

**INFLUENCE OF TALENT MANAGEMENT PRACTICES ON
EMPLOYEE COMMITMENT IN THE KENYAN PUBLIC SERVICE: A
CASE OF STATE DEPARTMENT FOR INFRASTRUCTURE**

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DECLARATION

This research is my original work and has not been presented for award of any degree in any University.

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This project has been submitted for examination with my approval as University of Nairobi supervisor.

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DEDICATION

To my late father Wilson Maritim A. Tui. His words of inspiration and encouragement in pursuit of education and hard work, still linger on.

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DEFINITIONS OF KEY TERMS

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).

Talent Management: Talent management is a deliberate approach usually undertaken by human resource managers to attract, develop and retain people with the right skills, attitude and competencies in order to facilitate achievement of current and future organizational needs (Barkhuizen et al., 2014).

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).

Talent Attraction: Attracting talent involves the use of recruitment and selection techniques to identify the skills required and then attract and choose the most suitable people from the external labour market to meet an organization's human resource requirements, (Beardwell & Claydon, 2010: 164).

Talent Development: These are talent development processes such as training which are effective at imparting technical competencies and increasing employee morale (Onyango and Wanyoike, 2014).

Talent Retention: Talent Retention is the extent to which an employer retains their employees and ensures they remain working for the organization (CIPD, 2016).

Employee Commitment: Employee Commitment is the psychological bond of an employee to an organization, the strength of which depends on the degree of employee involvement, employee loyalty and belief in the values of the organization (Meyer and Allen, 2008).

ABBREVIATIONS AND ACRONYMS

CIPD	Chartered Institute of Professional Development
GOK	Government of Kenya
LAPSSET	Lamu Port, South Sudan, Ethiopia Transport Corridor
MTP	Medium Term Plans
NHIF	National Hospital Insurance Fund
PSC	Public Service Commission
SDI	State Department for Infrastructure
TM	Talent Management

ABSTRACT

The purpose of the study was to determine the influence of talent management practices on employee commitment at State Department for Infrastructure in Nairobi. The objective of the study was to find out how talent management influences employee commitment. The study was meant to benefit the management of State Department for Infrastructure, Human Resource Practitioners from other institutions, policy makers, future scholars and other stake holders. A descriptive research design was used for the study and data on demographic, talent management practices and employee commitment was collected using questionnaires. 102 respondents were targeted to respond to the questionnaires. Data collected was analyzed using descriptive and inferential statistics. The findings of the study revealed that Talent Attraction positively and significantly influences Employee Commitment ($\beta=0.219$, $p=0.001$), Talent Selection positively and significantly influences Employee Commitment ($\beta=0.182$, $p=0.006$), Talent Engagement positively and significantly influences Employee Commitment ($\beta=0.109$, $p=0.031$), Talent Maintenance positively and significantly influences Employee Commitment ($\beta=0.124$, $p=0.030$), Talent Development positively and significantly influences Employee Commitment ($\beta=0.144$, $p=0.000$) and that Talent Retention positively but insignificantly influences Employee Commitment ($\beta=0.089$, $p=0.293$). The study concluded that talent management practices positively influences employee commitment at state department for infrastructure. The study recommended that the managements and stakeholders at state departments should strive to adopt the most appropriate talent management practices to enhance employees' commitment.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Talent management are activities undertaken by organizations for purposes of attracting, selecting, developing and retaining employees with the best skills and competencies in their strategic roles (Scullion & Collings, 2011). Talent Management strategies aims at developing the right people in the right jobs at the right time, ensuring that there is a conducive environment for individuals to deliver to the best of their abilities and remain committed to the organization (Uren & Jackson, 2012). According to Chartered Institute of Professional Development (CIPD, 2013) talent consist of those individuals who can make a difference in the organizational performance through their performance or by demonstrating the highest levels of their potential. Organizational growth globally is dependent on the ability of such organizations to have the right people in the right place at the right time. Talent management ensures that organizations have the right people with the right skills located at the right place to access business strategy (Devine, 2008; Ballesterous, 2010; Mohammed, 2015). This ensures that the right employees maximize their talent for the optimal success of the organization. Talent management involves mechanisms put in place by organizations to ensure attraction, retention and development of employees and has been linked to successful attraction, retention and development of employees (Baheshtiffar, 2011).

The social exchange theory brought about by Hormans in Social Behavior as Exchange explains the dynamic relationship by observing how behavior is exchanged by individuals. The theory examines the communication between two individuals by scrutinizing the cost involved and the accruing benefits. The theory presumes that individuals involved are both exchanging items of

significant value from each other, and this is referred to as reciprocity. In such a scenario, communication is likely to continue if there is a positive amount of profit among the parties involved (Chadwick Jones, 1976). The more individuals are satisfied in their jobs, the more likely their commitment will improve and therefore the need to recognize the needs that have not been met. Fulfilling such needs will improve employee performance. The other theory which is relevant to this study is the social cognitive career theory advanced by Robert W.Lent, Steven D.Brown, and Gail Hackett in 1994 and was derived from Bandura's social cognitive theory in which the intersection of intrinsic and extrinsic factors influences psychological learning. This theory is thought to be the most promising career theory that may prove satisfactory in retention and career development of employees. Lent and Brown, (2006) expanded the scope of the social cognitive career theory, offering a new and related social -cognitive model designed to explain the ways in which previously identified inputs such as self-efficacy and outcome expectations, along with person and contextual variables are related to job satisfaction and hence employee commitment.

Kenya vision 2030 aims at creating a globally competitive and prosperous country with a high quality of life by the year 2030. The Vision also aims at transforming Kenya into a newly industrialized middle income country that will provide high quality of life to all its citizens in a clean and secure environment by year 2030. The vision recognizes infrastructure as an enabling sector to the key productive sectors of the economy namely; agriculture, industry, tourism, wholesale and retail trade, business process outsourcing and financial services.

The State Department for Infrastructure as a Public Service entity is expected to play a very critical role in the attainment of the Big 4 Agenda. As an enabler in the realization of the vision 2030 and the Big 4 agenda, the State Department would therefore depend on its workforce who

should have the right skills and competencies and be committed in the work to ensure quality service is delivered to the Kenyan citizens.

1.1.1 Talent Management Practices

Armstrong (2008) argues that talent management practices consist of a wide range of activities which different organizations adopt. These activities include the employee resource strategy, attraction and retention policies and programmes, talent audit, role development, talent relationship management, performance management, total reward, learning and development and career management. Talent management practices are beyond filling positions and managing paper recruitment process. It involves process consulting which includes forecasting openings and needed resources, using assessments for selection and development, placing employees into appropriate projects, planning for and measuring the return on investment of human resources programs, utilizing technology advancements, and more (Newhouse, Lewis & Jones, 2004).

Stahl et al, (2007) consider three set of practices that encompass most talent management activities as recruitment, staffing, and succession planning; training and development; and retention management. Generally, talent management practices include talent acquisition or picking the right people through rigorous selection process. Organizations also need to provide development opportunities to employees through internal training through job experience; enabling career self-management through talent appraisals; enabling work changes through internal transfers; retaining the right talent; managing performance is key at all levels.

1.1.2 Employee Commitment

According to Armstrong (2014) commitment is described as the strength of an individual's identification with, and involvement in an organization. It is a concept that has played an

important part in human resource management philosophy. Employee commitment is viewed as commitment to the organization as well as employees' commitment to their occupations (Robinson, 2009). Over the last ten years, the study of commitment has advanced in many different directions. It is no longer enough to have employees who come to work faithfully every day and do their jobs independently. Employees now have to think like entrepreneurs while working in teams, and have to prove their worth. However, they also want to be a part of a successful organization which provides a good income and the opportunity for development and secure employment. A committed employee is one that will remain with the organization (John and Elyse, 2010).

Employee commitment will result into benefits which include: increased job satisfaction , increased job performance increased total return to shareholders , increased sales, decreased employee turnover, decreased intention to leave ,decreased intention to search for alternative, decreased absenteeism (Brown, McHardy, McNabb, and Taylor, 2011). With this in mind, employee commitment should be viewed as a business necessity. Organizations who have difficulty in retaining and replacing competent employees will find it hard to optimize performance. There are not only the immediate expenses of the recruitment process, but other hidden costs such as management time and lost productivity as new employees take time to become effective in their roles (Robinson,2006).

Committed employees are one of the greatest assets any company can have and play a major role in overall business efficiency and profitability. (Hurter, 2008) argues that greater levels of employee commitment lead to organizational benefits such as a continuous flow of improvements, cost and efficiency improvements and active employee participation. Committed employees are believed to enhance an organization as they feel secure in their jobs, are well

trained, feel part of a team and are proud thus enjoy doing their jobs (Hsein Ho, 2009). Employee commitment also has important implications for recruitment. By examining the key drivers of employee commitment, organizations can come up with a list of attributes to guide them when they are recruiting and developing a committed work force other than each year organizations investing substantial amounts of money in training and developing their work force only to see talented and productive employees applying for other jobs, potentially to join the competition. (Scott, 2007)

1.1.3 The Kenya Public Service

The Public Service of Kenya plays a major role in national development through promotion and maintenance of a conducive socio-economic and political environment for other sectors to thrive, (Government of Kenya, 2015). This role is supported by legal and policy frameworks, such as the constitution and Vision 2030, both of which provide the country with the necessary guide to achieve accelerated development. In order to transform the Country into a prosperous nation with a high quality of life and dynamic human resource as envisaged in Vision 2030, the policy aims to achieve an efficient, motivated and well-trained public service that is more citizen-focused and results oriented. This is through introduction of new approaches to management and development of employees such as decentralization of human resource management, the Public Private Partnerships (PPP), Performance Management Systems (PMS) and financing of training (Government of Kenya, 2015).

