EFFECT OF TALENT MANAGEMENT PRACTICES ON EMPLOYEE MORALE IN LEGAL FIRMS IN NAIROBI

BY

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UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

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EFFECT OF TALENT MANAGEMENT PRACTICES ON EMPLOYEE MORALE IN LEGAL FIRMS IN NAIROBI

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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: ______________________

Kavoo Joseph Mutua (ID No. 645305)

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

Signed: ________________________ Date: ______________________

Dr. James Ngari, PhD

Signed: ________________________ Date: ______________________

Dean, Chandaria School of Business
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ABSTRACT

The purpose of this study was to investigate the effect of talent management practices on the employee morale in legal firms in Nairobi. The study was guided by the following research questions; What are the effects of talent retention practices on employee morale in Legal firms in Nairobi? What are the effects of talent development on employee morale in Legal firms in Nairobi? To what extent does performance management affect employee morale in Legal firms in Nairobi?

A descriptive research design was used in the study. The target population of the study was 745 employees of different departments in legal firms in Nairobi County. Stratified random sampling was used to determine a sample size of 254 respondents in the study. Primary data was collected using a structured questionnaire. The collected data was cleaned, edited and coded to ensure good quality of the data. The data was then analyzed using inferential and descriptive statistics and Statistical Package for Social Sciences (SPSS) software were used to analyze the report. Descriptive statistics such as frequencies, percentages, means and standard deviations for ease of interpretation. In addition, regression analysis was used to show how the various variables relate to each other. Data was presented using Tables and Charts.

Key findings showed that talent retention did not significantly predict employee morale. Motivational practices and work-life balance were important with regard to employee morale. Succession planning and its program had very moderate effect on employee morale. The findings moderately tended towards agreement on well conducive work environment and fair compensation affected employee morale.

Study findings showed that talent development practices significantly predicted employee morale. In particular there was a strong agreement that internal recruitment and promotion processes influenced employee morale. Policy offering guidance on training also strongly affected employee morale and so was non-financial rewards offered to attract talent. It was observed from the findings that training led to increased employee productivity.

Findings on performance management showed that it significantly influenced employee morale. Appropriateness of appraisal method affected employee morale. The clarity of balance score card measures affected employee morale. There was an agreement that
fairness of the evaluator and relevant feedback affected employee morale. Findings showed that appraisal systems effectively evaluated employee accomplishments and launched plans for developmental objectives and goals.

This study concluded that talent retention practices at the legal firms in Nairobi are moderate therefore not be perceived to be a pressing issue because companies may not know what factors to consider or how to change them. The study concluded that talent development practices were in place with the internal recruitment and promotion processes being the most common practiced development methods in the legal firms in Nairobi because in general, it is much affordable to promote employees from within than hiring external candidates. This study further concluded that the appraisal method of performance management was popular amongst the legal firms in Nairobi and the respondents were satisfied with it.

This study finally recommends that the legal firms in Nairobi should create a culture of promoting employee well-being and morale. The legal firms need to identify and develop practices for retaining employees. They should also sustain employee performance management because it affects employee morale.
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DEDICATION

I dedicate this study to my parents Dr. Augustine Kavoo Linge and Professor Teresia Linge for their moral support and encouragement as I pursued this study.

To my dear sister and friend Jane Eunice Kaute Kavoo.

To my brother Mark Kavoo
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CHAPTER ONE

1.0  INTRODUCTION

1.1 Background of the Study

Globalization has immensely contributed to rapid and constant increase in competition in today’s business environment (Busienei, 2013). The same author adds that businesses need to shift their focus on their competitive strengths and develop long-term strategies that appropriate to ensure their survival in the current era. Facts and numbers may be important quantitative components of a successful management system, but the elements that make or break the company are the qualitative or cognitive aspects.

Haddock (2010) emphasizes that for employees to achieve organizational goals they must have a high morale level so as to gain the much sought after competitive advantage. The same author further defines morale as the intangible wave that is an important predictor of the perceptions of supportive and optimist for the organization they belong to. Moral is therefore denoted by feelings of self-worth, trust, purpose and pride for what one has contributed towards their organization which leads to improved productivity. Kwon (2014) states that employee morale relates to the level of willingness among individual group members to reap organizational goals and consequently excellence. Millet (2010) notes that employees with high morale also have performance, productivity, creativity levels that are high, minimal numbers of requests for leave requests as well as absenteeism. The same author added that the real benefits accruing from high employee morale are best depicted by low attrition, improved communication, innovative organization and high retention which result in a working environment that is positive and increased levels of productivity per employee.

In order to achieve high morale in the workforce, organizations must continuously invest in talent management practices according to Venkatachalam and Sakunthala (2016). In their study on factors affecting morale in India, Upadhyay and Gupta (2012) depicted that the level of morale of employees affects the organization’s competitive advantage and employee retention rate. According to Busienei (2013) executives of modern organization still face the pain of talent management that fail or are dysfunctional leading to pitch from excesses of talent to deficits to surpluses and back again to shortfalls. Stahl, Björkman, Farndale, Morris, Paauwe, Stiles and Wright (2012) define talent management as
developing, and deploying employees who are critical to the company's success while Sparrow, Farndale, and Scullion (2013) defined talent as a product of ability (education, competence, training as well as experience) in combination with motivation (satisfaction, engagement, challenge and wellness) and prospect. The same author then redefined talent management as a strategic approach that is integrated to manage a career from attracting, retaining, developing and transitioning the human resources of organizations.

In addition to defining what talent really is and its relation to employee morale, Nijs, Gallardo, Dries and Sels (2014) advocate for a differentiation of approaches of talent management; inclusive and exclusive. Inclusive refers to all employees and exclusive which on the other hand refers to specific employee or group approaches. The authors further assert that both inclusive and exclusive approaches are used by organization to create various plausible models of talent management enable an organization to be wholesome and more successful in the twenty first century war for talent by increasing employee skills, competencies and morale. Thunnissen et al.(2013) add that organizations that are talent focused should invest in both inclusive and exclusive approaches to develop customized defined talent management models. The authors further give an example of an exclusive-subject approach focusing on a specific group of employees who are either high-performer or high-potential, or the talent management model that is defined broadly as (inclusive-object approach) which mainly encourages each employee to realize their own potential within the organization.

To establish how leading companies in Europe, North America and Asia are able to ensure the development and sustenance of talent pipelines that are strong with high morale, Stahl et al.(2012) investigated a sample of 37 companies, that were selected based on the basis of their reputation, international scope and long-term performance; on their talent management practices and processes. The authors made the conclusion that the source of competitive advantage was not really from the design and implementation of best practices but it was instead from the proper alignment internally of the various components of companies systems of talent management. In his study on talent management practices in Insurance firms in America, Kwon (2014) observed that the insurance industry has long been in the business of identifying and evaluating risks and architecting programs to effectively control and finance the risks.
For nations that are developing, the main driver of talent gaps is business growth as well as the increased needs of such businesses to hire skilled managers (Appel, 2007). Inefficiencies in the recruitment and retainment of employees that are qualified may cause major operational problems for companies including threatening the continued growth and success of firms, turnover rates that are high, and rising costs of training (Cole and McCullough, 2012). In a study on the relationship between workers’ morale and perceived productivity in Nigeria’s industrial organizations, Akintayo (2012), established that talent management practices such as training increases the morale of industrial workers. In his study on the effect of talent management practices in South African firms Barkhuizen et al. (2014) made the conclusion that there is a significant impact of talent management practices applied in organizations on employees’ productivity, morale as well as intention to leave the company.

According to Poll (2014), the practice of law and the starting up or running of law firm are two separate and distinct practices. Like any other business, lawyers need to run their firm in a businesslike manner especially since there exists intensive competition in the legal sector. Attracting and retaining talented candidates remains to be amongst the challenges that Legal firms face due to various factors such as social, demographic, economic, risks of human capital obsolescence as well as market-specific factors according to Kwon (2014). The legal services providers need employees with high competency in cognitive abilities, social perspectives, management knowledge and communication skills. Craig, Hou, and McCarthy (2012) stated that to excel at extracting and acting on data insights, legal services providers will need highly competent analytics talent.

A study to examine the effect of talent management practices among private firms in Kenya by Thiriku and Were (2016) determined that the use of talent management practices increased job satisfaction and morale among employees. Otieno (2015) not only echoed the now well-known importance of talent management but recommended the need for efficient talent developing, performance management and talent retention as talent management practices in order to achieve high morale among employees. The same author states that talent management carefully analyses the different aspects of morale because employees vary greatly in their ability to face a situation of stress, and because it can determine the impact which good or bad morale will have on the attainment of organizational objectives. Upadhyay and Gupta (2012) note that low morale is an
outcome of poor leadership and management that does not incorporate talent practices for employees. The authors’ further advocate for removal of de-motivation and improving talent management practices such as career or succession planning, delegation of authority, efficient communication as some of the ways to increase employee morale.

According to Cole and McCullough (2012) negligent talent management practices such as inflexible working condition, role ambiguity, bias lay off result in low morale and consequently high employee turnover. The major ways of dealing with the low morale, according to the same authors, can be providing a competent leadership and paying attention to workers’ needs as opposed to relying on mandatory human resource management practices. Talent management measures would create a feeling of ownership among the workers and thus would build in trust, enhance commitment and improve morale (Bersin, 2010). Unbiased approach in reward management practices like compensation, promotion and benefit can be some other ways of improving morale according to Craig, Hou and McCarthy (2012). In addition to these, the authors add that paying individual attention to workers issues, encouraging continuous learning and providing clarity of roles and openness in communication can be some other ways of improving morale while conduction regular appraisals and attitude surveys.

1.2 Statement of the Problem

The contemporary business environment is complex, global, highly competitive, dynamic and volatile with a high likelihood of remaining as so in the future years (Tariq & Schuler, 2010). For organizations to be termed as successful, it is imperative for them to be responsive to customers and opportunities brought about by technology and globalization by attracting, developing and retaining individuals with the ability to manage and perform in global organizations (Dessler & AlAriss, 2012). Talent management remains a challenge that faces most organizations in the public and private spheres due to the luxury of choice at the disposal of talented employees/candidates (Harris, 2007). Organizations have therefore been forced to take up measures to ensure that their employees’ morale is high to avoid unwanted and unprecedented turnover. Turnover as a result of low employee morale maybe caused by factors including; low levels of job satisfaction, working condition that are unsatisfactory, benefits that are inadequate, stress, competitor poaching. The human resource department of any organization is tasked with the responsibility of finding, assimilating, developing,
compensating and retaining employees who are talented by formulating and implementing the necessary talent management practices (Benkhoff, 2007).

A survey by Deloitte East Africa (2017) notes that employee poaching is among the major hurdles that human resource managers have to grapple with in the market. This is especially so with the sector that is plagued by high employee turnover, highly qualified core personnel exit, affecting the firms’ performance and bottom line. Ernst & Young (EY, 2017) says Kenya’s perennial talent wars have pushed the cost of labour highly above standard averages across the African continent. This has mainly be due to active poaching amongst companies competing in the same market which requires increments in pay, promotions or allowances so at to attract and convince the candidates being poached. Some of the professional services where talent wars are intense in Kenya according to the report include; banking, insurance, legal, media; emerging technical fields such as oil, mining and gas as sectors where talent wars are most intense.

For companies to be able to implement the necessary changes for an effective 21st century workplace, companies will have to reorganize human resource departments to ensure effective management of talent (Dessler, 2015). There are a number of research studies conducted in relation to talent management and employee morale locally. Kinott (2016) looked into the effect of talent management practices on employee performance among real estate companies in Kenya focusing on Suraya Property Group Limited. Kibui, Gachunga and Namusonge, (2014) studied talent management in Kenyan organizations and advocated for the deployment of the Six B’s of talent management to effectively close this talent gap these talent management practices to curb challenges facing corporations in Africa, specifically Kenya. Keoye (2014) examined the effect of talent management on organization performance using comply industries Nakuru as case. Lyria (2013) examined the role of talent management on organization performance in companies listed in Nairobi Security Exchange. Wambui (2012) undertook a study on talent management practices in commercial state corporations in Kenya.

