

**ANALYSIS OF TALENT MANAGEMENT PRACTICES ON
PERFORMANCE OF EMPLOYEES IN TELECOMMUNICATIONS
COMPANIES IN KENYA.**

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DECLARATION AND APPROVAL

Declaration by the student

This project is my original work, and it has not been submitted for any other award in any university.

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I confirm that the work in this project was carried out by the candidate under my supervision.

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DEDICATION

This project is dedicated to my spouse, Jacob Muimi, my boys, Gift Muimi and Gian Muuo, who provided me with unwavering financial and spiritual support.



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ABSTRACT

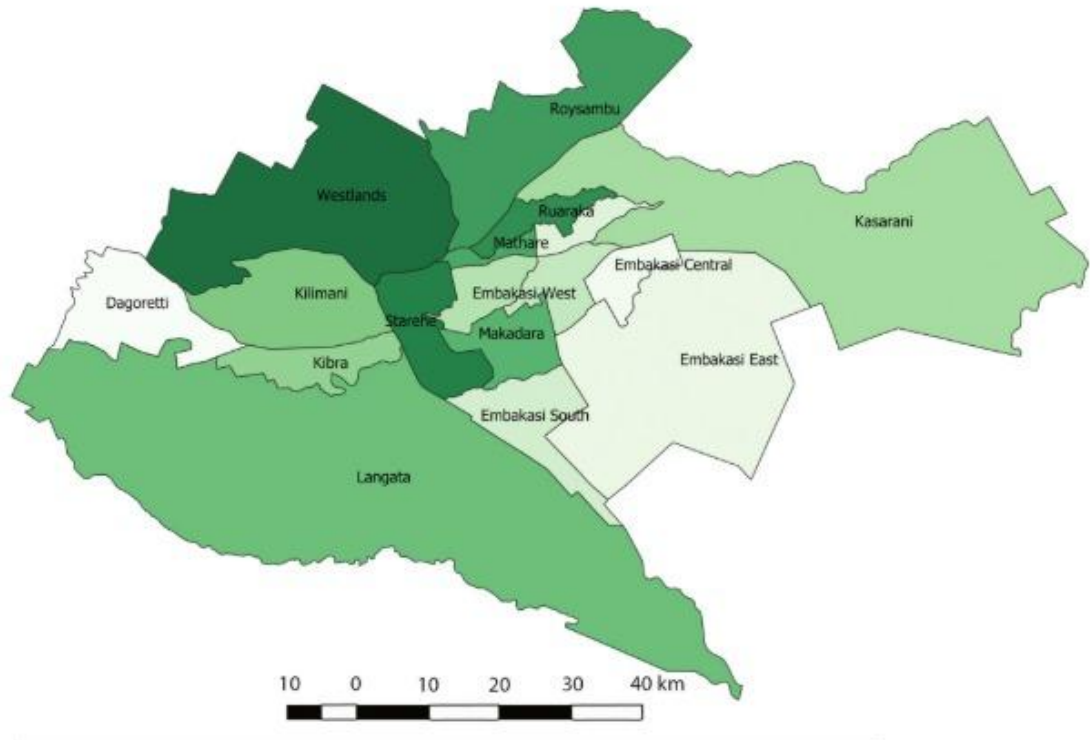
The global environment is becoming more interactive and competitive than before, and therefore, the Human Resource department in any organization has to put in place extensive efforts and financial resources to find out several ways to identify employee performance. To minimise employee turnover and enhance their productivity, many organizations have to go a step ahead and make serious efforts to retain the employees by implementing talent management in their human resource strategy. The study aimed to investigate the following: the effect of performance management on workers' performance in Kenyan telecommunications organizations, the effect of rewards and recognition on workers' performance in Kenyan telecommunications organizations; the effect of training and development on workers' performance in Kenyan telecommunications organizations; and the effect of succession planning on workers' performance in Kenyan telecommunications. To clarify practices and offer guidance for future research in the talent management field, this study reviewed the current theoretical viewpoints on talent management. Some of the theories that guided us are: Social capital perspective theory, Egalitarian and Elistic theory, Psychological contract theory. A more productive a goal oriented employee will be seen as an asset by the organisation and the organisation will be more interested to retain such employee but not just anybody, an attractive remuneration makes an employee to be motivated and want to stay in such an organisation, and also their career in the said organization. A target population of 360 employees was considered and the sample employed was stratified random sampling. A sample population from the telecommunications industry management was selected: 10 manager, 20 HR, 15 IT officers, 20 finance, 30 salespersons and marketers and 25 customer care representatives' totals to a sample population of 120 individuals. A pilot study was carried out in one of Safaricom's customer care office in Kasarani branch to test the validity of research results whereby 20 respondents took part in it but weren't included in the main research. A descriptive research design was used, and descriptive statistics like regression analysis, correlation were used to analyse the data. The collected data was displayed textually as well as in pie charts and tables and it was noted in terms of gender composition males have dominated the industry with 52% while females are 48% and in term of lengthy of service 45% of employees have worked for 6-10 years, above 10 years with 35% and those below 5years 20% indicating low employee turnover. The study showed a positive effect on the talent management practices had an increase in employee performance; performance management ($\beta=0.18$), rewards and recognitions ($\beta=0.20$), training and development ($\beta=0.25$), succession planning ($\beta=0.12$). The results of the study added to the amount of information already available on the effects of talent management practices on worker performance in the telecommunications sector and offer useful advice to other companies operating in Kenya. From the research the results clearly showed there is a positive relationship between talent management practices and employees performance in telecommunication companies in Kenya.

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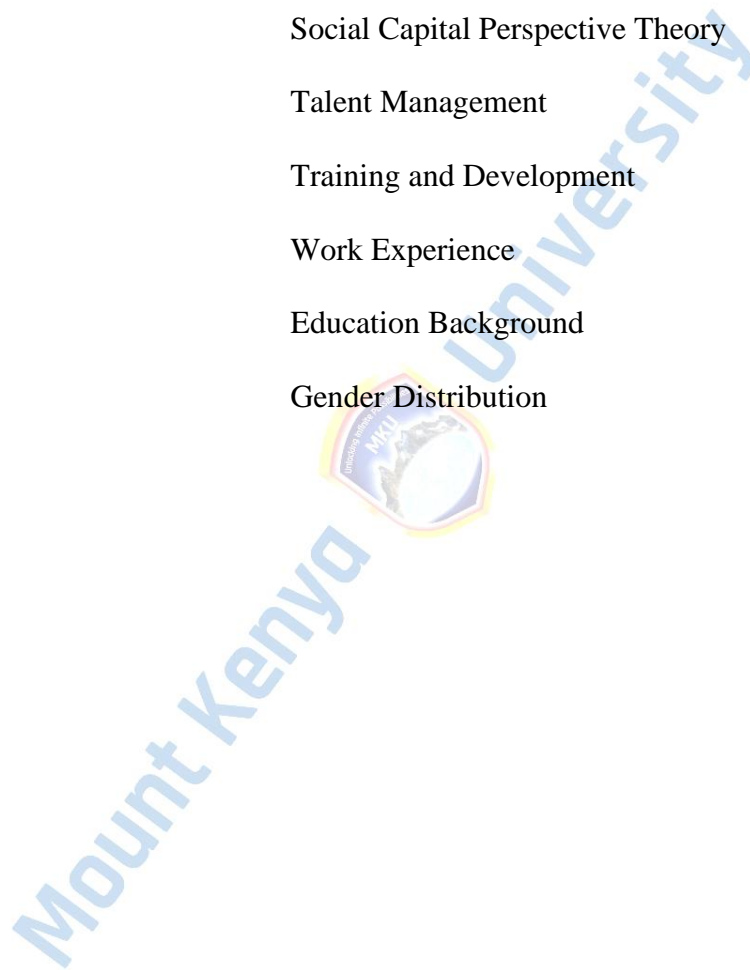
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ABBREVIATIONS

EP	Employee Performance
HR	Human Resource

HRM	Human Resource Management
IT	Information Technology
KM	Knowledge Management
OD	Organizational Development
PCT	Psychological Contract Theory
ROI	Return on Investment
SCP	Social Capital Perspective Theory
TM	Talent Management
T&D	Training and Development
WEP	Work Experience
EDB	Education Background
GD	Gender Distribution



CHAPTER ONE: INTRODUCTION

1.1 Background of Study

Human Resource Management before the 21st century was only looked at in terms of workforce and the performance was viewed as the result of a mix of hard work and motivation when given adequate resources, and therefore, motivating people became an important aspect of most management, GU Zhenjeing and Mohamed Haffa, (2022). Whenever human resource is used to their greatest capacity, a business may attain limitless productivity, efficiency, and performance.

All employees may not work in the same way since they have different working styles. Some personnel have the best potential regardless of the reward, whereas others benefit from a boost now and again. The employee's performances are determined by their willingness and openness to complete their jobs, Olson EM, (2018). Furthermore, if employees are willing and open to accomplish their jobs, their productivity may grow, which will contribute to improved performance.

Employees, equipment, and supplies, on the other hand, must be provided with the required resources to perform, independent of their talents and expertise. "Performance appraisal impacts directly on highly emotional tasks in professional life, judgment of a person's commitment, and competence." Powell DM and Stanley DJ, (2021). The disciplinary topic on talent management globally is considered a bridge between multiple academic disciplines.

It emerged lately as a crucial strategic concern for the multi-national corporations, building upon the foundations of talent managements and international human resource management (HRM) Bohmer,(2017). With the launch of the 5G cell network, which promises fast internet download speeds for mobile data of up to 20x consecutive speed, it has had a recent impact on the industry and has the potential to transform how telecom companies do business globally. In recent years, the mobile communications market has experienced fast regional development. Mobile technology is becoming more widely accepted in Africa as a result of more sophisticated phones designed for the market that come with several built-in features, including mobile money.

The speed of 4G is intended to illustrate how communities like to use digital services for social interactions, commerce, education, and healthcare. Recently, service providers across Africa have been transforming into IT enterprises by including mobile money services into their digital offerings, Faupel S and Helpap S, (2020). According to the Ericsson analysis, "this drift not only improves societal financial development but also increases revenue for service providers by replacing traditional voice and data services."

Many firms throughout the world are placing a greater emphasis on TM as they understand how important knowledgeable and motivated workers are to attaining sustainable development and output. Technological innovations, talent management have recently emerged as a point of concern in Kenya, a country known for its lively economy, for companies operating in various firms, including telecommunications. Managing employee performance is crucial for the success of any organization, and most organizations have invested significant resources in this area Chow and Kleiner, (2018).

High employee turnover rates can have a more negative effect on an organization's productivity, customer service, and overall effectiveness. Kimathi (2019) confirms this knowledge by noting that employees play a major role in determining an organization's performance. As such, EP is an essential challenge for organizations. The telecommunications industry in Kenya is faced by severe competition, with number of players engaging in market share and providing the same products and services.

In such a competitive surrounding, maintaining employees becomes even more stressful, as individuals may be enticed by better opportunities, compensation packages, or career prospects offered by rival organizations Othman B and Gardi B, (2021). Locally, the different socio-cultural feature of Kenya has its own pair of challenges and opportunities for talent management practices. Traditional conventions, work-life balance expectations, career goals, and the availability of relevant talent sources all have an impact on an organization's capacity to recruit and retain people. Factors such as traditional norms, work-life balance expectations, career aspirations, and the availability of suitable talent sources can affect an organization's ability to attract and retain employees.

A “study has found a direct link between sales growth and staff performance Noel, (2018)”. Therefore, understanding the aspects of TM practices within the Kenyan context is crucial for organizations like telecommunications to develop effective strategies that are in place with local realities. A limited number of studies have been done that primarily concentrate on Kenyan organizations, especially those in the

telecommunications sector, even though more research has been done on talent management techniques and employee performance in numerous global contexts.

By conducting a thorough investigation of talent management practices across telecoms and how they impact employee performance, this research seeks to close this gap. By conducting a study on telecommunications organisations, this research provided important information on the strategies, practices, and policies that the company has put in place to attract talented employees Alsafadi Y and Altahat S, (2021). The study examined talent addition processes, performance management, training and development strategies, rewards and recognition systems, and succession planning strategies. It looked at the major problems faced by the telecommunications industry in talent management and the opportunities that may be available for further improvement.

The findings of this study intend to not only add to the theories of knowledge currently available on talent management practices on employee performance, but also the implications it has for other Kenyan organizations. It is well-established that an organization's employees are its most valuable asset and a key contributor to its ability to maintain a competitive edge Maria, (2017). With the knowledge gathered from this research, organizations will be able to design and execute talent management practices tailored to the unique requirements and issues of the Kenyan workplace, which will boost productivity, foster a positive workplace culture, and increase organizational success.

1.1.1 Talent Management

Talent management techniques are important to tackling the difficulty of talent management in enterprises, which is a key topic for organizations worldwide. Talent management can be clearly defined as the process of finding and hiring qualified workers, helping them advance their careers, and inspiring them to perform better.