The public service in Kenya has been characterized by exodus of employees joining the private sector and other employment opportunities (Hope, 2011). Moreover, services by public organizations have been very poor and this has been attributed to poor work performance and lack of commitment (Kipkebut, 2010). The overall effect has been a slow developing economy

and an environment that does not attract more investments (World Bank, 2010). The government in a bid to curb the above effect has reacted by employing ineffective strategies such as; reducing the staff to reduce the wage bill and increase salaries, rationalization of the staff where performance management strategies such as performance scorecard was introduced to monitor and evaluate employee performance and deepening ministerial /departmental rationalization initiatives in which government institutions reviewed their functions , structures and staffing with the aim of enhancing service delivery and productivity as the solutions were prone to biasness due to political influence and favoritism (Kipkebut, 2010).

The above situation calls for public organizations to introduce new strategies that will enhance organizational commitment and improve the productivity and service delivery in the public sector. Structural and psychological empowerment, compared with a more hierarchical and mechanistic approach to management, offers several benefits that are linked to commitment to their organizations (Nabila, 2008; Chen & Chen, 2008; Insan, 2012).

1.1.4 State Department for Infrastructure in Kenya

The state Department for Infrastructure was established through the Executive Order NO.1 of 18th April,2013 and Executive Order NO.1 of June 2018 (Revised) with a clear mandate to undertake the following functions: development of national roads and policy management ;development , standardization and maintenance of national roads ; provision of mechanical and transport services; enforcement of axle load control; testing materials and advising on usage; standardization of vehicles, plant and equipment ; registration of engineers ; protection of road reserves ; maintenance of roads security; and capacity building and training for the roads sub-sectors.

It also undertakes coordination and oversight of the Road Authorities and the other State Agencies falling under its supervision. The State Department is configured into Five (5) Technical Divisions namely: Roads, Materials Testing and Research; Mechanical and Transport; Quality Assurance; Kenya Institutes of Highways and Building Technology (KIHBIT); and Administrative Support Services. As an enabler in the realization of the Vision 2030 and Big 4 Agenda, the state Department would therefore depend on its workforce who should have the required skills and be committed in their work to ensure quality service is delivered to the Kenyan citizens (Executive Order NO. 1 of June 2018).

The SDI is responsible for; rail, road air, maritime and non-motorized transport subsectors. The sub-sectors are crucial in the promotion of socio-economic activities and development. This is because an efficient and effective transport system is a spring board for rapid and sustainable development. In addition, it plays a key role in national, regional and international integration. Trade facilitation and more importantly in supporting poverty reduction (Strategic Plan, 2013-2017). According to Executive Order No.2/2013, the Ministry of Transport and Infrastructure is mandated to perform the following functions; National Roads Development Policy Management, Rail Transport and Infrastructure Management, Development, Standardization and Maintenance of Roads, Mechanical and Transport Services, Materials Testing and Advice on Usage, Standardization of Vehicles, Plant and Equipment, Registration of Engineers, Protection of Road Reserves, Implementation of LAPSSET Project.

The Second MTP (2013-2017) will sustain and expand our physical infrastructure to ensure that it can support a rapidly growing economy, the demands imposed on it by higher rural-urban migrations, and by new economic activities. During the Second MTP, the overall objective of the Ministry of Transport and Infrastructure is to lower the cost of doing business and therefore

facilitate trade and investments in Kenya. The Ministry will aim at achieving seamless intermodal transport connectivity. In particular, the Ministry aims to increase the paved road network by 10,000 kilometers, raise the classified road network in maintainable condition from 75% to 80%; rail transport is expected to handle 50 percent of the freight cargo throughout; increase aviation capacity to handle 45 million passengers per annum; increase cargo throughput at the port of Mombasa to 50 million tones and transform Kenya into a maritime hub.

1.2 Research Problem

Talent management is a process that emerged in the 1990s and still traverses the path of transformation. Kip (1989) concluded in his research that training and development is a key element in human resources management. Ragins et al (2000) research on coaching and mentoring programs has shown that if the program is implemented effectively, the coaches or mentees will show greater satisfaction, positive career attitudes and greater commitment to the organization. Lee & Bruvold (2003) stated that comprehensive coaching and mentoring program are positively associated with productivity; reduced staff intention to leave and organizational effectiveness. Coaching aims to facilitate performance, learning and development of another person and is usually short term (Okechukwu & Raymond, (2015). An employee will experience increase in job satisfaction if the coaching they received helps them develop new work skills and efficiently deal with unexpected events (Hicks et al, 2013).

According to Seltzer& Bentley (1999); Weaver & Sorrells-Jones (1999), employees get support, help, guidance and encouragement and step by step development on their career progress through mentoring and coaching (Agwu & Luke, 2015). Yap et al. (2010) concluded in their researches that employees who perceived diversity training to be effective were found to be more committed to their organizations and more satisfied with their careers than employees who

perceived diversity training to be ineffective or non-existent. Devender (2013) concluded in his research that there is a positive relationship between manpower planning and organizational commitment. In fact the selection and the maintenance strategies and the staffs better training , upgrades the outlet of the organization and improves the staff's organizational commitment which ultimately increase employee engagement and improve organizational performance.

In managing talent, SDI uses human resource management policies and legislation applicable to all the Public Sector entities. The Constitution under articles 10 and 232 prescribe the desired culture in the Public Service. The Public service is required to be efficient, effective transparent and citizen focused. The public however, generally perceives the service as inefficient GOK, (2017). In an effort to correct this perception, SDI has embraced and focused on the five major talent management strategies that include; attracting. Selecting, engaging, developing and retaining employees. In attracting talent (recruitment and selection), the constitution requires that recruitment and selection in Public Service Organizations be based on merit, diversity, equity, non-discrimination, gender, balance and consideration for persons living with disabilities and minorities in employment. The Kenya Vision 2030 prioritizes the need to develop new competencies founded on strong Public Service Values and ethics that focuses on efficient and effective service delivery. This calls for the need to equip staff with requisite knowledge, skills and competencies to enhance performance productivity. On maintenance and retention, SDI uses Public Service regulations in regard to staff placement, deployment, promotion, compensation & benefits and succession management (Government of Kenya, 2015).

Nobariedishe et al (2014) investigated the relationship between talent management and organizational commitment in the International Division of Tejarat Bank, Iran and found that there is appositve relationship between talent management components and the dimensions of

organizational commitment. The findings of the study showed that there was a significant relationship between talent management and its sub variables as attracting talents, talent maintenance and talent development with organizational commitment and also there was a relationship between talent management and organizational commitment according to demographic variables.

Halvaei and Ejlali (2015) investigated the relationship between talent management and organizational commitment in Kalleh Amol Meat Products Company in Iran. The findings of this research revealed that employee acquisition has the most effective role in increasing organizational commitment and development, growth, alignment and maintenance of talents. In the study, the researcher recommended that the company have to invest more in alignment and maintenance of employees through suitable compensation; provide the needed infrastructure and train managers to be more qualified in how to attract and train employees.

Lei, K.Y et al, (2018) sought to investigate the impact of talent management on job satisfaction among the employees of a travel agency in Malaysia. The results showed that talent management, coaching/mentoring and training and development has a positive significant impact on job satisfaction, while performance management system, succession planning, rewards and recognition had a positive but insignificant impact. It is highly recommended to the management of the company to strengthen their coaching/mentoring and training and development strategies to increase employee job satisfaction. When job satisfaction is enhanced, it will strengthen the employee retention. Makworo & Abok (2014) investigated factors affecting talent management at Kenya Power & Lighting Company in Kenya. The study indicated that recruitment and selection, developing and compensation have positive and statistically significant effect on integrated talent management.

Wambui (2015) carried out a study to investigate the factors that influence employee commitment and its impact on organizational performance at Kenya Airports Authority. The findings from the study showed that organizational factors have a strong influence on employee commitment. These factors include; salary, past success of the company, training and development, leadership and management style, working environment, team cooperation, organizational structure ,job redesigning. The study also indicated that employee commitment had an impact on organizational performance. The factors included: Employee turnover, quality and quantity of work produced, absenteeism, degree to which safety practices are observed and degree to which employees feel stressed at their job. The study concluded that organizational factors had great influence on the level of employees committed in the organization. The elements include; salary given by employer, past success of the company, training and development, leadership and management style, working environment, team cooperation, organizational structure and job redesigning.

Another study by Ombui K. *et al.* (2012) sought to establish the influence of recruitment and selection on the performance of employees in research institutes in Kenya. The results of the study revealed that the correlation between the employees performance and recruitment and selection were highly significant. The study recommended that the research institutes strictly adhere to job specifications when filling vacant positions.

In Kenya, many public service organizations including SDI have invested large amounts of money in strategies aimed at attracting, selecting, developing, engaging, maintaining and retaining employees. However, no research has been conducted in the public sector to establish the effect of the talent management on employee commitment. This study therefore sought to

find an answer to the research question, “What is the influence of talent management practices on commitment of employees in the SDI in Kenya?”