The above review highlighted a research gap in relation to the effect of talent management practices on the morale of employees in legal firms in Nairobi. This study therefore sought to address this knowledge gap by focusing on the effect talent management practices of talent development, performance management and retention practices on employee morale in organizations, a case of legal firms in Nairobi.
1.3 **Purpose of the Study**

The purpose of this study was to investigate the effect of talent management practices on the morale of employees in legal firms in Nairobi.

1.4 **Research Questions**

This research study was guided by the following research objectives;

1.4.1 What are the effects of talent retention practices on employee morale in legal firms in Nairobi?

1.4.2 What are the effects of talent development on employee morale in legal firms in Nairobi?

1.4.3 To what extent does performance management affect employee morale in legal firms in Nairobi?

1.5 **Significance of the Study**

1.5.1 **Legal Firms**

The findings of this research are expected to help Law firms as well as other judicial and legal service providers understand how achieve high morale in their employees. The knowledge on the importance of using talent management practices such as talent development and performance management to attract, develop and retain the best human resource potential may enable the organizations understand how they can more effectively achieve long-term competitive advantage.

1.5.2 **Scholars**

This research is expected; act as reference to future academic studies for scholars who seek to understand better the issues of employee morale and talent management. Furthermore, this study adds knowledge to existing information about the effects of talent management practices in organizations as an anchor to effective human resource management.

1.5.3 **Government**

The findings from this study may encourage organizations to invest in human resource talent management practices thus increasing their performance and consequently their revenues. More revenue for organizations is expected to result in more tax for the government. Other than the financial gain, the public sector may also benefit by
understanding how they can as well manage their workforce better and increase their morale and commitment by adopting these talent management practices.

1.6 Scope of the Study
The study was carried out from March 2018 to May 2018, it focused on employees working in law firms situated in Nairobi and registered at the Law Society of Kenya. The population of the study was 745 employees of the said firms. One of the challenges faced in conducting the study was data collection. Many respondents had to be persuaded to fill in the questionnaires so it took a while to complete data collection.

1.7 Definitions of Terms

1.7.1 Employee Morale
Morale refers to the intangible wave which depicts how optimist and supportive an employee feels towards the organization to which he or she belongs (Haddock, 2010).

1.7.2 Talent
Talent can be considered as those people who can add value to the organization through the application of their skills, abilities and knowledge to the strategic direction of the organization (Preece et al., 2011).

1.7.3 Talent Management
Talent management is a conscious, purposeful approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organizational needs (Barkhuizen et al. 2014).

1.7.4 Talent Management Practices
Talent management refers to the anticipation of required human capital for an organization and the planning to meet those needs through recruitment, development, retention and performance management (Gelens, Hofmans, Dries, & Pepermans, 2014).

1.8 Chapter Summary
The chapter provided the background of the study which introduced the concept and the use of talent management practices by human resource managers. The chapter highlighted the statement of the problem and the purpose of the study. The research questions,
significance, scope and definition of key terms were also highlighted. The next chapter of the proposal comprised of review of literature that was guided by the stated research questions.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction
This chapter keenly looked into published research work which is related to the debated research objectives of the critique which were to ascertain the effect of performance management, talent development and talent retention practices as Human Resource talent management practices on the moral of employees.

2.2 Effect of Talent Retention Practices on Employee Morale
According to Bryant and Allen (2013) they note that the costs linked with loosing employees, recruiting, selecting and training fresh employees often exceed 90% of the annual compensation for the position. The authors add that moreover to these direct financial costs and loosing employees can lead to loss of firm’s memory along with fact or strategic knowledge, turnover contagion where other valued employees follow the leavers out the door, work disruptions, loss of mentors and losses in productivity or customers services. Retention of workers therefore, who are vigorous performers and have elevated potential or are in crucial jobs is even more significant during economic recoveries when forms complete audaciously for talent and market static according to Desai (2016).

Kumari and Bala (2016) opine than retention of workers in firms’ warrants special attention since the loss of such staff is costly in terms of interruptions of services decreased employee morale, training and development and new recruitment. In surrounding where firms are aggressively competing for skilled workers, the significance of being able to maintain quality employees is huge concern (Cole & McCullough, 2012).

2.2.1. Motivation
In spite the fact that an exact comprehension of motivation continues to advance, motivational; vigor can be reported for practical purposes as either intrinsic or extrinsic (Pinder, 2011), intensity, guiding the direction and persistence of employee behavior and moral (Kanfer, et al. 2008) Extrinsically motivated behaviors are governed by the prospect of instrumental gain and loss, for instance trough incentives, whereas intrinsically motivated behaviors are achieved for psychological satisfaction, for example
task enjoyment or recognition (Annamalai, et al., 2010). Although money tends to be the most commonly used incentive, the term “incentives” may include anything that is contingent on performance of particular standards of behavior. Thus grades, promotions, health benefits recognition awards and praises are all incentives (Pinder, 2011). According to Cerasoli et al. (2014) in their study on employee behavior and motivation in New York firms they warned that extrinsic incentives are motivating to the extent that only an employee has confidence in attaining the incentive as instrumental towards other things of value such as clothing leisure activities, housing and clothing.

The governing theory of intrinsic motivation, self-determination theory (SDT) yields a starting point for tackling this question by describing how intrinsic motivation fuels the persistence, direction and intensity of motivated behavior (Cerasoli et al. 2014). According to Patall, Cooper and Robinson (2008) they noted that when workers find a specific task identifiable or enjoyable with themselves, they are more likely to be more productive due to the fact that they are confident and have high morale. The authors added that intrinsically motivated persons have been discovered to be more actively engaged in learning. On the other hand, extrinsically motivated individuals instead are more passive and demoralized. In accordance to SDT, those who feel a task more intrinsically motivating will have high morale and eventually disburse a higher degree of effort in their task (Deci & Ryan, 2008). The writer further expounded the theory into controls and autonomous motivation and explained that “controlled motivation entails that the individual engages in a task with an experience of control and pressure while autonomous motivation means that the individual behaves with a full sense of choice and volition.”

In their study on the effect of motivation on employee retention, Gillet et al. (2013) stated that within SDT, autonomy supervisor support has undeviating effect on turnover intentions employee morale, motivation and work satisfaction. The same writes drew to a close on their research that when managers showed an autonomously supportive managed style, the workers under their guidance were more engaging in their work, autonomously motivated, exhibited high morale than were employees supervised by who never offered support. Organizations in India, according to Desai (2016) are siring rapidly to bring employment opportunities and growth considering that most forms are basically labour intensive, and human resources act as an unchallenged differentiation, the write
conducted a study to find out how firms can retain competent employees and concluded that motivators like informal mentioning good commission and proper counseling will assist firms to reduce the looming problem of turnover.

The type of compensation also has an effect on employee turnover according to Collings et al. (2011). In addition to wage increases and cash bonuses, the authors suggest that shares affect leading revenue and companies with higher insurance and pension plans generally experience lower employee turnover. Employee prospects of equity and payroll equity also include commitment and turnover (Garavan, 2012). The author adds that the revenue reduction may be the result of compensation systems and benefits that employees consider unfair in relation to equity theory. Bhatt (2015) In addition, Bhatt (2015) opines that a variety of different premium programs for compensation and benefits may be associated to real estate needs have a supportive impact on employee retention.

In Ghana, Bonenberger et al. (2014) in this study on motivation, employee morale and retention concluded that lack of conducive work environment accompanied by low pay, career paths and planning, in services training that centralized on the expressed needs of employees and supportive supervision system were the primary sources of high turnover and low morale. According to Jackalas, Martins and Ungerer, (2016) who studies motivation in firms in Botswana found a notable positive relationship between retention rate, employees motivation and morale.

Nyambegera and Gicheru (2016), studies extrinsic and intrinsic factors influencing employee behavior at AMREF- Kenya and concluded that, work environmental, job enriched and management support were the most significant extrinsic factors to workers. According to the same writers they opined that job environment enables workers to have improve their performance, have more responsibilities be more efficient and because they feel that they have the autonomy in the role their self-confidence and morale is high. In addition to the extrinsic factors, the authors identified appreciation of employees by the organization, the degree of skill requirement, influence of employee view of the job, employee perception on skill development, and the perception about contributing to the firms’ growth as the most highly correlated intrinsic factors influencing employee motivation and consequent turnover.
2.2.2 Compensation Management

According to Sangwan (2015), he defines compensation-based incentives as variable money issued by principals to agents based on their performance or actions. In addition, the author states that workers are extremely important to the firm since their value to the firm is essentially intangible and hardy replicated and therefore, they must be fairly compensated for their labour to inspire retention through satisfaction and loyalty. Compensation depicts a potent tool for firms to motivate employee behavior in organizationally beneficial directions, recruit, retain and build of strategic competitive advantage that is hard to duplicate (Beekun, Daly & Vanka, 2009).

A variety of organization, according to Kigo (2016) are remarkable transitioning their plans from the old defined benefit to a new defined contribution plan with an aim of decreasing costs but with a small consideration of the probable impact on employee retention and consequent morale. According to Upadhyay and Gupta (2012) advanced an unbiased approach in reward distribution like benefits, compensation and promotion as possible solutions to enhancing morale. Mendez (2011) opines that firms need to retain its workers to be prosperous. For example, an attractive compensation package is significant in attracting workers, offering competitive and attractive benefits packages with elements such as flexible working hours, life insurance and disability issuance motivates workers to commit themselves to a firm.

According to Remillard (2012) firms that offer competitive packages to their employees’ record high performances compared to organizations that are reluctant to remunerate their employees competitively. Firms that are unsuccessful in remunerating its employees fairly might encounter high employees’ turnover at a go, this might impact the performance of the firm negatively in terms of expenditure of recruiting new workers and efficiency due to the fact that the firm has to train and recruit new ones which is lengthy procedure before the new workers gain the efficiency needs (Prius, 2011).

The amount of pay dispersion across the firm levels in the compensation structure matters in workers turnover (Bryant & Allen, 2013). The workers assert that huge gaps between a firms’ lowest and highest paid worker increase the likelihood that workers will leave the firm voluntarily for more favorable pay. According to Bersin (2010) he emphasizes that procedures such as administration and determination of pay rises can affect workers through their perceptions of firm support. The author warns that employees’ levels of
satisfaction with pay procedures are associated with perceptions of organizational support, which in turn directly affects their likelihood to voluntarily leave.

The kind of compensation also has a consequence on employee turnover according to Collings et al. (2011). Beyond pay raises and cash bonuses, the authors propose that stock options do have an effect on executive turnover and companies with higher levels of insurance and retirement benefits generally experience lower levels of employee turnover. Employee perceptions on pay fairness and equity are also significant in managing employee commitment and turnover (Garavan, 2012). The author adds that reduction in turnover can be a result of compensation and benefits systems that employees perceive as unfair in terms of equity theory. In addition, Bhatt (2015) opines that a variety of different vesting schedules for benefits and compensation that can be associated to tenure requirements have an affirmative effect on worker retention. According to the author he explains that benefits with relatively long-term vesting schedules such as retirement plans, stock options and employee stock ownership plans can effectively manage workers turnover and thus advocates that visionary managers keep vesting long schedules to retain workers for a period reasonable enough.

2.2.3 Succession Planning

Success may depend on something more than having a deep bank of clear and accessible talent if an employee decides to go ahead; it implies having a planning process focused on the long-term organizational implications and sharing it with employees (Rothwell, 2010). Most conventional succession plans simply focus on person going to the succeeding position in hierarchy of jobs, often alluded to as ladder jobs (Iles et al. 2010). The authors add that the visionary succession plans focus more specifically on the evaluation of the staff and forcing the executives to ask: "Who is smarter for the job?" While improving succession planning focuses on the fact that the determinants did well before the vacancy.

