

**EFFECT OF TALENT MANAGEMENT ON EMPLOYEE
PERFORMANCE OF COMMERCIAL STATE CORPORATIONS IN
KENYA**

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of Business Administration in Partial Fulfillment for the Award of the
Degree of Master of Science in Human Resource Management of
Technical University of Mombasa**

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DECLARATION

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

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DEDICATION

This research project is dedicated to my dear parents, my brothers and sisters, my husband and my two Sons, Mark and Victor for creating such a conducive environment for me to concentrate. My God bless you all for just being a shoulder for me to lean on.

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My sincere gratitude goes to my supervisors, Dr Mary Idua and Dr Peter Sasaka for their valuable advice and intellectual guidance throughout this period. I would also like to thank my friends and colleagues for their moral and academic support since we started this course. Lastly, I want to appreciate Technical University of Mombasa for granting me the opportunity to learn in their reputable institution of higher learning.

Thank you all and God bless

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ABBREVIATIONS AND ACRONYMS

AAPAM	African Association for Public Administration Management
ANOVA	Analysis of Variance
CD	Career Development
CIPD	Chartered Institute of Personnel and Development
EP	Employee Performance
HR	Human Resource
HRM	Human Resource Management
MLR	Multi Linear Regression
RBT	Resource Based Theory
RBV	Resource Based View
SPSS	Statistical Package for Social Scientists
TD	Talent Development
WLB	Work Life Balance

DEFINITION OF TERMS

Talent Development	This is the combination of human resource activities which are designed in such a way that they can be able to attract,develop and retain employees who are motivated and productive to the organization (Nana, 2013).
Career Development	This is the day to day initiative taken to manage the entire growth of the employee for future progression of the employee in the organization (Njoroge, 2008).
Talent Management	This is the systematic forecasting and management of the required number of personnel by the organization and then setting plans on how to meet those needs (Vance, 2006).
Work-Life Balance	It is the proper prioritizing between work and lifestyle of the employee by ensuring that the employees needs both inside and outside the work environment are catered for (Fleetwood, 2007).
Employee Performance	It is a set of non-financial indicators which offer information on the degree of achievement of objectives and results (Njoroge, 2012).
Commercial State Corporation	It is a legal entity that undertakes specified activities and objectives on behalf of the government

ABSTRACT

The purpose of the study was to assess the effect of talent management on employee performance of Commercial State Corporations. The specific objectives addressed were; to determine the effect of talent development on employee performance; to examine the effect of career development on employee performance; and to establish the effect of Work-life balance on employee performance of Commercial State Corporations in Kenya. The study was anchored on Resource Based View (RBV) theory, Person-Environment Theory and Social Exchange Theory. The study employed a descriptive research design. The target population for the study included 55 Pure and Strategic Commercial State Corporations. A total of 48 parastatals were selected using simple random sampling technique. From the selected parastatals a total of 48 respondents who were the managing directors or human resource managers were randomly selected into as the study sample. The main data collection tool for the study was structured questionnaire. A pilot test was conducted to test the reliability of the data collection tool. Collected data was cross-checked for consistency and completeness before it was coded and entered into Statistical package for Social Sciences for analysis. Data was then analyzed using Pearson correlation coefficient and multiple linear regression to determine the relationship between the variables in the study. The results were presented descriptively using Tables and Pie charts. The findings of the study showed that talent development had a positive significant effect on the performance of employees of Commercial State Corporations in Kenya. The organizations under study had well designed talent management activities which enhanced employee performance, they aligned talent development strategy with organizational strategy, they had in-house development programs for effective talent development practice and they used coaching by line managers to develop effective talents. Career development had a positive significant effect on the performance of employees of Commercial State Corporations in Kenya. Career development reduced employee absenteeism and turnover, it improved employee commitment as well as employee performance and it had a direct impact on job performance. Work-life balance had a positive significant effect on the performance of employees of Commercial State Corporations in Kenya. Good work-life balance in the organization leading to effectiveness of the organization, efficient work-life management policy led to higher employee satisfaction and a good work-life management policy improved employee commitment and performance. The research recommended the following out of the findings of the study; Organizations should have in-house talent management programs which are aligned with the organisational goals to ensure maximum employee productivity. The researcher recommended further for future research which should incorporate comparison of talent development and employee performance of both the executive and regulatory agencies since there are different levels of state corporations in Kenya.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The eminence of Talent Management can be traced back to around the start of the year 2000 (Schuler *et al.*, 2010). It was during this period that a management consulting firm; 'McKinsey' brought to attention that employers were facing a 'war for talents' which was due to tight labor market (Hartman *et al.*, 2010). According to Vance (2006), talent management is the act of putting in mind the number of employees that the organization wishes to have while putting in place plans on how to get them. Talent management involves the aspect of managing all the entire work life of an employee through identification of the main need so that one can be able to manage the present and the future demand of the employees by ensuring equal accomplishment of both the employee the organizational plan (Mendes & Stander, 2011).

Competition for unique talents has become a challenge and threat to many organizations globally; a development which is said to be an outcome of changing work environment (Stahl *et al.*, 2007). This kind of challenge has resulted to organizations losing some of their best talents to the competitors forcing the organizations to take the option of either training or attracting new employees (Brewster *et al.*, 2007). Due to these challenges human resource practitioners are now more concerned on talent management through different talent management practices (Vaiman *et al.*, 2012). To increase organizational competitive edge there is need to ensure that employees' knowledge and talent

is preserved (Bryan, 2004). The only option left for employees efforts to be realized in the organization is for the organization to ensure that it links the employee's talents with the organizations goals and priorities (Beheshtifar&Nekoie-moghadam, 2011).

Talent management facilitates the improvement of the employees' performance positively towards the achievement of both the employee and organizational objectives (Amankwah-Amoah& Debra,2011). The study further revealed that, talent management involves ensuring that mechanisms are in place to ensure that there is effective attraction, retention and development of unique qualified employees Land, capital and fixed assets were termed as the key resources that lead to organizational competitiveness but the key resource that gives the organization an edge over its competitors in terms of the employee performance globally is human capital and how each specific organization ensures that their employees are well managed to facilitate improved employee performance (Gardner, 2002).

Challenges in improving employees performance is being encountered by a lot of developing countries in Africa (Amankwah-Amoah& Debra, 2011; Dixit andBhati, 2012; Njoroge, 2012). Through talent management the individual's capacity to have knowledge, skills and attitudes to enable the firms' survival as well as to improve the individual's capability in performance has become the main strength of the competitiveness of the organizations (Crook *et al.*, 2011). According to Amankwah-Amoah and Debra, (2011) talent management leads to a all-round employee which is by ensuring that the employees' talent is

grown to a higher level to an extent that the employee feels comfortable to stay in the organization. The study further depicts that companies must compete for the few available skilled personnel scarcely available in Africa due to lack of expertise at the managerial level. Oehley(2007) asserts that Sub-Saharan countries have undergone a loss of the most skilled personnel to the United States, Canada, France, the United Kingdom, Australia and Gulf States

African continent is struggling to come into terms on how they can be able to competitively recruit and retain the most talented workforce due to several shortcomings related to poor pay and lack of competition in the work environment (Kumari&Bahuguna,2012). It has become a challenge to manage workforce in the global perspective (Schuler *et al.*, 2010; Scullion, Collings&Caligiuri, 2010; Stahl *et al.*, 2007).The study further revealed that poor talent management initiatives lead to a high number of employees leaving the continent for better and green pastures in European countries a trend which has been largely responsible for talent scarcity in Africa. According to a 2013 report by the Business Review Management, Kenya faces the challenges of maintaining talented individuals who are professionals in Kenya which has prompted the researcher to carry out this study to ascertain the significance that Talent development, Career development and Work-life balance can have on employee's performance.

Armstrong (2012) argues that the practice of management of talents should be continuous to be able to filling up any gap in the future. According to Lockwood (2006), talent management involves a combination of good

practices which leads to development of the entire workforce. Similarly, Lewis and Heckman (2006) conquer by positing that talent management is an ongoing and never ending accumulation of practices that should be tailored toward employees' growth and development for effective performance.

According to Nanzy (2014), talent management involves the organizations efforts towards improvement of the employees' unique capabilities and nurturing them for achievement of both the employees and organizational goals. Talent management does not only mean the aspect of just managing the physical human being in the organization but rather the uniqueness possessed by the individuals (Njoroge, 2012). The study is supported by (Njiru, 2008) who argued that the main problem of state corporations and most government entities especially in Kenya is its capacity to be able to have the right talent management initiatives in place which assures their staff of continuous sustainability in the institutions which is the gap that this research was intended to fill.

1.1.1 Profile of Commercial State Corporations in Kenya

State corporations are businesses that are managed by the government for the provision of services to the citizens. They also exist to provide services on behalf of the government which may include health related services, provision of education and even reallocation of income in developing areas around the country (Njiru, 2008). The researcher further posited that colonial government in Kenya established the state corporation to enable the establishment of services that the private sector was not providing. The state corporation

establishment was motivated by the need to improve the societal and commercial expansion, address regional economic disparities, promote foreign investments through joint ventures and promote indigenous entrepreneurship (Kireru, 2013). Due to the many sectors of economy that the Corporations cover, their growth can be attributed to the achievement of economic as well as social and political objectives (Mwaura, 2012).

The main aim of the formation of Commercial State Corporations was not to be a profit making body and therefore profit maximization ought not to be used as a sole measure of their efficiency but they were supposed to put into consideration the importance of providing quality products and services to the public (Mwaura, 2012). Due to this, the corporations have continually become a liability to the government due to the high registration of losses forcing the treasurer to go a step higher and finance and facilitate them in accomplishing their mandate (Kibui, 2015).

Commercial State Corporations establishment was mostly driven by the ultimate growth and demand of specialized services due to lapses of the precious activities performed by the general departments (Carthaigh, 2012). The study further revealed that the main expectation from establishment of the state corporations was to boost the country's economic growth and development through creation of employment. Miring'a and Muoria (2011) assert that if at all statistics is anything to go about the country's output from the commercial state corporations increased the country's Gross Domestic Product from 1.64% in the period of 2008 and 2009 to 9.54% respectively.

Though there was a noticeable growth of the Gross Domestic Product in the country the same period some of the commercial Corporation experienced high employee turnover of employees moving to the private sector which was attributed to poor pay and poor working conditions (Mwaura, 2012; Kireru,2013;Nyanjom,2013).

1.2 Statement of Research Problem

Human resource practitioners have been faced with a lot of challenges related to employee performance and talent management since employees with talents in the global job market have many choices to make (Cappelli, 2008; Amankwah-Amoah& Debra, 2011).Amankwah-Amoah and Debra (2011) indicate in their study that developing countries encounter challenges in terms of having the right number of qualified employees and ensuring the maintenance of that number in terms growing and maintaining their talents to a higher level which is very critical to the public sector for ensuring that it has the required skills in place to deal with the problem of talent shortage and improve on employee performance.

The review of literature indicates that talent management practices have not been embraced and it is still in its infant stage and therefore its effect on employee performance is still not far much explored (Hughes &Roge,2008; Schuler *et al.*,2010; Mendez & Stander, 2011; Vaiman& Holder, 2011). Collings and Mellahi (2009) observed that the available literature on is mostly confined in the United States where a lot of studies have been carried out using western samples and the Asian emerging economies. However, very few

studies have used samples from Africa (Amakwah& Debra, 2011) and Kenya particularly (Nyanjom, 2013).This therefore challenges the generalization of these studies in a Kenyan context.

The public sector in Kenya has lost a lot of its employees to the firms that are perceived to have good working conditions, embrace change and have equitable remuneration policies and also which promote the culture of managing their employees' performance respectively (Njoroge, 2012). It is noted that 38% of employees in the public sector resign yearly to join private sector or venture into their own businesses which makes the state corporations lose the most skilled and talented employees fostering a threat to the future performance of the employees in the corporations (Anna, 2007). Nyanjom (2013) in his study established that between 2004 and 2007 poor pay and working conditions contributed to the loss of the most competent pilots and cabin crew in Kenya Airways to competitors who attracted the pilots and the cabin crews by taking the advantage of the reluctance of the Kenya Airways management in ensuring management of the employees talent and improvement on the employee affairs at the work place.

Kireru (2013) further reports that between the year 2005 and 2008 Kenya Broadcasting Corporation encountered a loss of 410 of its competent and skilled employees to competitors basically due to lack of proper strategies on how the maintain the talents bearing in mind that the main mandate of the corporation is to have best talents in place. Ndetei, Khasakhala and Omolo (2008) report that 75% of medical doctors resign from the government

employment and join the private sector seeking better employment terms and conditions. Due to the high turnover rate of the government employees the government has been forced to come up with the reform programs of reorganization and restructuring so as to try to increase the governments revenue streams by making the government departments more competitive (Njoroge, 2012). However, those reforms have realized some improvement but some challenges still need to be solved including talent management (Mwaura, 2012).

Although some improvements have been experienced in the adoption of talent management system, there are still gaps that need further exploration. First, majority of studies have focused on case studies in America and Asia (Collings & Mellahi, 2009), while not as many have focused on Sub-saharan Africa (Amankwah-Amoah & Debrah, 2011) in general or even Kenya in particular(Nyanjom, 2013). Second, the Kenyan public sector has been faced by serious challenges associated with lapses in talent management (Kireru, 2013) which have become some of the concerns that the reseach wanted to adress by undertaking a study to assess the effect of talent managementon employeepformance of Commercial State corporations in Kenya.

1.3 Objectives of the Study

The objectives of the study were both general and specific.

1.3.1 General Objective

The general objective of this study was to assess the effect of talent management on employee performance of Commercial State corporations in Kenya.

1.3.2 Specific Objectives

The study endeavored to achieve the following specific objectives;

- i. To determine the effect of talent development on employee performance of commercial state corporations in Kenya.
- ii. To examine the effect of career development on employee performance of commercial state corporations in Kenya.
- iii. To establish the effect of work-life balance on employee performance of commercial state corporations in Kenya.