1.3 Research Objective

The objective of this study was to establish the effect of talent management practices on employee commitment in the State Department for Infrastructure in Kenya.

1.3.1 Value of Study

Existing literature would benefit from the study as it would form part of reference material for literature review for future references and other stake holders. It would be valuable to students who would wish to carry further research on the relationship between talent management practices and its outcomes such as job satisfaction, employee commitment and employee performance in the public sector, since there is need for further research in this area.

The study would be valuable to the State Department for Infrastructure and other government entities in developing and implementing policies to manage their human resources and ensure employee commitment in public organizations. The results from this study may inform the government on such measures that could be adopted to bring reforms in the public sector.

The study would enlighten Human Resource Practitioners from other organizations on some of the important issues that may affect the human asset whether negatively and positively; especially when considering changes in an organization structure that may have an impact on roles and responsibilities. The study highlighted the human resource best practices in managing the most important asset; the human capital.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter introduced and explained the theories that were used to guide the study. The existing literature was reviewed and the variables being examined in the study were discussed in the chapter.

2.2 Theoretical Foundation

There are several theories that address talent management which have been advanced by a number of authors as basis of talent management strategies in organizations. This study used social exchange and social cognitive career theory, which are relevant to the study.

2.2.1 Social Exchange Theory

Social exchange theory was developed by sociologist George Homans (1958). The theory proposes that social behavior is the result of an exchange process. The purpose of this exchange is to maximize benefits and minimize cost. According to this theory, people weigh the potential benefits and risks of social relationships. When the risks outweigh the rewards, people will terminate or abandon that relationship. The assumption of the exchange approach is that an individual commitment to organization is built on the perception of balance of reward over that of utilities (Amernic & Aranya, 1983).

The emphasis of this approach is on the present individual and organization exchange relation. The participant's commitment will be greater if his/her perception of the exchange is greater in their view. The assumption of the exchange theory regarding human nature is that humans search for rewards and stay away from punishment, they are rational beings and the standard evaluation

of cost and reward varies over time and among individuals. This theory also suggests that there is interdependence in relationships and rational life is a procedure. The summary of the system in three propositions is deprivation satiation, stimulus and success (Emerson, 1976). The success proposition states that an individual repeats an action that earns them a reward once. The explanation of the stimulus proposition is that a stimulus that frequently leads to a reward in the past is likely to be responded to.

An employee's satisfaction at their job is taken as a main exchange variable. The desire of an employee to quit working with an organization is caused by the degree of satisfaction with their work according to March and Simon (1958). Various shortcomings are linked with social exchange theory: A number of people might view the theory's scientific model as relentless, summed up strategy for deciphering human collaboration. One of the theory's presumptions is that people are naturally egotistical, prepared to end connections where the expenses exceed the advantages. The theory expects that a definitive objective of a relationship is closeness when this may not generally be the situation. In conclusion, this theory places connections in a direct structure, when a few connections may skip steps or go in reverse as far as closeness (Mill operator, 2005).

The social exchange theory has weaknesses. One of such weakness is that it assumes that human beings are always reasonable and logical in decision making and fails to explain unselfishness and humane actions. It assumes hierarchical development of relationships, ignoring the fact that sometimes relationships progress and retreat skipping or repeating stages and ignores personal perception of what is considered as a reward and what might be considered a punishment. However the Social Exchange Theory permits courses of logical thinking, it is simple to

comprehend for it adopts basic economic concepts understood and practiced by the public. It also assumes behavioral approach in explaining relationships.

The exchange approach is useful in this study as it explains that employee commitment is as a result of a perceived favorable exchange between the employee and the organization for which they work. According to this theory an employee`s work role and the rewards they receive from an organization may result in job satisfaction and consequently the employee`s commitment to their job and the organization they work for.

2.2.2 The Social Cognitive Career Theory

The social cognitive career theory was developed by Robert W. Lent, Steven D. Brown, and Gail Hackett in 1944 and was derived from Bandura's general social cognitive theory in which the intersection of intrinsic and extrinsic factors influences psychological learning. This theory has been termed as the most promising career theory that may prove satisfactory in retention and career development. Lent and Brown (2006) expanded the scope of social cognitive career theory, to include social cognitive model that explains the previously identified inputs such as self-efficacy and outcome expectations, along with person and contextual variables and related to job satisfaction. The authors cited recent research (Heller, Watson & Ilies, 2004) that linked job satisfaction to overall subjective well-being, thus providing a rationale for the use of the theory in the current research. The primary focus is on the central elements of social cognitive namely: self- efficacy and outcome expectations. Self-efficacy can be defined as an individual's sense of control and responsibility for his/her personal environment. Self – efficacy is concerned with the belief in the ability to exercise control over one's actions and events that affect their lives.

Social cognitive theory, posits a reciprocal relationship between people and their environment, wherein people are both influenced by and active producers of their surroundings. It also puts an emphasis on observational learning, so that people learn and reproduce behavior through observing others. They learn to primarily reciprocate behavior that they believe will lead to positive reinforcement. Through exercise of self- efficacy, people can learn to step back, observe, self- regulate and, ultimately, change their own behavioral patterns

A weakness associated with this theory is that it is so broad hence it has been criticized for lacking anyone unifying principle or structure .Since people are dynamic it becomes difficult to implement the theory in its entirety. Its implementation is likely to focus on one or two concepts such as self- efficacy

However, this theory is relevant to the current study in that career behavior is driven by self- efficacy or belief in the ability to accomplish something worthwhile .The degree of achievement depends on two factors; outcome expectations or the idea that initiating a particular behavior will yield to desired results. Goals are keys because if a person feels confident of his/her abilities, he's more likely to take specific actions to reach them. If employees feel supported in their jobs, their intention to stay in the organization will be higher.

2.3 Talent Management Practices

Talent development activities are typically undertaken by organizations to ensure that there are zero talent outages, to ensure planned succession rather than replacement, and to enhance the organizations' reputation as magnet (Kumara and Bala, 2016). According to Caravan (2012) talent development focuses on the planning, selection and implementation of development strategies for the entire talent pool to ensure that the organization has both the current and future

supply of talent to meet strategic objectives and that development activities are aligned with organizational talent management processes. Dries [2013] state that the main ways talent can be effectively developed in an organization is through 'buying' and 'building.' The author then describes 'buying ' as strategic talent planning and resourcing and defines 'building ' as efficient and thorough training.

2.3.1 Talent Attraction

Attracting talent, according to Mendez and Stander (2011) is one of the most important talent management practices used by organizations. The author notes that most firms attract talents through offering them competitive packages. This includes a good salary, employee benefits and better working conditions to attract employees. To succeed in talent management, the organization has to strategize on the most appropriate ways of getting the right people in their job and ensure that organization strategy is well aligned with the employees in place according to Huang and Tansley (2012).

In his study on talent management in insurance firms in India, Bhatt (2015) stated that the responsibility to recruit top-tier talent is often left up to the recruiter's ability to source and screen for the bright talent. The most reliable source, according to the same author, is the internal source whereby current employees are promoted to the higher level while external sources are used for the lower ranking positions. An organization should use the most trusted and reliable source for the recruitment of the people (Iles et al., 2010). An organization, according to the same authors, should be innovative when designing a recruitment strategy and the firm should also avoid the common traditional methods of recruiting when trying to attract talent. Some recommended approaches for effective external resourcing according to Kumari and Bala, (2016)

include interactive networking sites, referral programs from credible sources, newspaper advertisements and poaching talent from competitor firms.

2.3.2 Talent Selection

With the increased level of education and number of graduates, there are many talents available for hiring. Employers need to identify employees who meet the requirements of the position to be hired. Organizations which are strict in selecting the employees are found to have higher organization performance (Moideenkutty, Al-Lamki et al. 2011). With the best-fit employees hired, organizations are able to perform to the optimum level. According to Dressler (1999), organizations should hire committed talents based on specific values that the organizations hold on to. These specific values should be used as a guideline in screening potential employees. Talents who do not match the values chosen should not be hired. Dessler believes that only employees with the right attitude and core values should be hired. Apart from hiring the right talents, high-selection process also brings a sense of pride to the employees. As the process to be accepted by the organization is not easy, employees will know that the organization is treating them seriously. Thus, employees in return will ensure that they work hard to meet the high expectations of their employers (Pfeffer, 2005)

2.3.3. Talent Engagement

Employees can be kept engaged in many ways including salary and promotion. A healthy working environment which allows employees to lead a work-life balanced life will be able to retain employees. In fact, employees' health is crucial in order to keep employees productive and engaged (Lockwood, 2007). Employees nowadays are more conscious of leading a balanced life. They are not prioritizing only on career but also family and quality of life. One of the most

important points of employee engagement is trust between the employer and the employee. Employees who trust their leaders are willing to be open and receptive to their leaders. They are able to accept and follow their leaders' direction because they know that their leaders will take care of their welfare (Mayer, Davis et al, 1995). Employees will be able to focus on working hard and believe that they will be rewarded fairly. When employees are engaged to the organization, they are able to work for the organization to the best of their ability.

