly during the appraisal process, to ensure that the performance appraisal is accurate the raters should avoid the use of subjectivity and bias, frequent meetings should be held to develop action plan.

According to Prowse and Prowse (2009), poor performance evaluations will have a negative effect on the organization. An organization should develop performance appraisal that is not subject to bias. According to a research done by Bretz, Milkovich and Read (2002), on the current state of performance appraisal research and practice states that perceived fairness on performance appraisal review and system is one of the issues that organization faces. Based on their findings, most employees perceive their performance appraisal system as not being accurate or fair.

Findings revealed that performance management does not help in identifying performance gaps to be targeted for improvement. According to Brown and Benson (2013), performance management tools can be linked to performance improvement process and can also be used to identify training needs and potential, agree future objectives, support a career development and solve existing problems. Mullins (2009) stated that performance management tools can be used to identify inefficient work practices or reveal potential problems, which are restricting the progress of the company.
5.4 Conclusions

5.4.1 Succession Planning and Performance of Young Professionals

Based on the findings it can be concluded that TruFoods does not have sufficient funds to implement succession planning process, organization has a succession planning process which targets young employees, organization has succession planning in place organization has sufficient funds to succession planning and organization prepares employees to be promoted to more senior positions from within.

5.4.2 Training and Development and Performance of Young Professionals

Through training the organization has been able to improve productivity of young professionals. However, it is in conclusive that training has helped young professionals become innovative in my organization, young professional are given on-the-job training and the organization has put in place training programs aimed at improving performance of young professionals.

5.4.3 Performance Management Systems and Performance of Young Professionals

This study concluded that TruFoods has a performance management system in place which helps young professionals to maximize their potential. However, it is inconclusive that organization provides employees with feedback based on their performance, organization provides young professionals with feedback on their performance and young professionals in my organization are treated fairly during performance appraisal.

5.5 Recommendations

5.5.1 Recommendation for Improvement

5.5.1.1 Succession Planning and Performance of Young Professionals

According to the findings of this study, the organization does not have a succession planning process. Therefore this study recommends that the organization formulate a clear succession planning process and talent pools from which it can obtain high potential employees and foster employee productivity and commitment.
5.5.1.2 Training and Development and Performance of Young Professionals

Based on the findings of this study, it was noted that the organization does not offer mentorship and coaching as methods of training and development. Therefore this study recommends that the organization should identify experienced employees and experts to act as mentors and coaches who can help employees develop career paths.

5.5.1.3 Performance Management Systems and Performance of Young Professionals

This study established that the performance management tools used by TruFoods do not foster retention among young professionals. The study therefore recommends that the organization conduct a survey and consult performance management experts to determine the most effective performance management tool for the organization. The study also revealed that the performance management tools used by the organization do not effectively determine the performance gap to be targeted for improvement. The study thus recommends that the organization develop tailor-made performance measurement tools that determine individual talent gaps in order to effectively determine how to bridge the performance gap and consequently improve performance.

5.5.2 Recommendations for Further Studies

This study focused on the effect of talent management processes on the performance of young professionals. However, the study was not exhaustive and therefore more research is recommended to determine other factors that affect performance of young professionals. Furthermore, this study was based on one organization and therefore recommends that a similar research is done in other organizations to determine whether the factors affecting performance of young professionals in one organization are similar to another.
REFERENCES


Lewa S. K. (2010), Talent management and forecasting in Kenya’s higher education Sector: The case of public universities; A Journal of KIM School of Management; Transforming higher education opportunities and challenges. 2, 58-62


APPENDIX I: QUESTIONNAIRE
To Determine The Effects of Talent Management Processes on The Performance of Young Professionals. A Case of TruFoods

This questionnaire assists in data collection for academic purpose. The research intends to give an analysis of impacts of succession planning, effects of training and performance support and effects of performance management. All information obtained, will be handled with high level of confidentiality. Do not incorporate identification or names in the questionnaire.