1.4 Research Hypothesis

The following null hypotheses were tested:

H_{0a} There is no significant effect of talent development on the performance of employees of commercial state corporations in Kenya.

H_{0b} There is no significant effect of career development on the performance of employees of commercial state corporations in Kenya.

H_{0c} There is no significant effect of work-life balance on the performance of employees of commercial state corporations in Kenya.

1.5 Significance of the Study

The study findings may help Commercial State Corporations in evaluating the importance of talent management on their performance in terms of employee satisfaction, competence and commitment. Companies are becoming more aware of importance of talent management in this era and this study adds emphasis on the link between talent management and the employee performance.

Other Organizations would also learn from this study and understand the various talent management dimensions including talent development, career development and work-life balance which would aid in improvement of their employees' performance. The study findings would inform the top management on which components of talent management links better with employee's capability of performance so as to reduce costs associated with further research but rather they can rely on the findings of this study.

This study would not only benefit the specific Commercial Corporations, but it would be of significance for other African developing countries and especially members of the East African Community that are culturally, economically and politically similar to Kenya. The study would also benefit the academicians, researchers and human resource practitioners who would like to pursue the subject further given the exceptional dearth of local data in this specific field.

1.6 Scope of the Study

The study covered Pure Commercial State Corporations and Strategic Commercial State Corporations in Kenya. The study focused on talent

management practices and employee performance with the independent variables being; talent development, career development and work-life balance while the dependent variable was employee performance. The study respondents were the Managing Directors or Human Resource Managers of the respective corporations.

1.7 Limitations of Study

The study encountered lack of cooperation from some of respondents in filling and returning the questionnaire which forced the research assistants to make several trip to and fro to be able to check if the questions had been completed for collection. This was very costly and time consuming especially in areas where making call was not possible due to network problems.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews theoretical framework, empirical review, the conceptual framework, the critique of existing related literature and the research gaps existing in organizations in relation to talent management.

2.2 Theoretical Framework

The theoretical framework explains the theories and models on the effect of talent management on performance of Commercial Corporation Kenya. The researcher has focused on three theories to discuss the relationship between talent management practices and employee performance, which include: Resource Based View hence (RBV) theory, Person-Environment Theory and Social Exchange Theory.

2.2.1 Resource Based View Theory

The RBV theory suggests that the most important determinant of a firm's performance is the resources that the firm possesses which are more of a competitive advantage to the firm (Wernerfelt, 2007). According to Ling and Jaw (2011), the firms' resources can be categorized in several ways from all the assets, the processes and even the knowledge that is posed by the firm that facilitates effective and efficient performance

The RBV theory of the firm provided that the firm gets added value through identification of its unique resources then putting strategies in place to ensure

that those resources are well developed in a rare and inimitable way such that they cannot be substituted by the competitors (Wright *et al.*, 2009). Talent development involves the attraction of the most valuable unique talent and ensuring that the talented employee has been given an added value in achievement of both the current and future expectations of the organization. The RBV theory further explains how a firm can be able to perform better when it combines its unique resources to drive all the areas of the organization which results to a sustainable competitive advantage through the adoption of strategies which cannot be copied by their competitor (Bethke-Langenegger *et al.*, 2011). The RBV theory further explains that organizations competitive advantage can only be maintained through possession of unique resources which can also provide superior performance at the same time and which can only be arrived at through talent management of the individual employees (Wright *et al.*, 2009). The RBV theory emphasizes that organizations should add more value to their resources in a manner that is unique and not easy for competitors to copy (Ling & Jaw, 2011).

It is observed that organizations can develop their human resources by instilling competences in them that are organizational specific and also enhance complex social relationships (Wright *et al.*, 2009). It is in this view that Ling and Jaw (2011) observe that when employees are developed they become more committed hence becoming unique assets to the organization by enabling the organization to have an edge over the competitor. The strength of RBV theory is that it puts stress on exploring how employees as resources are generated,

and how their unique talents are maintained and developed for competitive advantage hence being a relevant theory for this current study (Bethke-Langenegger *et al.*, 2011).

RBV theory therefore advocates for the management the employees talents which results to getting the resources that qualify to be sources of competitive advantage which must be rare, strategic, inimitable, non-substitutable, appropriate and immobile which can only be achieved by developing the employees' talent (Snell, 2007). State corporations and government agencies should advocate for management of their unique talents (Carthigh,2009)through a wider understanding on resource base theory and its significance so as to be at par with the private institutions who invest heavily on managing their workforce which is a relevant theory to this study.

Although resource base theory emphasizes on the attraction, retention and management of the most competent workforce, (Ling & Jaw, 2011) very little has been explored in relation to which exact practices the theorists would advocate to be embraced for maintaining the talents for long in the workplace (Amakwah& Debra,2011; Dixit &Bhati, 2012; Njoroge, 2012). RBV theory lacks a lot of managerial implication (Wright, McMahan &Mc Williams, 2009).The research further shows that RBV theory tells the managers to develop unique resources and assumes that the managers have the capability of exactly development of such resources which is an elution of the powers that the managers have and further over estimating the managers capability to control human resources or even predict the future.

2.2.2 Person-Environment Theory

The Person-Environment theory discusses the changing approach of the relationship between a person and an occupation. According to Nyanjom(2013), people are dynamic in nature and when they are exposed to any environment, they tend to change with any change in the environment which means that as jobs change and at the same time people change jobs. Koopmans *et al.*(2011) argues that people are more interested in good working environments that allow them to utilize their abilities, skills and have a contribution towards the organizational achievements. Additionally, Harvat(2009) observes that people pursue areas that match with their attitudes and values and also give them an opportunity to exercise their abilities and skills.

Talent management comes along in ensuring that the employees' unique talents are developed in relevance to their specific careers (Kireru, 2013). The research further argues that person environment theory enabled increase in the employees' performance which is highly influenced by career development of the individual employee and it forms an important part of the employees' performance. As clearly stated by Workplace trends (2015) many far sighted organizations have embraced career development which has been due to the aspect of individual growth becoming a key strategic asset for the organization in assuring its employees of a continuous growth (Kireru, 2013).

Kabwe (2011) argues that the relationship between environment and a person can only be discussed in terms of reinforcement, congruence and satisfaction.

However, the only way in which incongruence can be overcome is by changing perception, jobs, behavior, and development of the individual employees career (Kireru, 2013). Nyanjom (2013) in his study found out that it was easy to retain employees with the organization by assuring them that at the end of the day they will achieve something in return mostly through individual development which is attainable by providing opportunities for career growth through career development and the necessary utilization of employees competence.

Talent management encourages a positive relationship between environment and the person through career development which gives the employee a chance to be interested in such an organization and stick with it (Nyanjom, 2013). Government agencies have been reluctant to create good working environment for its employees (Lockwood, 2006). This has been attributed to lack of proper policies on management of employees' welfare at the work place (Kireru, 2013) and it is under this perspective that person-environment theory became relevant to this study.

According to Harvat (2009), person environment theory assumes that employees embrace organizations that offers them with career progression opportunities and employees are able to remain in the organization only if their talent is maintained but the theory does not emphasize on various measures that are supposed to be taken to ensure that there is proper counselling of the employees to be able to have the right career choices.

2.2.3 Social Exchange Theory

According to Aryee and Chen (2002), the social exchange theory considers the association of employment to be involving both social and economic exchanges. Economic exchange associations involve the exchange for economic favors in return for efforts put by the employees (Lockwood, 2006). Talent management involves the development of the employees talent in such a way that the employee will be able to perfect in his talents as a result become an organizational valuable asset (Armstrong, 2012). Similarly, social exchanges are considered as voluntary actions, which are brought about by the way a firm treats its employees with a view that the employee will reciprocate the same good deeds to the firm(Aryee&Chen, 2002).

Uren and Samuel (2007) further identified that employees perceives the uniqueness of an organization over the other in terms of how much it embraces different talent management practices which makes unique employees to have a positive perception of their employers' commitment to support them. Talent development, Career development and Work-life Balance practices lead to the achievement of both the business and individual overall objective. This will translate to high employee performance and more engagement, satisfaction and retention of employees in the organization (Lookwood, 2006).

It is noted by Snell (2007) that social exchange theory explains how employees attach themselves to their firms in anticipation of some returns from the firms a behavior which has resulted to Employees changing organizations to those that are offering better remuneration, training and career development plans and

who give priority to the management and development of their employees' talents (Njoroge, 2012). It is in this view that employees anticipate when offered favorable rewards it automatically leads to increased performance (Uren & Samuel, 2007).

According to Social Exchange Theory, employees are more loyal to their employers because of the anticipation they have on the incentives from the organization. Therefore, Cappeli (2008) observed that failure to equitably reward the employee leads to less-commitment of the employee because the perception of the employees as per the social exchange theory is that as the organization commits itself to manage and develop the employees talents and careers, the employees will in return give back to the organization by improving in their performance and enabling the organization achieve their set goals and objectives (Vaiman & Vance, 2008) which affects the employee performance hence making Social Exchange Theory relevant to this current study by State corporation ensuring that their employees are well maintained and recognized through equitable rewards so that in return their performance capabilities can be improved.

Harvat (2009) however notes that employees always have negative reactions against situations that do not meet their expectations by developing a withdrawal attitude towards work. eg regular absenteeism. The researcher further argues that due to the bad interpretation of social exchange theory to be more of a reward concept it neglected the aspect of different cultures of

employees/ who probably to them reward may not be an aspect of maintenance of their relationship with the organization.

2.3 Conceptual Framework

In this study, the conceptual framework presents the relationship between the independent variables and the dependent variable. The independent variables were: Talent development, career development and Work-life balance while the dependent variable was employee performance. The study sought to establish how the independent variables explain the variations of the degree of employee performance. The relationship of independent variables and dependent variable was presented in Figure 2.1.

Independent Variables

Dependent Variable

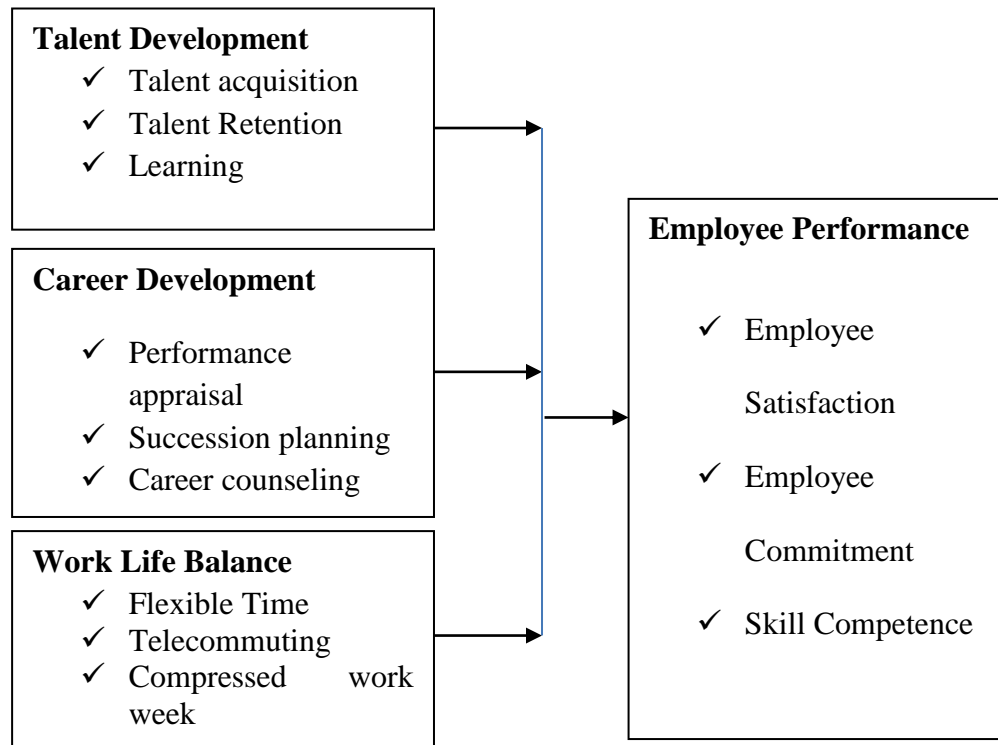


Figure 2.1 Conceptual Framework

2.3.1 Talent Development

Talent development allows for attainment of employee performance (Nana, 2013). Similarly, Njiru (2008) notes that talent development and employee performance enables the organization to attain its goals and objectives by creating a relationship between employee performance goals and the strategic goals of the organization leading to clarity of the employees' performance expectations hence development of a performance culture in the organization.

Talent management aims at developing employees and preparing them for future senior positions (CIPD, 2010). The study further revealed that, designing

talent management activities properly results to a positive significant effect on a firm's performance. Cappeli (2008) concur that performance of any organization depends on how it sets its profile according to what it expects from its future senior managers by developing employees through critically identifying the different traits expected for the future employees. On the other hand, Kermally (2004) argues that good results cannot be achieved by budgeting and establishing various initiatives to develop talent alone. Hence, Colling and Mellahi (2009) provides that there is a need for organizations have a talent management strategy which is aligned with organizational strategy so that there is a match between supply and demand as employees advanced through development of jobs and experiences.

It has been observed globally that high competitive and dynamic environment calls for management of the right talent which has become very key for any organization to survive the competition (Brewster *et al.*, 2007; Ling & Jaw, 2011; Nyanjom, 2013).Kehinde(2012) further notes that there is increased failure in organizations in terms of talent management which has been as a result of lack of proper planning which positively affects the acquiring and development of employees.

Njoroge (2012) posits that the firm's ability to survive the turbulent environment is vested not only in acquiring the talented employees but rather in retaining them in the organization. Kehinde(2012) established that due to lack of implementation policies which have a positive effect on acquiring, developing and retaining talents, organizations are continuously encountering a

lot of deficiency in terms of talented employees which they should have rather embraced as a competitive advantage.

Nyanjom(2013) posited that it is more important for an organization to emphasize on talent development strategies than even concentrate on hiring people with diverse knowledge. Nana (2013) concurs by deducing that increased productivity can be increased by organizations through minimization of the turnover rate which can be attributed by putting in place development strategies. The study further revealed that creating a conducive environment which is capable of engaging employees for long is the primary goal for many successful organizations.