2.3.4 Talent Maintenance

The performance of workforce should be managed so the organization ensures that it is in the path that its workforce has the highest productivity. Another discussion that should be noted in the talents maintenance is the compensation system. In addition, the compensation policy in the organization should be fair and that it is necessary that output of reports and analysis assessment of people and performance is calculated in the employee's compensation system. There are several elements of career management including career development and planning which focuses on planning of employee growth and progression; career pathing which involves creating established career paths and families and jobs within a given area allowing employees have a vision of progression as well as goals and expectations; employee development consisting of programs and initiatives; learning and development initiatives; management coaching; competitive reward systems; career centres; succession planning; performance management/feedback; and cross-functional development programs (Allen,2005). Career management consists of both formal and informal activities including employee workshops, job rotation, job enrichment and career progression ladders, for example organizationally planned programs or developmental stage theories. Organizations may also contribute to career identity by providing abundant opportunities for self-development, opportunities for advancement and

mentors (Dargham, 2013). Sturges et al. (2001) observed that organizational career management enhances employee commitment and hence organizational support. Perceived organizational support has been positively related to job performance and negatively linked to withdrawal behaviors such as absenteeism and turn over (Rhoades et al, 2002).

Kraimer et al. (2003) studied the relationship between organizational career management and perceived career support. They defined perceived career support as the employee's belief that the organization cares about his or her career needs and goals. They found that promotional opportunities and informal organizational career management activities, namely informal career discussions with a manager, participation in challenging job assignments and mentoring relationship(s) with senior colleagues, are positively related to perceived career support. Organizational career management practices includes; performance appraisal as a basis of career planning, assessment centres, career counseling by the human resource department, formal mentoring, career workshops, retirement preparations programmes, succession planning, formal education as a part of career development and lateral moves to create cross functional experience (Agarwala, 2007)

2.3.5 Talent Development

Research has shown that employees who are constantly assigned with challenging projects tend to have a higher level of commitment (Furnham 2002). Capable managers should provide an avenue for their employees to be stretched. Effective managers also help their employees to see that their employees to see that they can do more when they provide challenges for them to overcome. This will give employees a sense of achievement when they succeed .Therefore, organizations which provide training and development plans will be able to retain their employees.

Organizations need to constantly provide opportunities for their employees to develop their skills, knowledge and talent. Cappelli (2009) concurs that it is important for an organization to have frequent training and development for its employees. This, the author adds, makes the employees feel appreciated and hence more productive in their work since they get updated with the current developments either on their job or on their environment. In addition to fostering knowledge and morale, Iles et al (2010) add that training and development programs assist employees to manage change by helping them to be more adaptable to unforeseen events that happen in their work life as they enable the employees to achieve self-help actions on their skills, knowledge, morale and behavioral growth to ensure that they meet the organizational goals. Effective employee training could be given through various methods such as on the job training, job coaching, mentoring by skilled senior employees, delegation, simulations, internship, job rotation through various departments and effective apprenticeship programs (Elnaga, & Imran, 2013).

2.3.6 Talent Retention

Retention of employees is one of the major concerns of organizations today. Retention is considered to be a strategic opportunity that enables most of the organizations to maintain employees that are competitive (De Long & Devenport, 2013; Schramm, 2016). Retention of talents encompass all the activities, practices, systems, and strategies likely to be adopted by an organization geared toward preventing talented employees from voluntary resignation or redundancy and/or leaving an organization prematurely. Growth opportunities are offered to employees to lower turnover intentions (Allen, Shore & Griffeth, 2013). Silbert (2015) argued that individuals who are skilled and better positioned, are likely to find similar job opportunities elsewhere but to retain these ones, organizations may need to formulate socially supportive

policies. Through competitive remuneration and compensation, most organizations are able to retain talented workforce and has become a key priority in organizations and key differentiator in management of human capital (Glen, 2016).

Employees need to hear feedback from their supervisors regarding their performance and efforts. Thus, it is crucial that employers provide evaluation and appraisal at the appropriate time. Employees need to be encouraged about their right attitude at work, use of their intellect, problem-solving abilities and passion at work. When employees are being praised for their right actions, this will positively build them to keep up with the good work. Employees will also be aware of areas which they need to improve on. There will be better alignment to organization's culture, teamwork and eventually increase in productivity (Aghina, Jong et al., 2011).

2.4 Forms of Employee Commitment

Employee Commitment is generating human energy and activating the human mind (Jaw and Liu, 2004). Meyer and Allen, (2001), defined commitment as a stabilizing force that acts to maintain behavioral direction when expectancy/equity conditions are not met and do not function. Commitment is an obliging force which requires that the person honor the commitment even in the face of fluctuating attitude and whims (Brown, 1996). The relative strength of an individual's identification with and involvement in a particular organization (Mowday, 1979). It is the psychological bond of an employee to an organization, the strength of which depends on the degree of employee involvement, employee loyalty and belief in the values of the organization. It consists of three factors (Meyer and Allen, 2008).

Affective Commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization (Meyer and Elsy, 2010). In traditional ongoing

employment relationships, a high level of affective commitment has been found to be associated with low employee turnover, Low absenteeism and improved job performance hence employees with a strong effective commitment continue to be in employment with the organization because they want to do so (Wang, 2010)

Continuance commitment describes an individual's need to remain with the organization resulting from her/his recognition of the cost (tenure, pay, benefits, vesting of pensions and family commitment associated with leaving the organization (Loi, 2006). Continuance commitment describes an individual's need to remain with the organization resulting from their recognition of the cost such as tenure, pay, benefits, vesting of pensions and family commitment associated with leaving the organization. It may also refer to an awareness of the costs associated with leaving the organization. Employees whose primary link to the organization is based on continuance commitment remain because they need to do so (Loi and Foley, 2008).

Normative commitment reflects an individual's feeling of obligation to maintain organizational membership because he/she believes it is morally right to be loyal to and stay in the organization (Coyle-Shapiro, 2006). Although normative commitment is widely recognized as a salient dimension of employee commitment, it has been found to be substantially inter-related with affective commitment (Coyle –Shapiro, 2008).

2.5 Talent Management Practices and Employee Commitment

Nobariedishe et al (2014) investigated the relationship between talent management and organizational commitment in the International Division of Tejarat Bank, Iran. The findings of the study showed that there was a significant relationship between talent management and its sub variables as attracting talents, talent maintenance and talent development with organizational

commitment and also there was a relationship between talent management and organizational commitment according to demographic variables.

Halvaei and Ejlali (2015) investigated the relationship between talent management and organizational commitment in Kalleh Amol Meat Products Company in Iran. The findings of this research revealed that employee acquisition has the most effective role in increasing organizational commitment and development, growth, alignment and maintenance of talents. In the study, the researcher recommended that the company have to invest more in alignment and maintenance of employees through suitable compensation; provide the needed infrastructure and train managers to be more qualified in how to attract and train employees.

Lei, K.Y et al, (2018) sought to investigate the impact of talent management on job satisfaction among the employees of a travel agency in Malaysia. The results showed that talent management, coaching/mentoring and training and development has a positive significant impact on job satisfaction, while performance management system, succession planning, rewards and recognition had a positive but insignificant impact. It is highly recommended to the management of the company to strengthen their coaching/mentoring and training and development strategies to increase employee job satisfaction. When job satisfaction is enhanced, it will strengthen the employee retention.

Makworo&Abok (2014) investigated factors affecting talent management at Kenya Power & Lighting Company in Kenya. The study indicated that recruitment and selection, developing and compensation have positive and statistically significant effect on integrated talent management.

Wambui, (2015) carried out a study to investigate the factors that influence employee commitment and its impact on organizational performance at Kenya Airports Authority. The findings from the study showed that organizational factors have a strong influence on employee

commitment. These factors include; salary, past success of the company, training and development, leadership and management style, working environment, team cooperation, organizational structure ,job redesigning. The study also indicated that employee commitment had an impact on organizational performance. The factors included: Employee turnover, quality and quantity of work produced, absenteeism, degree to which safety practices are observed and degree to which employees feel stressed at their job. The study concluded that organizational factors had great influence on the level of employees committed in the organization. The elements include; salary given by employer, past success of the company, training and development, leadership and management style, working environment, team cooperation, organizational structure and job redesigning.

Another study by Ombui K. et al. (2012) sought to establish the influence of recruitment and selection on the performance of employees in research institutes in Kenya. The results of the study revealed that the correlation between the employees performance and recruitment and selection were highly significant. The study recommended that the research institutes strictly adhere to job specifications when filling vacant positions.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter was concerned with the various steps that facilitated execution of the study to satisfy the study objectives. These steps included: research design, target population, sample data collection instruments and procedures and data analysis.

3.2 Research Design

According to Mugenda and Mugenda (2003), descriptive survey is used to obtain information concerning the current status of the phenomena to describe what exists with respect to variables in a situation, by asking individuals about their perceptions, attitudes, behavior or values. The researcher used descriptive approach to systematically and accurately describe the effect of talent attraction, talent development and talent retention practices on employee commitment in the State Department for Infrastructure.

3.3 Target Population

According to Cooper and Schindler (2001), the study population is defined as all the subjects collected when conducting the research and they are meant to be studied. The target population of the study comprised of all the 2,200 employees of State Department for Infrastructure who ranged from the top management to the lower level employees.