Numerous scholars have examined the connection between employee performance and talent management techniques, thereby offering valuable insights about exceptional tactics and performance-influencing variables. Talent management, according to Ostman and Musa (2018), is a comprehensive strategy for luring, nurturing, involving, and keeping high-potential workers. In order to boost employee performance, businesses are urged to ensure that their people management procedures align with their vision and overarching corporate goals. They should also establish an inspiring workplace culture.

Talent management practices, including performance management, rewards and recognition, and training and development programs, are thought to have a beneficial impact on employee performance and foster a sense of progress, engagement, and value. Li and Liao (2018) conducted a study on talent management techniques in Chinese firms and discovered a favourable correlation between employee performance and talent management. Their findings lend support to this idea. Their findings highlighted the importance of talent development initiatives, including as training, mentorship, rewards and recognition, in fostering employee commitment. They also promoted succession planning and talent identification as means of enhancing productivity and fostering growth inside the company.

In addition to that, Wang and Yang, (2016) looked into talent management practices in the field of the IT industry and found out that talent attraction and development, although is important, were not the major features affecting employee performance. They were able to recognise the role played by job satisfaction, work-life balance, and organisational culture as key elements of employee performance.

Their study spotted the need for organizations to maintain a positive working environment that values employees' well-being physically, socially, mentally, and put them in place with their expectations to ensure a lasting long-term commitment. Research on employee performance and talent management strategies in Kenya is rather limited. Furthermore, Ogollah and Mugo's (2018) study, which examined talent management strategies in the Kenyan banking industry, highlighted the significance of competitive pay, hiring new talent, and career development as critical factors affecting employee performance. They underlined the benefit of integrating talent management techniques with business objectives and regional market demands to successfully boost output.

The literature currently in publication indicates that employee performance is greatly affected by talent management practices. Employee engagement and commitment are increased via tactics including performance management, awards and recognition, training and development, and succession planning. Thus, the performance of employees is also greatly affected by elements like work-life balance, organizational culture, and job happiness. While studies conducted in other regions offer valuable information that can serve as a guide in the research into talent management practices and employee performance within the telecommunications industry, there is a greater need of research specifically focused on these topics in the Kenyan context.

1.1.2 Employee Performance

How perfectly a person performs their job, obligations and responsibilities is recognised as Employee Performance. The business organisations must find ways and activities to bring out the best performance from their employees for them to ensure they are always successful in the global market.

When employees are involved in setting the organisation's objectives and objective, it makes it easy to see their individual goals and to contribute to the success of the organisation. The issue was brought to light by Gberevbie, (2019), who stated that “there is a strong correlation between employee turnover and organizational performance”. If employee turnover is high, organizational performance will suffer, and if employee turnover is low or nonexistent, organizational performance will increase.

1.1.3 Mobile Telecommunication in Kenya

The Kenyan telecom industry is always changing due to heightened rivalry, enhanced and expanded global connectivity, and significant advancements in the mobile market economy. The nation is connected to several submarine cables that facilitate the delivery of data to its citizens. All licenses for communication systems and services chartered in Kenya are granted by the board in charge of the Communications Authority of Kenya (CA). CA follows the terms of applicable statutes, such as the Kenya Information and Communications Act, 1998, and the Kenya Communications Regulations 2001, in carrying out this and other duties.

According to the most recent data from the Communications Authority of Kenya (CA), “mobile revenue and investment in the ICT sector grew by 7.7 percent to generate KSh 339.4 billion and 14 percent to record KSh 58.8 billion, respectively, in the year ended June 2023.” The five major service providers in the nation are Safaricom PLC, Finserve, Telkom Kenya, Airtel, and Jamii Telecommunications. The total revenue of these providers was made up of 30.8% from the return on investments from voice services and 26% from data services, respectively. Mobile money and SMS accounted for 43.2% of total income.

1.1.4 Safaricom PLC

With a 65.4% market share, Safaricom PLC is the biggest mobile operator in Kenya. Having been founded in 1997, the business has greatly helped Kenya's digital economy. Renowned for its creative offerings, notably M-PESA, which has revolutionised mobile money transactions in Kenya and beyond, Safaricom is to give urban and rural regions dependable mobile and internet services. The firm keeps investing in growing its network infrastructure.

The company's dedication to consumer pleasure and technical creativity drives its performance. Because of its wide network coverage, Safaricom has been instrumental in linking governments, companies, and communities. Millions of individuals now have mobile services thanks to the company's emphasis on digital inclusion, therefore promoting social and economic progress. Strong market presence and creative goods let Safaricom, according to the Communications Authority of Kenya (2023), produce the highest percentage of income in the telecoms industry.

The Environmental and social projects of the corporation clearly show its dedication to sustainability in line with Vision 2030 objectives for Kenya. The success of Safaricom is evidence of its customer-centric strategy and ongoing sophisticated technology development expenditure. Operating performance of Safaricom depends much on talent management. Maintaining its competitive advantage requires the organization to give great focus on acquiring, developing, and keeping qualified staff for to inspire its employees, Safaricom provides performance management systems, rewards and recognition programs, and thorough training courses. Safaricom has been able to assemble a dedicated and outstanding staff thanks to these personnel management strategies, which immediately help the business to flourish and increase customer happiness.

1.1.5 Airtel

Expanding Airtel's network has enhanced connectivity in urban and rural regions, therefore assisting the government's digital transformation strategy. The company's dedication to cost has pushed more mobile adoption, therefore promoting social inclusion and economic development. To improve data services and satisfy the increasing demand for fast internet, Airtel has also made investments in 4G and 5G infrastructure, comprising a 21.4% market share. Airtel Kenya is a division of Airtel Africa. Airtel has concentrated on offering reasonably priced, easily available telecom services since joining the Kenyan market. Through Airtel Money, the corporation provides mobile phone, broadband, and mobile money among other services. Many Customers have chosen it mostly because of its creative data packages and affordable prices.

This is driven by its cheap pricing and enhanced network coverage, Airtel has seen consistent increase in its subscriber base according to the Communications Authority of Kenya (2023). The company's emphasis on innovation and customer happiness has helped to support its position in the telecoms industry, therefore fostering higher digital connectivity and economic growth. The talent management strategy of Airtel emphasizes on creating an innovative and always improving culture.

The business funds staff development and training to match individual performance to company objectives. In order to honour exceptional efforts, Airtel also runs performance management systems and incentive schemes. These projects enable Airtel to develop a motivated and competent workforce, hence improving employee performance and supporting company success.

1.1.6 Telkom

Comprising an 8.9% market share, Telkom Kenya is a major participant in the telecoms sector. Originally a state-owned firm founded in 1999, it has developed from a competitive supplier of mobile, fixed-line, and internet services. Through its expenditures on network infrastructure and digital solutions, Telkom clearly shows its dedication to improving connectivity in Kenya. Telkom provides mobile phone, data, and enterprise solutions catered to the needs of companies and government organizations, among other services.

The company's emphasis on dependability and economy has opened a broad clientele for its products. Expanding its 4G and fibre-optic networks will help Telkom enable fast internet access all throughout the nation. The Communications Authority of Kenya (2023) claims that Telkom has been mostly responsible for increasing digital connections, especially in underdeveloped regions. Strategic alliances and infrastructure investments by the corporation have enhanced its market presence and therefore support Kenya's digital transformation and economic development.

The techniques of people management that Telkom employs are intended to assist the company's development and innovation objectives. The organization places a strong emphasis on the development of staff abilities by providing chances for mentoring and training programs. There are performance management systems in place to ensure that the performance of employees is aligned with the objectives of the business. Furthermore, Telkom provides its staff with awards and recognition programs in order to inspire them and cultivate a culture of excellence, which ultimately results in increased overall productivity and happiness among customers.

1.1.7 Jamii Telecom

The leading supplier of fast internet in Kenya is Jamii Telecommunications Limited (JTL). With its dependable and reasonably priced fibre-optic network, JTL known for its Faiba brand, has transformed broadband offerings. Homes and companies choose the firm since of its emphasis on creativity and customer satisfaction. High-speed internet connected by JTL's fibre-optic network supports digital transformation and economic expansion.

The company's dedication to cost has opened broadband services to a larger audience, therefore closing the digital gap and promoting social inclusion. To meet the rising need for fast mobile internet, JTL also provides mobile data services using its Faiba 4G network. The Communications Authority of Kenya (2023) claims that JTL has helped to boost internet penetration, therefore helping the government's aim of a technologically linked society. The company's emphasis on creativity and network building has improved its market position and therefore stimulated digital inclusiveness and economic growth in Kenya.

JTL's ability to provide top-notch services depends on talent management. The business funds initiatives for training and development to improve staff competencies. While incentive and recognition programs inspire employees to achieve, JTL's performance management systems guarantee that workers are in line with corporate goals. These personnel management strategies promote JTL's expansion and competitive edge in the telecoms industry by helping it to keep a qualified and committed staff.

1.2 Statement of the problem

Studies from all over the globe have been conducted in this area of study. Bibi (2018) sought to elucidate how talent management techniques affect employee performance in Pakistani healthcare organizations, while Moturi (2017) investigated talent management as a means of enhancing Kenya Data Networks Ltd.'s competitive advantage. As a result of the continuous changes, the telecom sector is changing into an IT company that is more customer-focused and offers a range of digital services. Talent management practices boost worker productivity and performance, which in turn improves the caliber

of services and competitiveness. I am analysing the effects of talent management practices on employee performance in Kenyan organizations, building on research conducted by Karanu (2018) on the effects of talent management on organizations' performance in the telecom sector.

The average cost of replacing personnel is estimated to be 16,062 US dollars, and cost of turnover in businesses as high as 600 billion dollars a year. To offset employee turnover, a company contributes roughly one-third of an employee's yearly compensation Sumitani, (2020).

Additionally, a significant barrier to organizational performance is personnel turnover Kazimoto, (2018). With 5G subscriptions predicted to grow significantly, Kenya's total mobile subscriber base will account for 3.7% of all subscriptions in 2026. The country's top telecom providers are Safaricom, with a 65.4% market share, Airtel, with a 21.4% market share, and Telkom, with an 8.9% market share. According to Sumitani (2020), replacing an employee costs an employer roughly 33% of their yearly compensation.

1.3 Objective of the Research

1.3.1 General objective

The objective of this research study is to analyse talent management practices on the performance of employees in telecommunications companies in Kenya.

1.3.2 Specific objective

- i. To examine the effect of performance management practices on the performance of employees in telecommunications companies in Kenya.
- ii. To assess the effect of rewards and recognition on the performance of employees in telecommunications companies in Kenya.

- iii. To evaluate the effect of training and development on performance of employees in telecommunication companies in Kenya.
- iv. To find out effect of succession planning on the performance of employees in telecommunication companies in Kenya.

1.4 Research questions

1. What is the effect of performance management in performance of employees in telecommunications companies in Kenya?
2. What is the effect of rewards and recognitions in performance of employees in telecommunications companies in Kenya?
3. What is the effect of training and development in performance of employees in telecommunications companies in Kenya?
4. What is the effect of succession planning in performance of employees in telecommunications companies in Kenya?

1.4 Significance of the study

The productivity of the workforce determines the organization's growth. Research helped identify new theories as well as support for the existing theories therefore, this study helped improve and modify its applicability on the theories used on assessing performance of employees. A set of principles, beliefs, ideas that explain something is known as a Theory.

The New recommendations for other companies operating in Kenya was thereby provided by the research to align their talent management practices to the local realities,

thereby enhancing their effectiveness. Talent management practices is a major approach in HR and aims to improve employees' performance so as to contribute to success of the organisation. High costs of replacement and capacity development is closely related to serious high employee turnover.

This research study helped in providing information on how to improve employees' performance to ensure the employees are committed and fully engaged both in telecommunication Companies. The study seeks to give useful insights on the link between talent management strategies and employee performance, therefore giving a comprehensive knowledge of how these practices support the success of the company. Examining important components such performance management, training and development, incentives and recognition, and succession planning helped the research to show the vital part human resource management plays in producing a motivated and effective staff. Furthermore, the study draws attention to best practices that telecoms firms should modify to draw in, nurture, and keep elite people, thereby guaranteeing long-term viability and expansion.

Maintaining high performance levels depends on a supportive work environment where people feel respected and empowered, so this emphasizes the need of it. Serious high personnel turnover is intimately linked to high costs of replacement and capacity development. This research project assisted to supply data on ways to raise employees' performance to guarantee that they are dedicated and involved in telecoms organizations.

The study also provided doable solutions for raising work satisfaction and lowering turnover rates by pinpointing the elements causing employee discontent and turnover. These revelations, however helps not only organizational executives and HR experts but also help the telecom sector in Kenya to remain generally competitive. Moreover, the results of the study might help other researchers to expand on current knowledge in talent management and employee performance, thereby acquiring greater understanding of successful techniques in many sectors and areas.