Wright *et al.* (2009) assert that, continuous learning for the talented employees should be emphasized by the organization if they expect high employee's performance and sustainability of the market. Ngesu *et al.* (2008) argue that employee development through introduction of learning initiatives including coaching and having in-house development practices improves the perception of the individual employee towards the organization. Further, the study depicted that organization that retains its employees has an added advantage because the employees are more focused on long-term goals of the organization rather than thinking for greener pastures elsewhere.

Human resource management is no longer interested in loyalty and commitment of employees but rather in personal growth, learning and development which improves the employability capacity of the employee

hence improvement on performance (Ratnaet *al.*, 2014). The study further revealed that most of the important aspects in the process of talent development is learning and developing programs which should be instituted on the employees for effective performance of their mandate.

2.3.2 Career Development

Career development and employability has become a critical affair to many firms in the recent past (Saba & Martin, 2008). Baheshtiffar(2011) observes that there is a high demand from employees in terms of how the organization can be committed to enable individual growth and development forcing the organization to be able to come up with practices that support career development. The study further observed that career development has brought about the encouragement of employees development through progressive career progression which has resulted to development of talented professionals.

According to Kireru (2013), career development has brought about unique knowledge to the individual employee which is beneficial to the organizational success. Vaiman and Holder (2011) further assert, organizations should take an active role in career development programs and Performance appraisal which also lead to competitive positioning of the organization and which comes as the drive to employee's performance. Gelenset *al.* (2013) further highlights that many organizations use career development programs to help their employees plan their careers, encourage their physical and mental growth since it is noted that employees prefer career advancement opportunities which motivates them in improvement of their performance toward the organizational goals.

Performance appraisal enables periodic evaluation of employee's performance then it is measured against prescribed requirements of which it acts as the employees mirror in determining their progress in the organization (Dechev, 2010). The study further revealed that through performance appraisal employees strengths are realized and ways of overcoming employees' weakness are developed to enhance employee performance. The essence of performance appraisal is the recognition of employees' talents and capabilities which enlightens the employees on the importance of advancement, future plans and achievement of goals (Esu&Inyang, 2009).

Armstrong (2012) deduced that Performance appraisal is a participative process which incorporates coaching and counselling of the employees aiming at achievement of organizational goals. Dechev (2010) concurs by agreeing that results of performance appraisal enable the organization to breach the gap between career development and employee turnover rate where the strengths can be used as a benchmark and opportunities for sharing best practices.

Vaiman and Holder (2011) assert that through succession planning the organization is always up to date in making sure that it has a pool of qualified and talented personnel ready when need be. Armstrong (2012) posited that the problem of retention of employees can only be overcome by the management by ensuring continuous succession of their employees which ensures retainance of effective abilities and capabilities as a competitive edge. The study further argued that performance management does not only deal with filling and

retaining of staff alone but rather it ensures it emphasizes on retaining certifiable proven skills to ensure the right human capital is in place.

Stahl *et al.* (2007) note that career development process involves career counseling which acts as the component and the foundation of employee development process and gives yield to high returns for both the employee and the employer. The study further depicted that career counselling programs helps the individual employee both physically and psychologically towards achievement of both personal and organizational objectives.

Stahl *et al.* (2007) further argue that, an effective Career Counseling Program helps the organization in identifying potential employees and also enables the employee in mapping out realistic career opportunities. This is further supported by Ling and Jaw (2011) who explain that as far as an employee is satisfied by career counselling the employee's commitment is boosted hence leading to improvement of the employees performance.

2.3.3 Work-Life Balance

Beauregard and Henry (2009) defined Work-life balance as the ability of how an employee can be able to balance both work, family, non-work related commitments, responsibilities and activities around him. Beauregard and Henry (2009) further assert more talented employees not only prefer organization which offers work life management tools but more so one which demands for the unique talent to attract and retain. A recent study confirmed that, 43% of employees are attracted to their employers on the bases of the kind

of the work-life initiative that the employer can be able to offer (Fleetwood, 2007).

Success at the workplace can be easily attributed to a well achieved work life balance and a developed motivated workforce (Moore, 2007). A lot of employees stress has been related to unfair balancing of the employees work life and their personal life which may include and not be limited to task demands, poor interpersonal factors ,financial and economic factors a lot of conflicting work and family roles and poor organizational climate (Wheatley, 2012). There are a lot of gains accrued by an organization that embraces work life balance which generally include high rate of employee satisfaction in their job, reduction of overtime, low rate of absenteeism, and a high increase in production (Grant *et al.*, 2013).

Exemplary results are declared mostly by employers who offer several work/life management benefits to their employees which might include and not be limited to flex time, telecommuting and compressed work weeks as a recruitment and retention measure (Workplace Trends, 2015). Beauregard and Henry (2009) further in their study revealed that through flexible working hours employees were able to report increased job satisfaction and their engagement to their work had highly improved. Work-life balance further triggers the employees to have a unique emotional attachment to the organization which later results to loyalty of the employee to the organization leading to employees being easily retained in the organization (Lockwood, 2006).

With the introduction of flextime schedule, the firm is guaranteed an increase in terms of productivity or performance, which positively affects the organizational performance (Wheatley, 2012). The study further reveals that employees value the employers who offer them flexible work package as they enjoy the abilities, schedule their work and appreciating their employers for caring about their wellbeing and their non-working life.

Telecommuting results to increased autonomy and flexibility of work hence improvement of the employees performance (Lambert *et al.*,2006). The research further revealed that through telecommuting employees can concentrate on the different tasks and easily achieve the set goals and objectives due to less interruption in the setup of work environment. Although telecommuting improves the productivity of the individual employee it can also bring negative impact on the part of the employee due to the complexity of their tasks some finding it difficult to separate work time and personal time to an extend of the employees working overtime, on weekends and even during vacations to meet their targets (Weinert *et al.*,2015).

Compressed workweek suggests that employees work for longer hours which further leads to an increase in the amount of time they work to some higher level (Blackburn, 2009). Although there might be an increase in the working hours, there might also be a decrease in performance, which might be linked to a slightly lower relationship between the employees' qualifications and job expectations as expressed in the work adjustment model (Blackburn, 2009). However, a study on compressed-workweek-schedule argued that after

implementation of compressed workweek schedule it brought about different reactions where some respondents argued that their productivity increased while others claimed that their productivity remained the same (Accenture, 2013).

2.4 Measurement of Employee Performance

The ultimate aim of many organizations strategy is to facilitate operation effectiveness and efficiency which can result to the organizations to perform better. Lyriaet *al.* (2014) posited that talent management practices effectiveness and efficiency can be measured and analyzed in different ways which brings out an effect on both financial and non-financial performance. A study by Scullion *et al.* (2010) revealed that enhancing of employee satisfaction, commitment and competence through talent management was positively related to employee performance.

The importance on the use of nonfinancial performance measures has been on increase due to the shortcomings of financial measures (Ittner & Larcker, 2011). Embracing of talent management as a strategy has highly been linked to high cost saving for the organization through internal succession planning as well as high retention rates. This has prompted this study to use skill competence, employee satisfaction and employees commitment employee as its measures for employee performance.

2.4.1 Skill Competence

Skill Competence is examined in terms of task management skills, contingency management skills and job role skills (Koopmans *et al.*, 2011). Further Gelens *et*

al. (2015) argued that, increased productivity and quality production can be achieved through the proficiency of the individual employee according to how the employee undertakes the vital job tasks through the knowledge they have about the job. Skilled employees have the knowhow on to multitask, respond to work challenges and irregularities, which indicate a sign of improvement in the employees' performance as compare to the non-skilled employees (Maxham, Netemeyer, & Lichtenstein, 2008).

2.4.2 Employee Satisfaction

Employee satisfaction is derived from measuring the satisfaction of the management, colleagues and team (Ibua, 2014). The study further stipulated that employees satisfaction in the work environment is majorly confined on the interest that the employees have on a particular work and the success expected out of that job. Different work aspects don't measure the employees satisfaction but rather the job perception on the side of the employee does (Koopmans *et al.*, 2012). likewise, employees can attain job success only if they can increase their productivity at the work environment with the aid of their fellow employees working in the same organisation.

Ibua (2014) further notes that employees are able to perform different unrelated tasks through their contextual performance with an aim of embracing the psychological and social environment in which task activities are undertaken and that the three dimensions of employee satisfaction to a largely mirror the employee performance levels. The study further revealed that increased employee satisfaction has a positive relationship with employee job satisfaction

which results to a sense of commitment to organization according to how the employee is empowered. The research further revealed that satisfied employees are more motivated to perform their tasks which means that they believe in themselves in attainment of their set goals.

2.4.3 Employee Commitment

Employee commitment will be measured in terms of affective, continuance and normative commitment. Adhikari and Gautam (2011) argued that there is a significant effect on the employees performance which is as a result of the employees feeling more attached to the organization by the virtue of having the know how of the costs which are attached with leaving the organization and their commitment to the organization. Committed employees have high possibilities of staying with the organization and putting more efforts towards organization success which results to performance as compared to uncommitted employees (Dixit & Bhati, 2012).

Employee's commitment develops an attachment attitude towards the organization hence minimizing the employees intention to leave which minimizes turnover rate of the employees (Ibua, 2014). Adhikari and Gautam (2011) agrees with the findings by positing that employees commitment is an advantage to the organization because it enables the organization to avoid the costs associated with turnover. Ibua (2014) further notes that employee's commitment results to moral commitment where the employees perceive the organization to be interested in them which translates to a mutual obligation to both the employees and the organization.

2.5 Empirical Review

A study by (CIPD, 2010) investigating learning and talent development revealed that in-house development programs were at 56% and 44% coaching by line managers which was ranked among the top successful learning and development practices. Armstrong (2006) studied the relationship between organizational career development and employee commitment and argued that career development increased employee commitment which resulted to improved employee performance. Further (Vaiman& Holder, 2011) in their investigation revealed that employees who have a chance to be employed are the employees who experience a more firms support. Armstrong (2006) posited that organization image, attraction, development opportunities and employee recognition affect talent retention leading to improved employee performance. The research argued that employee performance can be improved by introduction of hygiene factors such as flexible working hours, insurance cover and education cover for children (Fleetwood, 2007; Njiru, 2008).

A study by (Collins & Mellahi, 2009) argued that successfully managing talent indirectly positively relates to the nature of how the employees perform when intervened with commitment of the organization. The study further argued that it is through organizational commitment that the effect of talent management on overall employee performance can be more predicted. Therefore, organizations have to consider individual performance in order to enhance employee performance. Lyriaet *al.* (2014) postulated that 48.9% of the talent retention vacant positions listed by the Nairobi Securities Exchange are

described by the employee performance variances. A correlation coefficient of 69.9 % was found exhibiting that the combined effect of a predictor variables have a robust and positive correlation with employee performance.

The study further noted that there were components of talent retention which had different effect on employee's performance which include leadership style, rewards , internal recruitment policy, company image, competitive compensation system, employee satisfaction and motivation and flexible working hours by 75%, 94%, 88%, 87%, 95%, 86%, and 92% respectively. These findings concur with those of other researchers who postulated that, proper recruitment strategies, non-oppressive selection and deployment processes, leadership styles, flexible working hours and offers of insurance and education cover for children and attractive competitive benefits package influence talent retention. (Njiru, 2008; Lockwood, 2006; Armstrong, 2012).

Gorvartset *al.* (2010) researched on how professionally talent could be retained in organizations. A sample of 972 employees was used to collect data .The results revealed that for effective retainance of talented employees an organization ought to put into consideration learning and development of the employees which leads to retention of unique talents. These findings are supported by a concept of Lewis and Heckman (2006)who viewed talent management as a new phenomenon to many organizations and Succession planning as the newest term in such organizations .The study recommended the management team to build effective practical and holistic talent strategies which boost the employees performance.

2.6 Critique of Literature Relevant to the Study

The literature review in this study indicated successful organizations believe in a common concept of considering and investing in their personnel as a means of achieving sustainable competitive advantage (Vaiman&Vance,2008). Schuler *et al.* (2010) highlighted the present situation of talent management in world competitive market which revealed that employee performance predictors are not similar and therefore management has to identify a need survey on different organizations to examine what exactly makes the employees to remain committed to organizations leading to improved employee performance.

Studies on talent management done in the developed world revealed done in the developed world revealed that, (Lewis &Heckman,2006; Hughes &Roge, 2008;Schuler *et al.*, 2010; Viman&Holder,2011) although talent management results to positive feedback in terms of employee performance, implementation of the practices has been a thorn in the flesh in the African Continent by revealing that a lot of the developing countries are still encountering a lot of difficulties in recruitment, selection and maintaining of unique talents in the organizations

Hughes andRoge (2008) examined three types of talent management conceptualizations. Mendes and Stander (2011) investigated the challenges faced by the Chief Executive Officers on the talent management and in Kenya Njoroge (2012) recognized the existence of employee retention problems in various organizations. The empirical review clearly indicates that as much as

there is a lot of explanation on how talent management can be integrated, not as much thorough study has been done on the association between talent management practices and employee performance in State Corporations in Kenya. However, there are a few studies being undertaken within the local context. To increase knowledge on talent management, there is need to carry out a thorough and comprehensive study to unearth talent management practices affecting performance of employees of Commercial State Corporations in Kenya.

2.7 Research Gaps

Vaiman and Holder (2011) argued that organizations have continuously recognized the importance of nurturing their own talents by establishing other new human resource practices which addresses the arising challenges. The study aimed at contributing to the existing literature on talent management practices and their performance indicators by underlining empirical evidence, which goes beyond the present conceptualization in this study area. The study further postulated that thorough research has not been done to establish the crucial guidelines on how governments can embrace talent management practices.