By way of succession planning, organizations can assure a consistent flow of internal talent to occupy significant job vacancies (Bhatt, 2015). The author adds that succession planning also encourages "employment within" and creates a healthy environment where employees have a career instead of just work. In accordance to Bersin (2010) this, ensures the firm of the progression in operation and the most suitable of companies since different groups of talents are distinguished and separated through the planning of the succession.
Likewise, the same author points out that succession planning allows the creation of different management models for the improvement of employees and therefore increases their morale. It would be more useful for the organization when employees would be given a better orientation and direction for what they developed together with the organization.

Strategic ideas in firms are able to alter a head of the curve when it approaches planning and developing a workplace with the proper knowledge because they have a more strategic insight into their workers and use that statistic to put the hand of proactively works in the right space to productively respond to the pressing needs of the market (Ortlieb, 2012). At some point, the author notes that organizations are faced with a limited time situation to evaluate viable candidates because of a planned change or not in management or industry conditions (Rothwell, 2010).

As extended leadership is too risky, the writer opines that the best source of human capital is the group of internal talents of a company. An important aspect in a successful talent management program is the initiation of “talent pooler” within an organization is a source of consistent and reliable internal talent and a valuable piece of the succession planning process (Oladapo, 2014). By developing talent reserves internally makes sure that firms that have educated and experienced workers who are willing to assume leadership roles when the needed arises. (Oladapo, 2014) The development of qualified talent sources makes it easier for the same author to develop tailored skills in a wider group of employees, resulting in higher performance and morale at all levels and promotes retention as staffs expect more difficult tasks and career growth. By cultivating talent reserves internally ensures firms that have experienced and educated employees who are willing to assume leadership roles when they are available (Stahl et al. 2012)

2.3 Effect of Talent Development Practices on Employee Morale

Institutions frequently conduct talent development activities to make sure that there are no intrusions in talent assure planned succession rather than replacement and increase the stature of the institutions as a talent magnet (Kumari and Bala, 2016). Talent development according to Garvan et al. (2012) anchors on planning; selecting and implementing development strategies for the entire talent pool to safeguard goals and that development activities are adopted to institutional talent management processes. According to Dries (2013) the most significant approaches in which talent can be developed efficiently in an
institution is by building and buying. Then, the author describes “buying” as the strategic planning and resourcing of talents, and defined “building” as an effective and comprehensive training.

2.3.1 Talent Planning

There are four highly likely undertakings to planning of talent for institution to achieve prosperous talent development; an inclusive approach which takes consideration on every potential employee; an inclusive approach which emphasizes on the organization of social capital in general in the institution; an exclusive approach focusing on organizing for particular evolved talent to fulfill these duties, Iles, Chuai and Preece (2010).

Furthermore to the divergent, advances to intent planning, an institution must decide whether the talent planning processes it looks to utilize should focus on both generic or technical skills or each of the singlehandedly. (Garavan, 2012). The term “generic skills” according to Garavan (2012), refers to possession of a number of qualities that are important in the workplace including skills such as problem solving, analysis, communication and working as a team. According to the same author to fathom the extent or developing talents, managers must come up with not only the approach that is the most appropriate competitors and competency, but also need to ascertain the development goals and whether the learning needs are a combination of organizational individuals or they are separate.

Cole and McCullough (2012) caused concern among various firms in their study of talent of the various firms, related in the US, that there is disagreement among the firms about how to combine the talent gap management with the general strategies of business. Revelations from this research indicated that while is percent of the management of professional services showed that they had an existing critical talent management procedure, 80 percent showed that there was no incorporation of management of management of resources, human capital and business development.

Accompanied by the increasing share of a variety of industry pioneers who will retire in the coming years. Appel (2007) advocated for the concerns of developing the best talent to create the next generation of industry peacemakers is of crucial importance. This is because in increased employee morale. In his survey of various firms in Kenya, Kigo (2016) calls on institutions to look into performance profiles, critical talent needs look for
and screen prospective candidates, and then recruit and involve the people. An assertion was made by Paul et al. (2001) that talent management strategy begins with the confirmation of individual star players that are a source of competitive advantage followed by the advocacy of strategies that attract, develop and retain the employees that are highly potential and are high performers.

2.3.2 Talent Resourcing

There is a prediction by Bhatt (2015) that talent shortages will increase until the next decade, which will limit the companies’ ability to expand and actually threaten their chances of survival as global competition becomes more intense. Amongst the six business of talent development practices is “Buy” which is translated to mean the organization of talent resourcing talent emphasized by Iles et al. (2012). According to Kumari, and Bala (2016), talent has emerged as a key differentiation for performance management and exploring competitive advantage, more so on knowledge based organizations. The same authors opine that with a better acquisition and development of talent, the employees’ commitment, productivity and morale improve. Capron and Mitchell (2013) confirm that only a well-run and well defined resource process from start to finish produces compliant and consistent results, which in turn will lead to an improvement of competitive advantage.

There is an affirmation that only a well resource processes from beginning to end Johannsdottir, Olafsson and Davidsottir (2014) in a survey of talent management in Nordic companies they viewed that services delivering companies face a difficulty of luring new talents as they face off with other industries for talent while customers also need more services. The presumption of job seekers and firms, market changes, strategic business decisions and technological advances will continue to begin new trends in the process of procuring talent according to Kumari and Bala (2016) To meet these difficulties, firms should therefore be able to utilize the most systematic processes and technologies for acquiring and identifying talent. While firms can take an approach that centres on acquisition of talent from the external labour market, such a plan is unexpected to be successful in the long term (Paul et al. 2011). In his study (Garavan et al. 2012) opined that it is well known that these are a number of merits to emphasizing on internal development and that firms need to develop and acquire skills and knowledge specific
industry and business in order to maximize trust, morale and productivity and be able to realize a competitive advantage.

Talent acquisition that focuses on corporate social responsibility can be a chance to entice talent according to Johannsdottir et al. (2014). The writers advocate that if companies have a larger profit agenda and integrate issues of talent importance to budding employees, are more likely to attract talent successfully. Mendez, 2011 on the other hand notes alluring talent is one of the most significant talent management practices that a firm uses. The author points out that most companies attract talent by offering competitive packages, including an attractive stipend, good working conditions to allure employees and benefits for them. According to (Tansley 2009) to prosper in talent management, the firms must plan about the best way to get right people in their tasks and make sure that the firms strategy fits well with workers.

In his survey of talent management in firms in India, Bhatt (2015) asserted that the responsibility for recruiting the best talents often depends on the ability of the recruiter to select and screen the brightest talents. He further notes that the highest trusted sources, is the internal sources that current workers are promoted to the top hierarchy while using external sources for ranks that are lower in the hierarchy. According to (Iles et al., 2010) a firm must use the most trusted and dependable source of recruitment of people. Moreover, the authors posit that an organization must be creative in developing a recruitment strategy and should avoid the more traditional recruitment methods when it comes to attracting young people. Endorsed strategies incorporate searching for competitive firms poaching, online job portals, referral programs, newspaper advertisements and interactive sites of networking (Kumari & Bala, 2016).

2.3.3 Training
Patel (2010) emphasize that undertakings of training and development activities allow firms to innovate, produce, compete, standout, adapt, improve service, increase employee morale and ultimately achieve the firms’ goals. According to Bhatt (2015), archaic talent development procedures such as training and extremely effective in increasing employee morale and providing technical skills. In the event a candidate is selected, a training plan should be developed and implemented Kigo (2016) insists. This helps employees to execute their current jobs more efficiently, in addition to preparing them for the next job in the professional ladder or another discipline. Policy in training employees is likely to
increase employee morale. Cole (2002) states that training employees enables them to acquire new skills and knowledge which keeps them on their toes as they know they are valuable enough for the employer to invest in their training and this makes them motivated and increases their morale.

Bersin (2010) insists that training and development is a critical talent management practice used by most firms who seek to grow and nurture a competitive team of highly enthusiastic and motivated workers who are self-driven. It accords workers with a chance to increase their knowledge on their and to sharpen their skills which is both a personal development and on their concern goals according to the same author. Cappelli (2009) agrees that it is paramount. This makes the workers feel cherished and hence become more high yielding in their task since they are current with developments on either their environment or job the author adds.

Iles et al. (2010) sate that in addition to fostering morale and knowledge training and development, programs help workers to manage change by assisting them to be more transformable to anticipated events that happen in their line of work as. It enables workers achieve behavioral growth, morale, knowledge, self-help actions on their skills to ensure that they meet the firms goals and objectives. A variety of firms have talent management structured that allow one worker to touch many facets of the firm. From marketing, to customer services, to sales and that for the workers who thrive on continually learning, is presented a good chance to have assignments in all of these divergent capacities (Dessler, 2015).

There are different methods through which training could be given through such as apprenticeship programs, simulating, job rotation, on the job coding, meeting, peers cooperation internships and participation by the subordinates (Elnaga & Imran, 2013). In their research on effective training Salas, Tannenbaum Kraiger, and Smith Jentsch (2012), identified that the numerous levels with a firm, individual, the team or unit; and the entire firm affected and influenced by training and should therefore be looked into when selected the method of training. A theory of training effectively proposed by the writers if the transfer of training theory by Gick and Holyoak. In accordance to the theory, learning transfer has a specific meaning in the cognitive psychology domain this is in reference to the extent to which learning on one assignment eases learning on subsequent task (Saks & Burke, 2012).
Succeeding the training, Bhatt (2015) maintains that training evaluation is even more paramount. In agreement to the writer, training evaluation enables management to comprehends the success of the process by looking into immediate responses of employees and customer attitude, evaluating behavior change as required after training through evaluations by clients, peers, subordinates, superiors, assessing the benefits of the training against the cost of training and costly evaluating the extent to which learning objectives have been attained through rests. According to Elnaga and Imran (2013) the general benefits received from personnel training reduced employees turnover increased morale and job satisfaction increased motivator, increased capacity to adopt new technologies, and methods, increased efficiencies in processes resulting in financial gain, increased innovation in strategies and products.

2.4 Effect of Performance Management on Employee Morale

The continuous process of performance expectations priorities and clarifying job responsibilities, development planning and communicating that optimize an individual’s performance and aligns it with a firms’ strategic goals is performance management according to (Mendez, 2011). Assessment tools that supply management with data about workers whereby staff can respond to questions based on their observations and include having systematic work systems and conditioning performance management to decide whether employee’s goals are in consonance with those of the firm as advocated by Fegley (2006).

Performance management is the initial procedure in improvement argues Gunasekaran (2010) while measuring is the procedure of qualification its result is to stimulate affirmative action. This implies that performance management structures can be constructed around the notion of determinants and results. The same writer opines that the measures of performance, illustrate the measures that illustrate advancement towards a desired result. Key strategic performance indicators monitor the efficiency of the firm’s strength as well as deciding the gap between the actual and targeted performance hence deciding a workers efficiency and effectiveness.

Performance measurement was previously seen as component of the control and planning cycle that captures control feedback, captures performance data, monitors strategy implementation and influences work (Bititci, Garengo Dorfler & Nudurupati, 2012). The same authors emphasize that performance management is primarily bolstered by a financial
perspective. Teeratansirikool, Sienghai, Badir and Charoenngham (2013) affirm that performance management engages an instrumental role in growth of strategic plans and while acting as a learning and signaling device where the firm is capable of learning and improving on areas that are weak.

According to the same authors they define performance management as the association between decisions and firm goals as they warn that before the firm enhances on something, it should be able to qualify and measure it using various told to measurement such as the balance scorecard and performance appraisals.

2.4.1 Performance Appraisal
Performance appraisals main aim according Alvi, et al. (2013) is to pin point the performance gap that is realized when performance of an employee does not measure up to the threshold of the firm. The writer adds that measures of performance can be grouped into two basic types. Those that relate to out coming or output of results such as financial performance or competitiveness and those that emphasize on determinants of results inputs such as innovation, flexibility, quality and resource utilization. Espinilla et al (2013) adjoins other roles of performance appraisal process to include; Wage structure, maintain records in order to determine compensation packages to identify strengths and weaknesses of individual employees in order to assign the right people for the right job, to maintain and assess the potential present in an employee for further growth and development, to provide a feedback to employees regarding their performance and related status, to serve as a basis for influencing working habits of the employees and to review and retain or discard the promotional and other training programs.