Other scientists will also benefit from the outcomes of the research and recommendations resulting from this research, as they also focus on what others have done, including this research in talent management practices on the performance of employees, to get more insight into the same or related problem. As a researcher was also able to benefit from the study and learn more about the topic, which expanded my knowledge base.

1.6 Scope of study

The research examined a good number of talent management-related topics or factors, with employee performance serving as the dependent variable and performance management, rewards and recognition, training and development, and succession planning serving as the independent variables.

The research's geographic focus is restricted to Kenyan telecom providers. The study entailed gathering information from important stakeholders at different levels of the hierarchy, such as HR managers, finance officers, salespeople, customer care representatives, and ICT officers, to comprehend how they see employee performance and talent management. The four-month research period, which ran from July to October 2024, provided adequate and impartial data-collecting sessions.

The scope of study population size confined to assessing, in the framework of the telecommunications sector, how talent management policies affect employee performance. By concentrating on this particular industry, the study hoped to offer customized insights addressing the particular difficulties and possibilities experienced by Kenyan telecom businesses.

This sector was selected because of its fast expansion, technical developments, and increased competitiveness all of which make good personnel management vital for keeping a competitive advantage. The study guarantees a complete knowledge of how talent management policies affect employee productivity, engagement, and general performance by looking at both qualitative and quantitative sides.

The study also examines demographic factors including age, gender, years of experience, and educational attainment in order to look at their potential effects on worker performance. By better understanding how different employee groups respond to various talent management practices, this demographic research helped businesses tailor their tactics for optimal performance.

The study also looked at outside elements that could affect employee performance and talent management, like legislative changes, technology developments, and economic situations. The study intended to provide relevant and flexible suggestions based on these elements within a timeframe of four months, therefore reflecting the dynamic character of the Kenyan telecommunications sector.

1.7 Purpose of the study

Human resources strongly values most workers with outstanding performance as well as those with good behaviour and traits that could inspire and encourage their colleagues using talent management strategies. Employee turnover may frequently contribute to low productivity; moreover, it can lower the motivation of the remaining staff members.

This study, which examined talent management strategies on employee performance in telecoms firms, aimed to increase knowledge of the need of talent management and its part in improving employee performance. This study emphasized the significance of companies fostering performance management to attain productivity. Companies have to provide a working atmosphere that recognizes and promotes gifted people if they want to guarantee that staff members stay dedicated, loyal, and creative.

Giving employees chances for development, ongoing education, and well-defined career routes can assist to keep high degrees of performance and involvement. Furthermore emphasized in the report is the need of matching talent management practices with corporate objectives in order to maintain long-term success. Essential elements for companies to have a strong and flexible staff included effective performance management systems, training and development programs, and succession planning. Matching employee goals with corporate goals improves involvement and stimulates performance, which eventually helps the business to be successful over long run. This study also underlined the important part that succession planning plays in supporting initiatives on talent management. Managers and leaders should establish a culture that celebrates ongoing education, teamwork, and staff welfare.

Encouragement of honest communication and consistent feedback helps to guarantee that staff members are driven and respected. The study noted using analytics to track staff performance and find skill gaps helps companies to provide focused training and development courses addressing particular requirements and helps foresee future personnel needs, predictive analytics also supports proactive workforce planning. By means of these strategic projects, telecommunication businesses may create a highly competent workforce ready to meet changing industry expectations.

1.8 Limitations of the Study

The next segment discusses a few of the researches identified weaknesses. First, there's a the sample size limit that was chosen making it difficult to draw broad conclusions regarding talent management techniques in Kenya's other industries with a telecommunications-focused case study. Despite our best attempts to choose a good sample representative of industry participants, the results may not be universally applicable to all workers or other firms across the nation. The data collected maybe susceptible to biases.

Participants' responses may be as a result of social environment or personal perspectives, which might have altered the justifiability and reliability of the research figures. Measures were considered to minimize bias, but some degree of subjectivity may remain. Time restrictions could restrict how thoroughly data is gathered and analysed. While the study optimized its time and resources, it might not encompass all aspects of talent management procedures or investigate all plausible variables affecting worker productivity.

The generalization of the data collected beyond the specific context in the telecommunications industry in Kenya may be limited. Each company may have unique dynamics and factors that affect talent management practices and performance of employees. Furthermore restricting the study was the availability and accessibility of the respondents, which would have affected the variety of points of view recorded. Potential data gaps might have resulted from certain participants missing events because of employment obligations. Moreover, differences in respondents' readiness to offer thorough and honest comments could compromise the accuracy of the gathered information. The fear of possible consequences may have caused some participants to give socially desired replies, despite efforts made to guarantee secrecy and promote honesty, therefore compromising the validity of the results.

Finally, while additional elements that can affect employee performance were not thoroughly investigated, the study concentrated on four main elements of talent management performance management, incentives and recognition, training and development, and succession planning. Though they were outside the purview of this study, variables such as corporate culture, leadership style, and employee engagement may also be quite important in determining employee performance.

Examining these other elements will help future research to widen the scope and offer a more complete knowledge of the link between talent management and employee performance in different sectors.

1.9 Delimitations

The intention of the analysis of talent management practices on employee performance in the telecommunications companies is to increase awareness of talent management, its significance, and the methods that will help employees perform better. It also sought for and hired individuals who would make significant contributions to the company's success. However, due to the magnitude of the telecom industry, only a tiny percentage of its employees were questioned, and the research questions may not have received a thorough answer.

1.10 Assumptions of the study

The researcher made the assumption that the survey's participants answered all of the research questions honestly and factually. Talent management and employee performance within an organization are correlated.

1.11 Operational Definition of Key Terms

Talent – refers to highly targeted individuals with ability to fill key roles within an organisation.

Talent management – The process of identifying critical roles that support an organization's long-term competitive advantage with competitive employees and guarantee their self-will.

Employee – is a worker employed for a position in an organisation to work in exchange of salary or wage.

Performance – is certain result obtained from work done.

Employee performance- it is a staff member's behaviour at work and how they carry out their responsibilities.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

To determine the analysis of talent management techniques and employee performance in telecom organizations, with relevant literature consulted. The chapter includes: an empirical, theoretical review, a conceptual framework, a research gap and a summary of the literature review that explains the study's findings about talent management practices.

2.1 Empirical review

Many firms have performed considerable research and analysed the effectiveness of their people management strategies. Examining numerous relevant studies and theories in research projects is known as an empirical review Ridley (2017). According to the literature that is now available, firms have concentrated on talent management methods and matched their personnel with the goal and vision of the said company, which has resulted into the most significant production for the company.

Kato (2018), in his work noted “talent management which is a set of organizational values and practices that promote existence of talent management practices such as performance management, rewards and recognitions, training and development and succession planning affect performance of organisations”. Several literature (journals, text books, handbooks, essays, webpages, etc.) has a wealth of information. For instance, Industrial Relations Counsellor’s Inc., conducted a survey on global talent management strategy and reported that the assessment processes with open and clear discussion are seen to as one of the most resourceful processes in identifying the suitable talent.

According to TM strategies survey in 2019, 53% of the companies see retention of key talents as the main factor that will influence on their business success in the contemporary future. When putting global talent management principles into reality, human resource managers and academics alike must take a more thorough and educated approach. It also recommends that there is also an absence of more research or exploration in the topic of globally talent practices on management, despite the significant interest in it. Even though numerous studies on talent management in organizations have already been conducted, additional research is still required.

2.2 Theoretical Review

To identify the benefits of talents on practices of talent management, the research was able to keenly look at the present theories on talent management (TM) and it will also provide knowledge and solutions for future investigations in the talent management field. Some of the theories that guided us are discussed as follows. Social capital perspective Lawler and Woly (2016), Egalitarian and Elistic theory, Iles Chuai and Preece (2020), Psychological contract theory Hogland (2018).

2.2.1 Elitist Theory of Management

The exclusive method is another name for its Iles Chuai, Preece (2020). Captivating, identifying, expanding, engaging, keeping hold of, and deploying people who are deemed to be extremely important to an organization are the goals of talent management. Elitist theory primarily concentrates on the abilities of highly capable of performing individuals who are valuable assets to the company. The Elitist philosophy, according to Moczydłowska, (2021), is opposed to the notion that every employee should be considered talented.

As per the elitist hypothesis, individuals are considered talented if they demonstrate superior performance, possess essential credentials for the firm, and can make a significant contribution to its day-to-day growth. In the context of talent management, succession planning is critical to assisting firms in meeting their talent growth and retention objectives. It also assists managers and staff in finding the most qualified candidates for available positions.

Since there is always a need to source or transfer employees to new positions, only the most qualified applicant should be taken into consideration for the organization's optimum performance. A few of the researchers applied the idea in other contexts. The elitist approach has only considered talent in terms of high potential (Hi-Po) and high performance (Hi-Per). However, organizations can continue to be productive by leveraging the distinctive knowledge, skills, and abilities of their workforce.

Elitist theory of management synthesizes the elements of succession planning as evaluating employees and effectiveness to perform a task to formulate a competitive workforce. According to this theory leadership styles are recognised as important assets capable of exerting a significant effect to the organisation Burt and Soda, (2021). Yang, (2019) according to elitist theory of management succession planning is essential for increasing organization performance, ETM has noted organizations that have heavily invested in succession planning among their human resources have been able to provide a better atmosphere which has led to enhanced firm productivity.

This theory explains how succession planning influences organization performances by helping to identify unique resource that the organisation has that meets future needs. Moreover, the elitist theory of management helps identify strategic capabilities and skilled personnel that can be used to create a productive working environment. Usually elitist theory of management provides framework for understanding how succession planning can be used to create productive human resource.

2.2.2 Egalitarian theory

It is also known as inclusive theory or strengths-based theory. Talent management is one of the specialized knowledge areas within human resources and outlines the criteria that should be adhered to inside an organization. According to egalitarian philosophy, all employees in the organization, ought to be considered talented, and their talent practices should encourage all employees in the organization, regardless of their level of skill Iles Chuai, Preece (2020). A philosophical doctrine known as egalitarianism promotes fairness and equitable treatment for all workers regardless of their background, gender, political views, or religion.

Simply monitoring current regulations or introducing new procedures is never adequate in HRM; crucial indicators always consider employee experience and everyday interactions. Performance management is critical to gaining a competitive edge since it entails defining performance, monitoring performance, and delivering feedback on the performance of all personnel. Integrating inclusive behaviours into performance management is advocated so that acts that promote gender equality contribute to organizational success. Egalitarian philosophy holds that all employees have equal duty and authority to ensure the organization's success.

Egalitarian theory is an interdisciplinary field that seeks to understand and improve ways organizations and human resource measure performance of the employees and actions that promote employee performances. It focuses on the role of performance management on the strategies that enable organisations to identify better knowledge on managing human resource performance Wang and Noe, (2019).

The egalitarian theory informs a study on the effect of taking performance management seriously in employee performance and it shares the mechanisms by which employee performance and performance management can led to improved outcomes and what needs to be in place for effective employee performance in telecommunication companies in Kenya. It emphasizes on need of appraisal tools and monitoring the entrusted taskforce and also provides insights on the advantages of performance management in organizational productivity Gray, (2020).

2.2.3 Psychological contract theory

The psychological contract hypothesis describes mostly dynamic between employers' and employees and has an effect on people's daily activities or behaviour. A psychological contract is a brief partnership predicated on material gains and economic principles Holyland (2018). Because it emphasizes on the sense of fairness and trust that employees have for one another, this PCT promotes employee loyalty and performance. A fair distribution of incentives, rewards and recognitions and other prizes to employees is important for improving quality work and employee motivation. Sound compensation practices and rewards programs play a major role in this regard.

Those employees who prove to be committed in their duties tend to be more productive in talent management strategies. The employers of these organizations must maintain a healthy psychological state for their staff members to guarantee that they are driven to carry out their jobs and responsibilities without any obstacles. To ensure employee productivity, both the employer's and the employee's behaviour must be appropriate and fulfilling.

To enhance the members of the workforce's judgement on their potential to perform their job more effectively, they will need to have the educational background necessary to obtain the specialized abilities needed in that industry Sengupta, (2017). To promote employee productivity and guarantee that there is a certain degree of dedication and collaboration between an employer and an employee in every organization, organizational management must identify and reward every employee based on their talents.

PCT suggests that employee attitude is primary driver of how human resource affects organization's performance. This kind of theory believes rewards and recognitions among the employees affect the success of the company, human resource rewards and recognitions ought to be put in place to boost the performance of the employees and make meaningful contributions to the organizations set objectives. Employee capability is a decisive element in the type of performance level to attain. According to Kang and Snell (2019), opportunity allows workers to commit themselves to accomplishing the organization's specified objectives and challenges. When employees are provided awards and chances to enhance their abilities, they are encouraged to achieve personal growth, which results in more creativity and dedication, which contributes to the achievement of corporate goals.