Nyanjom(2013) examined the perceived factors affecting employee retention at Kenya Commercial Bank limited, Kenya. However, the study was a case study of a single firm whose results could not be generalized in all parastatals in Kenya. Mendez and Stander (2011) explained the usefulness of talents in that effective talent management and talent is a continuous process and has to be

part of the organizational culture. Additionally, they sum up that leadership, compensation, reward, training and retention strategies as sections of organizational culture. This current study highlights other talent management practices such as, work-life balance, talent development and career development and their effect on employees' performance.

Njiru (2008) carried out a study on talent management in State Corporation in Kenya and established the pivotal role played by talent management within the public sector but there are limited findings in practice that can implement successful talent management practices. Further, a study by (Nancy, 2014) on the effect of talent management practices on performance of Comply Ltd, found out that it is the role of the organization to ensure that competences that each employee has match with the set goals and objectives of the organization. This aimed at developing employees' careers in line with the corporate goals. The study suggested that further research be initiated aiming at identifying the effect of talent management practices specifically Talent development, Career development and Work-life balance in Commercial State Corporations.

2.8 Summary

Human resource management is presently changing fast because the markets are becoming global and highly competitive. Human resource management practitioners are aiming at being champions of leveraging organization employees' talents within their organizations with the aim of obtaining sustainable competitive advantage. Therefore, organizations should be adaptive and responsive to changes in the environment for them to survive. Three

theories were advanced in this study to explain the talent management and employee performance. These theories are: Resource Based View theory, social exchange theory and Person-Environment theory. This study discusses talent management and employee performance with, Talent development, career development and Work-life balance as independent variables. Employee performance as the dependent variable was conceptualized with indicators of customer satisfaction, employee commitment and skill competence.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research design, the target population, data collection methods, data collection procedure, and sample size, sampling technique, pilot study, data analysis and presentation.

3.2 Research Design

There are many definitions of research design. According to Cooper and Schindler (2006), research design is the outline for the collection, measurement, and analysis of data. It expresses both the structure of the research problem, which consists of the framework, organization, or configuration of the relationships among variables of a study and the plan of investigation used to obtain realistic evidence on those relationships

This study applied descriptive research design because its purpose was to describe the effect of talent management on employee performance of commercial state corporations in Kenya. According to Kothari (2007), a descriptive research design reports the manner in which things are thus aids in establishing the current position of the studied population. The descriptive approach enabled the gathering of information regarding the qualities that the respondents have occupation, age, gender and education. Descriptive approach was also used to describe the nature of the relationship between the three independent variables; talent development; career development; work-life balance and the dependent variable; employee performance.

3.3 Target Population

Population is an entire group of individuals, objects or events with similar observable characteristics (Mugenda&Mugenda, 2003). Inferences for a study are enabled through the study data for a collection of units referred to as the target population (Kothari, 2007). Therefore, the study units which would enable making of research inferences are entailed in a target population (Cooper & Schindler, 2006). There were a total number of fifty five commercial state corporations in Kenya, thirty of which were Pure Commercial State Corporations while twenty one of them were Strategic Commercial State Corporations. The respondents of this study included the Managing Directors or Human Resource Managers of the state corporations. This is because they are responsible for running of the state corporations. It is worth noting that generalizations of the study would be possible because the study units have observable characteristics as argued by (Mugenda&Mugenda, 2003).

Table 3.1 Population Size

Type of State Corporation	Population Size
Purely Commercial State Corporations	34
Strategic Commercial State Corporations	21
Total	55

Source: Inventory of State Corporations

3.4 Sampling Frame

According to Cooper and Schindler (2006), a sampling frame defines a set of elements from which a researcher can select a sample of the target population. Through a government order stipulated under (Inventory of State

Corporations,2013), State Corporations were reduced to 187 which entailed; Pure Commercial State Corporations -34, Strategic Commercial State Corporations - 21, Executive agencies - 62, Independent Regulatory agencies- 25, and finally Research institutions, Public Universities, Tertiary Education and Training Institutions- 45. However, the study was conducted on purely commercial state corporations and state corporations with strategic functions in Kenya. The focus was on managing directors or human resource managers of the 34 Pure Commercial State Corporations and 21 Strategic Commercial State Corporations.

3.5 Sample Size and Sampling Technique

A sample is a sub unit of the population to be studied Neuman, (2006). The extent to which the sample size correctly represented the total population was the main measure in selecting the sample size.

Sampling is a fundamental component of data collection or part of a population chosen for a study (Sekaran, 2003). Bryman& Cramer (2005) postulated that sampling is the part of the population that is chosen for research analysis. Sampling involves the selection of the population that entails a study sample. Stratified random sampling was applied since the research elements could equally be included in the study. To select a sample of 48 respondents the researcher had to use purposive sampling.

There are a total number of 55 commercial state corporations in Kenya. The researcher listed all the recently classified government owned entities as of October 9th, 2013 to enable her draw a random sample of commercial state

corporations in Kenya. This was the time the Presidential Task force on Parastatals was appointed by His Excellency the President with a mandate to conclude the sectoral review with the aim of streamlining State Corporations to observe changing government policies.

Table 3.2 Sample Size

Type of State Corporation	Population Size	Sample Size
Purely Commercial State Corporations	34	30
Strategic Commercial State Corporations	21	18
Total	55	48

With a confidence interval of 95 percent, the sample size was determined using the formula given by Miller & Brewer (2003) below.

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

Where:

n = the sample size,

N = the sampling frame

α = the margin of error (0.05%)

A sample size of 48 will be arrived at as follows:

$$n = \frac{55}{1 + 55(0.05)^2}$$

A sample size of 48 commercial state corporations was drawn randomly using random number generator from 55 reclassified government owned entities that were traced for the study. Kothari (2007) defined a random number

generator as a computational or physical device developed to remove the randomness in symbols and numbers by establishing a pattern. The technique was operationalized by entering the desired quantity (55) and running it in the random number generator against a range of 1 to 55. The numbers for the study were then picked from the random number generator.

3.6 Data Collection Instrument

Primary data was collected using structured questionnaires as the major data collection instrument. Kothari (2006) posited that primary data is the research data that is unique to the underlying study problem. Designing of the questionnaire was done while measuring whether the questions covered the research objectives comprehensively. The questionnaire contained close ended questions with quantitative section of the instrument using a Likert-type scale format. The researcher opted to use a questionnaire since the data obtained is bias free, correct and much reliable as supported by Kothari(2006).

3.7 Data Collection Procedures

The researcher obtained an introductory letter from the Technical University of Mombasa to enable the researcher to collect the primary data at source. In order to obtain information from the respondents who were the managing directors or the human resource managers, the researcher sought to address the purpose of the study and allay any fears by assuring them that the information was strictly for academic purposes only. All questionnaires were accompanied by an introduction letter which explaining the purpose of the collected information. The self-administered questionnaires facilitated the researcher to

be in touch with respondents who otherwise would be inaccessible. Questionnaires were then collected and coded into SPSS software.

3.8 Pilot Study

A pilot study for the instrument was carried out to ensure that the items in the questionnaire are stated clearly, have the same meaning to all the respondents, and to give the researcher an idea of approximately how long it would take to complete the questionnaire. Respondents for pilot study were drawn from one of the corporations. According to Sekeran(2003), a pilot study is important for testing the reliability of the questionnaire. According to Cooper and Schindler (2003), a pilot test is conducted to detect weaknesses in design and instrumentation and to provide proxy data for selection of a probability sample. This pilot study enabled the researcher to determine the reliability and validity of the instrument. Connelly (2008) stated that a good study sample for a pilot study should be at least 10% of the projected sample. Therefore, this study conducted a pilot study using 10% of the total population. The subjects included in the pilot study were not included in the final study.

3.8.1 Reliability

Reliability refers to the repeatability, stability or internal consistency of a questionnaire (Maizura *et al.*, 2009). Cronbach's alpha is the most commonly used measure of reliability. It was used to estimate the proportion of variance that was systematic or consistent in a set of test scores. The closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale. Likert (1931) provide the following rules of thumb: “_ > .9 – Excellent,

_ > .8 – Good, _ > .7 – Acceptable, _ > .6 – Questionable, _ > .5 – Poor, and _ < .5 – Unacceptable”. It should also be noted that an alpha of 0.7 is probably a reasonable goal. Therefore, a minimum Cronbach’s Alpha value of 0.7 was used to indicate reliability of the constructs.

3.8.2 Validity

Validity is the aspect of questionnaire measuring what is supposed to measure (Maizura *et al.*, 2009). The researcher further depicted that, construct validity is the degree to which the test measured an intended hypothetical construct of the managing directors or human resource managers and issued them with the questionnaires. The coefficient of the data gathered from the pilot study was computed with assistance of Statistical Package for Social Sciences (SPSS). A coefficient of above 0.5 indicates that the data collection instruments are valid (Mugenda & Mugenda, 2008). Data validity plays an important role towards generalization of the gathered data to reflect the true characteristics of the study problem. The questionnaires were then revised to remove any bias which was primary threat to reliability. This refining ensured that the same results were obtained from using the questionnaires on repeated occasions.

3.9 Data Processing, Analysis and Presentation

Data analysis was guided by the research objectives presented. To derive conclusions from the data collected the data was analyzed using quantitative techniques. Descriptive statistics was conducted to explain the demographic characteristics of the respondents involved in the study. This consists of frequency Tables, and measures of central tendency. An analysis using Pearson

correlation coefficient was carried out to examine the relationships between the variables describing the direction, degree and strength of association between the variables using Statistical Package for Social Sciences (SPSS) version 20.0. A correlation is considered low if the resulting coefficient has a value close to zero and high if the coefficient has a value close to 1.

Multiple linear regression is normally used to explain the relationship between one continuous dependent variable and two or more independent variables. The multiple linear regression assist to estimate or predict the unknown value of one variable from a known value of another variable. It revealed the relationships between the variables to make it possible to predict or estimate (Maizura *et al.*, 2009). In line with this, multiple linear regression (MLR) was computed to establish the joint effect of the independent variables on the dependent variable.

Statistical data analysis was done using SPSS to facilitate computation of descriptive statistics, multi-linear regression and Pearson correlation to answer the study questions. The data was presented using Figures and Tables. These tests presumed that the population being tested was normally distributed, had equal variances and the samples were independent of each other. The decision to accept the research hypothesis was based on ρ -values.

3.9.1 Model Specification

The variables under study were analyzed applying the following econometric model given as;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where: β_0 = Constant $\beta_1, \beta_2, \beta_3, \beta_4$ = Coefficient of predictors

Y = refers to dependent variable (Employee performance)

X_1 = represents work-life balance

X_2 = represents talent development

X_3 = represents career development

ε = error term

3.10 Measurement of Study Variables

The researcher established the indicators of each independent variable and dependent variable, Likert type scale was used. The scale comprised of an ordinal scale of 1-5 (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree).

Table 3.3 Variable Definition and Operationalization

Variable	Indicators	Measurement
Talent Development	<ul style="list-style-type: none">• Talent acquisition• Talent retention• E-Learning	Extent to which talent development affects employees' performance on 1-5 scale
Career development	<ul style="list-style-type: none">• Performance appraisal• Succession planning• Career counseling	Extent to which career development affects employees' performance on 1-5 scale
Work-Life Balance	<ul style="list-style-type: none">• Flexible Time• Telecommuting• Compressed work week	Extent to which work-life balance affects employees' performance on 1-5 scale
Employee performance	<ul style="list-style-type: none">• Commitment• Satisfaction• Competence	Levels of employees' commitment, satisfaction and competence

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents and interprets the findings of the study. The key features of the research findings are descriptive statistics, inferential statistics and discussion of the findings. There are five sections in this chapter, the first section presents the response rate and reliability tests, the second section presents demographic information, the third section presents descriptive statistics while the fourth and fifth sections present inferential statistics and discussion of findings respectively.

4.2 Response Rate

A total of 48 questionnaires were issued by the researcher to the respondents. Out of the 48 questionnaires that were issued out, the respondents successfully filled and returned 40 out of them; giving a response rate of 83.3%. Mugenda and Mugenda (2003) argued that for a sample size to be representative enough there should be a response rate of at least 50%. Therefore, this was considered an acceptable response rate for the study.

4.3 Reliability Test

Cronbach alpha correlation coefficient was computed to be able to establish the reliability of the questionnaire at 95% confidence interval. Cronbach's alpha correlation coefficient was 0.773, indicating that the level of internal consistency for the items to be 77.3%. The research findings are presented in the Table 4.1.

Table 4.1 Reliability Results

Variable	No. of items	Reliability Value
Talent Development	8	0.776
Career Development	8	0.769
Work-life Balance	6	0.772
Employee performance	9	0.779

Table 4.1 presents the reliability for individual variables. According to Maizura, Masilamani & Aris (2009) the acceptable alpha should be at least 0.70 or above as it thus indicate that the instrument is reliable. The above results hence indicated that there was an existence of an acceptable level of reliability in this study.

4.4 Background Information of the Respondents

4.4.1 Distribution of Respondents by Gender

The study sought to establish the gender of the respondents so that it could ascertain the gender parity in Commercial State Corporations. The findings of the study were as shown in Figure 4.1.

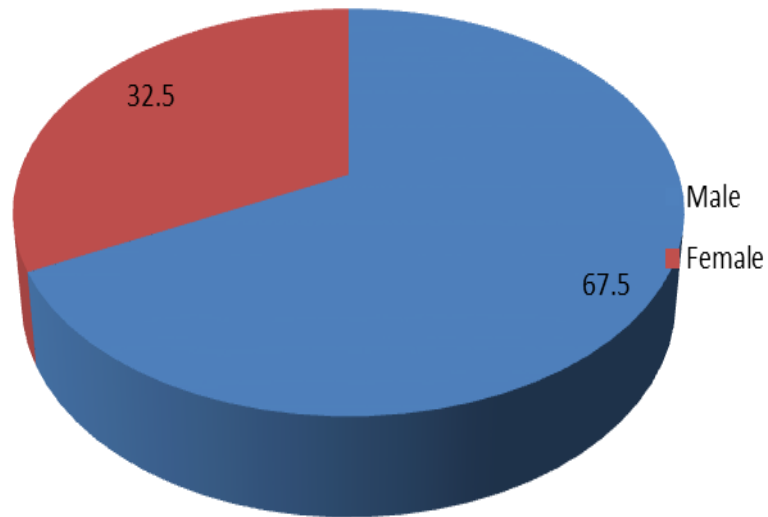


Figure 4.1: Gender of Respondents

Figure 4.1 revealed that 67.5 percent of the respondents which was the highest were male while 32.5 percent of them were female. This data reveal that there is good spread of gender among the corporations under study with a minimum of 30% representation per gender as per the new Constitution of Kenya 2010. A similar study conducted by Kamau *et al.* (2015) revealed that 57.7% of the respondents were male being the majority and the rest were female. In both studies the 30% constitutional threshold was met. This also implies that the finding can be generalized to both gender.