There are several methods of conducting performance appraisal according to Garavan (2012) which include: Graphic rating scales; 360-degree feedback; Critical incidents and Behaviorally Anchored Rating Scales (BARS). The graphic rating scales method lists a set of performance factors such as job knowledge, work quality, cooperation that the supervisor uses to rate employee performance using an incremental scale. Each subordinate is rated by the supervisor by checking or circling the score that best described his or her performance of each trait. The values assigned for traits are then added up. Difference of the 360 degrees in a circle is made on the “360 degree” method to symbolize the feedback obtained from peers, managers and subordinated in the firms’
hierarchy as well as external sources such as suppliers, customers of other interested stakeholders including self-assessment.

The third method is the critical incidents method whereby the supervisor's attention is focused on specific or critical behaviors that separate effective from ineffective performance. The supervisor maintains a long of wanted or unwanted examples or incidents of each subordinates work related behavior with the critical incident method (Sumelius et al, 2014) the writer insisted that regularly in 6 months or so, the supervisor and subordinate make contact and debate the letter performance using the certain incidents as illustrations. Last but not least a behaviorally enclosed rating scale (BADs) merges the benefits of critical incidents, quantified ratings such as graphic rating such as graphic rating scales and narratives. (Dusterchoff, Cunningman & MacGregor, 2014).

In the context of performance management, rating accuracy is only important as it might affect employee morale, mainly through employees’ perceptions of fairness of the process according to DeNisi, and Murphy (2017). The writer opines that notwithstanding the accuracy of ratings, if the procedures for producing those ratings were not understandable, not seen as fair on not areas then the rating themselves would not be seen as fair and employees would be encouraged less to change their mannerisms based on the unfair ratings from the feedback.

2.4.2 The Balanced Scorecard

One of the key management agendas is evaluation of performance due to the fact that the key to achieving prolonged enhancement is the ability to continuously assess the firms’ performance and decide the efficiency of employees (Stahin, Natchali & Khaseia, 2014). Many firms have comprehended the significance of ongoing performance evaluation and use divergent methods for evaluating performance in the firm in according to the same authors.

Previously, organizations assessed performance solely according to financial criteria and therefore have been criticized for reasons that promote short-term viewpoints, lack of strategic focus and lack the ability to provide data on quality, capacity of response and flexibility, thus promoting an optimistic point of view and does not provide information about what customers want and the quality of competitors performance (Anitha, 2014). The writer opined due to the adaptability of BSC to evaluate performance and its
enlarging need for strategic management concerns, poor if its aspects have been spread worldwide as a base point for assessing the performance of an firm.

According to Kaplan and Norton (1995) firms become competitive based on data, its capacity to utilize intangible assets has become much more critical than their capacity to invest and manage physical assets, therefore, its development. The most common tool for measuring organizational performance is balance scorecard (Grigoroudis, Orfanoudaki and Zopounidis, 2012). As the author adds the method mainly focuses or critical issues in modern business firms that are the successful measurement of enterprise performance and assessment of the successful implementation of the firms strategy.

Kaplan and Norton (1996) opine that the tool consists of non-financial and financial measures. Non-financial measures are engines of future results while financial measures disclose the results of actions already taken. A firm can be seen from four perspectives; internal business processes customer perspectives, financial perspective and learning and growth perspective according to the balance scorecard. Mugo (2007) states that one important ant aspect to successful implementation of the balanced score card is setting up clear measures.

According to the author the performance indicators (KPI) consist of both with financial and financial measures used to measure current status of performance and progress of a firm. Non-financial performance can include competence survey, absentee rates and staff turnover while financial measures are expressed in monetary terms (Kaplan and Norton, 2001).

2.4.3. Challenges Facing Performance Management
The financial or non-financial outcome of the employee if indicated by employee performance that has a direct link with the performance of the firm and its triumph (Decramer, Smolders & Vanderstraeten, 2013) In their study on performance management the authors drew to a close that talent management practices should eventually conclude in higher satisfaction, improved performance, greater employee effort, lower employee observe and increased employee morale.

In reference to Anitha (2013) some of the problems facing performance management in twenty first century turbulent market are unrealistic performance measurement standards,
lack of continuous learning, lack of performance-oriented organization culture, poor leadership and poor change management systems.

According to Saks and Gruman (2014) use of unproductive leadership styles and lack of well-built leadership are just a few causes on why performance management is not dynamic in developing countries. Effectiveness leadership is internalized moral standards, balanced processing of information, rational transparency, multi-dimensional construct comprising self-awareness (Mittal & Dhar, 2015). The same authors opened that leaders are accountable for communicating that the workers accomplishment play a significant role in the business success in overall. In the event, the employee task is considered meaningful and significant, it leads evidently to their performance and interest, supportive and authentic leadership is proven to influence performance management in the sense of authorizing human resource managers to comprehend how to improve employee performance and accurately measure it (Cascio & Boudreau, 2016). The role of leadership portrays that a worker is emotionally and intellectually bound with the firm and thus the organization culture should encourage workers to be enthusiastic about its goals and be committed to live by the values, Martinez et al., (2015). The writer opines that performance management is greatly sabotaged by a lack of proper organizational culture and further opines that firms need effective leadership to support and develop a learning culture that values evidence-based information by investing in accurate performance measurement practices and tools and continuous learning. Cascio and Boudreau (2016) add that lack of performance oriented guidelines creates a hindrance to effective employee performance management.

Nielsen and Hunter (2013) on top of employing performance management practices opries that seeing impractical expectations has been the principals reason for failed in firms. The authors add that organizations must also involve stake-holders in developing the operational framework and measurement standards within which performance information will be collected, monitored, and utilized while specifying realistic and achievable indicators that will be measured. Garavan (2012) oppresses that performance management, when enacted with impractical expectations regarding systems or time lines that are under-resourced will be self-defeating. Thus, he proposes that management must link performance information with key decision-making processes. It must maintain momentum in the change processes and create institutional learning mechanisms.
According to (Hatry, 2013) firms and leaders must define a strategy with objectives, operational and measurable outcomes that can be used to drive performance and set objectives. The author however notes that this remains an uphill task with considerable organizational capacity, institutional champions and strong mandates. Firms must therefore create balanced measurements, review performance measures regularly, iterate and manage toward intended outcomes with the use of capacity-building adjustments as priority and put adequate resources behind performance requirements (Lahey & Nielsen, 2013).

2.5. Chapter Summary

This chapter dispensed the literature reviewed based on research objectives: to ascertain to what degree talent development, performance management and talent retention practices affect employee morale. The following and ultimate chapter of the research explicated on research methods to be utilized by the researcher to collect data in this research.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This chapter outlined the overall methodology that was used in the study. The section gave details about the research design, the population of interest, the sampling design, the data collection methods that were applied, research procedures to be used and the data analysis and presentation methods that were utilized in the research process.

3.2 Research Design
Research design is described as the structure and strategy of exploration to develop precisely the answers to research problems (Saunders, Lewis & Thornhill, 2012). According to Mugenda (2013), a descriptive design method is applied when the problem is well developed and where the researcher can participate in a study addressing the people of interest so that the respondent can explain certain characteristics of the problem investigated. The study was conducted to determine the effect of talent management practices on employee morale in Legal firms in Nairobi. To meet the specified objective, this study therefore adopted a descriptive research design since sampled elements were simply observed and reported as they are without making any attempt to control or manipulate them. The independent variables were Talent Development, Performance Management and Talent Retention whereas the dependent variable was Employee Morale.

3.3 Population and Sampling Design

3.3.1 Population
Population can be defined as the total collection of elements about which researchers seek to make inference (Saunders & Thornhill (2012). A target population, specifically, refers to an entire group of individuals who have common observable characteristics (Mugenda & Mugenda, 2012). Blumberg, Cooper and Schindler (2014) add that the more specific a population of interest is defined, the better the ability to describe and explain the behavior intended to be studied. The target population for this study was the employees of Legal firms registered in Nairobi as at 1st January, 2014. The population consists of the 745

3.3.2 Sampling Design

Sekaran and Bougie (2013), sampling is the process of choosing the study subjects or objects from a larger population. The same authors add that a sampling design is important because the method that is used determines whether the study sample represents the entire population from which it is drawn.

3.3.2.1 Sampling Frame

As asserted by According to Cooper and Schindler (2014), a sample frame is a listing of all the cases in the population from which a population to be tested is extracted. Saunders and Thornhill (2014) also state that a sampling frame must include a complete and updated list that includes the research population. The sampling frame list of this study was drawn from all the departments: Civil litigation, criminal litigation, commercial law, conveyancing, tax law, international law, family law and succession law and was obtained from the Law Society of Kenya.

<table>
<thead>
<tr>
<th>Department</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family</td>
<td>82</td>
</tr>
<tr>
<td>Conveyancing</td>
<td>72</td>
</tr>
<tr>
<td>Civil</td>
<td>145</td>
</tr>
<tr>
<td>Commercial</td>
<td>163</td>
</tr>
<tr>
<td>Criminal</td>
<td>65</td>
</tr>
<tr>
<td>Tax</td>
<td>111</td>
</tr>
<tr>
<td>International</td>
<td>63</td>
</tr>
<tr>
<td>Succession</td>
<td>47</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>745</strong></td>
</tr>
</tbody>
</table>

3.3.2.2 Sampling Technique
The sample was obtained from the population by stratified sampling. Saunders and Thornhill (2014) note that stratified sampling is adopted in cases where each member of the population has the same probability of being selected in proportion to their participation within the total population. According to Mugenda (2013), stratified sampling is the selection of samples in a manner that the subgroups existing in the population reproduce more or less in the sample. In this study the stratified random sampling technique was used since the concerned population was not homogeneous and it could be divided into strata or groups to acquire the sample. Each department in the organization formed the basis of the strata. This way, individuals chosen from each stratum form a mirror representation of the population. The use of stratified sampling in the study helped lower error, cost and workload hence making it easier to obtained high quality information as proposed by Cooper and Shindler (2014).

3.3.2.3 Sample Size

According to Saunders (2011), a sample is a proportion or subset of a large group called a population. A good sample is a small version of the population. A sample should be a representative of the whole population. The sample size is vital in achieving the purpose of making an accurate inference of a population. 254 respondents were selected in reference to Krejcie model (Krejcie & Morgan, 1970);

\[
S = \frac{X^2NP (1-P)}{d^2(N-1) + X^2P (1-P)}
\]

Where;

- \(S\) = desired sample size
- \(N\) = Target population
- \(P\) = Population proportion (0.5)
- \(d\) = degree of accuracy expressed as a proportion (0.05)
- \(X^2\) = 3.841 at 95% confidence level

Thus;

\[
3.841^2 \times 745 \times 0.5 \times (1-0.05)/0.05^2 (754-1) + 3.841^2 \times 0.5 \times (1-0.5) = 254
\]

The proportional method of allocation was used to establish each stratum’s sample size as illustrated in Table 3.1. The division of a population into homogeneous layers can reduce the variance of an estimator of an average or total population (Barnett, 1974)
### Table 3.1: Sample Size Distribution Table

<table>
<thead>
<tr>
<th>Department</th>
<th>Population</th>
<th>Sample Size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family</td>
<td>82</td>
<td>28</td>
<td>34.3%</td>
</tr>
<tr>
<td>Conveyancing</td>
<td>72</td>
<td>24</td>
<td>34%</td>
</tr>
<tr>
<td>Civil</td>
<td>145</td>
<td>49</td>
<td>34%</td>
</tr>
<tr>
<td>Commercial</td>
<td>163</td>
<td>56</td>
<td>34.3%</td>
</tr>
<tr>
<td>Criminal</td>
<td>65</td>
<td>22</td>
<td>34%</td>
</tr>
<tr>
<td>Tax</td>
<td>111</td>
<td>38</td>
<td>34%</td>
</tr>
<tr>
<td>International</td>
<td>63</td>
<td>21</td>
<td>34%</td>
</tr>
<tr>
<td>Succession</td>
<td>47</td>
<td>16</td>
<td>34%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>745</strong></td>
<td><strong>254</strong></td>
<td></td>
</tr>
</tbody>
</table>

#### 3.4 Data Collection Methods

The data collected for this study was mainly primary. Saunders et al., (2010) asserts that the characteristics of the subject, the research topics, the objectives, the problem in question, the design and the data and results that are expected mainly determine the choice of tools and instruments. According to Sekaran and Bougie (2013), primary data is information gathered directly from the respondents and for this study questionnaires will be used. The questionnaire designed for this study consisted of three parts, with each part aimed to capture unique data. Part A aimed to capture the background and demographic factors of the employees. Part B focused on how talent development practices affect employee morale at on Legal practitioners. Part C aimed to obtain data on the effect of performance management practices on employee morale on legal practitioners, while Part D sought to obtain data on the effect of talent retention practices on employee morale on Legal practitioners. Lastly Part E sought to obtain data on the employee morale by Legal practitioners.