PCT as explained is a framework developed to explain how employee performance can be improved through individual rewards or teamwork recognition. The ability of employee to be rewarded and recognised depends on their ability to perform their duties diligently. Macky, (2017) advocates' employee skill and capability is the determinant to organizational productivity. By understanding the role of psychological contract theory in employee performance it can easily influence the company productivity and sustainability.

2.2.4 Social capital perspective theory

A positive outcome of human interaction is referred to as social capital Lawler and Woly (2018). This outcome can be either tangible or intangible, such as creative ideas, productivity, and future opportunities, or it can be the relationships that people form that have the potential to be useful and beneficial Pierre Bourdieu (2019). This theory is pertinent to the study because, in the highly competitive modern workplace, companies need to hold on to talented workers who are driven to maintain productivity Farhan, (2018). Moreover, he further notes that the effectiveness of subordinates is heavily dependent on this interaction. The success of an organization can be explained by the social capital hypothesis, which emphasizes the importance of communication.

In order to fully accomplish the intended goal and guarantee that employees are productive enough, the organization must identify the precise need for training and involve every employee without bias Powell DM and Stanely D, (2021). Training is an HR job that attempts to advance the skills, comprehension, and performance of the employees.

As a result, there should be constant communication between the employer and the employee. SCP enables an organization to work cohesively and successfully toward a shared objective. Since employees of the organization share the same aims and objectives, human resources should have a social capital viewpoint for the success of the organization. Employee productivity can be increased by retaining employees who positively interact with one another, Berberoglu A, (2018). Talent management takes into account both performance and behaviour when making hiring decisions, so it can prevent employee turnover and unnecessary expenditures on hiring new staff.

According to social capital perspective theory, communication behaviour between the employer and employee influences the performance of a company. It examines how people create and maintain relationships through communication. Interpersonal communication in any organisation influences how individuals solve their difference in workplaces.

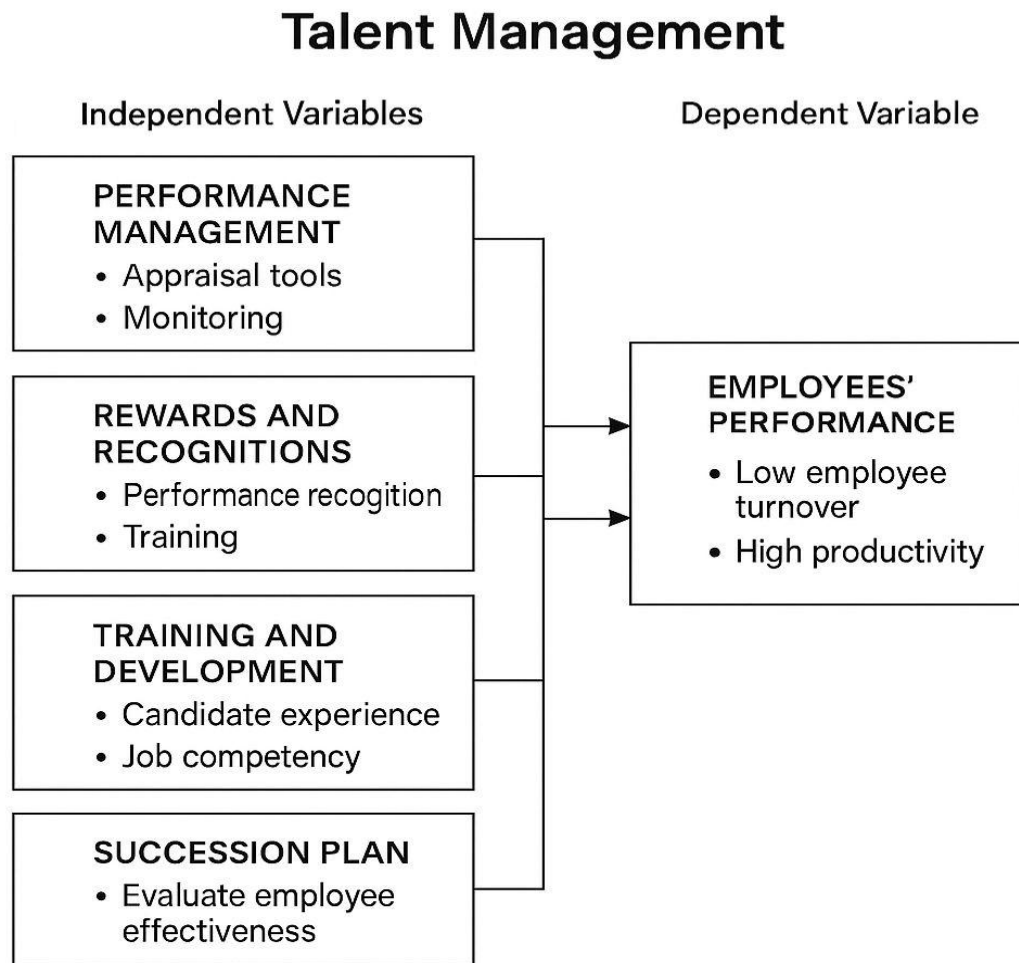
Exploring of the effects of shared beliefs and expectations within an organization can shape how employees interact with each other and the decisions they make Purity M and Eilish M, (2017). However, frequent training and development are equally essential in shaping employee performance in any organization. The theory as well examines how communication effects employee performances.

2.3 Conceptual Framework

Talent management is a big challenge for modern enterprises since it is a critical resource for getting a competitive advantage over businesses that provide similar services.. This framework aids in defining the design and methods of the study used aids in formulate the research questions, and offers assistance for comprehending the research topic.

The conceptual framework is usually demonstrated by a drawing that uses boxes and arrows, each arrow ought to start from the independent variable box to show a relationship, together with their moderating variables pointing to the dependent variable box which also has its moderating variables. In this case, the independent variables includes talent management practices such as performance management, rewards and recognition, training and development, and succession planning, while the performance of employees is the dependent variable which is demonstrated below.

Figure 1: Conceptual framework



Source (Author 2024)

2.4 Research Gap

Previous studies have examined the effects of motivation practices on performance of employees in organizations both in private and public sectors; Mahmood A, Yu Q, Yen DA, Diamantidis AD, Chatzoglou among others. However there is still a research gap in terms of the analysis of talent management on employee performance in telecommunication companies.

Although a number of empirical reviews has been carried out in performance of employees in health sector like Namada 2017, Nam and Pak 2019 the earlier researchers have not looked at the analysis of talent management practices in telecommunication companies in Kenya and failed to explore the theoretical relationship between talent management practices and employee performance deeply.

There is a need for more studies to examine the analysis of talent management in organizational performance in different industries. A majority of studies have focused on performance of the companies, leaving out the efforts of the employees in the productivity process. Addressing these gaps could provide a more comprehensive understanding of how different talent management practices affect employee performance. The current study is aimed at analysing talent management practices, performance management, rewards and recognitions, training and development, and succession planning on the performance of employees in telecommunication companies in Kenya.

2.5 Summary of literature review

Key theories pertinent to the effect of talent management strategies on employee performance inside a company were included in this part. Along with an empirical evaluation of prior research, the four variables performance management, rewards and recognition, training and development, and succession planning were clearly shown inside the conceptual framework. Review of the literature revealed that improving employee performance and promoting organizational success depend on good personnel management strategies.

Appraisals enable staff members to recognize their areas of strength and areas for development, therefore matching their performance with corporate goals. Clear performance goals and ongoing feedback also help to create a culture of responsibility and drive, therefore enhancing team and personal performance. To guarantee long-term success, the literature underlined especially the need of matching performance management strategies with the strategic objectives of the company.

One of the strongest drivers of employee performance, rewards and appreciation were underlined. Monetary bonuses, promotions, and non-monetary incentives such public recognition and employee-of-the-month programs assist to raise morale and inspire staff members to aim high. Higher retention rates and consistent performance follow from the empirical research examined showing that employees who feel valued and appreciated are more likely to be dedicated to their company.

Moreover, companies that value and celebrate outstanding performance may create a cooperative yet competitive workplace that advances creativity and output. Programs for training and development were shown to be absolutely vital elements of talent management directly affecting staff performance. Giving staff members chances to develop their knowledge and abilities by means of seminars, courses, and on-the-job training not only enhances their present performance but also gets them ready for future responsibilities inside the company.

Higher work satisfaction and more employee involvement resulting from ongoing education and professional development helped to lower turnover rates and enhance

organizational effectiveness. To optimize their success, the literature also underlined the need to match training programs with both personal career aspirations and corporate objectives. By arming staff members for future leadership positions, succession planning was shown to be essential for guaranteeing the long-term viability of a company. Identifying and training high-potential people helps companies build a pool of qualified leaders ready to fill in critical roles as needed. The research underlined that good succession planning guarantees not only business continuity but also inspires staff members by showing that the company is committed to their long-term career expansion. Furthermore, open succession planning systems may assist staff members develop loyalty and confidence, therefore improving their performance and dedication to the company.

The literature research revealed generally that by enhancing motivation, engagement, and skill development, talent management strategies greatly affect employee performance. Examined four variables performance management, rewards and recognition, training and development, and succession planning are linked and together help to create a high-performance workforce. Effective application of these techniques can help companies to establish a motivating and satisfying workplace that supports both organizational and personal success. The research project was to investigate the effect of these talent management strategies on employee performance in the telecommunications sector in Kenya, so the empirical data included in the literature review offers a good basis for it.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This chapter brings forth a comprehensive explanation of the research design, methodology, target population, and sampling procedures and techniques, research instruments that will be employed in the investigation of the effect of talent management strategies on worker performance in the telecommunications sector. The process of gathering and analysing data was guided by the methodology, which ensured that the results are valid and reliable. The basic method of collection of data for the analysis investigation of talent management techniques was quantitative.

3.1 Research Methodology

Explaining how a researcher intends to carry out the research is identified as Research Methodology. His research made use of both qualitative and quantitative data Mugenda, Mugenda, (2018).

3.2 Research Design

Michael (2021) explicates research design as the framework, methodology, and strategy for carrying out research. The study used descriptive research methodology with questionnaires as its primary source of data. The study's design offered comprehensive and in-depth information about talent management techniques and how they affect worker performance. The research took a close look at the talent management practices used in telecoms, covering a range of topics like succession planning, training and development, rewards and recognition, and performance management.

This strategy guaranteed a comprehensive comprehension of the talent management practices utilized by telecommunications companies in Kenya. Structured questionnaires which were meant to gather both qualitative and quantitative information from participants were the main source of data for this study. Various management and staff members of telecommunications firms including HR managers, financial officials, customer service agents, IT managers, and salespeople were given these questionnaires.

This varied spectrum of participants guaranteed that the gathered data provided a whole picture of talent management strategies at several levels of companies. The questionnaire consisted in parts matching the main factors of the research: performance management, rewards and recognition, training and development, and succession planning. Only the use of closed ended questions were used to let participants express their own ideas and experiences.

The descriptive study approach was used as it lets one examine the present situation of talent management strategies in the communications sector in-depth. The study sought to spot trends, correlations, and opportunities for development by concentrating on real activities and their consequences. This method also helped to gather data fit for statistical analysis, therefore guaranteeing the validity and dependability of the results. Furthermore, the design enabled the researcher compare responses among other demographic categories, including age, gender, education level, and years of experience, so offering a more complex picture of how talent management policies affect diverse parts of the workforce.

Furthermore, the methodology of the research guaranteed impartial, methodical data collecting, therefore reducing the possible bias and improving the validity of the findings. While clear directions guaranteed that respondents understood the questions and answered honestly, the use of standardized questionnaires helped to preserve consistency in data collecting. The questionnaire was pre-tested with a small sample of participants prior to the main data collecting period in order to improve the validity of the data even more. Through the pilot test, any ambiguities or problems with the questions were found and corrected, therefore guaranteeing the clarity, simplicity, and ability of the final questionnaire to gather the required information. By combining primary and secondary data, brought out a more complete knowledge of the elements affecting employee performance as well as the success of talent management strategies in the telecom sector.

By offering thorough and precise information on the talent management policies applied in Kenyan telecommunication businesses, the descriptive research approach was ultimately rather helpful in reaching the goals of the study. Examining important factors such performance management, incentives and recognition, training and development, and succession planning helped the research to evaluate their influence on employee performance and pinpoint effective practices that other companies may use. This method guaranteed that the conclusions of the research were based on actual facts, thereby ensuring their validity and dependability as well as its practical and applicability.

3.3 Location of study

Areas where research or study is undertaken is known as location of study. The study research was majorly executed out in the telecommunications Company's customer care offices in Nairobi namely; Airtel, Safaricom, and Telkom Kenya. The study involved employees in different hierarchies for data collection.