4.4.2 Distribution of Respondents by Age Group

The respondents were asked to state their age groups. The findings are represented in Figure 4.2.

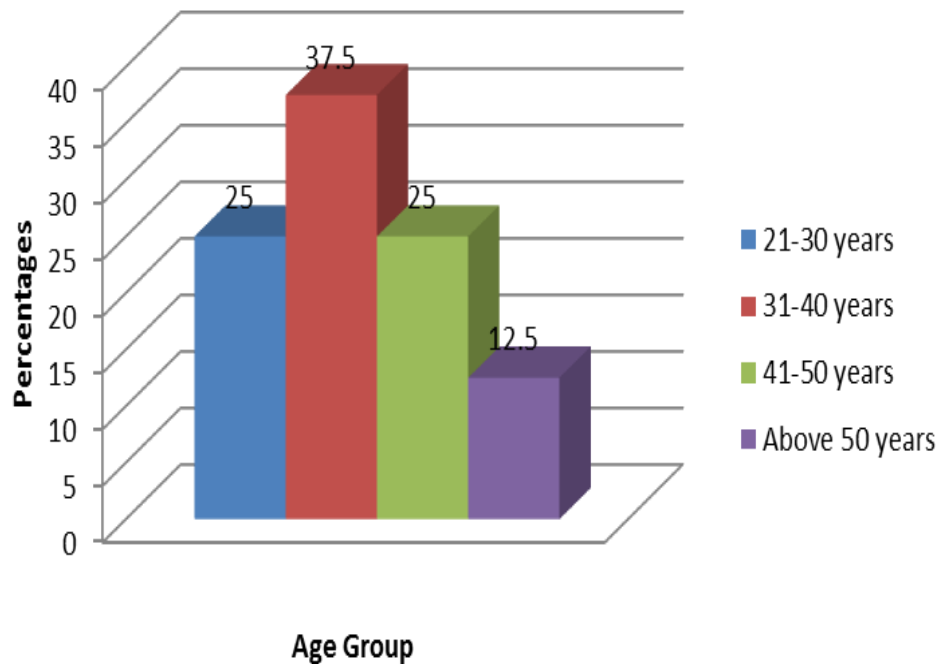


Figure 4.2: Age of Respondents

The findings of the study as shown in Figure 4.2 revealed the highest percentage of 37.5 to be comprised of the age group between 31-40 years old, 25 percent of them were between 21-30 years and 41-50 years old while only 12.5 percent of them were above 50 years old. This reflects that majority of employees in the surveyed corporations are younger and active. This is the age at which most people seek for career advancement, work-life balance as well as growth opportunities in their respective careers. This implies that for the organization to retain this young talent, it needs to have well formatted talent management policies in place. These findings are similar with the findings of (Nancy, 2014) who also indicated that majority of the respondents in the organization were those aged between 31-40 years.

4.4.3 Education Level

In order to be able to establish the education level of the respondents, the researcher requested each one of them to indicate their highest level of education. The findings are presented in Figure 4.3.

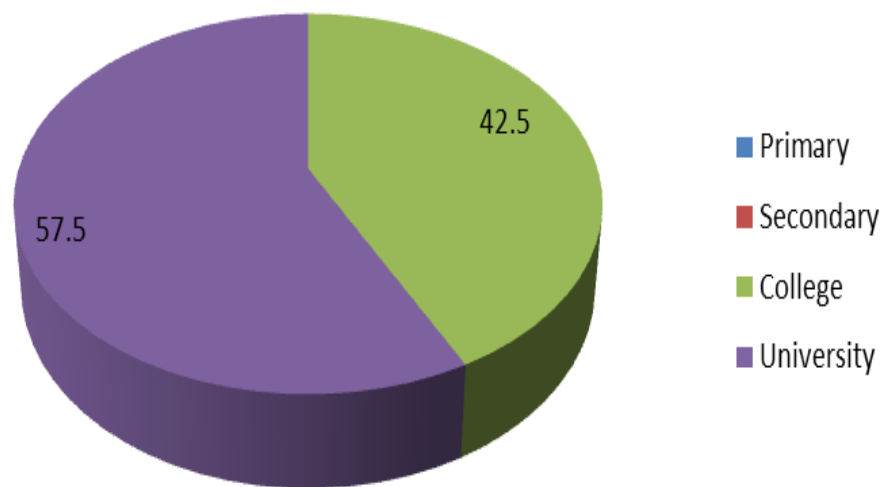


Figure 4.3: Education Level of the Respondents

The findings from Figure 4.3 indicate that majority of the respondents 57.5 percent had attained university education while 42.5 percent of them had attained college education. None of them had secondary or primary education as their highest education level. A similar study at Kenya Power found that 45 percent of the respondents had diploma level of education while 37 percent had university level degrees while only 12 percent had Ph.D. degrees. These findings reveal that the respondents were knowledgeable people who were

qualified for their respective positions and thus gave valid and accurate information.

4.4.4 Work Experience

The respondents were required to state the years of experience in work that they had garnered in their respective work stations. The findings of the study as shown in Figure 4.4.

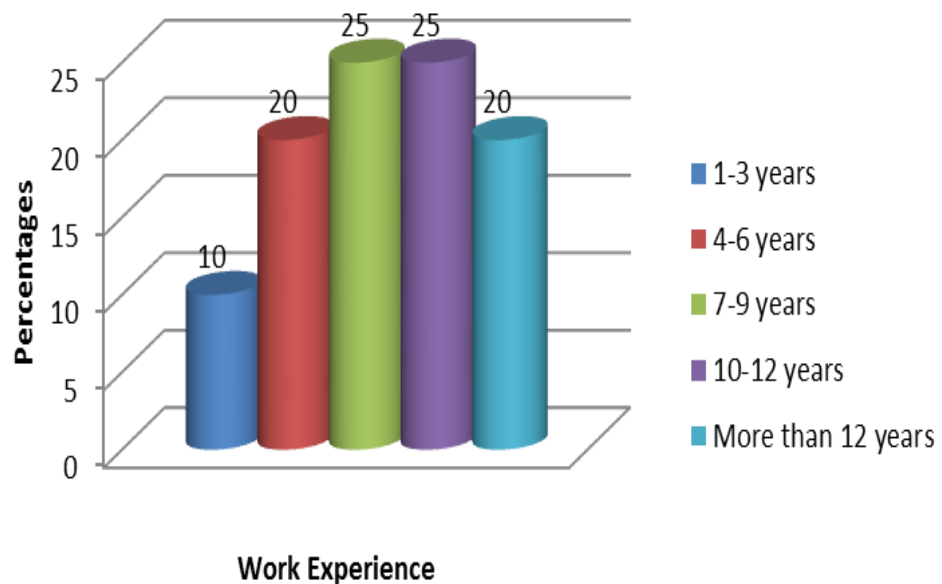


Figure 4.4: Work Experience of the Respondents

Figure 4.4 showed that majority of the respondents 25 percent stated 7-9 years and 10-12 years, 20 percent of them stated over 12 years and 4-6 years while only 10 percent of them stated 1-3 years. Majority of the respondents had been in the organization over 4 years which meant that a big number of the respondents had the ability to articulate talent development and management practices of the organization hence had the experience and were well

conversant with the questions by giving credible and relevant answers. It also implies that, the organizations talent management mechanisms were effective and that is why most employees stayed in the organization for longer periods with no intention to leave soon. This is contrary to the findings of Nancy (2014) who conducted a relatively similar study at Comply Ltd and found out that majority of the respondents 38 percent had worked for between 2-5 years while only 13 percent had worked for more than 11 years.

4.5 Descriptive Statistics

Descriptive analysis was used to describe the basic features of the data under study as they provide summaries about the sample and its measures. In the current study descriptive analysis included means, standard deviations, frequencies, percentages and graphical presentation.

4.5.1 Effect of Talent Development on Employee Performance

The study sought to determine the effect of talent development on employee performance among Commercial State corporations in Kenya. The researcher presented the findings in a five point Likert's scale where SA=strongly agree, A=agree, I=indifferent, D=disagree, SD=strongly disagree, T=total, M=Mean and STD=Standard deviation. Table 4.2 illustrates the findings of the study.

Table 4.2 Talent Development

Statement	F/%	SA	A	I	D	SD	T	M	STD
My organization has well designed talent development activities which enhances employee performance	F	15	18	1	2	4	40	4	1.24
	%	38	45	2.5	5	10	100		
My organization always develop a profile of future senior leaders	F	24	4	2	5	5	40	3.9	1.53
	%	60	10	5	13	13	100		
My organization has developed employees for future management positions	F	22	15	2	0	1	40	4.5	0.71
	%	55	38	5	0	2.5	100		
My organization regularly assesses the readiness of employees for leadership roles	F	13	17	3	5	2	40	3.9	1.17
	%	33	43	7.5	13	5	100		
My organization always aligns the talent development strategy with the organizational strategy	F	19	14	7	0	0	40	2.8	1.5
	%	48	35	18	0	0	100		
My organization has in-house development programs for effective talent development practice	F	16	15	5	1	3	40	4	1.15
	%	40	38	13	2.5	7.5	100		
My organization uses coaching by line managers as effective talent development practice	F	12	17	7	5	0	40	3.5	1.22
	%	28	43	18	13	0	100		
My talent management systems are able to consider the match between supply and demand for the job	F	15	16	9	0	0	40	3.3	1.36
	%	38	40	23	0	0	100		

From Table 4.2, the respondents were asked to state whether their organizations had well designed talent development activities, which enhanced employee performance. The results of the study indicated that 37.5 percent strongly agreed to the statement, 45 percent agreed, 2.5 percent were indifferent, 5.0 percent disagreed while 10 percent of them strongly disagreed. The mean was 4 while the Standard deviation was 1.24 which implied that majority of the corporations surveyed in this study had well designed talent development activities which enhanced the performance of its employees. This also implied that the corporations continuously enhance their employee's skills, competences and capabilities to enable them have a competitive edge over their competitors. The results concur with findings of Armstrong (2009) who revealed that employees who are well developed have a sense of order, cohesiveness and moral obligation to work hard making them to be well sustained in the job.

From the same Table, the respondents were asked whether their organizations always developed a profile of future senior leaders. The mean was found to be 3.9 and standard deviation of 1.53 which implied that majority of the corporations surveyed develop a profile of future senior leaders and have well designed succession plans where in case a manager leaves he can easily be replaced without necessarily recruiting externally. Cappeli, (2008) further revealed that it is only through talent development where an employee's readiness of becoming a high-potential individual for leadership can be accessed. The results of the study indicated that 60 percent strongly agreed to

the statement, 10 percent agreed, 5 percent were indifferent while 12.5 percent of them disagreed and strongly disagreed respectively.

The respondents were also asked whether their organizations had developed employees for future management positions. The findings of the study showed that that 55 percent strongly agreed to the statement, 37.5 percent agreed, 5 percent were indifferent while 2.5 percent of them strongly disagreed respectively. None of the respondents was found to disagree to the statement with a mean of 4.5 and standard deviation of 0.71 which meant that majority of the respondents agreed that their organizations prepared employees for future managerial positions and had well-crafted management development plans which gave the employees confident in the performance due to the assurance of employability aspect of the employees in the state corporations. The findings are thus similar with the findings by Cappeli (2008) who argued that for any organization to perform well it should properly prepare their managers by developing employees for future management positions.

The respondents were also asked whether their organizations regularly assessed the readiness of employees for leadership roles. The findings of the study showed that that 32.5 percent strongly agreed to the statement, 42.5 percent agreed, 7.5 percent were indifferent while 12.5 percent and 5.0 percent of them disagreed and strongly disagreed respectively. The mean was 3.9 and standard deviation of 1.17 which implied that commercial state corporations maintained a talent pool of high potential and high performing incumbents to take up leadership roles that arise in their organizations. The findings agree with

findings by Cappeli (2008) by asserting that talent development accurately assesses the readiness of high-potential individuals for leadership roles.

The respondents were also asked whether their organizations always aligned talent development strategy with organizational strategy. The findings of the study showed that that 47.5 percent strongly agreed to the statement, 35.0 percent agreed while 17.5 percent were indifferent. None of the respondents disagreed or strongly disagreed to the statement respectively. The mean was 2.8 and standard deviation 1.5 which implied that majority of the respondents agreed that their organizations always aligned talent development strategy with organizational strategy. The corporations surveyed were found to have talent management strategies which were well aligned with the overall organization's strategic plan. These findings concur with those by Collins and Mellani (2009) and Bethke-Langenegger *et al.* (2011) who argued that for talent development strategy to result into improved performance, it has to be aligned with the organizational strategy so that there is a match between supply and demand as employees advance through development of jobs and experiences.

The respondents were further asked whether their organizations had in-house development programs for effective talent development practice. The findings of the study showed that that 40 percent strongly agreed to the statement, 37.5 percent agreed, 12.5 percent were indifferent while 2.5 percent and 7.5 percent of them disagreed and strongly disagreed respectively. Mean was 4 and standard deviation 1.15 which implied that majority of the respondents agreed that their organizations had in-house development programs for effective talent

development practice. Some of the in house talent development activities employed are training and development (Cairns, 2009), performance management (Wright, 2006), compensation and reward management (Kumari & Bahuguna, 2012).