#### 3.5 Research Procedures

Before the actual collection of data, the researcher sought permission from the Department of Business Administration at the United States International University - Africa to carry out the study. Upon completion of all documentation, the researcher recruited and trained four research assistants to assist in the data collection process. The
questionnaire was tested on twenty five respondents who were randomly selected from the neighboring County of Kiambu so as to make sure that it was understood in its correct perspective to fulfill the purpose of the study. According to Connelly (2008), the existence literature suggests that the sample for a pilot study should be 10% of the total population for the main study.

The procedure used in the current data collection was through the distribution of questionnaires. Questionnaires containing both open and closed ended questions were used in the survey to collect primary data. The closed ended questions offered responses that were more planned to facilitate the development of concrete recommendations. The open-ended questions were used to evaluate the different attributes, and this helped reduce the number of related responses to get more answers. The open questions also contributed to providing additional information that may not have been addressed in the completed questions. The questionnaires were delivered to respondents at the targeted Legal firms in Nairobi. Prior to the main study, the questionnaires that were carefully designed were tested to establish validity and precision in a pilot survey that involved some members of the population for further improvement.

3.6 Reliability of the Data Collection Instrument

Reliability is a test of reliability, consistency or credibility. The test elements are divided into two halves with elements that match the content and difficulty, and the score of the two halves scored separately. For tests that are reliable, the scores of the two halves have a high association (Cohen, Manion and Morrison, 2007). The instruments reliability was estimated using the Cronbach’s Alpha Coefficient, which measures the internal coefficient. For a test to be termed as acceptably reliable, it must be at least 0.70 at \( \alpha = 0.05 \) confidence level is acceptable (Gable and Wolf, 2003).

3.7 Validity of Data Collection Instrument

Validity is the precision and meaning of the derivatives derived from the results of the investigation. It is to the extent that the results of the analysis of the data really represent the phenomena that are investigated (Mugenda and Mugenda, 2003). In this study, the validity was taken to mean the extent to which the instruments cover the objectives. To ascertain validity of the research instrument the researcher consulted experts in research methodology in the Department of Business Administration at the United States
International University - Africa. This enabled the researcher to develop instruments that yield content valid information.

3.8 Data Analysis Methods

Data analysis is the process of analyzing, cleaning transforming and modeling data collected in a research. Data analysis methods that were used in the study include both qualitative and quantitative techniques as suggested by Blumberg et al. (2014). Data obtained in this study was coded according to different variables of the study for ease of data entry and interpretation. Descriptive Statistics and Statistical Package for Social Sciences (SPSS V.21) was used to help the researcher to describe the data and determine the extent used.

Quantitative data collected was specifically analyzed using descriptive statistics and presented through percentages, means, standard deviations, frequencies and Karl Person’s coefficient of correlation. Bar charts, graphs and pie charts were used to present findings. Tables were also used to summarize responses for further analysis to facilitate comparison and accurate inference on the effect of talent management practices on employee morale on legal practitioners within Nairobi.

Once data was collected, it was checked for completeness, ready for analysis. The process included a cross check on the validity of data and content analysis to look for emergent patterns from the data and linkages among parts of various data. The data was analyzed and presented using tools of descriptive statistics. Descriptive statistics was used to describe the basic features of the data in a study and they provide simple summaries about the sample and the measures (Blumberg et al. 2014). Descriptive statistics were appropriate for the objectives of the study since they simply describe what the data shows. The study used measures of frequencies, percentages, means and standard deviation to summarize the data. Key tools to present the data were graphs, charts, tables and pie charts. Secondary data in form of document analysis was used to corroborate the information gathered through the questionnaires.

Additionally, a multivariate regression model was used to predict the value of the dependent variable based on the value of the three other independent variables. This technique allows the determination of the overall fit of the model and the relative contribution of each of the predictors to the total variance explained. Talent management
practices constituted the independent variable while the dependent variable was morale of employees. The regression model took the following form;

\[ \gamma = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon \]

Whereby \( \gamma \) = Talent management practices
\( X_1 \) = Talent development
\( X_2 \) = Performance management
\( X_3 \) = Talent retention
\( \epsilon \) = Error term and \( \beta_0, \beta_1, \beta_2 \) And \( \beta_3 \) is the regression equation coefficients for each of the variables discussed.

3.9 Chapter Summary

This chapter discussed research methodology that was used in the study. It highlighted the research design, the target population and sampling design, the data collection methods that were used to acquire data for this study, the research procedure and data analysis methods that were used. The sampling technique and the sampling frame, and sample size were also discussed in the chapter. The next chapter of the research presented the analysis and findings of the study.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents the results and findings of the collected research data from the field. The study sought to assess the effect of talent management practices on the morale of employees in legal firms in Nairobi. The data was gathered exclusively from questionnaires as the research instrument. The questionnaire was designed in line with the research questions of the study.

4.1.1 Response Rate

A total of 254 questionnaires were distributed out of which 166 questionnaires were returned giving a response rate of 64%. This response was sufficient and representative of the population and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 70% and above is excellent. The findings are shown in Table 4.2.

Table 4.2: Response Rate

<table>
<thead>
<tr>
<th>Number of questionnaires administered</th>
<th>Number of questionnaires filled and returned</th>
<th>Response rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>254</td>
<td>166</td>
<td>64%</td>
</tr>
</tbody>
</table>

Source: Researcher (2018)

4.1.2 Reliability Analysis

A pilot study was carried out to determine reliability of the questionnaires. The pilot study involved 25 respondents who were excluded from the main study. Reliability analysis was subsequently done using Cronbach’s Alpha which measures the internal consistency by establishing if certain item within a scale measures the same construct. Kiln (2003) established the Alpha value threshold at 0.7 thus forming the study’s benchmark. Cronbach Alpha was established for every objective which formed a scale. The table shows that all the four variables were reliable as their reliability values exceeded the prescribed threshold of 0.7 with a mean score of 0.821.
Table 4.3: Reliability Analysis

<table>
<thead>
<tr>
<th>Scale</th>
<th>Cronbach’s Alpha</th>
<th>Number of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talent retention</td>
<td>0.903</td>
<td>8</td>
</tr>
<tr>
<td>Talent development</td>
<td>0.774</td>
<td>11</td>
</tr>
<tr>
<td>Performance Management</td>
<td>0.803</td>
<td>10</td>
</tr>
<tr>
<td>Employee morale</td>
<td>0.804</td>
<td>14</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>0.821</strong></td>
<td><strong>11</strong></td>
</tr>
</tbody>
</table>

*Source: Researcher (2018)*

4.2 Demographic Information

Prior to analysis of data on specific objective areas, the study preliminarily analyzed essential background information to form basis for subsequent inferences. The particular data included name of respondent’s gender, age, education, number of years worked and the job level.

4.2.1 Gender of the Respondents

The study sought to establish the gender of the respondents. The findings are shown below.

![Gender Pie Chart]

*Figure 4.1: Gender of the Respondents*

*Source: Researcher (2018)*
The findings in Figure 4.1 show that 55% of the respondents were male while 45% were female. Even though male respondents were the majority, responses emanated from both genders, therefore disparity and a good representation for the study.

4.2.2 Age Distribution

The respondents were asked to indicate their age and the findings were as shown in Figure 4.2.

![Age Distribution Chart]

**Figure 4.2: Age Distribution**

**Source: Researcher (2018)**

As indicated in Figure 4.2, 31% of the respondents were between 41-50 years; 25% were between 31-40 years; 23% were between 18-30 years; 21% were 51 and above years. The majority of the respondents were above 30 years thereby providing relevant and reliable information for the study.
4.2.3 Highest Level of Education

The respondents were required to indicate their highest level of education and the findings are as shown in Figure 4.3.

![Chart showing highest levels of education: 33% Masters, 27% Degree, 21% Diploma, 19% Certificate]

**Figure 4.3: Highest Level of Education**

**Source: Researcher (2018)**

From the findings in Figure 4.3, 33% of the respondents had graduated with a Masters degree, 27% had graduated with an Undergraduate degree, 21% had graduated with a Diploma and 19% had graduated with a Certificate. Those with a Masters degree were the majority. These findings show that respondents from various education levels were involved thereby providing information on the different levels of education perspective on talent management practices on the morale of employees in legal firms in Nairobi.
4.2.4 No of Years Worked

The respondents were requested to indicate their number of years worked and the findings are as shown in Figure 4.4.

As per the findings in Figure 4.4, 32% of the respondents had worked for less than 5 years, 20% had worked for 6-10 years and 16-20 years each, 16% had worked for 11-15 years and 11% had worked for over 20 years. The majority of the respondents had worked for over years. This shows that the findings were relevant and reliable in ascertaining the talent management practices on the morale of employees in legal firms in Nairobi since the respondents had worked for a considerable period of time.

Figure 4.4: No of Years Worked

Source: Researcher (2018)
4.2.5 Job level

The respondents were required to indicate their job level. The findings are as presented in Figure 4.5.

![Figure 4.5: Job level](image)

**Source:** Researcher (2018)

As shown above, 32% of the respondents indicated they were in the middle job level, 28% of the respondents indicated they were in the top job level, 27% of the respondents indicated they were in the lower job level and 13% of the respondents indicated they were in the entry job level. Majority of the respondents were in the middle and top job levels. This shows that the respondents were spread across different job levels thereby providing information relevant and reliable for the study.

4.3 Effect of Talent Retention Practices on Employee Morale

The first objective was to determine the effect of talent retention practices on employee morale.
Table 4.4: Effect of Talent Retention Practices on Employee Morale

<table>
<thead>
<tr>
<th>STATEMENT</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>My firm has a succession planning process</td>
<td>2.28</td>
<td>1.205</td>
</tr>
<tr>
<td>The succession planning program provides increased opportunities for</td>
<td>2.39</td>
<td>1.365</td>
</tr>
<tr>
<td>high potential workers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Succession planning is fair and unbiased</td>
<td>2.60</td>
<td>1.422</td>
</tr>
<tr>
<td>My firm offers verbal and written recognition for employee contribution</td>
<td>3.27</td>
<td>0.634</td>
</tr>
<tr>
<td>My firm offers a conducive work environment</td>
<td>3.29</td>
<td>0.582</td>
</tr>
<tr>
<td>Compensation is fair and unbiased</td>
<td>3.31</td>
<td>0.549</td>
</tr>
<tr>
<td>Working hours allow for work-life balance</td>
<td>3.33</td>
<td>0.532</td>
</tr>
<tr>
<td>Motivation practices are both financial and non-financial incentives</td>
<td>3.47</td>
<td>0.649</td>
</tr>
</tbody>
</table>

Source: Researcher Data (2018)

According to the findings in Table 4.4, majority of the respondents also agreed that talent retention practices effect on employee morale in Legal firms in Nairobi. Specifically, findings on motivation practices are both financial and non-financial incentives generated a mean of 3.47 and standard deviation of 0.649. Working hours allow for work-life balance had a mean of 3.33 and standard deviation of 0.532. Compensation is fair and unbiased had a mean of 3.31 and standard deviation of 0.549. Their firm offers a conducive work environment had a mean of 3.29 and standard deviation of 0.582. Their firm offers verbal and written recognition for employee contribution had a mean of 3.27 and standard deviation of 0.634. Succession planning is fair and unbiased had a mean of 2.60 and standard deviation of 1.422. The succession planning program provides increased opportunities for high potential workers had a mean of 2.39 and standard deviation of 1.365. The firm has a succession planning process had a mean of 2.28 and standard deviation of 1.205.