3.4 Sampling Design

Mugenda and Mugenda (2003) propose that a size of 30 to 500 is appropriate for most academic researches. Stratified sampling technique was used to select the sample. The technique was expected to produce estimates of overall population parameters with precision. The population

was stratified into three strata i.e. Senior Management, Middle Management and Junior Officers. Random sampling was then used to select 202 respondents from the organization.

Table 3.1: Sample Size

Strata	Job Group/ Civil Service Grade	Population	Sample (10%) of the Strata
Senior Management	P - S / CSG 7- CSG 5	45	5
Middle Management	J – N / CSG 11– CSG 8	582	58
Junior Officers	B – H / CSG 17– CSG 12	1,394	139
TOTAL		2,021	202

The sample size of 10% is large enough to detect a clinically important difference in the primary outcomes with the desired probability. This is due to the fact that the respondents are in the same location and deemed to be heterogeneous in the respective strata.

3.5 Data Collection

The study used primary data. Primary data was obtained through a semi-structured questionnaire. The questionnaire was administered to the selected employees on a drop and pick later method. The questionnaire was divided into three sections. Section one was concerned with the general information about the selected employees. Section two dealt with talent management practices and section three dealt with employee commitment outcomes.

3.6 Data Analysis

Data from the completed questionnaires were summarized, coded and tabulated. Data presentation was done through use of charts, graphs, percentages and frequency tables. Data was analyzed using descriptive and inferential statistics. Descriptive statistics such as mean and percentages were used to analyze data. In this case, regression analysis was applied to establish

the influence of talent management practices on employee commitment and the results was presented in form of tables.

The following regression model will be used:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \varepsilon$$

Where;

Y = Employee Commitment

β_0 = Constant

X_1 = Talent Attraction

X_2 = Talent Selection

X_3 = Talent Engagement

X_4 = Talent Maintenance

X_5 = Talent Development

X_6 = Talent Retention

β_i = Regression Coefficient

ε = Random Error Term

CHAPTER FOUR: DATA ANALYSIS AND DISCUSSIONS

4.1 Introduction

This chapter presents the analysis, interpretation and discussion of findings on the influence of talent management practices on employee commitment in the State Department for Infrastructure in Nairobi.

4.2 Response Rate

The respondents were employees of State Department for Infrastructure in Nairobi. Out of 202 questionnaires distributed to the respondents, 128 questionnaires were returned dully filled. This translated to 63 % response. As stated by Mugenda & Mugenda (2003), a 50 % response rate is sufficient, 60 % is regarded as good whereas 70 % is rated very well. In conjunction, Bailey (2000) stated that a response rate of 50% is deemed sufficient; while greater than 70% response rate is very good. The response rate in this study was regarded suitable to draw inferences and make conclusions.

4.3 Demographic Data

This part sought data on the respondents gender balance, job category, age, years of service and academic qualification of the employees. This data was important since all the mentioned subsets of demographic data have an impact on the influence of talent management practices on employee commitment.

4.3.1 Age of Respondents

Respondents who provided data collected in the study belonged to different age groups. Age of the respondents was important in this study because employee perception on the influence of talent management practices on employee commitment was different based on their age.

Table 4.1: Age Bracket

The respondents were asked to indicate their ages and the results were as shown in the table below.

	Frequency	Percentage	Cumulative Percent
Below 25 years	14	10.9	10.9
25 – 34 years	23	18	28.9
35– 44 years	36	28.1	57.0
45 – 54 years	45	35.2	92.2
55 – 64 years	10	7.8	100
Total	128	100	

Source: Author, 2019

Based on the results in Table 4.1, 35.2% who were the majority indicated that they were between 45 -54 years which is the highest percentage. This was followed by 28.1% of respondents who were aged between 35-44 years, then respondents with 25 -34 had 18%, those below 25 years had 10.9%. The least were respondents aged between 55 – 65 years. Results points out that a good number of them were aged between 45 – 54 years.

4.3.2 Gender Response

Both male and female respondents provided data that was collected in the study. Gender distribution in the organization was sought so as to ensure balanced responses in the study.

Table 4.2: Gender Response

The results were as shown below in the table below.

	Frequency	Percentage	Cumulative Percent
Male	85	66.4	66.4
Female	43	33.6	100
Total	128		

Source: Author, 2019

The results presented in table 4.2 indicate that 66.4% of the study respondents were males while 33.6 were females. The results imply that there was no gender biasness.

4.3.3 Length of Service

Respondents were asked to indicate the length of time they have stayed in the State Department for Infrastructure so as to know who among the respondents understand the affairs of the organization better.

Table 4.3: Length of Service

Results on length of service were obtained from the collected data was as shown in the table below.

	Frequency	Percentage	Cumulative Percent
0 – 4 years	14	10.9	10.9
5 – 9 years	18	14.1	25
10 – 14 years	24	18.8	43.8
15 – 19 years	16	12.5	56.3
Over 20 years	56	43.7	100
Total	128	100	

Source: Author, 2019

The results presented in Table 4.3 pointed that 43.7% of the respondents had worked at the organization for over 20 years and 18.8% had worked for 10 – 14 years. Other respondents 14.1% had with had worked for 5 – 9 years, 12.5% had worked for 15 – 19 years and 10.9% had worked for 0-4 years.

4.3.4 Job Category

The question on job category ensured that all the employees got equal opportunity to give their views.

Table 4.4: Job Category

Data collected was analyzed and results were as presented in the table below.

	Frequency	Percentage	Cumulative Percent
Junior Officers	76	59.4	59.4
Middle Management	47	36.7	96.1
Senior Management	5	3.9	100
Total	128	100	

Source: Author, 2019

Based on the results in Table 4.4, most of the respondents were junior officers representing 59.4%. Respondents in middle management had 36.7% while those in Senior Management had 3.9%. This was an indication that junior the study covered more of the junior officers who are the majority in the State Department.

4.3.5 Level of Education

Data in this study was collected based on education qualification. This was done to establish the respondents' level of education because not all employees in the State Department for

Infrastructure have the same educational qualifications. This helped in determining whether the respondents had the capacity to understand the questions.

Table 4.5: Education Qualification

The table below presents the findings on respondents’ education levels.

	Frequency	%
Secondary	38	29.7
College Diploma	47	36.7
University Degree	27	21.1
Master’s Degree	16	12.5
Total	128	

Source: Author, 2019

On the basis of the results in Table 4.5, it is clear that 29.7 percent of the respondents had attained secondary level of education of which 36.7 percent had college diploma. Another 21.1 of respondents had university education and the other 12.5 percent had masters and with all other factors remaining constant, the respondents were deemed to be knowledgeable to understand the questions well and therefore answered them appropriately.

4.4 Talent Management Practices

The various factors that contribute to talent management practices were analyzed. The mean and standard deviation were calculated as below. The respondents were asked to indicate the agreement level using a Likert scale 1 – 5 where 1 is strongly agree, 2 is agree, 3 is neither agree nor disagree, 4 is disagree and 5 is strongly disagree. In order to interpret the score, mean score of < 1.5 suggested strongly agree, 1.5 – 2.4 suggested agree, 2.5 – 3.4 suggested neither agree nor disagree, 3.5 – 4.5 suggested disagree and >4.5 strongly disagree. A standard deviation of >

1.5 means a significant variance showing non-consensus in the responses while < 1 show significant variance hence consensus in response.

Table 4.6: Talent Management Practices

The data on the talent management practices were analyzed and the results were shown in the table below.

		Mean	Standard Deviation
	Talent Attraction	2.0718	1.03728
a	SDI has elaborate strategy that attracts talent from the external job markets	2.0078	1.09037
b	SDI has an attractive reward strategy	2.3203	1.12196
c	SDI has rebranded itself as an employer of choice	2.5703	1.06249
d	SDI is an equal opportunity employer	2.0859	1.19069
e	SDI's information on its mandate and functions is accessible to a wide range of potential employees via its website and other media	1.375	0.72089
	Overall Mean and Standard Deviation	10.3593	5.1864
	Talent Selection	2.4.6562	1.02472
a	SDI selects employees with the right qualifications for the job as specified in the schemes of service	2.3875	0.83005
b	Selection of employees is done according to PSC regulations	2.0234	0.86811
c	My organization uses equitable and fair practices when recruiting and selecting its employees	2.3	0.92217
d	Employees selected are those with qualities befitting public service	3.3984	0.69123
e	SDI does not discriminate against gender, race, tribe, religion and colour when selecting employees	2.2188	1.7008
	Overall Mean and Standard Deviation	12.3281	5.01236
	Talent Engagement	2.50626	1.1604
a	My individual work objectives are linked to the organizational/departmental/divisional objectives.	2.1922	1.1339
b	SDI ensures that employees are fully engaged by ensuring that everyone is on Staff Performance Appraisal System	2.3188	0.99556

c	Supervision in SDI is highly effective	2.45	1.15697
d	I am fully aware of my responsibilities and perform my duties as expected	2.2656	1.28884
e	I feel I am fully engaged and utilized in the SDI as I have enough work in my current position	3.3047	1.22673
	Overall Mean and Standard Deviation	12.5313	5.802
	Talent Maintenance	2.27282	1.10342
a	My Organization rewards its employees well	1.8125	1.13464
b	My organization has good and fair career progression guidelines hence staff are well maintained	1.9688	0.94692
c	SDI has ensured that working environment is conducive for its staff	3.1703	1.39563
d	Staff Welfare programs are in place to ensure employees are well maintained in SDI	2.2172	1.01995
e	Employees health is well taken care of through health schemes (NHIF)	2.1953	1.01995
	Overall Mean and Standard Deviation	11.3641	5.51709
	Talent Development	2.41092	1.38663
a	New employees are inducted within three months after joining SDI	1.5078	2.83953
b	SDI has good and effective training policy in place	2.3203	0.8412
c	SDI gives equal chances of training to its employees	3.7734	1.05626
d	SDI has elaborate strategies to train and develop its employees to prepare them for higher and leadership positions	2.1953	1.1709
e	My organization train and develop its employees	3.7578	1.02524
	Overall Mean and Standard Deviation	12.2546	6.93313
	Talent Retention	2.3194	1.06491
a	Career management policies and guidelines ensures that talent is retained in the SDI	2.3797	1.13591
b	My organization retains its employees by deploying them in their rightful areas of specialization.	2.2188	0.90439
c	My organization encourages retention of its employees	2.4141	1.01812
d	Succession management strategies in place in SDI ensures that talent is retained	2.1156	1.01162

e	I continue staying in SDI because if I leave, I will lose my retirement benefits.	2.4688	1.25452
	Overall Mean and Standard Deviation	11.597	5.32456