Nairobi's position as Kenya's corporate and economic centre, where most big telecom firms have their headquarters, affected the site of research decision. By doing the research in Nairobi, the researcher was able to access a varied pool of workers ranging in experience from top managers to entry-level personnel. This variety guaranteed that the gathered information included a whole spectrum of viewpoints on talent management strategies and their effects on staff performance. Furthermore, the great concentration of telecoms providers in Nairobi helped to reduce logistical difficulties and enabled effective data collection therefore, allowing the researcher to get accurate and timely data.

The research also took into account the particular operational settings of every telecom business as it realized variations in organizational culture, leadership style, and employee involvement policies. Choosing customer care offices as the major locations of data collection allowed the study to concentrate on a crucial section of the workforce that directly interacts with consumers and is essential in preserving customer happiness and service quality. Customer service staff members' comments provided important new perspectives on how talent management policies affect daily performance, work happiness, and long-term career growth.

3.4 Target population

The target population is defined as the group of people in whichever the researcher plans to conduct study and make conclusions Lewis (2019). To guarantee appropriate validity and trustworthiness of the outcomes, the target population among the employees was carefully chosen for proper representation. In this instance, the study involved 10 senior managers, 20 HR professionals, 20 finance officers, 30 customer service representatives, 25 salespeople, and 15 IT personnel from each telecommunication company sums up to 360.

Table 1 : Target Population

CATEGORY	FREQUENCY	PERCENTAGE (%)
Senior Mangers	30	8%
HR officers	60	17%
Financial officers	60	17%
Customer care representatives	90	25%
Sales persons	75	20%
IT Officers	45	13%
TOTALS	360	100%

Source (Author 2024)

3.5 Sampling procedures and techniques

According to Bryman and Bell (2015), sampling is usually the process of selecting a smaller number of people or things as a representation of the entire group used in the study.

The sampling procedure employed was stratified random sampling. This sampling strategy is used to make sure there is no bias. Stratified random sampling is a type of sampling technique in which a population is sub-divided into minor groups based on shared features to best reflect the overall population. For instance, a person is chosen to take part in research for every Kth number.

3.5.1 Sample population

It is a small group of individuals selected from larger population which is used by researchers to draw conclusion from.

Table 2 : Sample Population

CATEGORY	SAMPLE POPULATION(n)	PERCENTAGE (%)
Senior Managers	10	8%
HR officers	20	17%
Financial officers	20	17%
Customer care representatives	30	25%
Salespersons	25	20%
IT officers	15	13%
TOTALS	120	100%

Source (Author 2024)

3.6 Research Instruments

Primary data-gathering tools which is a questionnaire was used in the research investigation. The target population was issued with structured questionnaires containing closed ended with a 5likert scale at random. The researcher used pick and pick-and-drop method whereby she visited the respondent's workplace, respondents were given a whole week to respond to the questionnaires. After responding, the questionnaires were returned for data processing. In the questionnaires used; all the respondents were encouraged to fill in the questionnaire without revealing their identity which would have less chance of any bias.

3.7 Testing Validity

They assess the calibre of a study or reveal the accuracy of a method's measurement. According to Wallen and Fraenkel (2021), validity indicates how precisely a method assesses something. A pilot study was done in one of Safaricom's customer care branches in Kasarani with a population of 20 respondents which was not part of the main research, which was meant to familiarise the researcher with the analysis population and how to use the instruments of research. The study disclosed that there is a connection between the independent and dependent variables in quantitative research.

Finding the clarity, relevance, and suitability of the items in the questionnaire depended on the pilot research. Pilot study helped the researcher see any misunderstandings or misinterpretations that would compromise the data collected. The questionnaire was improved using pilot respondent comments, therefore guaranteeing that the questions were clear and in line with the goals of the research.

This stage confirmed that the survey efficiently gathered the desired information, therefore improving the internal validity of the study. Content validity, which measures whether the questions fully addressed the main ideas of the study, also helped to further analyse the validity of the research tools. Their comments guaranteed that the survey questions fairly represented the performance management, rewards and recognition, training and development, and succession planning factors. Incorporating expert comments helped the research to increase its validity so that the gathered data would fairly depict the link between employee performance and talent management strategies.

The study was set up to guarantee external validity by letting the results be generally applied to the larger community of Kenyan telecommunications workers. The approach of choosing samples was intended to reflect many departments and job positions in the sector, therefore the pilot study and improved research tools helped to guarantee correct and dependable data, therefore strengthening the validity and relevance of its conclusions.

3.8 Reliability

Its definition is the extent to which the research methodology yields reliable and consistent findings. A dependable metric is one that consistently yields the same outcomes. It is the extent to which the construct measure is reliable and consistent Drost, (2019). The data collected was consistent making it reliable. The test-retest approach was used to evaluate dependability; a small sample of respondents received the questionnaire twice separated by two weeks. The uniformity of the answers on the two tests suggested that the research tools generated consistent, dependable findings.

This method guaranteed that the questionnaire could consistently assess the variables of interest independent of the data collection time. Cronbach's alpha coefficient was also used to assess the internal consistency of the questionnaire, therefore gauging the degree of correlation between the questions in every part. Generally speaking, social science research accepts a Cronbach's alpha value of 0.7 or above as the survey questions are gauging the same underlying idea. Standardizing the data collecting procedure helped the study to assure dependability as well. Every responder answered the same questionnaire using the same instructions, therefore guaranteeing consistent data gathered from many people and sites. During data collecting, the researcher remained objective to prevent any influence on the responses of the respondents. This uniformity in data collecting helps to remove any biases that can compromise the dependability of the findings.



Moreover, using accepted statistical techniques for both descriptive and inferential analysis guaranteed the dependability of the data analysis process. Software like SPSS helped to preserve precision in computations, therefore lowering the possibility of mistakes. Cross-verification of the data helped to guarantee that the results matched the goals of study. These steps guaranteed that the results of the research were not only legitimate but also dependable, therefore giving a strong basis for reaching important conclusions on the effect of talent management strategies on employee performance in Kenyan telecommunications firms.

3.9 Data analysis technique and procedures

Document analysis is meant to reduce the huge data into small segments which makes sense, the process of collecting and analysing of data using logical and statistical methods is defined as data analysis. Data collected, was analysed to amass a deeper comprehension of telecoms talent management practices. The goal of descriptive analysis is to methodically collect information in order to characterize the population under study Mugenda and Mugenda,(2017).

A regression model below was adopted;

$$Y = \beta_0 + \beta_1 \chi_1 + \beta_2 \chi_2 + \beta_3 \chi_3 + \beta_4 \chi_4 + \epsilon \dots\dots\dots$$

Where;

Y= Employee performance

β_0 =Y intercept which is constant

$\beta_1, \beta_2, \beta_3, \beta_4$ = Coefficients that are showing the measure of change on performance

χ_1 = Performance Management

χ_2 = Rewards and Recognitions

χ_3 = Training and Development

χ_4 = Succession Planning

ε = error term

3.10 Data presentation

The Data presentation is the process of comparing sets of data by visualizing and putting them into a more readable and understandable format. The collected data during research was analysed by using tables, graphs, textual, and pie charts. The first step in the presentation process is becoming acquainted with the data. The analysis involved a process of comparing and contrasting the data, searching for patterns, and identifying relationships. The findings were then presented in a narrative format supported by relevant quotes and statistics.

3.11 Ethical consideration

The evaluation research procedure was executed with social ethical matters considered in mind. Every participant was asked for their informed consent, guaranteeing their voluntary involvement and privacy. Clear information regarding the study's objectives, participant rights, and privacy protection procedures was provided to participants. A research permission from NACOSTI, the National Commission for Science, Technology, and Innovation, was utilized for introduction. A University introductory letter was used to give assurance the researcher was a student and data collected was for education purposes only. Data collection field entry authorization, permission letter from county director of education and respective companies was utilised.

Moreover, the study followed throughout the data collecting and analytic procedures the values of integrity, honesty, and respect. Participants were guaranteed that their answers would be utilized only for scholarly reasons and that no information would be distributed to other parties without their permission. Maintaining objectivity and impartiality, the researcher made sure the data was gathered and examined free from manipulation or prejudice. The study was set up to minimize any psychological, emotional, damage to subjects. Maintaining these ethical standards helped the study to guarantee that the gathered data was reliable and trustworthy, therefore supporting the validity and accuracy of the research conclusions.



CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter presents the research findings based on the questionnaire responses. The results are analysed using descriptive and inferential statistics, including correlation, regression analysis, and ANOVA analysis. The analysis is structured under the following subtopics: gender distribution, age distribution, education level, years of experience, and job position. The chapter provides descriptive findings aligned with the study's objectives on talent management practices and employee performance in telecommunication companies in Kenya.

4.1 Response rate

Therefore, demographic data provides a guideline for understanding the distribution of employees in the telecommunications industry. 116 respondents out of 120 shared the questionnaires back to the researcher after they had been filled out accordingly, representing an 96% response rate. Questionnaires were used at the end by the researcher for analysis but only those that were filled out were considered.

According to Mugenda (2017), aiming for an average response rate ranging from 40% to 50% is considered reasonable. Moreover, the researcher made sure that only completely finished questionnaires were taken under consideration for study, therefore preserving the dependability and quality of the data. To avoid any possible biases or mistakes in the outcomes, incomplete or partially completed questionnaires were deleted.

Table 3: Response rate of communication companies

Company	Distributed (n)	Returned (n)	Non-response (n)	Response Rate (%)
Safaricom	40	39	1	97.5 %
Airtel	40	39	1	97.5 %
Telkom	40	38	2	95.0 %
Total	120	116	4	96.7 %

Source (Author 2024)

4.2 Demographic data

4.2.1 Gender Distribution

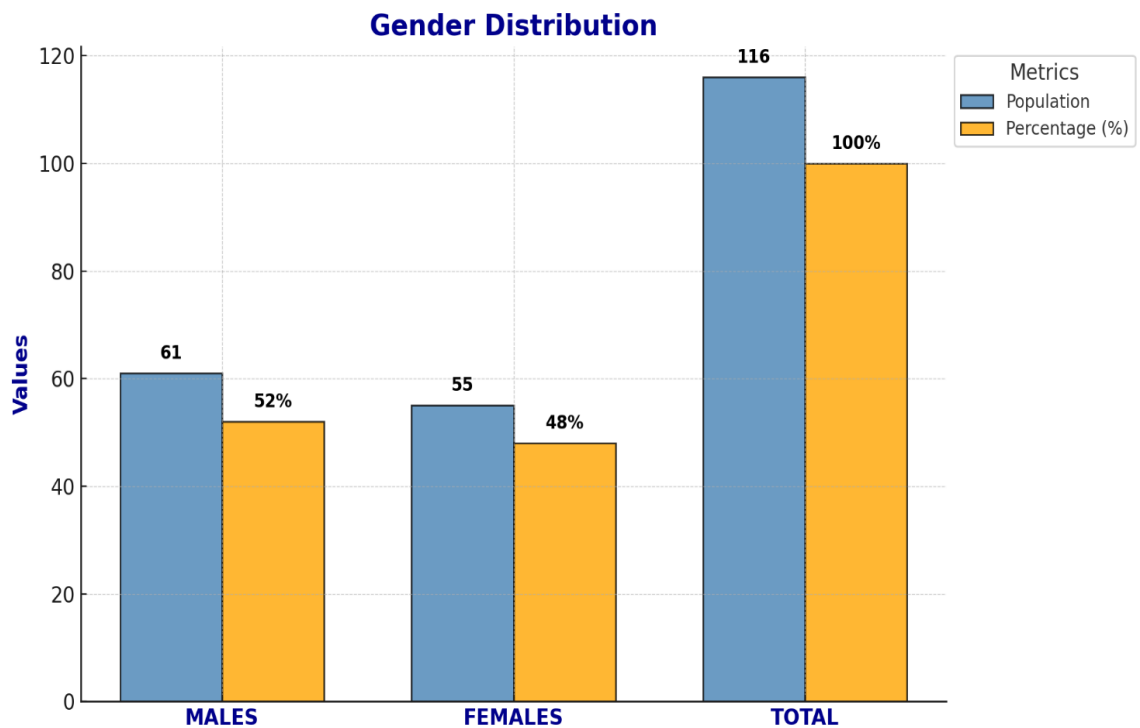
The respondents were requested by the researcher to tick their gender, and it was noted majority of the respondents, 52% were male, while 48% were female. This indicates a relatively well-balanced gender distribution, although more male employees are in the telecommunications sector. This has been represented in Table 4 and Figure 2 as shown below.