*Please answer every question as in outlined by using either a cross(x) or (ticking) in the option that applies.*

SECTION A: DEMOGRAPHIC FACTORS

Please tick the most appropriate answer (√)

1. Age
   - Below 25 yrs [ ]
   - 25-30yrs [ ]
   - 30-39yrs [ ]
   - 40 yrs and Above [ ]

2. Gender
   - Male [ ]
   - Female [ ]

3. Marital status.
   - Married [ ]
   - Single [ ]
   - Widowed [ ]
   - Divorced [ ]

4. What is your highest education level?
   - Certificate [ ]
   - Diploma [ ]
   - Degree [ ]
   - Masters [ ]
   - PHD [ ]

5. How long have you worked in this organization
   - Less than 1 year [ ]
   - 1-4 years [ ]
   - 5-8 years [ ]
   - above 9 years [ ]

6. Does succession plan helps in improving a company’s productivity?
   - Yes [ ]
   - No [ ]

If no explain ___________________________
SECTION B: IMPACTS OF SUCCESSION PLANNING ON THE PERFORMANCE OF YOUNG PROFESSIONALS.

Please indicate your opinion as per the level of disagreement or agreement with the outline statement using 1 to 5 scale guideline. 5 = Strongly Agree 2 - Agree, 3 = Neutral, 4 = Disagree, 1 = Strongly Disagree

<table>
<thead>
<tr>
<th>SUCCESSION PLANNING</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 My organization has a succession planning process which targets young employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 My organization prepares employees to be promoted to more senior positions from within</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Talented young employees are targeted for promotion in the succession planning</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 My organization has succession planning in place</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 The succession planning in my organization are implemented</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 My organizations succession planning is clearly communicated to all employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 Organization has sufficient funds to succession planning</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

8. What other factors in your view might influence succession planning in your organization

_________________________________________________________________________________

_________________________________________________________________________________

SECTION C: EFFECTS OF TRAINING ON PERFORMANCE OF YOUNG PROFESSIONALS.

Please indicate your opinion as per the level of disagreement or agreement with the outline statement using 1 to 5 scale guideline. 5 = Strongly Agree 2 - Agree, 3 = Neutral, 4 = Disagree, 1 = Strongly Disagree
Effects of Training and Performance Support

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Training has made young professionals become more productive in my organization</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>2</td>
<td>Training has helped young professionals become innovative in my organization</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>My organization has put in place training programs aimed at improving performance of young professionals</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>My organization offers coaching and mentorship programs to its young professionals</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>5</td>
<td>In my organization on job training has helped young professionals improve their performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>6</td>
<td>Each young professional is given an on-job training opportunity in my organization</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>7</td>
<td>Training has made young professionals to be more productive in my organization</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

8. Are there any ways you think training and development in your organization can be improved.

________________________________________________________________________

________________________________________________________________________

SECTION D: EFFECTS OF PERFORMANCE MANAGEMENT ON THE PERFORMANCE OF YOUNG PROFESSIONALS

Please indicate your opinion as per the level of disagreement or agreement with the outline statement using 1 to 5 scale guideline. 5= Strongly Agree 2- Agree, 3= Neutral, 4 =Disagree, 1= Strongly Disagree

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>My organization has a performance management system in place.</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>2</td>
<td>The performance management practices in my organization assist in the retention of young professionals</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>
Performance management strategies in my organization helps young professionals maximize their potential.

Young professionals in my organization are treated fairly during performance appraisal.

My organization provides young professionals with feedback on their performance.

Performance management helps in identifying performance gap to be targeted for improvement.

Organization provides employees with feedback based on their performance.

SECTION E: PERFORMANCE APPRAISAL

Please indicate your opinion as per the level of disagreement or agreement with the outline statement using 1 to 5 scale guideline. 5= Strongly Agree, 2= Agree, 3= Neutral, 4= Disagree, 1= Strongly Disagree

<table>
<thead>
<tr>
<th>Performance appraisal</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Young professionals in my organization put in extra effort in their jobs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Young professionals in my organization are committed to their jobs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Performance appraisal is fair to all young professionals</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

THANK YOU FOR YOUR PARTICIPATION