The respondents were also asked whether their organizations used coaching by line managers as effective talent development practice. The findings of the study showed that that 27.5 percent strongly agreed to the statement, 42.5 percent agreed and 17.5 percent were indifferent while only 12.5 percent of them disagreed respectively. None of the respondents strongly disagreed to the statement. The mean was 3.5 and standard deviation 1.22. The findings imply that commercial state corporations are actively involved with coaching by senior managers and this may have contributed positively to talent development and organizational performance. Coaching takes place between a senior staff and a junior staff where the senior staff ensures that the junior's performance is effectively maintained and ensures that any ineffective performance is corrected (Gupta & Govindarajan, 2000).

The respondents were asked whether their organizations talent management systems considered a match between supply and demand for the job. The findings of the study showed that that 37.5 percent strongly agreed to the statement, 40.0 percent agreed while 22.5 percent were indifferent. None of the respondents disagreed or strongly disagreed to the statement respectively. The mean was 3.3 and a standard deviation of 1.36. This implied that majority of the respondents agreed that their organizations talent management systems was

always a match between supply and demand for the job. Commercial state corporations focused on ensuring the creation of a comprehensive pool of talented personnel who are well prepared for future opportunities. This enables the organization to be always ready at any time to fill in any gap that might arise (Nancy, 2014).

4.5.2 Effect of Career Development on Employee Performance

The study sought to determine the effect of career development on employee performance among Commercial State corporations in Kenya. The findings of the study were presented in a five point Likert's scale where SA=strongly agree, F/%=frequency/percentage, A=agree, I=indifferent, D=disagree, SD=strongly disagree, T=total, M=Mean and STD=Standard deviation. Table 4.3 presents the findings of the study.

Table 4.3: Career Development

Statement	F/%	SA	A	I	D	SD	T	M	STD
In my organization career development has increased the commitment of the employees which has led to improvement of the employee performance	F	15	16	3	3	3	40	3.9	1.21
	%	38	40	7.5	7.5	8	100		
My organization encourages job rotation	F	16	17	4	2	1	40	4.1	0.97
	%	40	43	10	5	3	100		
My organization provides for job enrichment	F	14	16	3	4	3	40	3.9	1.23
	%	35	40	7.5	10	8	100		
My organization has career progression ladders	F	12	13	5	5	4	40	3.6	1.34
	%	30	33	13	13	10	100		
My organization contributes to career identity by providing abundant opportunities for self-development	F	10	14	7	5	4	40	3.4	1.27
	%	25	35	18	13	10	100		
My organization promotes career choice by availing opportunities for advancement and mentors	F	17	13	4	4	2	40	4	1.19
	%	43	33	10	10	5	100		
Career development is related to job performance	F	18	16	3	3	0	40	4.2	0.89
	%	45	40	7.5	7.5	0	100		
Career development reduces employee absenteeism and turnover	F	17	15	6	1	1	40	4.2	0.95
	%	43	38	15	2.5	3	100		

The respondents were asked whether their organizational career development enhanced employee commitment as well as employee performance. The results

of the study showed that 37.5 percent strongly agreed to the statement, 40 percent agreed while 7.5 percent were indifferent, disagreed and strongly disagreed respectively. The mean of 3.9 and standard deviation of 1.21 was found which implied that majority of the respondents agreed that career development improved employee commitment as well as employee performance. The findings are supported by the findings by Mandez and Stander (2011) who observed that career development played an important role in employee retention which further restricted the employees from leaving the organization , increasing employee loyalty and hence employee performance.

The respondents were asked whether their organizations encouraged job rotation. The results of the study indicated that 40 percent strongly agreed to the statement, 42.5 percent agreed, 10 percent were indifferent while 5 percent and 2.5 percent of them disagreed and strongly disagreed respectively. The mean of 4.1 and standard deviation of 0.97 was found which implied that majority of the respondents agreed that their organizations encouraged job rotation. These findings are supported by the findings of Khan (2010) who argued that higher performers in the organization embrace job rotation more as compared to lower performers. Through job rotation people are moved to areas where they can effectively utilize their skills and meet their aspirations.

The respondents were also asked whether their organizations provided opportunities for job enrichment. The findings of the study showed that 35 percent strongly agreed to the statement, 40 percent agreed, 7.5 percent were indifferent while 10 and 7.5 percent of them disagreed and strongly disagreed

respectively. The mean of 3.9 and a standard deviation 1.23 was realized which showed that most of the respondents were in agreement that their organizations provided opportunities for job enrichment. Due to this it was evident that the employees felt that their efforts were recognized by the management. Through job enrichment, Commercial state corporations motivate self-driven employees by assigning them additional responsibility normally reserved for higher-level employees. This motivates the staff to perform better (Lyriaet *al.*,2014).

The respondents were also asked whether their organizations had career progression ladders. The findings of the study showed that that 30 percent strongly agreed to the statement, 32.5 percent agreed, 12.5 percent were indifferent while another 12.5 percent and 10.0 percent of them disagreed and strongly disagreed respectively with a mean of 3.6 and a standard deviation of 1.34 which clearly meant that majority of the respondents recognized the existence of career progression ladders. The findings above were supported by Kabwe (2011) who argued that career development focuses on planning of the employees' growth and progression.

The respondents were also asked whether their organizations contributed to career identity by providing abundant opportunities for self-development. The findings of the study showed that that 25 percent strongly agreed to the statement, 35.0 percent agreed, 17.5 percent were indifferent while 12.5 percent and 10 percent of them disagreed or strongly disagreed to the statement respectively. Having a mean of 3.4 and a standard deviation of 1.27 it implied that majority of the respondents agreed that their organizations contributed to a

great sense of career identity through the provision of abundant opportunities for self-development. The findings concur with the findings of Vaiman and Vance (2008) who revealed that new emergence of careers brought the need for personal growth and development which resulted to minimization of competitive pressure.

The respondents were further asked whether their organizations promoted career choice by availing opportunities for advancement and mentors. The findings of the study showed that that 42.5 percent strongly agreed to the statement, 32.5 percent agreed, 10 percent were indifferent while another 10percent and 5 percent of them disagreed and strongly disagreed respectively. With a mean of 4 and a standard deviation of 1.19 it implied that majority of the respondents agreed that their organizations encouraged career choice by availing opportunities for advancement and mentors. The findings concur with the findings by Kireru (2013) who revealed from his research that firms can have an input to career choice by availing most opportunities for employees development, advancement and mentors.

The respondents were also asked whether career development was related to job performance. The findings of the study showed that that 45 percent strongly agreed to the statement, 40 percent agreed and 7.5 percent were indifferent while another 7.5 percent of them disagreed respectively. None of the respondents strongly disagreed to the statement. The mean was found to be 4.2 and a standard deviation 0.89 which implied that majority of the respondents agreed that career development had a direct impact on job performance.

Effective career development ensured that each and every employee was given an equal opportunity for talent training as well as job trend information so they can make career decisions based on valid and pertinent data (Nancy, 2014).

The respondents were asked whether career development reduced employee absenteeism and turnover. The findings of the study showed that that 42.5 percent strongly agreed to the statement, 37.5 percent agreed and 15 percent were indifferent while 2.5 percent disagreed or strongly disagreed to the statement respectively. With a mean of 4.2 and a standard deviation of 0.95 it implied that majority of the respondents agreed that career development reduced employee absenteeism and turnover. These findings however concur with the findings of Stahl *et al.* (2007) who revealed that career development practices had a positive effect on the job performance of the employees through enhancement of commitment, satisfaction and other positive outcomes.

4.5.3 Effect of Work-life Balance on Employee Performance

The study sought to determine the effect of work-life balance on employee performance among Commercial State corporations in Kenya. The findings of the study were presented in a five point Likert's scale where SA=strongly agree, F/=frequency/percentage, A=agree, I=indifferent, D=disagree, SD=strongly disagree, T=total, M=Mean and STD=Standard deviation. Table 4.4 illustrates the findings of the study.

Table 4.4: Work-life Balance

Statement	F/%	SA	A	I	D	SD	T	M	STD
The company provides staff with very flexible working hours	F	13	16	9	2	0	40	4	0.88
	%	32.5	40	22.5	5	0	100		
Efficient work-life management policy leads to higher employee satisfaction	F	19	16	5	0	0	40	4.4	0.7
	%	47.5	40	12.5	0	0	100		
There is very good balance of work-life in the organization leading to effectiveness of my performance	F	9	14	7	6	4	40	3.5	1.28
	%	22.5	35	17.5	15	10	100		
I feel that I can fully balance my daily work and my life as a result of a very good work life policy in this organization	F	12	15	6	4	3	40	3.7	1.22
	%	30	37.5	15	10	7.5	100		
A good work-life management policy improves employee commitment	F	10	18	5	3	4	40	3.7	1.23
	%	25	45	12.5	7.5	10	100		
The organization takes initiatives to manage work-life of its employees	F	10	14	7	5	4	40	3.5	1.28
	%	25	35	17.5	12.5	10	100		

The respondents were asked whether their organization provided staff with very flexible working hours. The results of the study indicated that 32.5 percent strongly agreed to the statement, 40 percent agreed and 22.5 percent were indifferent while 5 percent of them disagreed to the statement. None of the respondents strongly disagreed to the statement. The mean was 4.00 and a standard deviation of 0.88 which implied that majority of the respondents agreed that their organization provided staff with very flexible working hours which enabled the employees to have a relaxed mind and put all their efforts in performance of their work. The findings concur with a research done by Workplace Trends (2015) which revealed that employers who offered flex time, telecommunicating and compressed work Trends post definite results.

The respondents were asked whether efficient work-life management policy led to higher employee satisfaction. The results of the study indicated that 47.5 percent strongly agreed to the statement, 40 percent agreed while 12.5 percent were indifferent. None of the respondents disagreed and strongly disagreed respectively. The mean was 4.35 and a standard deviation of 0.70 of which it implied that majority of the respondents agreed that inclusion of work-life management policy led to higher employee satisfaction. The findings are supported by the findings of Beauregard and Henry (2009) who revealed that when good life management tools are offered to the employees as part of the benefit package it really gives the employee the confidence to remain with the organization.

The respondents were also asked whether there was very good work-life balance in the organization leading to effectiveness of the organization. The findings of the study showed that 22.5 percent strongly agreed to the statement, 35 percent agreed, 17.5 percent were indifferent while 15 percent and 10 percent of them disagreed and strongly disagreed respectively. The mean was 3.45 and standard deviation 1.28 which implied that majority of the respondents agreed that there was very good work-life balance in the organization leading to effectiveness of the organization. The findings are related to the findings of Accenture (2013) who discovered from his research that 43% of employees chose their employers on the basis of the work-life initiatives offered by the employers where by the employers are able to retain them and keep them more satisfied and more productive.

The respondents were also asked whether they could fully balance their work and life due to a very good work life policy in their organization. The findings of the study showed that that 30 percent strongly agreed to the statement, 37.5 percent agreed, 15 percent were indifferent while another 10 percent and 7.5 percent of them disagreed and strongly disagreed respectively. The mean was 3.73 and a standard deviation of 1.22 which implied that the corporations surveyed embrace work life balance in addition to having a good work life balance policy. The findings are similar with the findings of Beauregard and Henry (2009) who revealed that there was high job satisfaction, increased engagement in work activity and high retention for employee who works in organizations which offer work life balance.

The respondents were also asked whether a good work-life management policy improved employee commitment. The findings of the study showed that that 25 percent strongly agreed to the statement, 45.0 percent agreed, 12.5 percent were indifferent while 7.5 percent and 10 percent of them disagreed or strongly disagreed to the statement respectively. The mean 3.66 and a standard deviation of 1.23 which implied that employees in the surveyed corporations became more committed to their work because of the effective work life balance policies put in place by the corporations. The findings concur with the findings from a research done by Lockwood (2006) who found out that work life balance generated a feeling of loyalty to the organization and increased effective commitment to the employees to want to remain in the organization.

The respondents were asked whether their organizations took initiatives to manage work-life balance of its employees. The findings of the study showed that that 25 percent strongly agreed to the statement, 35 percent agreed, 17.5 percent were indifferent while another 12.5 percent and 10 percent of them disagreed and strongly disagreed respectively. The mean was 3.53 and standard deviation of 1.28 which implied that majority of the respondents agreed that their organizations took initiatives to manage work-life balance of its employees. These findings concur with the findings by Wheatley (2012) who revealed that failure to balance work life and personal life can lead to performance due to stress related cases, organizational factors like unfair management practices and also physical factors like noise.

4.5.4 Measurement of Employee Performance

The study sought to establish the measurements of employee performance among Commercial State corporations in Kenya. The findings of the study were presented in a five point Likert's scale where SA=strongly agree, A=agree, I=indifferent, D=disagree, SD=strongly disagree, T=total, M=Mean and STD=Standard deviation. Table 4.5 presents the findings of the study.

Table 4.5: Employee Performance

Statement	F/%	SA	A	I	D	SD	T	M	STD
I meet all my occupational work targets and expectations	F %	9 23	26 65	2 5	2 5	1 3	40 100	4	0.85
I meet the expected deadlines for submission of work	F %	14 35	16 40	5 13	1 3	4 10	40 100	3.9	1.22
I endeavor to satisfy our customers daily	F %	16 40	18 45	4 10	1 3	1 3	40 100	4.2	0.9
I find satisfaction in executing my duties and responsibility	F %	13 33	21 53	4 10	2 5	0 0	40 100	4.1	0.79
The working conditions of my Organizations enhances my performance	F %	14 35	15 38	6 15	3 8	2 5	40 100	3.9	1.13
In my organization, I am rewarded for good job	F %	14 35	19 48	7 18	0 0	0 0	40 100	4.2	0.71

The respondents were asked whether they met all their occupational work targets and expectations. The results of the study indicated that 22.5 percent strongly agreed to the statement, 65 percent agreed, 5 percent were indifferent and another 5 percent of them disagreed while only 2.5 percent of them strongly disagreed to the statement. This implied that majority of the respondents agreed that they met all their occupational work targets and expectations. These findings are supported by the findings by Khan *et al*, (2012) who revealed that Human Resource practices when availed to employees they feel more committed the organization, become loyal and hence eventually become the organizations ambassadors.