Table 4 : Gender Distribution

GENDER	POPULATION	PERCENTAGE (%)
MALES	61	52%
FEMALES	55	48%
TOTAL	116	100%

Source: (Author 2024)

Figure 2 : Gender Distribution



Source: (Author 2024)

4.2.2 Age distribution

Most respondents 39% fall between 31–40 years, indicating that the workforce is predominantly middle-aged. Employees aged 41–50 years represent 13%, those employees aged between 51–60 years represent 14%, while younger employees aged 18–30 make up 34%. This seems like a balanced team or workforce as the age gap is evenly distributed. Table 5 and Figure 3 illustrate them below.

Table 5: Age Distribution

AGE	POPULATION(N)	PERCENTAGE (%)
18-30	40	34%
31-40	45	39%
41-50	15	13%
51-60	16	14%
TOTAL	116	100%

Source: (Author 2024)

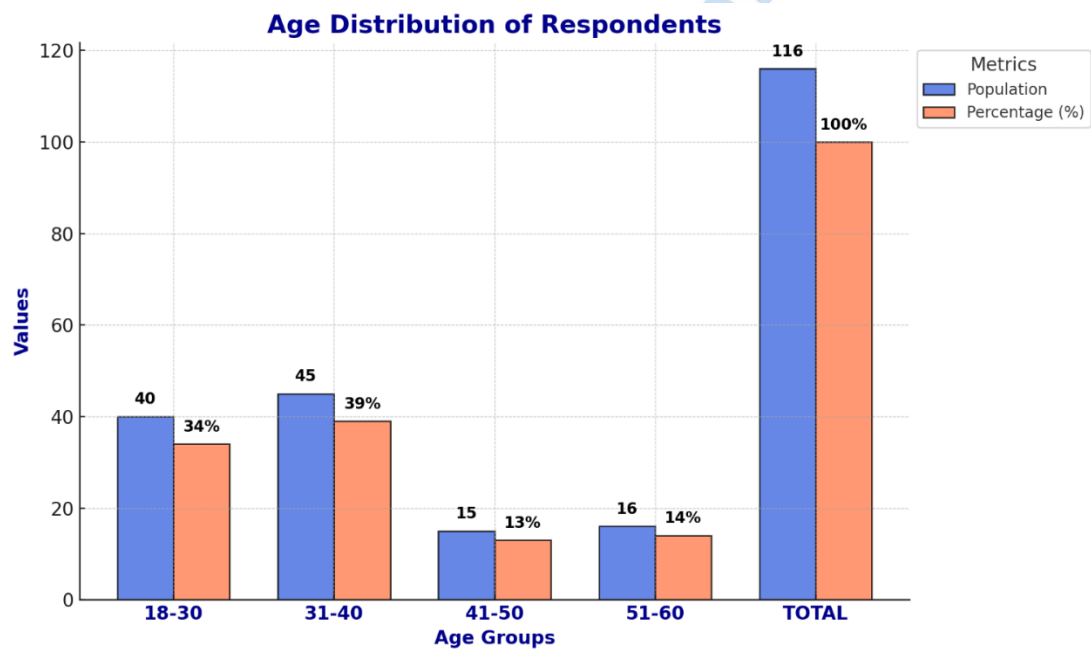


Figure 3 : Age Distribution

Source: (Author 2024)

4.2.3 Education Background

The majority of the respondents hold a Bachelor's degree 50 % followed by 25% who have a Master's degree, diploma holders 19.8%, and those with a PhD 5.2%. This suggests that the telecommunications industry in Kenya employs highly educated professionals. The data is explained in Table 6 and Figure 4 as shown below.

Table 6 : Education background

EDUCATION LEVEL	POPULATION	PERCENTAGE%
Bachelor's Degree	58	50%
Master's Degree	29	25%
Diploma	23	19.8%
PhD	6	5.2%
TOTALS	116	100%

Source: (Author 2024)

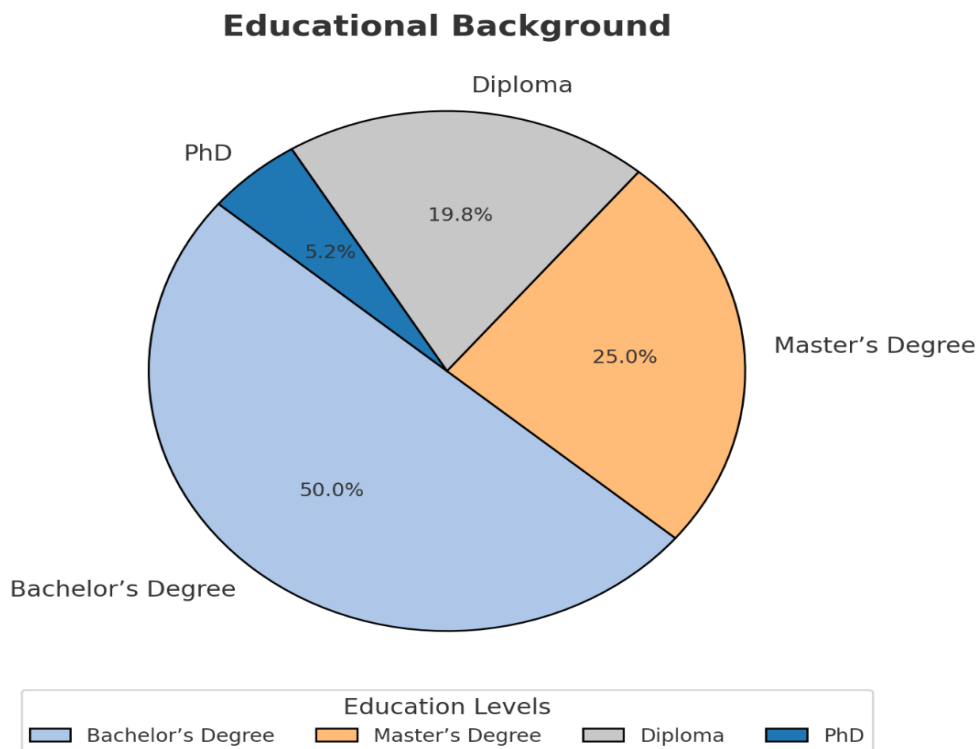


Figure 4 : Education Background

Source: (Author 2024)

4.2.4 Years of Work Experience

The largest group of employees (51.7%) has worked for 0-5 years, showing substantial experience within the industry it is also a positive indicator that there is low employee turnover in the telecommunication industry. Those with 6-10 years make up 30.2%, while 18.1% have over 10 years of experience. Therefore, the research results show that a good number of the respondents understand how the telecommunication companies in Kenya are as good as they have worked there for the longest time. The data is explained in Table 7 and Figure 5 as shown below.

Table 7 : Work Experience

EXPERIENCE	POPULATION	PERCENTAGE %
0-5 Years	52	51.7%
6-10 years	41	30.2%
Above 10 Years	33	18.1%
TOTALS	116	100%

Source: (Author 2024)

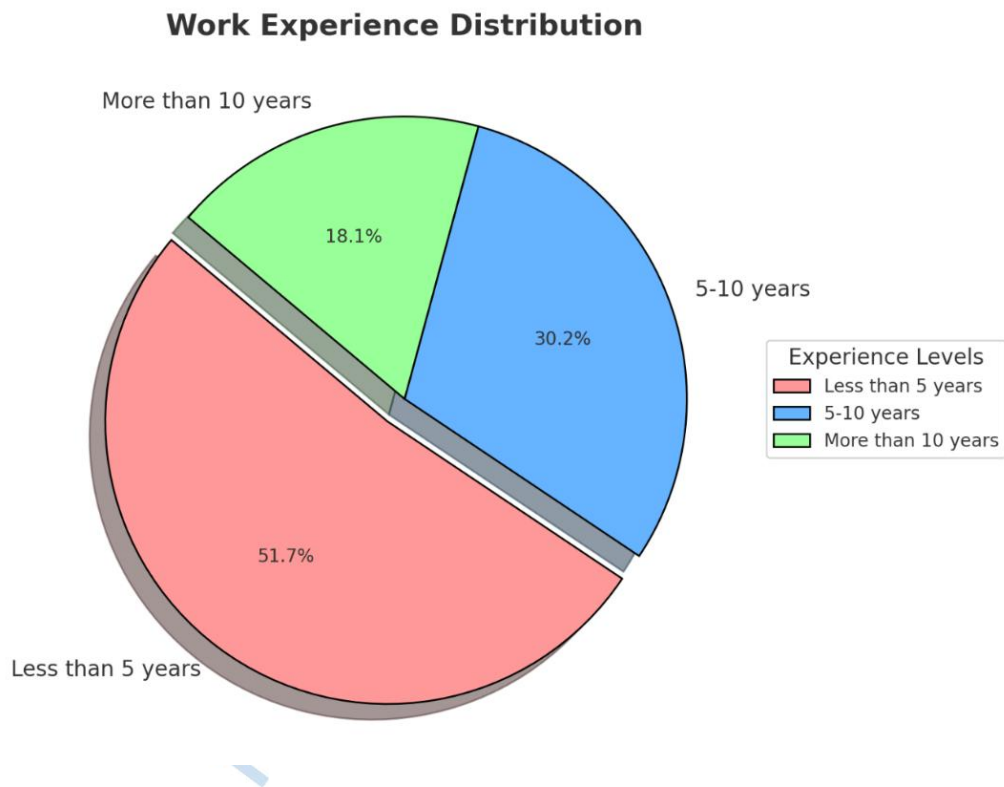


Figure 5: Work Experience

Source: (Author 2024)

4.2.5 Job position

The respondents were allowed to select their job position levels in the telecommunication companies and the outcome showed most common job positions are in Sales and Marketing at 25.9% and customer care representatives having 21.6% followed by HR at 17%, finance at 15.5%, IT 12.1%, and the managers 7.8% respectively. The results identified that companies have a high demand for salespersons and marketers as they mainly interact with the customers and are more able to provide quick and unique feedback to the companies to improve their services.

Table 8 : Job Positions

JOB POSITION	POPULATION	PERCENTAGE %
Managers	9	7.8%
HR	20	17%
Finance	18	15.5%
Customer care	25	21.6%
Sales and marketing	30	25.9%
IT officers	14	12.1%
TOTALS	116	100

Source: (Author 2024)

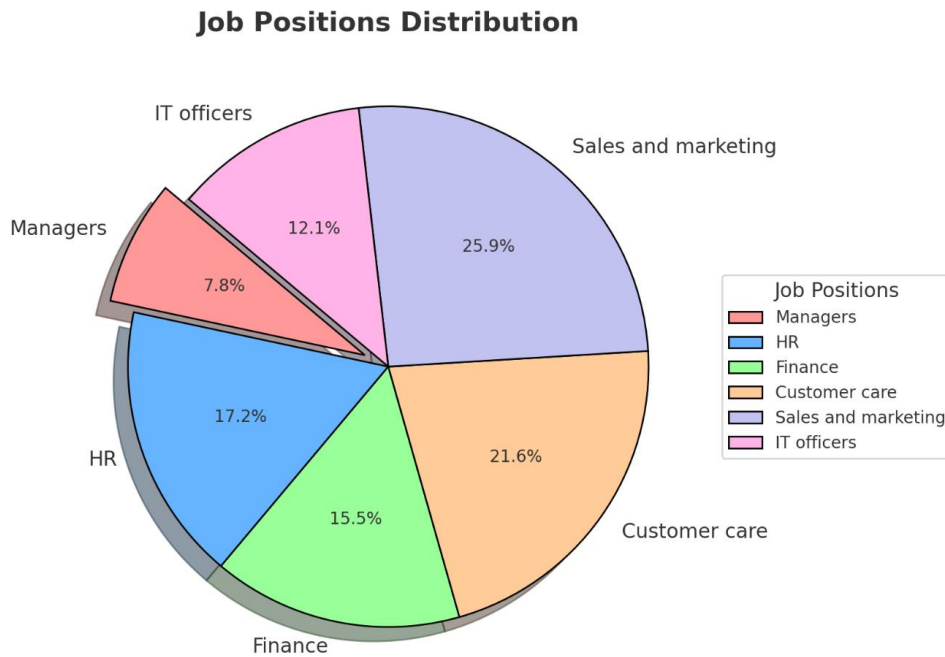


Figure 6 : Job Positions

Source (Author 2024)

4.3 Descriptive Analysis of Talent Management Practices

4.3.1 Performance Management

The analysis reveals that most employees agree that performance management practices in performance of employees are well implemented in their organization. A high score suggests that the performance management of employees’ performance, including appraisals and monitoring, positively influences career development. A good number of respondents 55 of them which make up 47% responded that performance management in employees’ performance is mostly talked about by the management in the telecommunication companies while the least number of 9 respondents strongly disagreed on the same. However, 60 (51.7%) respondents strongly agreed performance conversations are highly valuable at the company.