4.4.1 Talent Attraction

The findings in table 4.6 above indicated that respondents neither agreed nor disagreed on whether there were elaborate strategy that attracts talent from the external job markets (mean = 2.07186) and (std. deviation = 1.03728). the respondents agreed that SDI has an attractive reward strategy (mean = 2.3203), that it was an equal opportunity employer and neither agreed nor agreed on whether the organization had rebranded itself as an employer of choice (mean = 2.5703), and (2.5703). However, the respondents agreed that the organization's information on its mandate and functions is accessible to a wide range of potential employees via its website and other media (mean = 1.375, SD = 0.72089).

4.4.2 Talent Selection

The respondents agreed that SDI applies best practices on talent selection (mean = 2.46562, SD = 1.02472), employees with the right qualifications are selected for the job as specified in the schemes of service (mean = 2.3875) and that selection of employees is done according to PSC regulations (mean = 2.0234). The respondents also agreed that the organization uses equitable and fair practices when recruiting and selecting its employees (mean = 2.3, SD = 0.92217). However, respondents neither agreed nor disagreed that selection of employees is based on those with qualities befitting public service (mean = 3.3984) and agreed nor disagreed that employees are not discriminated against based on gender, race, tribe, religion and colour (mean = 2.2188).

4.4.3 Talent Engagement

On talent engagement, respondents neither agreed nor disagreed that talent engagement strategies are fully visible at SDI (mean = 2.50626) and neither agreed or disagreed on whether individual work objectives are linked to the organizational/departmental/divisional objectives (mean = 2.1922). However, respondents agreed that SDI ensures that employees are fully engaged by ensuring that everyone is on Staff Performance Appraisal System (mean = 2.3188), (SD = 0.99556). Respondents also neither agreed nor disagreed that supervision in SDI is highly effective (mean = 2.45). I am fully aware of my responsibilities and perform my duties as expected (mean = 2.2656). I feel I am fully engaged and utilized in the SDI as I have enough work in my current position (mean = 3.3047).

4.4.4 Talent Maintenance

On talent maintenance, respondents agreed that efforts were being made to retain talent at SDI (mean = 2.27282, SD = 1.10342), that there was good and fair career progression guidelines to ensure staff were well maintained (mean = 1.9688 SD = 0.94692), Staff Welfare programs were in place to ensure employees are well maintained in SDI (mean = 2.6172) and that employees' health was well taken care of through health schemes such as NHIF (mean = 2.1953, SD = 1.01995). However, respondents disagreed that the organization rewarded its employees well (mean = 3.8125, SD = 1.13464). Respondents neither agreed nor disagreed SDI had ensured that working environment was conducive for its staff (mean = 3.1703, SD = 1.39563).

4.4.5 Talent Development

On talent development, respondents neither agreed nor disagreed that there were strategies to develop talent (mean = 2.41092, SD = 1.38663). Respondents agreed that employees were

inducted within three months upon joining SDI (mean = 1.5078, SD = 2.83953), that there was good and effective training policy in place (mean = 2.3203), SD = 0.8412) and that SDI gave equal chances of training to its employees (mean = 3.7734, SD =1.05626). SDI had elaborate strategies to train and develop its employees to prepare them for higher and leadership positions (mean = 2.1953) and that the organization trained and developed its employees (mean = 3.7578).

4.4.6 Talent Retention

Respondents agreed that efforts are in place to retain employees in SDI (mean = 2.3194, SD = 1.06491), that career management policies and guidelines ensured talent is retained (mean = 2.3797, SD = 1.13591), that the organization retains its employees by deploying them in their rightful areas of specialization (mean = 2.2188, SD = 0.90439) and that it encourages retention of employees (mean = 2.4141). (SD = 0.91812). However, they disagreed that succession management strategies in place in SDI did not ensure talent is retained (mean = 3.7235, SD = 1.01162) and that most of them continued staying in SDI because if they left, they would lose retirement benefits (mean = 2.4688).

4.5 Employee Commitment

The study conducted was to find the commitment level of the employees in the State Department for Infrastructure. Presented here below is the analysis that was carried out on the level of employee commitment in the organization.

Table 4.7: Employee Commitment

		Mean	Standard Deviation
	Affective Commitment	2.89	1.274
a	I feel I am attached to and identify myself with my organization	2.36	1.282

b	Employee turnover is low as employees feel they are well taken care of by the organization.	2.67	1.224
c	Employee absenteeism is low since they value their work in their organization.	3.63	1.327
d	I am fully involved with the activities of the organization.	2.37	1.180
e	I would be very happy to spend the rest of my career with this organization	3.43	1.356
	Overall mean and Standard Deviation	14.47	6.369
	Continuance Commitment	2.37	1.46
a	I continue working in this organization because the pay, benefits are good.	2.67	1.230
b	I will not get my pension if I leave this organization.	2.14	1.531
c	I continue working in this organization because of family commitment.	3.23	1.577
d	I am assured of job security in this organization	1.47	1.855
e	Too much in my life would be disrupted if I decide to leave this organization now	2.36	1.096
	Overall mean and Standard Deviation	11.86	7.289
	Normative Commitment	2.65	1.286
a	I feel it is my obligation to and morally right to be loyal and continue staying in the organization.	2.42	1.311
b	I think no one should prevent me from moving from this organization to another	2.34	1.245
c	The organization has treated me well hence I reciprocate by continuing to stay in the organization	2.38	1.268
d	I think that people these days move from company to company too often	2.28	1.547
e	If I got another offer for a better job elsewhere it won't be right for me to leave my organization	3.83	1.058
	Overall mean and Standard Deviation	13.25	6.429

Affective Commitment

The study findings indicate that respondents neither agreed nor disagreed that there was affective commitment (mean = 3.55), (SD = 1.254) and felt that they were attached to and identified

themselves with the organization (mean = 2.34, SD = 1.282), felt they would not be happy to spend the rest of their career with the organization (mean = 3.44). Other respondents did not agree that employee turnover was low as employees felt they were not well taken care of by the organization (mean = 2.67, SD = 1.224). However, some respondents agreed that employee absenteeism is low since they valued their work in their organization (mean = 2.23, SD = 1.127) and that they were fully involved in the activities of the organization (mean = 2.37, SD = 1.180)

Continuance Commitment

Findings continuance commitment, respondents agreed that they were committed to the organization (mean = 2.37), (SD = 1.278), and that they continued working in the organization because the pay and benefits are good (mean = 2.67, 1.230). I will not get my pension if I leave this organization (mean = 2.14, 1.531). I continue working in this organization because of family commitment (mean = 3.22, SD = 1.577). I am assured of job security in this organization (mean = 1.47, SD = 0.955). Too much in my life would be disrupted if I decide to leave this organization now (mean = 2.36, SD = 1.096).

Normative Commitment

On normative commitment, respondents agreed there was normative commitment among employees of SDI (mean = 2.45, SD = 1.286) since most of them felt it was their obligation and morally right to be loyal and continue staying in the organization (mean = 2.42), SD = 1.311). They also thought they should not be prevented from moving from SDI to other organizations (mean = 2.34). Respondents also opined that the organization has treated them well hence they had to reciprocate by continuing to stay in the organization (mean = 2.38, SD = 1.268), and that to them it was normal for people these days to move from company to company (mean = 2.28).

Other respondents were of the opinion that if they got another offer for a better job elsewhere it won't be right for them to leave the organization (mean = 3.83, SD = 1.058).

4.6 Regression Analysis

The relationship between talent management practices and employee commitment was evaluated using regression analysis in which the mean for employee commitment (dependent variable) was regressed on the mean of the talent management practices (independent variable). The findings of the regression analysis were presented in the tables 4.8, 4.9 and 4.10.

Table 4.8 presents the regression model on talent management practices versus employee commitment.