The findings portray that talent retention practices at the Legal Firms in Nairobi are moderate therefore not a pressing issue. This could be because the firms might be unaware of what factors to consider or how to change them. In addition, the other demands of running an organization can supersede most efforts to promote retention.
Retention is difficult to focus on because so many factors affect it, and organizations cannot easily change all of them. Even so, a well-conceived plan of action can greatly enhance progress toward long-term retention improvements. Unfortunately, many organizations have failed to make a concerted effort to implement changes. It’s not enough to measure retention/turnover statistics. By the time employees decide to leave the organization; little can be done to change their mind. Turnover rate is an outcome or lag measure with many precursors. If organizations can track lead indicators that predict the likelihood of turnover, they can stop turnover before it happens. Ideally, organizations should track the predictors of turnover for their employees and monitor changes over time.

4.4 Effect of Talent Development Practices on Employee Morale

The second objective of the study was to determine the effect of talent management practices on employee morale. The respondents were then asked to indicate the extent to which the factors of talent management practices affect employee morale at Legal firms in Nairobi. A scale of 1-5 was provided as follows: 1 = Strongly Disagree 2= Disagree, 3= Neutral, 4 =Agree, 5= Strongly Agree. From the responses, mean and standard deviation were used for ease of interpretation and generalization of findings. The findings are clearly illustrated in the subsequent sections. On this scale, score of 60% is a median of 3 and was treated as a positive result while a lower score was treated as a negative result.

Table 4.5: Likert Scale

<table>
<thead>
<tr>
<th>Extent Definition</th>
<th>Mean Score Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>4.5-5</td>
</tr>
<tr>
<td>Agree</td>
<td>3.5-4.49</td>
</tr>
<tr>
<td>Neutral</td>
<td>2.5-3.49</td>
</tr>
<tr>
<td>Disagree</td>
<td>1.5-2.49</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>1.0-1.49</td>
</tr>
</tbody>
</table>

The first objective was to establish the effects of talent development on employee morale in Legal firms in Nairobi.
Table 4.6: Effect of Talent Development Practices on Employee Morale

<table>
<thead>
<tr>
<th>STATEMENT</th>
<th>Mean</th>
<th>Std Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Every job cadre benefits from the training resources</td>
<td>3.63</td>
<td>.869</td>
</tr>
<tr>
<td>Training has enabled me sharpen my skills and acquire more knowledge</td>
<td>3.64</td>
<td>.889</td>
</tr>
<tr>
<td>My firm conducts evaluation to assess training success</td>
<td>3.72</td>
<td>.845</td>
</tr>
<tr>
<td>My department has enough qualified personnel to complete tasks efficiently</td>
<td>3.75</td>
<td>.658</td>
</tr>
<tr>
<td>My responsibility is to achieve the business strategy</td>
<td>3.77</td>
<td>.660</td>
</tr>
<tr>
<td>I understand the firm’s mission\vision and strategy</td>
<td>3.78</td>
<td>.604</td>
</tr>
<tr>
<td>Training has increased my job satisfaction, morale, motivated me to become more productive</td>
<td>3.80</td>
<td>.840</td>
</tr>
<tr>
<td>Training and development is given priority in this firm</td>
<td>3.82</td>
<td>.565</td>
</tr>
<tr>
<td>The firm uses employee non-financial rewards to attract talent</td>
<td>3.84</td>
<td>.550</td>
</tr>
<tr>
<td>There a policy offering guidance on training and development</td>
<td>3.84</td>
<td>.575</td>
</tr>
<tr>
<td>Internal recruitment and promotion process is common in the firm</td>
<td>3.86</td>
<td>.564</td>
</tr>
</tbody>
</table>

Source: Research Data (2018)

According to the findings in Table 4.6, majority of the respondents generally agreed that talent development practices affect employee morale in Legal firms in Nairobi. Specifically, findings on internal recruitment and promotion process being common in the firms generated a mean of 3.86 and standard deviation of .564. There is a policy offering guidance on training and development had a mean of 3.84 and standard deviation .575. The firm uses employee non-financial rewards to attract talent had a mean of 3.84 and standard deviation of .550. Training and development being given priority in their firm had a mean of 3.82 and standard deviation of .565. Training has increased their job satisfaction, morale, motivated them to become more productive had a mean of 3.80 and standard deviation of .840. They understand the firm’s mission\vision and strategy had a mean of 3.78 and standard deviation of .604. Their responsibility is to achieve the business strategy had a mean of 3.77 and standard deviation of .660. Their department has enough qualified personnel to complete tasks efficiently had a mean of 3.75 and standard deviation of .658. The firm conducts evaluation to assess training success had a mean of 3.72 and standard deviation of .845. Training has enabled them sharpen their skills and
acquire more knowledge had a mean of 3.64 and standard deviation of .889. Every job cadre benefits from the training resources had a mean of 3.63 and standard deviation of .869.

This implies that talent development practices were in place with the internal recruitment and promotion process being the most common practiced in the Legal firms in Nairobi. This could be because in general, it is far less costly to promote employees from within vs. hiring outside candidates. The current employees have already demonstrated that they are loyal to their firms cause and mission. Therefore, it only makes sense that the management would want to promote from within, rather than take a chance on a new hire who may decide not to stick around. Additionally, when the management promotes a current employee, he or she is already familiar with firm’s goals and a majority of the tasks associated with success.

4.5 Effect of Performance Management Practices on Employee Morale

The last objective of the study was to assess the effect of performance management practices on employee morale in Legal firms in Nairobi.

Table 4.7: Effect of Performance Management Practices on Employee Morale

<table>
<thead>
<tr>
<th>STATEMENT</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation packages, rewards, promotions are tied to appraisals</td>
<td>2.24</td>
<td>1.388</td>
</tr>
<tr>
<td>The Balance score card is used to measure performance in my organization</td>
<td>3.34</td>
<td>1.180</td>
</tr>
<tr>
<td>Performance standards are used help in development of performance appraisal</td>
<td>3.48</td>
<td>.995</td>
</tr>
<tr>
<td>My organization has outlined key performance indicators</td>
<td>3.50</td>
<td>.569</td>
</tr>
<tr>
<td>My job is directly linked to achievement of these KPIs</td>
<td>3.54</td>
<td>.524</td>
</tr>
<tr>
<td>My evaluator gives me fair and relevant feedback after appraisals</td>
<td>3.54</td>
<td>.938</td>
</tr>
<tr>
<td>There is a clear employee performance management plan in the firm</td>
<td>3.63</td>
<td>.974</td>
</tr>
<tr>
<td>The balanced scorecard measures are clear and achievable</td>
<td>3.65</td>
<td>.659</td>
</tr>
<tr>
<td>I am satisfied with how performance appraisals are conducted</td>
<td>3.73</td>
<td>.636</td>
</tr>
<tr>
<td>The appraisal method used is appropriate for my job</td>
<td>3.75</td>
<td>.700</td>
</tr>
</tbody>
</table>

Source: Researcher Data (2018)
The findings as presented in Table 4.7 above reveal that majority of the respondents agreed that performance management practices are implemented in Legal firms in Nairobi as depicted by high mean score values of most statements. The appraisal method used being appropriate for their job generated a mean of 3.75 and standard deviation of .700. The respondents being satisfied with how performance appraisals are conducted had a mean of 3.73 and standard deviation .636. The balanced scorecard measures being clear and achievable had a mean of 3.65 and standard deviation of .659. There being a clear employee performance management plan in the firm had a mean of 3.63 and standard deviation of .974. Their evaluator giving them fair and relevant feedback after appraisals had a mean of 3.54 and standard deviation of .938. Their job being directly linked to achievement of these KPIs had a mean 3.54 and standard deviation of .524. Their organization outlining key performance indicators had a mean 3.50 and standard deviation of .569. Performance standards being used to help in development of performance appraisal had a mean 3.48 and standard deviation of .995. The Balance scorecard being used to measure performance in their organization had a mean 3.34 and standard deviation of 1.180. Compensation packages, rewards, promotions being tied to appraisals a mean 2.24 and standard deviation of 1.388.

This depicts that the appraisal method of performance management was popular amongst the Legal firms in Nairobi and the respondents were satisfied with it. This can be explained by the fact that an effective appraisal system evaluates accomplishments and initiates plans for development, goals, and objectives. The firms performance appraisal process seems to be aware of and work to overcome biases such as recent trends or patterns of behavior overshadowing past actions (“recency” effect) or the converse, a spillover effect, when present performance is evaluated only on the basis of past performance, not recent.

4.6 Employee Morale
The study finally sought to evaluate the respondents’ measures of employee morale as illustrated in the Table 4.8
Table 4.8: Measures of Employee Morale

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>I know what is expected of me at work</td>
<td>2.97</td>
<td>.627</td>
</tr>
<tr>
<td>The salary I receive is satisfactory</td>
<td>3.37</td>
<td>.691</td>
</tr>
<tr>
<td>My work environment facilitates me to work effectively</td>
<td>3.44</td>
<td>.627</td>
</tr>
<tr>
<td>I receive recognition/praise whenever my performance is exemplary</td>
<td>3.65</td>
<td>.810</td>
</tr>
<tr>
<td>The salary I receive is enough to take care of my (family’s) needs</td>
<td>3.65</td>
<td>.685</td>
</tr>
<tr>
<td>My usual day at work is exciting</td>
<td>3.69</td>
<td>.731</td>
</tr>
<tr>
<td>My opinion at work counts</td>
<td>3.72</td>
<td>.703</td>
</tr>
<tr>
<td>My work is important to the organization’s goals and purpose</td>
<td>3.72</td>
<td>.797</td>
</tr>
<tr>
<td>My usual day at work is challenging</td>
<td>3.74</td>
<td>.650</td>
</tr>
<tr>
<td>I feel appreciated at work</td>
<td>3.74</td>
<td>.711</td>
</tr>
<tr>
<td>My supervisor always encourages me to do my work</td>
<td>3.75</td>
<td>.669</td>
</tr>
<tr>
<td>My colleagues are committed to doing quality work</td>
<td>3.76</td>
<td>.711</td>
</tr>
<tr>
<td>I receive compensation for exemplary performance</td>
<td>3.76</td>
<td>.699</td>
</tr>
<tr>
<td>I am proud of the work I do</td>
<td>3.77</td>
<td>.632</td>
</tr>
</tbody>
</table>

Source: Researcher Data (2018)

From Table 4.8, the results show that majority of the respondents also agreed that employee morale at the Legal firms in Nairobi was high. Specifically, findings on they are proud of the work they do generated a mean of 3.77 and standard deviation of .632. They receive compensation for exemplary performance had a mean of 3.76 and standard deviation .699. Their colleagues are committed to doing quality work had a mean of 3.76 and standard deviation of .711. Their supervisor always encourages them to do their work had a mean of 3.75 and standard deviation of .669. They feel appreciated at work had a mean of 3.74 and standard deviation of .711. Their usual day at work is challenging had a mean of 3.74 and standard deviation of .650. Their work is important to the organization’s goals and purpose had a mean of 3.72 and standard deviation of.797. Their opinion at work counts had a mean of 3.72 and standard deviation of .703. Their usual day at work is exciting had a mean of 3.69 and standard deviation of .731. The salary they receive is enough to take care of my (family’s) needs had a mean of 3.65 and standard
deviation of .685. They receive recognition/praise whenever their performance is exemplary had a mean of 3.65 and standard deviation of .810. Their work environment facilitates them to work effectively had a mean of 3.44 and standard deviation of .627. The salary they receive is satisfactory had a mean of 3.37 and standard deviation of .691. They know what is expected of them at work had a mean of 2.97 and standard deviation of .627.