The appraisals assist managers build confidence in their employees' performance, with 50 respondents (43.1%) strongly agreeing, 1 disagreeing, and 20 undecided. 75 respondents that is, 64.6% strongly agreed personal career development plans are encouraged at the company, 13 agreed, 15 were uncertain, 8 disagreed while 5 of the respondents strongly disagreed. A high number of respondents 90 of them with 77.1% strongly agreed frequent monitoring helps checking employee progress and solving arising problems, 12 of them seemed uncertain, 7 of the respondents disagreed and 2 of respondents strongly disagreed on the matter. Performance management on employee performance is meant to provide continuous feedback to employees to carry on performance goals. This helps to set clear expectations for employees, so if they're underachieving, they aren't taken by surprise by unforeseen negative comments during an annual review by management.



It was observed that effective enhanced performance management on employee performance alerts executive management leadership to areas in which they should concentrate their efforts during strategic planning and align with the objectives and goals of the company. Additionally, employees are informed about the company's continuous performance management procedures, such as appraisals. The researcher identified when the employees are recognized and made aware of the companies' operations they feel appreciated for they comprehend what they are successful on and where to improve, this brings job satisfaction and improved employee performance. Continuous performance management on employee performance and frequent check-ins always provide the best opportunity for learning and growth in telecommunication companies in Kenya.

From the data analysed the researcher concluded performance management positively affects employees' performance in the telecommunication companies in Kenya. This is demonstrated in Table 9 and Figure 7

Table 9: Performance Management

	Question	1	2	3	4	5
1	Performance management are talked about by management.	9	22	10	20	55
2	Performance conversations are highly valuable at the company.	7	11	13	25	60
3	Appraisal tools help managers gain confidence about the performance of employees.	5	1	20	30	50
4	Personal career development plans are encouraged at the company.	5	8	15	13	75
5	Frequent monitoring helps check employees' progress and solve arising problems.	2	7	12	5	90

Source (Author 2024)



Figure 7 : Performance Management

Source: (Author 2024)

4.3.2 Rewards and Recognition

Respondents ranked rewards and recognition programs as extremely effective in improving employee performance in Kenyan telecommunications enterprises. According to the facts presented below, prizes and recognition for employee success are powerful motivators to boost performance. Performance recognition makes working enjoyable as per the 40 respondents, 34.4% who responded strongly agreed, 23 respondents agreed, 27 respondents were uncertain about performance recognition, 16 disagreed and 10, 8.6% strongly disagreed respectively. The results showed 46.5% which is 54 respondents strongly agreed that equity in offering rewards has led to improved performance while 5.7%, or 5 of the respondents strongly disagreed on this matter, half of the respondents that is 51 respondents strongly agreed employee well-being both physically, emotionally

and mentally determine the success of the company. Training sessions are given as incentives and rewards for worker's performance evaluation was highly rated of all the questions asked in this section, 64 respondents which make 55.9% strongly agreed on this, 20 agreed, 10 were uncertain, 13 disagreed and 9 strongly disagreed on the same. Rewards recognize organizational culture where employee's work is valued was fairly rated as 29 of the respondents, 24.9% disagreed while 30 of respondents 25.1% strongly agreed, 22 respondents seemed uncertain of it and 11 of the respondents strongly disagreed on the same.

A rewards and recognition program in employee performance that points to convey and perceive the benefits of mental and physical good health will keep so salient move to consider in mind. Usually, a workplace that supports mental well-being will try to make people conscious of it, disapprove the stigmas, and take action on the right measures to endorse such issues. It is significant to allow workers the choice that they prefer in rewards and recognition, some people are extroverted and they seek public recognition some are introverted and prefer private recognition.

In some other situations, employees may want rewards that allow them the chance to select their own rewards, such as gift cards, certificates. Recognition should be a continuous process that appreciates both small and big achievements in telecommunication companies. The researcher noted telecommunication companies that mindful on their workers mental health and well-being are in the position to entice and cleave to top talent for that reason they are the best-suited places to work.

Telecommunications firms should always make it a big component of managers' job descriptions to enrol in and adhere to rewards and recognition schemes. As a result, the researcher found that training sessions and performance recognition are effective in improving staff performance in Kenyan telecommunications enterprises. Its' indicated in table 10 and Figure 8

Table 10 : Rewards and Recognitions

Question	1	2	3	4	5
1 Performance recognition makes working enjoyable.	10	16	27	23	40
2 Equity in offering rewards has led to improved performance.	6	16	20	20	54
3 Employee well-being both physically, emotionally, and mentally determines the success of the company.	8	14	13	30	51
4 Training sessions are given as incentives and rewards for workers' performance evaluation.	9	13	10	20	64
5 Rewards and recognitions organizational culture where employees' work is valued.	11	29	22	24	30

Source: (Author 2024)

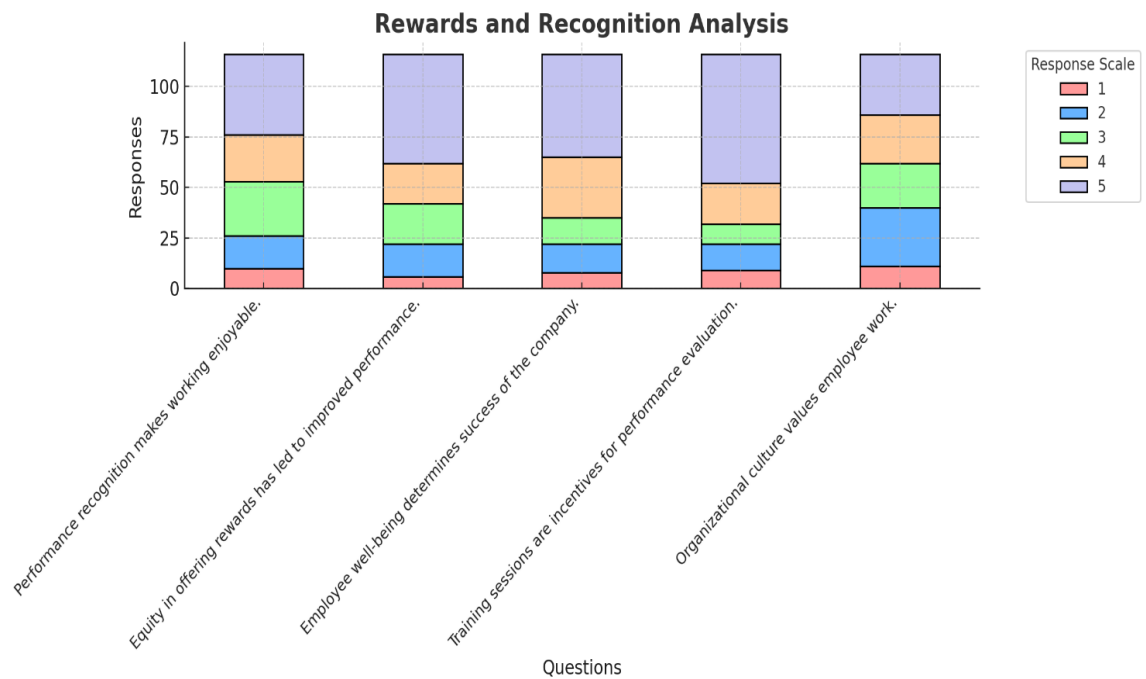


Figure 8 : Rewards and Recognitions

Source: (Author 2024)

4.3.3 Training and Development

Employees were only somewhat satisfied with training and development as a talent practice in employee performance. The results highlighted the need for continued investment in employee training to enhance job competencies and performance in telecommunication companies in Kenya. Training of employees enables them to grow in career development opportunities 51 respondents, which is 43.1%, strongly agreed on this while 23 respondents were uncertain on if training helps in career development opportunities, 20 agreed, 17 disagreed, yet 5 respondents strongly disagreed on the same. The results showed a good employee experience will make them share their good feelings and help build the reputation of the organization, whereby 27, of respondents strongly agreed, 36 of 31% agreed, 25 respondents were uncertain, 17 disagreed and 11 strongly disagreed respectively.

One can learn and develop their skill by establishing a personal relationship with accompany mentor was highly rated by the respondents as 69 respondents which is 59.1% strongly agreed, 20 agreed,7 uncertain, 12 disagreed and 7 strongly disagreed on same. Job training builds job competency and confidence and was well rated as 54 respondents strongly agreed 46.5%, 30 agreed, 3 were uncertain, 23 disagreed and 6 strongly disagreed. Employee training can help in filling skills that are missing for 42 respondents strongly agreed, 30 agreed, 24 uncertain, 17 disagreed and 3 strongly disagreed respectively. Regular training and development practices on employees' performance also help employees to give new energy to their shakiness and get new mastery and comprehension and as an outcome, their whole performance is improved and advantage to both the employees and the telecommunication companies. When employees notice that their organization is fully devoted to their personal growth and the professional development, they get more engaged and persuaded in their duties.

The researcher identified training and development practices in employees' performance makes employees to keep up to date and pick up recent new competencies, therefore confidently affecting the telecommunication companies' productive capacity. Training and development practices in employees' performance empowers employees to manage workplace challenges individually whereby reducing them to always rely on frequent supervision which improves their job skills, knowledge and confidence in applying their talents. Training and development practices in employees' performance create a feeling of importance in employees, brings out loyalty, and in due course enhance employee absorption in telecommunication companies in Kenya.

A culture that values coaching and mentoring creates a wide-ranging learning atmosphere, promotes information exchange, and draws in top talent. This ensures a healthy working environment where employees are stimulated to excel, succeed and enhance their abilities professionally and personally and provide a straight guide towards the targeted goals in telecommunication companies in Kenya. Training and development practices in employees' performance can also help prepare employees who are moving into advanced roles and taking up more responsibilities in the companies.

It was also noted that the employees who are occasionally trained in the telecommunication companies in Kenya feel more confident about the company and are most likely to share their good feelings with others and help build the reputation of the company. The researcher concluded training and development practices in employees' performance build job competency and confidence in telecommunication companies in Kenya leading to improved employee productivity. As indicated in Table 11 and Figure

9

Table 11: Training and Development

1	Training of employees enables them to grow in career development opportunities.	5	17	23	20	51
2	A good candidate experience will make them share their good feelings with others and help build the reputation of the organization.	11	17	25	36	27
3	One can learn and develop their skills by establishing a personal relationship with a company mentor.	7	12	7	20	69
4	Training builds job competency and confidence.	6	23	3	30	54
5	Employee training can help improve comprehension by filling in the skills that are missing.	3	17	24	30	42

Source: (Author 2024)

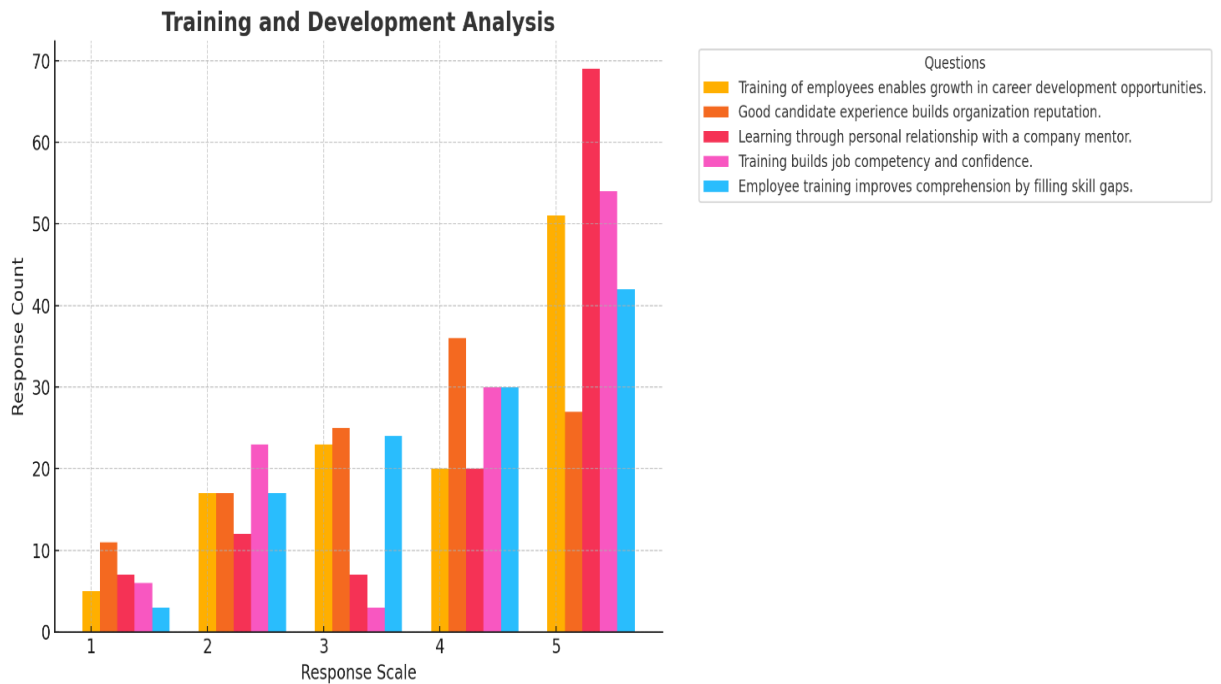


Figure 9: Training and Development

Source: (Author 2024)

4.3.4 Succession Planning

The Succession planning on employees’ performance was rated positively in the telecommunication companies in Kenya. This indicates that employees perceive the companies as being proactive in identifying future leaders and aligning talent with companies’ goals. 47.4% of respondents strongly agreed succession planning on performance of employees identifies with future staffing needs while 0.8% were uncertain on the same, 26 agreed, 14 disagreed and 20 respondents strongly disagreed. The results showed employees with high potential are considered in succession planning on performance of employees as 40 respondents strongly agreed, 22 agreed, 17 were uncertain, 24 disagreed and 13 strongly disagreed.