The respondents were asked whether they met expected deadlines for submission of their work. The results of the study indicated that 35 percent strongly agreed to the statement, 40 percent agreed and 12.5 percent were indifferent while 2.5 percent and 10 percent of them disagreed and strongly disagreed respectively. This implied that majority of the respondents agreed that they met expected deadlines for submission of their work. The findings concur with the findings by Ittner and Larcker (2011) who found out that the having set targets for employee improves employee performance in organization.

The respondents were also asked whether they endeavored to satisfy their customers daily. The findings of the study showed that that 40 percent strongly agreed to the statement, 45 percent agreed, 10 percent were indifferent while 2.5 percent of them disagreed and strongly disagreed respectively. This implied

that majority of the respondents agreed that they endeavored to satisfy their customers daily. The findings are similar with the findings of Collings and Mellani (2009) who noted that there was a positive relationship between employees and clients leads to better service delivery in the organizations as well as create a sense of satisfaction for both of them.

The respondents were also asked whether they found satisfaction in executing their duties and responsibility. The findings of the study showed that that 32.5 percent strongly agreed to the statement, 52.5 percent agreed, 10 percent were indifferent while another 5 percent disagreed respectively. None of the respondents strongly disagreed to the statement. This implied that majority of the respondents agreed that they found satisfaction in executing their duties and responsibility. The findings of the study indicate that employees feel that the results of their job are determined by their efforts, actions and decisions(Saragih, 2011). This condition changes their judgement of self-efficacy and behavior in performing the job, which leads to increasing self-efficacy and organizational performance.

The respondents were further asked whether the working conditions of their organization enhanced my performance. The findings of the study showed that that 35 percent strongly agreed to the statement, 37.5 percent agreed, 15 percent were indifferent while 7.5 percent and 5 percent of them disagreed and strongly disagreed respectively. This implied that majority of the respondents agreed thatthe working conditions of their organization enhanced my performance. Research by Workplace Trends (2015) emphasized that

employees working for organizations offering flextime, telecommunicating and compressed work weeks enjoys the working conditions resulting to high productivity.

The respondents were asked whether they were rewarded for good work. The findings of the study showed that that 35 percent strongly agreed and 47.5 percent agreed to the statement while 17.5 percent were indifferent. None of the respondents disagreed or strongly disagreed to the statement. This implied that majority of the respondents agreed that they were rewarded for good work. These findings are similar with the findings by Collins and Mellahi (2009) who stated that both financial and non-financial rewards are crucial in motivating employees as well as improve employee performance.

4.6 Inferential Statistics

Inferential statistics were carried out to test the hypotheses of the study. The effect of talent management on employee performance was tested using regression and Pearson correlation Coefficient. All analysis was computed at 95 percent confidence interval.

4.6.1 Correlation Analysis

The research was carried out to establish the nature of the relationship and strength between the variables (independent and dependent) of the research. Pearson correlation coefficient was computed at 95% confidence interval (error margin of 0.05). The following Table 4.6 gives the research outcomes.

Table 4.6: Correlation Matrix

Dimension	Coefficient Type	Employee Performance	Talent Development	Career Development	Work Life Balance
Employee Performance	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	40			
Talent Development	Pearson Correlation	0.001	1		
	Sig. (2-tailed)	0.995			
	N	40			
Career Development	Pearson Correlation	0.420**	0.272	1	
	Sig. (2-tailed)	0.007	0.090		
	N	40	40		
Work Life Balance	Pearson Correlation	0.625**	0.004	0.318*	1
	Sig. (2-tailed)	0.000	0.981	0.045	
	N	40	40	40	40

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

As shown on Table 4.6, the p-value for talent development was found to be 0.995 which is greater than the significant level of 0.05, ($p < 0.05$). The result indicated that Pearson Correlation coefficient (r-value) of 0.001, which represented a weak, positive and relationship between talent development and employee performance.

As shown on Table 4.6, the p-value for careerdevelopment was found to be 0.007 which is less than the significant level of 0.05, ($p < 0.05$). The result indicated that Pearson Correlation coefficient (r-value) of 0.420, which represented a weak, positive and significant relationship between careerdevelopment and employee performance.

As shown on Table 4.6, the p-value for work-life balance was found to be 0.000 which is less than the significant level of 0.05, ($p < 0.05$). The result indicated that Pearson Correlation coefficient (r-value) of 0.625, which represented an average, positive and significant relationship between work-life balance and employee performance.

4.6.2 Regression Analysis

Multiple linear regressions were computed at 95 percent confidence interval (0.05 margin error) to show the linear relationship between the independent and dependent variables of the study.

4.6.2.1 Model Summary

Table 4.7 shows that the coefficient of correlation (R) is positive 0.671. This means that there is a positive correlation between talent management practices and employee performance of Commercial State corporations in Kenya. The coefficient of determination (R Square) indicates that 45.1% of employee performance of Commercial State corporations in Kenya is influenced by talent management practices. The adjusted R^2 however, indicates that 40.5% of employee performance of Commercial State Corporations in Kenya is influenced by talent management practices leaving 59.5% to be influenced by other factors that were not captured in this study.

Table 4.7: Talent Management and Employee Performance Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.671 ^a	0.451	0.405	3.02892

a. Predictors: (Constant), Work-life Balance, Career Development, Talent Development

4.6.2.2 Analysis of Variance

Table 4.8 shows the Analysis of Variance (ANOVA). The p-value is 0.000 which is < 0.05 indicates that the model is statistically significant in predicting how talent management practices affect employee performance of Commercial State corporations in Kenya. The results also indicate that the independent variables are predictors of the dependent variable. This means that talent development, career development and work-life balance influence employee performance of Commercial State corporations in Kenya.

Table 4.8: Talent Management and Employee Performance ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig. Level
1	Regression	271.223	3	90.408	9.854	0.000 ^b
	Residual	330.277	36	9.174		
	Total	601.500	39			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work-life Balance, Career Development, Talent Development

4.6.2.3 Regression Coefficients

From the Coefficients Table, (Table 4.8) the regression model can be derived as follows:

$$Y = 23.716 + 0.086 X_1 + 0.330X_2 + 0.659X_3$$

The results in Table 4.9 indicate that all the independent variables have a significant positive effect on employee performance since the significant values for the constant (0.002), work life balance (0.000), career development (0.025) and talent development (0.038) were found to be less than 0.05. The most influential variable is work-life balance with a regression coefficient of 0.659 (p-value = 0.000), followed by career development with a coefficient of 0.330 (p-value = 0.025) and lastly talent development with a coefficient of 0.086 (p-value = 0.038). According to this model when all the independent variables values are zero, employee performance of will have a score of 23.716.

Table 4.9: Talent Management and Employee Performance Regression Coefficients

Independent Variable	Unstandardized Coefficients		Standardized Coefficients		Sig. Level
	B	Std. Error	Beta	t	
(Constant)	23.716	7.056		3.361	0.002
Talent Development	0.086	0.146	0.076	0.591	0.038
Career Development	0.330	0.167	0.269	1.981	0.025
Work-life Balance	0.659	0.160	0.540	4.127	0.000

4.6.3 Tests of Hypothesis

In order to test the research hypotheses, standard multiple regression analysis was conducted using the four determinants; TD, CD and WLB as the predicting variables and EP as the dependent variable.

The first hypothesis of the study was that talent development has no significant effect on employee performance of Commercial State Corporations in Kenya. From Table 4.9, talent development ($\beta = 0.086$) was found to be positively related employee performance. From t-test analysis, the t -value was found to be 0.591 and the ρ -value 0.038. Statistically, this null hypothesis was rejected because $\rho < 0.05$ thus the study concluded that talent development had a

significant positive effect on the performance of employees of Commercial State Corporations in Kenya.

The second hypothesis of the study career development has no significant effect on employee performance of Commercial State Corporations in Kenya. From Table 4.9, career development ($\beta = 0.330$) was found to be positively related employee performance. From t-test analysis, the t-value was found to be 1.981 and the p -value 0.025. Statistically, this null hypothesis was rejected because $p < 0.05$ thus the study concluded that there career development had a significant positive effect on the performance of employees of Commercial State Corporations in Kenya.

The third hypothesis was that work life balance has no significant effect on employee performance of Commercial State Corporations in Kenya. From Table 4.9, work-life balance ($\beta = 0.659$) was found to be positively related to employee performance. From t-test analysis, the t-value was found to be 4.127 and the p -value 0.000. Statistically, this null hypothesis was rejected because $p < 0.05$ thus the study concluded that work-life balance had a significant positive effect on the performance of employees of Commercial State Corporations in Kenya.

4.7 Discussion of Findings

This section discusses the research finding in the previous section based on the objectives and hypothesis of the study.

4.7.1 Effect of Talent Development on Employee Performance

The study sought to determine the effect of talent development on employee performance of Commercial State corporations in Kenya. The findings of the study revealed that majority of the respondents agreed that their organizations had well designed talent development activities which enhanced employee performance; they always developed a profile of future senior leaders and prepared employees for future managerial positions through talent management. Their organizations regularly assessed the readiness of employees in taking leadership roles, they always aligned talent development strategy with organizational strategy, they had in-house development programs for effective talent development practice, they used coaching by line managers to develop effective talents and organizational talent management systems was always a match between supply and demand for the job.

From t-test analysis, the t -value was found to be 0.591 and the ρ -value 0.038 which is less than the significance level of 0.05 which resulted to rejection of the null hypothesis and acceptance of the alternative hypothesis. The study concluded that talent development had a significant effect on the performance of employees among Commercial State Corporations in Kenya. Pearson Correlation coefficient indicated a strong, positive relationship between talent development and employee performance.

The findings of the study are consistent with findings of CIPD (2010) that revealed that well-designed talent development activities in an organization can have a positive and significant effect on the employees' performance.

Cappeli(2008) concur that for any organization to perform, it needs to have a well-defined profile of what it wants from its future senior managers by developing employees for occupancy of management positions in the future and also assessing ensure that employees are well prepared for more leadership roles which is well stipulated in the resource base theory of the firm.

It is in this view that Ling and Jaw, (2011) observe that committed employees are good assets for improved employee performance and are also strategic assets and hence they should be effectively developed. The strength of resource based view theory is that it puts stress on exploring how employees as resources are generated, sustained and developedfor competitive advantage hence it was an importanttheory for this current study (Barney,2012).

Kermally (2004) argues that budgeting and establishing various initiatives to develop talent will not just produce results. Collings andMellani (2009) provides that a talent development strategy has to be aligned with organizational strategy so that there is a match between supply and demand as employees advance through development of jobs and experiences. Njiru (2008) notes that talent development is critical to employee performance because it enables the organization attain its vision and objective, creates a relationship between employee performance goals and organization's strategic goals, facilitates the employee to have a clear understanding on how the employee is expected to perform and the requirements on how they can come up with a performance culture in the organization.

Ling and Jaw (2011) highlight that talent management focuses on growth of an employee from inside the organization and hence for any organization to develop, there must be business strategy, maintained career paths, clear competencies, coaching and asking for measurable output from employees and it is under this perspective that Person-Environment Theory.

4.7.2 Effect of Career Development on Employee Performance

The study sought to examine the effect of career development on employee performance of Commercial State corporations in Kenya. The findings of the study indicated that majority of the respondents agreed that their organizations encouraged job rotation, their organizations provided opportunities for job enrichment, they had career progression ladders and their organizations contributed to career identity by providing abundant opportunities for self-development which is consisted with the person-environment theory from it draws most of its arguments. In addition, majority of them agreed that their organizations promoted career choice by availing opportunities for advancement and mentors, career development reduced employee absenteeism and turnover, it improved employee commitment as well as employee performance and it had a direct impact on job performance.

From t-test analysis, the t -value was found to be 1.981 and the p-value 0.025 which is less than the significance level of 0.05. Therefore, the null hypothesis was rejected while the alternative hypothesis was accepted. The study concluded that career development had a significant effect on the performance of employees among Commercial State Corporations in Kenya. Pearson

Correlation coefficient indicated a weak, positive relationship between career development and employee performance ($p=0.007$, $r=0.420$).

The findings of the study have been supported by the findings of other scholars. According to Kireru, (2013), knowledge economy requires career development to form an important part of organizational competencies. Clearly, career development has evolved from an isolated tool for individual growth to a key strategic asset for many far-sighted organizations (Vaiman&Holder, 2011). Kabwe (2011) further highlights that many organizations use career development programs to help their employees to plan their careers since it is noted that employees prefer career advancement opportunities.

Mendez and Stander (2011) observe that career development highlight an important role in the employee retention, restricting employees from leaving the organization, increases employee loyalty and finally enhancing employee performance. When employees know that there will be an individual return from the training they receive from an organization, their organization always gain in form of increased performance and employee satisfaction (Kermally, 2004). Njoroge(2012) argues that high potential employees are career minded and an organization should create an employee value positioning that supports career development.

The Person-Environment theory discusses the changing approach of the relationship between a person and an occupation (Holland *et al.*, 2009). Career development forms an important part of the employees' performance. Career

development has evolved from an isolated tool for individual growth to a key strategic asset for many far-sighted organizations. An organization has to create a career development culture which assures the employees of continuous growth. Hence, behavior is established by the relationship between environment and the person hence the development of career gives the employee a chance to be interested in such an organization and stick with it.

4.7.3 Effect of Work-life Balance on Employee Performance

The study sought to establish the effect of work-life balance on employee performance of Commercial State corporations in Kenya. The findings of the study showed that majority of the respondents agreed that their organization provided staff with very flexible working hours, there was very good work-life balance in the organization leading to effectiveness of the organization, they could fully balance their work and life due to a very good work life policy in their organization, their organizations took initiatives to manage work-life balance of its employees, efficient work-life management policy led to higher employee satisfaction and a good work-life management policy improved employee commitment.