The findings imply that the Legal firms in Nairobi have created a culture where their team understands that their well-being, and morale in the workplace, is important to them as a firm. This has led to high level of employee morale as shown by the findings especially in relation to exemplary performance, pride in their jobs and quality of work.

4.7 Regression Analysis Between Talent Management Practices and Employees Morale

The main objective of the study was to establish the effect of talent management practices on the morale of employees in legal firms in Nairobi. The study used multivariate regression analysis in establishing this relationship. The dependent variable of the study was morale of employees in legal firms in Nairobi, Kenya, while the independent variables were: talent development, performance management and talent retention practices. The results from the regression analysis are discussed next.

Table 4.9: Results of Multiple Regression

<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>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.557*</td>
<td>.310</td>
<td>.297</td>
<td>.42992</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), talent development, performance management, talent retention practices

Source: Researcher Data (2018)

R-Square is a commonly used statistic to evaluate model fit. R-square is 1 minus the ratio of residual variability. The findings of this study indicate that 29.7% of the changes in talent management practices on employee morale variables could be attributed to the combined effect of the predictor variables. Additionally, 70.3% of other factors that were not considered yielded this.
Table 4.10: Summary of ANOVA Results of the Regression Analysis

<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>13.462</td>
<td>3</td>
<td>4.487</td>
<td>24.278</td>
<td>.000b</td>
</tr>
<tr>
<td>1 Residual</td>
<td>29.942</td>
<td>162</td>
<td>.185</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>43.404</td>
<td>165</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee Morale  

Source: Researcher Data (2018)

Table 4.10 reveals that there was a significant relationship between talent management practices and employee morale in legal firms in Nairobi F (3.165) =24.278; P<0.00

Table 4.11: Regression Coefficients

<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)</td>
<td>2.024</td>
<td>.372</td>
<td></td>
<td>5.444</td>
</tr>
<tr>
<td>Talent Retention</td>
<td>.054</td>
<td>.050</td>
<td>.070</td>
<td>1.080</td>
</tr>
<tr>
<td>Talent Development</td>
<td>.463</td>
<td>.058</td>
<td>.517</td>
<td>7.982</td>
</tr>
<tr>
<td>Performance Management</td>
<td>.169</td>
<td>.056</td>
<td>-.198</td>
<td>3.018</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee Morale

Source: Researcher Data (2018)

The coefficient Table 4.12 of the study shows that Talent Retention did not have any significant prediction on Employee Morale $\beta =.054$, $T=1.080$, $P>.290$. 

45
Talent Development significantly predicted Employee Morale $\beta=.463$, $T=9.82$, $P<0.000$. Performance Management also significantly predicted Employee Morale $\beta=.169$, $T=3.018$, $P<0.003$.

Moreover, taking all factors into account (talent retention, talent development, performance management practices) constant at zero employee morale at the Legal firms in Nairobi will be 2.024. The findings presented also show that taking all other independent variables at zero, a unit increase in talent retention would lead to a 0.054 increase in employee morale at the Legal firms in Nairobi. A unit increase in performance management would lead to a lead to a 0.169 increase in employee morale at the Legal firms in Nairobi. In addition, the findings show that a unit increase in talent development would lead to a 0.463 increase in employee morale at the Legal firms in Nairobi. Overall, talent retention had the least effect on the employee morale at the Legal firms in Nairobi, followed by performance management, and then talent development had the highest effect.

4.8 Chapter Summary

This chapter has presented the study results and findings. The major findings of the study include the existence of statistically significant relationship between talent management practices (Talent Retention, Talent Development and Performance Management Practices) and employee morale. Overall, talent retention had the least effect on employee morale in Legal firms in Nairobi, Kenya, followed by talent recognition, while talent development had the highest effect. The next chapter presents the study discussion, recommendation and conclusion.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATIONS

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

5.2 Summary of the Study
The purpose of this study was to investigate the effect of talent management practices on the employee morale in legal firms in Nairobi. The study was guided by the following research questions: What are the effects of talent retention practices on employee morale in Legal firms in Nairobi? What are the effects of talent development on employee morale in Legal firms in Nairobi? To what extent does performance management affect employee morale in Legal firms in Nairobi?

A descriptive research design was used in the study. The target population of the study was 745 employees of different departments in legal firms in Nairobi County. Stratified random sampling was used to determine a population sample size of 254 respondents in the study. Primary data was collected using a structured questionnaire. The collected data was cleaned, edited and coded to ensure good quality of the data. The data was then analyzed using inferential and descriptive statistics and Statistical Package for Social Sciences (SPSS) software were used to analyze the report. Descriptive statistics such as frequencies, percentages, means and standard deviations for ease of interpretation. In addition, regression analysis was used to show how the various variables relate to each other. Data was presented using Tables and Charts.

Key findings showed that talent retention did not significantly predict employee morale. Motivational practices and work-life balance were important with regard to employee morale. Succession planning and its program had very moderate effect on employee morale. The findings moderately tended towards agreement on well conducive work environment and fair compensation affected employee morale.
Study findings showed that talent development practices significantly predicted employee morale. In particular there was a strong agreement that internal recruitment and promotion processes influenced employee morale. Policy offering guidance on training also strongly affected employee morale and so was non-financial rewards offered to attract talent. It was observed from the findings that training led to increased employee productivity.

Findings on performance management showed that it significantly influenced employee morale. Appropriateness of appraisal method affected employee morale. The clarity of balance score card measures affected employee morale. There was an agreement that fairness of the evaluator and relevant feedback affected employee morale. Findings showed that appraisal systems effectively evaluated employee accomplishments and launched plans for developmental objectives and goals.

5.3 Discussion

5.3.1 Effect of Talent Retention Practices on Employee Morale
Findings in this study indicated that financial incentives affected employee retention. The findings were in line with the observations of Bhatt (2015) who states that compensation has a supportive impact on employee retention. Sangwan (2015) also agrees that workers compensated for their labor to inspire retention through satisfaction and loyalty. Compensation portrays a powerful tool for firms to motivate employee behavior in organizationally valuable directions, recruit, retain and build of strategic competitive advantage that is hard to duplicate (Beekun, Daly & Vanka, 2009). The study findings also showed that fair compensation affected employee morale. The findings are in agreement with the statement of Upadhay and Gupta (2012) who assert that balanced approach in reward distribution like benefits, compensation and promotion as conceivable solutions to improving retentions and morale. Mendez (2011) pronounces that it is essential for firms to retain to their workers to be prosperous. An attractive compensation package plays a significant role in attracting workers, offering competitive and attractive benefits packages helps to retain workers since it raises their morale.
The findings of this study showed that verbal and written recognition for employee contribution affected employee morale. Employees who were recognized were likely to feel motivated and exhibit high levels of morale. This finding is supported by Pinder, (2011) who recognizes that employee recognition influenced their motivation and morale.

Other findings showed that working hours that allow for work-life balance affected employee morale. The respondents agreed that the work life balance was an important factor regarding their morale. It offered intrinsic motivation. The findings are in agreement with Cerasoli et al. (2014) Who notes that intrinsic motivation promotes persistent behaviorA and direction and hence employee morale.

All the same the findings showed that succession planning that is fair and unbiased did don promote employee morale. This finding was contrary to observation of Bersin (2011) who implies that succession planning encourages employee morale because it ensures the firm of the progression in operation and the most suitable of companies since different groups of talents are distinguished and separated through the planning of the succession. Likewise, the same author points out that succession planning allows the formation of different management models for the advancement of employees. Thus it would be more useful for both employees and the organization when employees would be given a better orientation and direction for what they developed together with the organization. Similarly, in this study succession planning process did not affect employee morale.

The reason why the study findings on succession planning could be contrary to observations of other others could be because in the legal firms the practice of succession planning may not be well conceptualized and utilized. Most legal firms belong to sole owners and partners. Failure to practice succession planning may deny these firms employee morale benefits. Ortlieb (2012 states that succession planning is helpful to firms because it brings forth strategic ideas in firms which in turn are able to alter a head of the curve when it approaches planning and developing a workplace with the proper knowledge because they have a more strategic insight into their workers and use that statistic to put the hand of proactively works in the right space to productively respond to the pressing needs of the market.
5.3.2 Effect of Talent Development Practices on Employee Morale

The study findings showed that talent development practices significantly predicted employee morale. The findings were in agreement with Appel (2007) who advocated for the concerns of developing the best talent to create the next generation of industry peacemakers is of crucial importance. This is because in increased employee morale.

In particular, there was a strong agreement that internal recruitment and promotion processes influenced employee morale. This is in line with the observations of Kigo (2016) who calls on institutions to look into performance profiles, critical talent needs look for and screen prospective candidates, and then recruit and involve the people. This mean that organizations would be looking at promoting mostly from within. Another author assert that talent management strategy begins with the confirmation of individual star players that are a source of competitive advantage followed by the advocacy of strategies that attract, develop and retain the employees that are highly potential and are high performers (Paul et al. 2001). Also better with a better acquisition and development of talent, the employees’ commitment, productivity and morale improve (Kumari & Bara, 2016).

Policy offering guidance on training also strongly affected employee morale. This is because employees training makes employees view themselves as valuable as the organization invests in their training. This observation is in line with Cole (2002 who states that states that training employees enables them to acquire new skills and knowledge which keeps them on their toes as they know they are valuable enough for the employer to invest in their training and this makes them motivated and increases their morale. Kigo (2016) adds that training helps employees to execute their current jobs more efficiently, in addition to preparing them for the next job in the professional ladder or another discipline.

The findings of this study showed that training led to increased employee productivity and morale. The findings are in line with observations of Cappelli (2009) who agrees that it is paramount as makes the workers feel cherished and hence become more high yielding in their task since they are current with developments on either their environment or job the author adds. Iles et al. (2010) sate that in addition to fostering morale and knowledge, training and development programs help workers to manage change by assisting them to be more transformable to anticipated events that happen in their line of
work as. It enables workers achieve behavioral growth, morale, knowledge, self-help actions on their skills to ensure that they meet the firms goals and objectives.

The findings showed that training and development is given priority in many organizations and this increased employee morale. The findings are supported by the observations of Elnaga and Imran (2013) who state that when organizations value training they receive general benefits like reduced employees turnover increased morale and job satisfaction increased motivator, increased capacity to adopt new technologies, and methods, increased efficiencies in processes resulting in financial gain, increased innovation in strategies and products.

5.3.3 Effect of Performance Management Practices on Employee Morale

Findings on performance management showed that it significantly influenced employee morale. Appropriateness of appraisal method affected employee morale. The clarity of balance score card measures affected employee morale. The finding concurs with Mogo’s observation (2007) that one important ant aspect to successful implementation of the balanced score card is setting up clear measures. Clear measures enable people to understand how they will be appraised and what they must do to contribute effectively to their firms.

There was an agreement that fairness of the evaluator and relevant feedback affected employee morale. This finding is supported by DeNisi, and Murphy (2017) who state that in context of performance management, rating accuracy is only important as it might affect employee morale, mainly through employees’ perceptions of fairness of the process according The writer pronounces that notwithstanding the accuracy of ratings, if the procedures for producing those ratings were not understandable, not seen as fair on not areas then the rating themselves would not be seen as fair and employees would be encouraged less to change their mannerisms based on the unfair ratings from the feedback.

Findings showed that appraisal systems effectively evaluated employee accomplishments and launched plans for developmental objectives and goals. This is important because each area of performance ought to be appraised in clear measurable objectives. Employees ought to understand the expectations of the job personal strengths and areas of
development. Constructive feedback helps to spell out ongoing concerns about employee competencies and hence the need for development.

The above happens when the performance standards are clear and hence avoiding the pitfall of unclear standards which lead to faulty performance appraisal. In reference to Anitha (2013) some of the problems facing performance management in twenty first century turbulent market are unrealistic performance measurement standards, dearth of continuous learning, lack of performance-oriented organization culture, poor leadership and poor change management systems. According to Saks and Gruman (2014) use of unproductive leadership styles and lack of well-built leadership are just a few causes on why performance management is not dynamic in developing countries. Good leaders are actively involved in continual assessment of their staff through regular contact and coaching.