Table 4.8: Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.740 ^a	.547	.525	.29842

a. Predictors: (Constant), Talent Retention, Talent Selection, Talent Development, Talent Attraction, Talent Maintenance, Talent Engagement

As presented in Table 4.8, the coefficient of determination R Square is 0.547 and R is 0.740 at 0.000 significance level. The model indicates that talent retention, talent selection, talent development, talent attraction, talent maintenance and talent engagement explains 54.7% of the variation in employee commitment. This means 54.7% of the variation in employee commitment is influenced by talent management practices. Table 4.9 shows the ANOVA results.

Table 4.9: ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.025	6	2.171	24.376	.000 ^b
	Residual	10.776	121	.089		
	Total	23.801	127			

a. Dependent Variable: Employee Commitment

b. Predictors: (Constant), Talent Retention, Talent Selection, Talent Development, Talent Attraction, Talent Maintenance, Talent Engagement

The results in Table 4.9 show that the model was statistically significant in explaining the influence of talent management practices on employee commitment as indicated by a p-value of 0.000. The regression coefficient results are presented in Table 4.10

Table 4.10: Regression Coefficients for Talent Management Practices

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	.898	.309		2.904	.004
Talent Attraction	.219	.066	.249	3.338	.001
Talent Selection	.182	.065	.197	2.826	.006
1 Talent Engagement	.109	.050	.191	2.182	.031
Talent Maintenance	.124	.056	.177	2.195	.030
Talent Development	.144	.039	.251	3.652	.000
Talent Retention	.089	.085	.070	1.057	.293

a. Dependent Variable: Employee Commitment

$$\text{Employee Commitment} = 0.898 + 0.219X_1 + 0.182X_2 + 0.109X_3 + 0.124X_4 + 0.144X_5 + 0.089X_6$$

Where;

X_1 = Talent Attraction

X_2 = Talent Selection

X_3 = Talent Engagement

X_4 = Talent Maintenance

X_5 = Talent Development

X_6 = Talent Retention

The regression coefficient results in Table 4.10 show that Talent Attraction positively and significantly influences Employee Commitment ($\beta=0.219$, $p=0.001$). The results also show that

Talent Selection positively and significantly influences Employee Commitment ($\beta=0.182$, $p=0.006$), the results further show that Talent Engagement positively and significantly influences Employee Commitment ($\beta=0.109$, $p=0.031$). In addition, the results show that Talent Maintenance positively and significantly influences Employee Commitment ($\beta=0.124$, $p=0.030$). Similarly, the results show that Talent Development positively and significantly influences Employee Commitment ($\beta=0.144$, $p=0.000$). Finally, the results show that Talent Retention positively but insignificantly influences Employee Commitment ($\beta=0.089$, $p=0.293$). The gradient coefficient shows the extent to which a unit change in the independent variables causes a change in the dependent variable which is the change in Employee Commitment due to a unit change in talent management practices.

This implies that a unit change in talent attraction, talent selection, talent engagement, talent maintenance and talent retention leads to an improvement in Employee Commitment by 0.219, 0.182, 0.109, 0.124, 0.144 and 0.089 units respectively. The results are in agreement with the findings of Mendez and Stander (2011) which indicated that attracting talent is one of the most important talent management practices used by organizations; most firms attract talents through offering them competitive packages. This includes a good salary, employee benefits and better working conditions to attract employees. The results are also in agreement with the recommendation made by Moideenkutty, Al-Lamkiet *al.*(2011) that, employers need to identify employees who meet the requirements of the position to be hired. Organizations which are strict in selecting the employees are found to have higher organization performance.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusion, recommendations, limitations and suggestions for further research; all based on the research findings.

5.2 Summary of the Study Findings

The objective of the study was to determine the influence of talent management practices on employee commitment in the State Department for Infrastructure.

5.2.1 Talent Attraction and Employee Commitment

The findings indicate that respondents neither agreed nor disagreed on whether there was elaborate strategy that attracts talent from the external job markets and whether there was attractive reward strategy for employees. Findings also indicated that the organization had not rebranded itself as an employer of choice because rebranding is done by the Public Service which in most cases controls the recruitment and selection of employees on behalf of the Ministries and State Departments. However, the respondents agreed that the organization's information on its mandate and functions is accessible to a wide range of potential employees via its website and other media.

The regression analysis results showed that there was a positive and significant relationship between talent attraction and employee commitment ($\beta=0.219$, $p=0.001$). This was found to be consistent with the findings of Mendez and Stander (2011) which indicated that attracting talent is one of the most important talent management practices used by organizations; most firms

attract talents through offering them competitive packages. This includes a good salary, employee benefits and better working conditions to attract employees.

5.2.2 Talent Selection and Employee Commitment

The findings on talent selection indicated that the respondents agreed that SDI used best practices on talent selection, employees with the right qualifications were selected for the job as specified in the schemes of service and that selection of employees was done according to PSC regulations. The respondents also agreed that the organization used equitable and fair practices when recruiting and selecting its employees. However, respondents neither agreed nor disagreed that selection of employees was based on those with qualities befitting public service and agreed nor disagreed that employees are not discriminated against based on gender, race, tribe, religion and colour.

Regression analysis results revealed a positive and significant relationship between Talent Selection and Employee Commitment ($\beta=0.182$, $p=0.006$) implying that an improvement in Talent Selection by one unit results into a change in Employee Commitment by 0.182 units. The results are consistent with the recommendation made by Moideenkutty, Al-Lamki *et al.*(2011) that, employers need to identify employees who meet the requirements of the position to be hired. Organizations which are strict in selecting the employees are found to have higher organization performance

5.2.3 Talent Engagement and Employee Commitment

Study findings on talent engagement, respondents neither agreed nor disagreed that talent engagement strategies were fully visible at SDI but agreed that individual work objectives were linked to the organizational/departmental/divisional objectives. Respondents also agreed that SDI

ensured that employees were fully engaged by ensuring that everyone was put on Staff Performance Appraisal System. Respondents agreed that supervision in SDI is highly effective and agreed that they were fully aware of their responsibilities and performed their duties as expected but some neither agreed nor disagreed that they were fully engaged and utilized in the SDI.

The regression analysis results revealed a positive and significant relationship between Talent Engagement and Employee Commitment ($\beta=0.109$, $p=0.031$) which means that an improvement in Talent Engagement by a unit results into an improvement in Employee Commitment by 0.109 units. The findings concur with the findings of Lockwood (2007) which pointed out that, employees can be kept engaged in many ways including salary and promotion; a healthy working environment which allows employees to lead a work-life balanced life will be able to retain employees. Employees' health is crucial in order to keep employees productive and engaged.

5.2.4 Talent Maintenance and Employee Commitment

On talent maintenance, the findings showed that respondents agreed that efforts were made to retain talent at SDI, that there were good and fair career progression guidelines to ensure staff were well maintained and that Staff Welfare programs were in place to ensure employees were well maintained and that employees' health was well taken care of through health schemes such as NHIF. However, respondents neither agreed nor disagreed SDI provided conducive working environment for staff.

The regression analysis results revealed a positive and significant relationship between Talent maintenance and Employee Commitment ($\beta=0.124$, $p=0.030$) which means that an improvement in Talent maintenance by a unit results into an improvement in Employee Commitment by 0.124

units. The findings concur with the findings of Sturges *et al.* (2001) which indicated that organizational career management enhances employee commitment and hence organizational support; perceived organizational support has been positively related to job performance and negatively linked to withdrawal behaviors such as absenteeism and turn over.

5.2.5 Talent Development and Employee Commitment

Findings on talent development indicated that respondents agreed that there were strategies to develop talent, employees were inducted within three months upon joining SDI, there was good and effective training policy in place and that SDI had elaborate strategies to train and develop its employees to prepare them for higher and leadership positions.

The regression analysis results revealed a positive and significant relationship between Talent development and Employee Commitment ($\beta=0.144$, $p=0.000$) which means that an improvement in Talent development by a unit results into an improvement in Employee Commitment by 0.144 units. The findings concur with the findings of Cappelli (2009) which asserted that it is important for an organization to have frequent training and development for its employees; this makes the employees feel appreciated and hence more productive in their work since they get updated with the current developments either on their job or on their environment.

5.2.6 Talent Retention and Employee Commitment

The study findings on talent retention indicated that respondents neither agreed nor disagreed that efforts were in place to retain employees in SDI and that there were no career management policies and guidelines to encourage talent retention. However respondents agreed that the organization retained its employees by deploying them in their rightful areas of specialization and that it encouraged retention of its employees. They also agreed that succession management

strategies were in place in SDI to ensure that talent is retained and that most of them continued staying in SDI because they would not want to lose retirement benefits.

The regression analysis results revealed a positive but insignificant relationship between talent retention and Employee Commitment ($\beta=0.089$, $p=0.293$). The findings concur with the findings of Schramm, 2016) which indicated that retention of employees is one of the major concerns of organizations today; retention is considered to be a strategic opportunity that enables most of the organizations to maintain employees that are competitive.

5.3 Conclusion

There were elaborate strategies that attract talent from the external job markets and no attractive reward strategy for employees. The organization had not rebranded itself as an employer of choice as rebranding is done by the Public Service which controls the recruitment and selection of employees on behalf of the Ministries and State Departments. However, the organization's information on its mandate and functions is accessible to a wide range of potential employees via its website and other media where potential employees and other stakeholders are able to understand what the State Department does and the skills it requires.