From t-test analysis, the t -value was found to be 4.127 and the p -value 0.000 which is less than the significance level of 0.05. Therefore, the null hypothesis was rejected while the alternative hypothesis was accepted. The study concluded that work-life balance had a significant effect on the performance of employees of Commercial State Corporations in Kenya. Pearson Correlation

coefficient showed an average, positive relationship between work-life balance and employee performance ($p=0.000$, $r=0.625$).

The findings of the study is in agreement with the findings of Accenture (2013) who argue that work/life benefits also help employers to retain their employees, keeping them more satisfied and more productive in their roles. Employers who offer work/life management benefits (flex time, telecommuting and compressed work weeks) as a recruitment and retention tactic post definitive results (Workplace Trends, 2015). Employees who work for organizations offering flexible working hours tend to report higher job satisfaction, increased engagement in work activities, higher organizational commitment, higher performance and higher retention (Beauregard & Henry, 2009). Further, the experience of work-life balance generates feelings of loyalty to the organization and increases affective commitment which is an emotional attachment to the organizations or the employers which can cause employees to want to remain with the organizations (Lockwood, 2006).

According to Social Exchange Theory, employees exchange their loyalty, identification and performance to the organization in anticipation of incentives from the organization. This means that an employee's decision to become and remain an employee of a particular organization is informed by the employee's perception of the equity of the balance of employee performance and the employee commitment. Therefore, Cappeli (2008) observed that if employees are not treated justly, they will not have loyalty to an organization and this non-

commitment affects employee performance hence making Social Exchange Theory relevant to this current study.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of findings, conclusion as well as recommendations based on the objectives of the study.

5.2 Summary of Findings

The purpose of the study was to assess the effect of talent management on employee performance of Commercial State Corporations. This study focused on pure and Strategic Commercial State Corporations. The specific objectives addressed were; to determine the effect of talent development on employee performance; to examine the effect of career development on employee performance; and to establish the effect of Work-life balance on employee performance of commercial state corporations in Kenya.

5.2.1 Effect of Talent Development on Employee Performance

The respondents were asked whether their organizations always aligned talent development strategy with organizational strategy. The findings of the study showed that 47.5 percent strongly agreed to the statement, 35.0 percent agreed while 17.5 percent were indifferent. None of the respondents disagreed or strongly disagreed to the statement respectively. The mean was 2.8 and standard deviation 1.5 which implied that majority of the respondents agreed that their organizations always aligned talent development strategy with organizational strategy. The corporations surveyed were found to have talent management strategies which were well aligned with the overall organization's

strategic plan. As shown on Table 4.6, the p-value for talent development was found to be 0.995 which is greater than the significant level of 0.05, ($p < 0.05$). The result indicated that Pearson Correlation coefficient (r-value) of 0.001, which represented a weak, positive and relationship between talent development and employee performance.

The first hypothesis of the study was that talent development has no significant effect on employee performance of Commercial State Corporations in Kenya. From Table 4.9, talent development ($\beta = 0.086$) was found to be positively related employee performance. From t-test analysis, the t-value was found to be 0.591 and the ρ -value 0.038. Statistically, this null hypothesis was rejected because $\rho < 0.05$ thus the study concluded that talent development had a significant positive effect on the performance of employees of Commercial State Corporations in Kenya.

5.2.2 Career Development on Employee Performance

The respondents were asked whether career development reduced employee absenteeism and turnover. The findings of the study showed that that 42.5 percent strongly agreed to the statement, 37.5 percent agreed and 15 percent were indifferent while 2.5 percent disagreed or strongly disagreed to the statement respectively. With a mean of 4.2 and a standard deviation of 0.95 it implied that majority of the respondents agreed that career development reduced employee absenteeism and turnover. The findings indicated that organizations under study encouraged job rotation, they provided opportunities for job enrichment, they had career progression ladders and they contributed to

promoting of career choice by availing opportunities for advancement and mentors. Study findings showed that career development reduced employee absenteeism and turnover; it improved employee commitment as well as employee performance. The computation revealed that career development had a significant effect on the performance of employees of Commercial State Corporations in Kenya.

The p-value for careerdevelopment was found to be 0.007 which is less than the significant level of 0.05, ($p < 0.05$). The result indicated that Pearson Correlation coefficient (r-value) of 0.420, which represented a weak, positive and significant relationship between careerdevelopment and employee performance. Pearson Correlation coefficient indicated a weak but positive relationship between career development and employee performance.

The second hypothesis of the study career development has no significant effect on employee performance of Commercial State Corporations in Kenya. From the analysis, career development ($\beta = 0.330$) was found to be positively related employee performance. From t-test analysis, the t-value was found to be 1.981 and the p-value 0.025. Statistically, this null hypothesis was rejected because $p < 0.05$ thus the study concluded that there career development had a significant positive effect on the performance of employees of Commercial State Corporations in Kenya.

5.2.3 Effect of Work-Life Balance on Employee Performance

The respondents were also asked whether they could fully balance their work and life due to a very good work life policy in their organization. The findings

of the study showed that that 30 percent strongly agreed to the statement, 37.5 percent agreed, 15 percent were indifferent while another 10 percent and 7.5 percent of them disagreed and strongly disagreed respectively. The mean was 3.73 and a standard deviation of 1.22 which implied that the corporations surveyed embrace work life balance in addition to having a good work life balance policy.

The p-value for work-life balance was found to be 0.000 which is less than the significant level of 0.05, ($p < 0.05$). The result indicated that Pearson Correlation coefficient (r-value) of 0.625, which represented an average, positive and significant relationship between work-life balance and employee performance. Pearson Correlation coefficient showed that work-life balance and employee performance was positively related.

The third hypothesis was that work life balance has no significant effect on employee performance of Commercial State Corporations in Kenya. From the analysis, work-life balance ($\beta = 0.659$) was found to be positively related to employee performance. From t-test analysis, the t -value was found to be 4.127 and the ρ -value 0.000. Statistically, this null hypothesis was rejected because $\rho < 0.05$ thus the study concluded that work-life balance had a significant positive effect on the performance of employees of Commercial State Corporations in Kenya.

5.3 Conclusion

The organizations under study had well designed talent development activities which enhanced employee performance, they aligned talent development

strategy with organizational strategy, they had in-house development programs for effective talent development practice and they used coaching by line managers to develop effective talents. In addition, Employees were always ready to take leadership roles and organizational talent management systems matched the supply and demand for the jobs in the organization.

Career development had positively affected the performance of employees among Commercial State Corporations in Kenya. Career development reduced employee absenteeism and turnover, it improved employee commitment as well as employee performance and it had a direct impact on job performance. Organizations under study encouraged job rotation, provided opportunities for job enrichment as well as having career progression ladders by promoting career choice by availing opportunities for career advancement and mentors.

Work-life balance had a positive significant effect on the performance of employees among Commercial State Corporations in Kenya. Good work-life balance in the organization leading to effectiveness of the organization, efficient work-life management policy led to higher employee satisfaction and a good work-life management policy improved employee commitment. In addition, the organization under study took initiatives to manage work-life balance of its employees by having a good work life policy in their organization that provided staff with very flexible working hours.

5.4 Recommendations

The study recommends that; Kenyan Government should enact policies that promote talent management practices in the state corporations in order to

ensure suitable employee development and growth which leads to high performance.

Organizations should encourage and support their employees who are seeking for career advancement because it will improve their professional skills and competence, which in turn will have a direct effect of employee performance.

Organizations should have proper work-life balance policy particularly in terms of time allocation for work to minimise work-life conflicts among its employees.

Academicians, researchers and human resource practitioners should be encouraged to pursue the subject further given the exceptional dearth of local data in this specific field to be able to come up with appropriate ways of managing employees

5.5 Areas of Further Research

This research was concerned with commercial state corporations therefore; it would be beneficial for future research to consider a research in other sectors like Executive agencies and Regulatory agencies. There are different levels of state corporations therefore; future studies should also compare the different state sectors both in the county and central government.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Dear sir/madam,

REF: QUESTIONNAIRE

I am a masters **Student** currently pursuing Master of Science in Human Resource management. I am conducting a study on **Effect of talent management on employee performance of Commercial State Corporations in Kenya**. Your firm has been selected to participate in the study as a respondent through a random sampling of your Managing Directors or Human Resource managers. A questionnaire has been developed addressing several talent management practices. On your work experience and knowledge, please indicate the extent to which you agree or disagree with a given statement on the space provided. I wish to assure you that the information you provide will be used for academic purpose and will be treated with strict **confidentiality**.

Thank you in advance.

Yours sincerely,

Ndolo Faith Muthina

APPENDIX II: SURVEY QUESTIONNAIRE

SECTION A: RESPONDENTS' CHARACTERISTICS

1. Please tick in the appropriate box

- | | | | |
|----|-----------------|------------------------|-----|
| a) | Gender | Male | [] |
| | | Female | [] |
| b) | Age group | Less than 21 | |
| | [] | 21-30 | |
| | [] | 31-40 | |
| | [] | 41-50 | |
| | | [] | |
| | | More than 50 | [] |
| c) | Education | Primary school level | [] |
| | | Secondary school level | [] |
| | | Tertiary College | [] |
| | | University level | [] |
| d) | Work Experience | 1-3 | [] |
| | | 4-6 | [] |
| | | 7-9 | [] |
| | | 10-12 | [] |
| | | More than 13 | [] |

SECTION B: INDEPENDENT VARIABLES

Please respond to each of the following items. For each item, determine the degree to which this is something that is or is not true of your organization. If the item refers to a practice that rarely or never occurs, score it a one [1]. If it is almost always true of your department or work group, score the item as five [5]. Fill in your response by marking the appropriate number on the answer sheet provided. 1 – Strongly Disagree, 2-Disagree, 3-Indiferent, 4-Agree, 5-Strongly Agree.

Please tick the extent to which the following Talent Development practices affect your Organization's Performance on a scale of 1-5

		1	2	3	4	5
S/No	Measures of Talent Development	Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
1	In my organization, we have well designed talent development activities which enhances employee performance					
2	My organization always develop a profile of future senior leaders					
3	My organization has developed employees for future management positions					
4	My organization regularly assesses the readiness of employees for leadership roles					
5	My organization always aligns the talent development strategy with the organizational strategy					
6	My organization has in-house development programs for effective					

	talent development practice					
7	My organization uses coaching by line managers as effective talent development practice					
8	My talent management systems consider a match between supply and demand for the job					

		1	2	3	4	5
S/No	Measures of Career development	Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
9	My organizational career development enhances employee commitment and hence employee performance					
10	My organization encourages job rotation					
11	My organization provides for job enrichment					
12	My organization has career progression ladders					
13	My organization contributes to career					

	identity by providing abundant opportunities for self-development					
14	My organization promotes career choice by availing opportunities for advancement and mentors					
15	Career development is related to job performance					
16	Career development reduces employee absenteeism and turnover					

		1	2	3	4	5
S/No	Measures of Work-Life Balance	Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
17	The company provides staff with very flexible working hours					
18	Efficient work-life management policy leads to higher employee satisfaction					
19	There is very good work-life balance in the organization leading to effectiveness of the organization					

20	I feel that I can fully balance my work and life due to a very good work life policy in this organization					
21	A good work-life management policy improves employee commitment					
22	The organization takes initiatives to manage work-life of its employees					

		1	2	3	4	5
S/No	Measures of Employee performance	Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
23	I meet all my occupational work targets and expectations					
24	I meet the expected deadlines for submission of work					
25	I endeavor to satisfy our customers daily					
26	I find satisfaction in executing my duties and responsibility					
27	The working conditions of my Organization enhances my performance					

28	In my organization, I am rewarded for good job					
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APPENDIX III A: SAMPLING FRAME

PURE COMMERCIAL STATE CORPORATIONS

1. Agro-Chemical and Food Company
2. Chemilil Sugar Company
3. Consolidated Bank of Kenya
4. Development Bank of Kenya Ltd
5. Golf Hotel Kakamega
6. Jomo Kenyatta Foundation
7. Jomo Kenyatta University Enterprises Ltd
8. Kabarnet Hotel Limited
9. Kenya Literature Bureau
10. Kenya Meat Commission
11. Kenya National Assurance Co. (2001) Ltd
12. Kenya National Shipping Line
13. Kenya National Trading Corporation
14. Kenya Reinsurance Corporation Ltd
15. Kenya Safari Lodges and Hotels Ltd
16. Kenya Wine Agencies Ltd
17. KWA Holdings
18. Mt Elgon Lodge
19. Muhoroni Sugar Company
20. National Housing Corporation
21. New Kenya Cooperative Creameries
22. Nyayo Tea Zones Development Corporation
23. Nzoia Sugar Company Ltd
24. Research Development Unit Company Ltd
25. Rivatex (East Africa) Ltd
26. School Equipment Production Unit
27. Simlaw Seeds Kenya
28. Simlaw Seeds Tanzania
29. Simlaw Seeds Uganda
30. South Nyanza Sugar Company Ltd
31. Sunset Hotel Kisumu
32. University of Nairobi Enterprises Ltd
33. University of Nairobi Press
34. Yatta Vineyard Ltd

Source: GoK (Presidential Taskforce Report, 2013)

APPENDIX III B : SAMPLING FRAME

B) STRATEGIC COMMERCIAL STATE CORPORATIONS

1. Geothermal Development Company
2. Kenya Airports Authority
3. Kenya Animal Genetics Resource Centre
4. Kenya Broadcasting Corporation
5. Kenya Development Bank
6. Kenya Electricity Generating Company
7. Kenya Electricity Transmission Company
8. Kenya Exim Bank
9. Kenya Pipeline Company
10. Kenya Ports Authority
11. Kenya Post Office Savings Bank
12. Kenya Power And Lighting Company
13. Kenya Railways Corporation
14. Kenya Seed Company
15. Kenya Veterinary Vaccine Production Institute
16. Kenyatta International Convention Centre
17. National Cereals and Produce Board
18. National Oil Corporation of Kenya
19. National Water Conservation And Pipeline Corporation
20. Numerical Machining Complex
21. Postal Corporation of Kenya

Source: GoK (Presidential Taskforce Report, 2013)