5.4 Conclusions

The major findings of the study include the existence of statistically significant relationship between talent management practices (talent development, performance management, talent retention practices) and employee morale. Overall, talent retention had the least effect on morale of employees in legal firms in Nairobi, Kenya, followed by talent recognition, while talent development had the highest effect. The next chapter presents the study discussion, recommendation and conclusion.

5.4.1 Effect of Talent Retention Practices on Employee Morale

This study also concludes that talent retention practices at the legal firms in Nairobi are moderate therefore not a pressing issue. This may be because companies may not know what factors to consider or how to change them. In addition, the other requirements for running an organization can replace most attempts to encourage retention.
5.4.2 Effect of Talent Development Practices on Employee Morale
This study concludes that talent development practices were in place with the internal recruitment and promotion process being the most common practiced in the legal firms in Nairobi. This could be because in general, it is much affordable to promote employees from within than hiring external candidates. Current employees have already shown that they are loyal to the company's cause and mission. Therefore, it is only sensible that the administration wishes to promote from within, rather than risking a new employee who can decide not to stay. In addition, when management promotes a current employee, he or she is already familiar with the company's goals and most tasks associated with success.

5.4.3 Effect of Performance Management Practices on Employee Morale
This study further concludes that the appraisal method of performance management was popular amongst the Legal firms in Nairobi and the respondents were satisfied with it. This can be explained by the fact that an appraisal system that is effective evaluates employee accomplishments and launches plans for development, objectives and goals. The process of performance appraisal by companies seems to know and work to overcome prejudices like, recent trends or behavioral patterns that may overshadow actions of the past (the effect of "now") or vice versa, an indirect effect when performance flows are assessed only on the basis of past performance, and not recently.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Effect of Talent Retention Practices on Employee Morale.
Retention is difficult to focus because there are many factors that affect it and organizations cannot easily change all of them. Nevertheless, a well-planned action plan can greatly improve progress towards long-term improvements of retention. Unfortunately, many organizations have not made a concerted effort to execute changes. Measure retention / rotation statistics is not enough. When employees decide to leave the organization, not so much can be done to make them change their minds. The rates of employee turnover is has many precursors. If the legal companies in Nairobi can track the key indicators that foretell the possibility of employees’ turnover, they can stop it even before it happens. Organizations should ideally follow up on the indicators of employee turnover and observe changes over time.
Based on this study, it has revealed that the reality of an outstanding relationship between talent retention strategies and employee performance. It is mandatory for law firms to establish effective talent retention strategies and communicate them to all employees. This will have the effect of ensuring employees are conscious that the firm is making obligatory effort to intensify their performance. Equally, each of the talent strategies should be utilized in a targeted manner for each employee.

It is keen to note that talent strategies that work for employees in one work area might not work for employees in another work area due to career needs that are not similar. Each employee within the same department should be targeted with specific sets of strategies that are suitable and complementary to their work, motivation, level of responsibility and personality within the firm. The adopted talent strategies should be evaluated periodically within industry standards to ascertain sustainable competitive advantage for employees of the firm.

The study therefore recommends the use the use of private and public means of appreciating and recognizing employee contribution to foster employee morale and extrinsic motivation. The study also established that the firms do not effectively use a succession planning process.

The study also established that the firms do not effectively use a succession planning process. Based on this finding, the study recommends that the firm develop talent pools from which it can source talent to fill vacancies as they become available and foster employee retention.

5.5.1.2 Effect of Talent Development Practices on Employee Morale

The study advocates that firms should employ enough personnel in every work station. This will have the net effect of ensuring that each department has enough employees to facilitate the effective completion of various tasks allocated to them. The firms should also ensure that human resource audits are conducted in order to assign the right number of people for every task to avoid understaffing or overstaffing it also established that talent development provides a powerful opportunity for the Legal firms in Nairobi to improve productivity and increase business performance by creating a highly committed and responsible workforce while solving the skill gap.
In order for law firms to boost performance of their employees it is mandatory for the firms to focus on developing programs. These programs play a vital role in enhancing the competitiveness in employees’ which is a key factor in ensuring that the organization remains productive and can use this to leverage among other firms.

Programs should be designed by both managers and employees which should include best practices such as performance management focusing on development and customization of organizational goals which are key tools to help ensure that law firms in Nairobi have the right employees and organizational skills they need to remain competitive in the long term.

Employees in law firms are a critical component, that help determine the success or failure of a firm, training programs, therefore, should not be ignored. Equally when coming up with a design for career development, it is mandatory for firms to look into what other firms in the sector are doing to enhance career development of their employees. After training and development program has been developed and agreed upon by the employees and management, it has to be put into effect. There is need for the firm to make sure that the training programs are current based on market needs and monitoring mechanisms for employees’ performance is established for benchmarking purposes. The study also noted that training evaluation is not done to determine the effectiveness of the training programs. This study therefore advocates that firms carry out training evaluation after every training exercise to demonstrate the impact of training and the appropriateness of the training method used.

5.5.1.3 Effect of Performance Management Practices on Employee Morale
Performance management practices have revealed a sufficiently great relationship with employee performance in this study. It is therefore important that firms intensify their performance management practices as a measure of ensuring sustainable employee performance.

The study has revealed that performance management practices in the Legal firms are tied to organization policies and not instances of exemplary performance. However, some elements of performance management were negative perceived as boosting employee morale. These elements are; performance standards not helping in development of performance appraisal, the Balance score card being used to measure performance and compensation packages, rewards, promotions being tied to appraisals. This study
therefore recommends that curb bias is the same method for making a comprehensive assessment: the law firms must ensure that they have a complete list of all tasks worked on by the employee in the performance period and take a holistic view of their efforts including goals, conversations and other feedback, available from the company. Performance evaluations and appraisals must be controlled by something more than what the participants remember, last week. There must be a rich and database-based process. The concept of employee involvement in the entire process of performance appraisal should be made compulsory. The greater employees take part in coming up with performance management practices that will be used to evaluate them, the more they will want to support the practices.

The firms should also come up with a performance evaluation practice that intensifies the way and manner in which feedback from management is provided to employees. Performance management practices at law firms should also include succession plans for each management level and for employees. This is due to the fact that the preparation for performance continuity within the firm is a significant booster for employees since they will have information of what is required from them to ascend to the next cadre in their job.

The study made the following recommendations based on the findings of the study;

5.5.2 Recommendation for Further Research

This study sought to determine the impact of talent management practices on the morale of employees in legal firms in Nairobi. There is a need for further studies to carry out similar tests on Legal firms in other counties. In addition, more variables depicting talent management practices should be adopted to uphold the study’s findings that indeed firms with effective talent management practices have highly motivated employees. Also, this study only covers three talent management practices simultaneously. Future studies could increase the scope and consider each of three practices independently on employee morale.
REFERENCES


Marr, B. (2012). Key Performance Indicators (KPI): The 75 measures every manager needs to know. Pearson UK.


Van der Sluis, L. and van de Bunt-Kokhuis, S. (Eds) (2009), Competing for Talent, Van Gorcum, Assen, pp. 1-372


APPENDIX

RESEARCH QUESTIONNAIRE

This questionnaire assists in data collection for academic purpose. This is not a test since there is no right or wrong answer, and everyone will have different responses. The purpose of the study is to assess the effect of talent management practices on the morale of employees in legal firms in Nairobi.

SECTION ONE: PERSONNAL

Instructions: Please tick in the brackets (✓) as appropriate.

SECTION A: DEMOGRAPHIC INFORMATION

1. Gender: Male ( )
   Female ( )

2. Age bracket
   18 – 30 years ( )
   31 – 40 years ( )
   41 – 50 years ( )
   51 and above ( )

3. Highest level of education
   Certificate ( )
   Diploma ( )
   Degree ( )
   Masters ( )
   Others Specify..........................

4. No. of years worked in your organization
   Less than 5 years ( )
   6 – 10 years ( )
   11 – 15 years ( )
5. Department

Top  ( )
Middle  ( )
Lower  ( )
Entry  ( )

SECTION B: EFFECT OF TALENT RETENTION PRACTICES ON EMPLOYEE MORALE

Please indicate your opinion as per the level of disagreement or agreement with the outline statement using 1 to 5 scale guideline.

1 = Strongly Disagree  2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

<table>
<thead>
<tr>
<th>STATEMENT</th>
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<th>2</th>
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<tbody>
<tr>
<td>My firm has a succession planning process</td>
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<td>The succession planning program provides increased opportunities for high potential workers</td>
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<td>Succession planning is fair and unbiased</td>
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<td>My firm offers verbal and written recognition for employee contribution</td>
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<td>My firm offers a conducive work environment</td>
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<td>Compensation is fair and unbiased</td>
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<td>Working hours allow for work-life balance</td>
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<td>Motivation practices are both financial and non-financial incentives</td>
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SECTION C: EFFECT OF TALENT DEVELOPMENT PRACTICES ON EMPLOYEE MORALE

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

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<tr>
<td>Every job cadre benefits from the training resources</td>
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<td>Training has enabled me sharpen my skills and acquire more knowledge</td>
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<td>My firm conducts evaluation to assess training success</td>
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<td>My department has enough qualified personnel to complete tasks efficiently</td>
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<td>My responsibility is to achieve the business strategy</td>
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<td>I understand the firm’s mission\vision and strategy</td>
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<td>Training has increased my job satisfaction, morale, motivated me to become more productive</td>
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<tr>
<td>Training and development is given priority in this firm</td>
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<td>The firm uses employee non-financial rewards to attract talent</td>
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<tr>
<td>There a policy offering guidance on training and development</td>
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<tr>
<td>Internal recruitment and promotion process is common in the firm</td>
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SECTION D: EFFECT OF PERFORMANCE MANAGEMENT PRACTICES ON EMPLOYEE MORALE

Please indicate your opinion as per the level of disagreement or agreement with the outline statement using 1 to 5 scale guideline.

1 = Strongly Disagree 2= Disagree, 3= Neutral, 4 =Agree, 5= Strongly Agree

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<tbody>
<tr>
<td>Compensation packages, rewards, promotions are tied to appraisals</td>
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<td>The Balance score card is used to measure performance in my organization</td>
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<td>Performance standards are used help in development of performance appraisal</td>
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<td>My organization has outlined key performance indicators</td>
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<td>My job is directly linked to achievement of these KPIs</td>
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</table>
My evaluator gives me fair and relevant feedback after appraisals

There is a clear employee performance management plan in the firm

The balanced scorecard measures are clear and achievable

I am satisfied with how performance appraisals are conducted

The appraisal method used is appropriate for my job

<table>
<thead>
<tr>
<th>SECTION E: MEASURES OF EMPLOYEE MORALE</th>
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<tbody>
<tr>
<td>Please indicate your opinion as per the level of disagreement or agreement with the outline statement using 1 to 5 scale guideline.</td>
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<tr>
<td>1 = Strongly Disagree 2= Disagree, 3= Neutral, 4 =Agree, 5= Strongly Agree</td>
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</tbody>
</table>

| My usual day at work is challenging | 1 | 2 | 3 | 4 | 5 |
| My usual day at work is exciting |  |  |  |  |  |
| I am proud of the work I do |  |  |  |  |  |
| My work environment facilitates me to work effectively |  |  |  |  |  |
| My supervisor always encourages me to do my work |  |  |  |  |  |
| My opinion at work counts |  |  |  |  |  |
| I know what is expected of me at work |  |  |  |  |  |
| My colleagues are committed to doing quality work |  |  |  |  |  |
| My work is important to the organization’s goals and purpose |  |  |  |  |  |
| I receive recognition/praise whenever my performance is exemplary |  |  |  |  |  |
| I feel appreciated at work |  |  |  |  |  |
| The salary I receive is satisfactory |  |  |  |  |  |
| The salary I receive is enough to take care of my (family’s) needs |  |  |  |  |  |
| I receive compensation for exemplary performance |  |  |  |  |  |
SECTION F: RECOMMENDATION

44. Which areas would you recommend the organization to improve on to increase the morale of employees?

THANK YOU FOR YOUR PARTICIPATION