SDI applied best practices on talent selection where employees with the right qualifications were selected for the job as specified in the schemes of service and that selection was done according to PSC regulations. The organization also adhered to equitable and fair practices in recruitment and selection of employees. However, respondents were not sure whether selection of employees was devoid of discrimination based on gender, race, tribe, religion and colour however such activities are politically influenced.

Talent engagement strategies were not fully visible at SDI but individual work objectives were linked to the organizational/departmental/divisional objectives. SDI ensured that employees were fully engaged by putting employees on Staff Performance Appraisal System which ensured that employees were fully aware of their duties and responsibilities resulting in effective supervision in the organization.

Maintaining talent is crucial in ensuring work continuity. In this regard, there were good and fair career progression guidelines to ensure staff were well maintained. On the other hand, Staff Welfare and health programs were in place to ensure employees were well maintained. Rewarding of employees and provision of good conducive Working environment did go down well with the employees.

Talent development is crucial to any organization that intends to exploit employee potential. In this regard, SDI had in place a training policy and strategies to develop talent, give equal chances of training to its employees, prepared existing staff for higher and leadership positions and new staff inducted within three months upon joining the organization.

There were efforts to retain employees in SDI sine career management policies and guidelines to encourage talent retention available. The organization also encouraged retention of employees by deploying them in their rightful areas of specialization. Succession management strategies were in place in SDI although they did not ensure that talent is retained and that most of employees continued staying in SDI because they would not want to lose retirement benefits.

The study found out that employees were attached to and identified themselves with the organization but turnover was not low as employees felt they were not well taken care of by the organization. This could be resulting from the officers retiring from the service with no replacements and the millennials who feel they should not stay for long in any organization.

Employee absenteeism is low since employees valued their work and that they were fully involved in the activities of the organization.

Committed employees are an asset to any organization and this study found that employees were committed to the organization and that their continued stay in the organization was related to good pay, benefits, family commitment, job security, pension issues. Tumwesigye (2010), cited that employee commitment has an impact on the performance of an organization in a way that loyal employees will tend to withhold critical and sensitive information as a sign of promoting confidentiality to their organization.

The organization treated employees well hence they had to reciprocate by their continuing to stay in the organization and that that if they were offered a better job elsewhere it won't be willing to leave the organization. However, there was a feeling that people be allowed to move from company to company.

5.4 Recommendation

In order to address the issue of whether selection of employees was devoid of discrimination based on gender, race, tribe, religion and colour, SDI should always ensure PSC guidelines on recruitment and selection are adhered to. When recruiting, SDI should ensure there is accountability and transparency in compliance with article 10 and 232 of the Constitution of Kenya 2010.

According to the findings, of turnover is high as result of the officers retiring from the service with no replacements coupled with the millennials who feel they should not stay for long in any organization, some of whom resign from employment not long from the time they are employed. To overcome the problem of high turnover, the researcher recommended that SDI in liaison with

PSC should make efforts to recruit new staff to replace those who retire every year. The organization should also improve on its working environment, compensation and reward strategies to ensure talented millenials are retained.

The findings indicated that even though succession management strategies were in place in SDI, they were not implemented since the PSC had not given a go ahead and also there is always financial implication. Delay in implementation of succession plans that would ensure that talent is retained makes most of senior employees to continue staying in SDI as they wait for retirement benefits. To address this issue the PSC need to allow Ministries/State Departments to implement their succession management plans to motivate and increase employee commitment

5.5 Limitations of the Study

The findings provide valuable insights, however the study has some limitations. The focus of the study was on the state department for infrastructure in Nairobi which is one among the state departments in the government of Kenya. The findings of the study may not be adequate for generalization because the views of the respondents may not represent the views of all the employees in the entire public service.

5.6 Suggestion for Further Research

The study was carried out in the State Department for Infrastructure in Nairobi. It is suggested that a similar study be carried out in other public sector organizations in Kenya in order to get research findings that could allow generalization. A similar study could be carried out in other sectors so as to compare variation in responses.

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APPENDICES

APPENDIX 1: COVER LETTER



UNIVERSITY OF NAIROBI
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14 October 2019

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

INTRODUCTION LETTER FOR RESEARCH
RICHARD CHERUIYOT SIGILAI REGISTRATION NO. D64/10508/2018

This is to confirm that the above named is a bona fide student in the Master of Science in Human Resource Management (MSc. HRM) Degree program in this University. He is conducting research on *"Influence of Talent Management in the Kenya Public Service: A case of State Department for Infrastructure."*

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the Project. The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your assistance will be highly appreciated.

Thank you.


Jade Muturi **OCT 2019**
For MSc. Human Resource Management
SCHOOL OF BUSINESS
P.O. Box 30197-00100, NAIROBI

APPENDIX 2: QUESTIONNAIRE

SECTION A: GENERAL INFORMATION

The following six (6) questions are concerned with demographic data of the respondents. Please, indicate your selection by checking the box which describes your demographic characteristics.

1. What is your age? Tick (✓) where appropriate.

AGE GROUP					
Below 25	25-34	35-44	45-54	55-64	Above 65

2. What is your gender? Tick (✓) where appropriate.

GENDER	
MALE	
FEMALE	

3. How long have you worked for this organization? Tick (✓) where appropriate.

YEARS OF SERVICE				
0 – 4 Years	5 – 9 Years	10-14 Years	15- 19 years	Over 20 years

4. Which level does your job belong to?

Junior Officer	Middle Level Management	Senior Level Management

5. Education Background? Tick (✓) where appropriate.

LEVEL OF EDUCATION			
Secondary	College Diploma	Bachelors' Degree	Masters Degree

SECTION B: TALENT MANAGEMENT PRACTICES

6. In this section, you are required to give your opinion on the following statements about on Talent Management practices that may have influence on employee commitment in the State Department for Infrastructure (SDI). You respond by ticking the appropriate box (representing your opinion) for each statement in the 5 Point Likert scale to indicate whether you strongly disagree (1), disagree (2), neither agree nor disagree (3), agree (4), OR strongly agree (5).

Levels of Agreement				
1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

	Talent Attraction	1	2	3	4	5
a	SDI has elaborate strategy that attracts talent from the external job markets					
b	SDI has an attractive reward strategy					
c	SDI has rebranded itself as an employer of choice					
d	SDI is an equal opportunity employer					
e	SDI’s information on its mandate and functions is accessible to a wide range of potential employees via its website and other media					
	Talent Selection					
a	SDI selects employees with the right qualifications for the job as specified in the schemes of service					
b	Selection of employees is done according to PSC regulations					
c	My organization uses equitable and fair practices when recruiting and selecting its employees					
d	Employees selected are those with qualities befitting					

	public service					
e	SDI does not discriminate against gender, race, tribe, religion and colour when selecting employees					
	Talent Engagement					
a	My individual work objectives are linked to the organizational/departmental/divisional objectives.					
b	SDI ensures that employees are fully engaged by ensuring that everyone is on Staff Performance Appraisal System					
c	Supervision in SDI is highly effective					
d	I am fully aware of my responsibilities and perform my duties as expected					
e	I feel I am fully engaged and utilized in the SDI as I have enough work in my current position					
	Talent Maintenance					
a	My Organization rewards its employees well					
b	My organization has good and fair career progression guidelines hence staff are well maintained					
c	SDI has ensured that working environment is conducive for its staff					
d	Staff Welfare programs are in place to ensure employees are well maintained in SDI					
e	Employees health is well taken care of through health schemes (NHIF)					
	Talent Development					
a	New employees are inducted within three months after joining the SDI					
b	SDI has good and effective training policy in place					
c	SDI gives equal chances of training to its employees					

d	SDI has elaborate strategies to train and develop its employees to prepare them for higher and leadership positions					
e	My organization train and develop its employees					
	Talent Retention					
a	Career management policies and guidelines ensures that talent is retained in the SDI					
b	My organization retains its employees by deploying them in their rightful areas of specialization.					
c	My organization encourages retention of its employees					
d	Succession management strategies in place in SDI ensures that talent is retained					
e	I continue staying in SDI because if I leave, I will loose my retirement benefits.					

SECTION C: EMPLOYEE COMMITMENT

7. Please tick the appropriate box for each statement about your feelings on the level of your commitment in the 5 Point Likert scale to indicate whether you strongly disagree (1), disagree (2), neither agree nor disagree (3), agree (4), OR strongly agree (5).

	Affective Commitment	1	2	3	4	5
a	I feel I am attached to and identify myself with my organization					
b	Employee turnover is low as employees feel they are well taken care of by the organization.					
c	Employee absenteeism is low since they value their work in their organization.					
d	I am fully involved with the activities of the organization.					
e	I would be very happy to spend the rest of my career with this organization					

	Continuance Commitment	1	2	3	4	5
a	I continue working in this organization because the pay, benefits are good.					
b	I will not get my pension if I leave this organization.					
c	I continue working in this organization because of family commitment.					
d	I am assured of job security in this organization					
e	Too much in my life would be disrupted if I decide to leave this organization now					

	Normative Commitment	1	2	3	4	5
a	I feel it is my obligation to and morally right to be loyal and continue staying in the organization.					
b	I think no one should prevent me from moving from this organization to another.					
c	The organization has treated me well hence I reciprocate by continuing to stay in the organization					
e	I think that people these days move from company to company too often.					
f	If I got another offer for a better job elsewhere it won't be right for me to leave my organization					

Thank you for taking you time to complete this questionnaire.