It was noticed evaluating employee effectiveness helps in setting up a good succession plan on the performance of employees as majority of the respondents which is 53 or 45.6% strongly agreed on the same, 10 agreed, 7 were uncertain, 25 disagreed and 21 strongly disagreed. Succession planning on the performance of employees helps the company to align with its goals and vision 70 respondents strongly agreed, 41 agreed, 1 was uncertain, 2 disagreed, and 2 strongly disagreed.

The researcher noticed most of the employees 71.5% which is 83 respondents strongly agreed that telecommunication companies have factored in succession planning on employees' performance for inevitable changes like resignation, transfer, and promotions, 10 agreed, 3 were uncertain, 14 disagreed, and 6 strongly disagreed on the same matter. Succession planning on the performance of employees opens up doors for top employees to advance internally, promoting a culture of growth and success within the telecommunication companies in Kenya.

These opportunities are significant in recruiting and retaining talented employees and then nurturing the existing talent and the companies can significantly reduce the high costs associated with external recruiting instead of using financial resources to hire and train new employees' succession planning on the performance of employees helps cut down the cost.

Therefore, evaluating employees' effectiveness helps in setting up good succession planning on the performance of employees in telecommunication companies in Kenya and the researcher noted most employees or respondents agreed that most telecommunication companies in Kenya have factored in succession planning which

helps in preparing for inevitable changes such as promotions, resignation or transfer in the companies. From the data obtained researcher concluded employee effectiveness in job design and skills in succession planning on performance of employees' positively exert effect on employee performance in telecommunication companies in Kenya. Demonstrated in Table 12 and Figure 10

Table 12 : Succession Planning

Question	1	2	3	4	5
1 Succession planning identifies future staffing needs and people with skills to perform future roles in this company.	20	14	1	26	55
2 Employees with high potential are considered in succession planning.	13	24	17	22	40
3 Evaluating employees' effectiveness helps in setting up a good succession plan.	21	25	7	10	53
4 Succession planning enables an organization to align its talent with the organization's goals and vision.	2	2	1	41	70
5 Our organization has factored in succession planning, which	6	14	3	10	83

play a key role in enhancing employee performance in telecommunication companies. From the data collected the researcher noticed there is low employee turnover in telecommunication companies as 53 respondents strongly agreed, 43 agreed, 7 uncertain, 9 disagreed, and 4 strongly disagreed.

A good number of respondents 34.4% strongly agreed they have experienced career growth and development in their workplace, 29 agreed, 12 were uncertain, 27 disagreed, and 8 strongly disagreed. The team was noted to have the best influence on employee performance 56 strongly agreed, 51 agreed, 6 uncertain, 3 disagreed, 1 strongly disagreed on the same. 47 of the respondents strongly agreed the customers were satisfied with their services, 30 agreed, 3 were uncertain, 16 disagreed, and 20 strongly disagreed on customer satisfaction. The respondents were asked if they felt to be engaged in their work and it was fairly responded as 33 of the employees strongly agreed, 20 agreed, 8 uncertain, 30 disagreed and 25 strongly disagreed.

This means 47.4% of respondents didn't feel engaged. The researcher noted that in the telecommunication companies in Kenya, there is low employee turnover because the employees feel motivated through performance management, rewards and recognition, training and development, and succession planning. Several employees confessed to having experienced career growth and development in the time they have worked in the telecommunication companies in Kenya and emphasized teamwork has greatly affected and enhanced the company's productivity.

The researcher noted the employees felt motivated to undertake their duties when they are recognized and rewarded for doing a good job hence keeping them highly engaged in the telecommunication companies. However, the data obtained results showed that talent management practices significantly affect employees' performance in telecommunication companies in Kenya.

Table 13: Employee Performance

	Question	1	2	3	4	5
1	There is low employee turnover in our organization.	4	9	7	43	53
2	We have experienced career growth and development for the time we have worked here.	8	27	12	29	40
3	Teamwork has enhanced the firm's productivity.	1	3	6	51	56
4	Our customers are satisfied with our service.	20	16	3	30	47
5	The employees are highly engaged.	25	30	8	20	33

Source (Author 2024)



Figure 11 :Employee Performance

Source (Author 2024)

4.5 Inferential analysis

These are measurements from the sample population in the research or experiment used to compare the research groups and make generalizations about the larger population of the selected group, it also helps researcher come to conclusions and make predictions based on available collected data.

Table 14 : Summary Inferential analysis model

	Mean	SD	Population (N)
Performance management	4.1	1.1	116
Rewards and recognitions	4.3	1.1	116
Training and development	3.8	1.0	116
Succession planning	4.0	1.1	116

Source (Author 2024)

4.5.1 Correlation analysis

Is a statistical method used to assess if there is a relationship between two variables and is used to analyse quantitative data from research such as questionnaires and surveys. A correlation test was put through in this research to show the type of connection that is found between the independent variables and the dependent variable.

Table 15 : Correlation analysis

Variable	Pearson r	p-value	Significant (p<0.05)	Interpretation
Performance Management	0.072	0.978	Yes	Positive
Rewards & Recognition	0.052	0.650	Yes	Positive
Training & Development	0.721	0.095	Yes	moderate
Succession Planning	0.065	0.877	yes	Positive

Note: Sample size $N = 116$; significance tested at $\alpha = 0.05$

Source (Author 2024).

The Pearson correlation coefficient was calculated at 95% with a margin error of 0.05. The performance management P-value was observed to be 0.978 which is greater significant than the quantity of 0.05, ($p < 0.05$). The research result showed that Pearson correlation coefficient, (r-value) of 0.072 indicating a positive interrelation between

performance management and the performance of employees in telecommunication companies in Kenya.

Rewards and recognition p-value was 0.650 which is a greater essential amount of 0.05, ($p < 0.05$) and the research results indicated that the Pearson correlation coefficient, (r-value) of 0.052 which amounted to a positive and important association between rewards and recognition and performance of employees in telecommunication companies in Kenya.

The training and development p-value was 0.095 which showed a great significant level of 0.05 ($p < 0.05$). The research result showed that Pearson correlation coefficient, (R-value) of 0.721 which showed a positive significant interrelation between training and development and the performance of employees in telecommunication companies in Kenya.

The succession planning p-value was found to be 0.877 which is greater than the significant level 0.05 ($p < 0.05$). The research results showed that Pearson correlation coefficient, (R-value) of 0.065 which indicated a positive relationship between succession planning and the performance of employees in telecommunication companies in Kenya.

4.5.2 Regression analysis

Is a statistical formula used to look at the relationship between independent variables and dependent variables, for our research performance management, rewards and recognition, training and development and succession planning are the independent variables while employees' performance is the dependent variables. Regression analysis has been used in the research to explore the relationship between independent variables

and a dependent variable in the analysis of talent management practices on employee performance in telecommunication companies in Kenya.

Regression Equation;

$$Y = \beta_0 + \beta_1 \chi_1 + \beta_2 \chi_2 + \beta_3 \chi_3 + \beta_4 \chi_4 + \epsilon \dots\dots\dots$$

Where;

Y = Employee performance

β_0 = Y interceptor which is constant

$\beta_1, \beta_2, \beta_3, \beta_4$ = Coefficients indicating change on performance

χ_1 = Performance Management

χ_2 = Rewards and Recognitions

χ_3 = Training and Development

χ_4 = Succession Planning

ϵ = error term

$$Y = 0.8 + 0.18 \chi_1 + 0.20 \chi_2 + 0.25 \chi_3 + 0.12 \chi_4 + 0.05$$

The regression analysis showed that the talent management practices explained 95% ($R = 0.05$) of the coefficient in employee performance in telecommunication companies in Kenya. Training and development ($\beta = 0.25$) had the highest impact, followed by rewards and recognition ($\beta = 0.20$), performance management ($\beta = 0.18$), and succession planning ($\beta = 0.12$) this showed there is a defined all-beneficial association between independent

variables and dependent variable the performance of employees which had a β score of 0.8.

Table 16: Model Summary Regression analysis

R	R²	Adj. R²	Std. Error	F	df1	df2	Sig. (p)
0.9747	0.95	0.949	0.20	527.31	4	111	0.000

Table 17 : Regression Coefficients

Predictor	B (β)	Std. Error	t-value	p-value	Sig. (p<0.05)
Constant (Intercept)	0.80	0.10	8.00	0.000	Yes
Performance Management	0.18	0.05	3.60	0.000	Yes
Rewards & Recognition	0.20	0.06	3.33	0.001	Yes
Training & Development	0.25	0.07	3.57	0.000	Yes
Succession Planning	0.12	0.04	3.00	0.003	Yes

Source (Author 2024)

4.5.3 Analysis of ANOVA

ANOVA decomposes total variance to assess model significance. Table 4.16 details source, sums of squares (SS), degrees of freedom (DF), mean squares (MS), F-statistic, and significance.

Table 18 : Analysis ANOVA

Source	SS	do	MS	F	Sig. (p)
Regression	250.00	4	62.50	527.31	0.000

Residual	59.00	111	0.5315
Total	309.00	115	

Note: SS = Sum of Squares; MS = Mean Square; df1 = predictors; df2 = residuals.

Source (Author 2024)

The p-value of 0.000 which is 0.05 showed that the research is important in predicting that talent management practices which are; performance management, rewards and recognition, training and development, and succession planning affect the performance of employees. The research results stipulated that the independent variables are the predictors of the dependent variables and positively affect the performance of employees in telecommunication companies in Kenya.

4.6 Discussion of Findings

The outcomes of this study discovered that talent management practices such as performance management, rewards and recognition, training and development, and succession planning positively affect employee performance in telecommunication companies in Kenya.

The outcomes are in harmony with the social capital perspective theory, which suggests that investment in employee training and development leads to better performance and builds confidence in service delivery among employees.

Performance management has an essential benefit on employee performance in telecommunication companies in Kenya. The high correlation between training and development and performance aligns with previous research by Chen (2019), which found that tutoring and expertise development enhance workers' productivity in the

telecommunications sector. The findings of this study contribute to the existing literature on the interrelation between talent management practices and employee performance in telecommunication companies in Kenya. The research outcome identified the benefits that talent management practices have on affecting employee performance in telecommunication companies in Kenya.

The positive effect of rewards and recognition significantly promotes employee performance and further supports the Psychological contract theory, emphasizing the role of intrinsic and extrinsic rewards in driving performance among employees. Succession planning in employees' performance was found to be a motivating factor among the employees which keeps them more engaged in their work and reduces employee retention in the telecommunication companies in Kenya hence improving employee performance since they are sure of future leadership roles in the future.

In summary, the analysis revealed that talent management practices, particularly training and development, rewards and recognition, performance management, and succession planning, have a powerful positive effect on employee performance in telecommunications companies in Kenya. The correlation and regression analyses confirmed the hypotheses, highlighting the critical role of talent management practices in enhancing the performance of employees in telecommunication companies in Kenya. Moreover, the research showed how performance management, incentives and recognition, training and development, and succession planning taken together have a harmonious influence on employee performance. Regular feedback and performance

evaluations helped employees who got them report more motivation and productivity; defined career paths created by succession planning helped to increase work satisfaction and long-term commitment. Further increasing employee engagement and performance, the research also revealed that matching personal performance goals with organizational objectives helped workers grasp their responsibilities in helping the business to flourish. Furthermore, the positive reinforcement given by awards and recognition systems pushed staff members to regularly reach and surpass performance criteria, therefore fostering a culture of great performance and ongoing development in the telecoms industry.

The study also underlined the significance of customizing talent management strategies to the particular requirements of the telecom sector, where market competitiveness and technical developments depend on a qualified and flexible staff. Maintaining a competitive advantage and following industry developments depend on constant training and development, respondents underlined.

Furthermore, helping the long-term viability of the company were staff members who engaged in mentoring programs and leadership development activities, who indicated more confidence and preparedness to assume more responsibility. The results indicated that by investing in thorough talent management programs that not only improve individual employee performance but also encourage innovation, cooperation, and a culture of continuous learning, so position themselves for continuous success in a fast-changing sector and help telecommunications companies in Kenya to improve their overall performance.

CHAPTER FIVE: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.0 Introduction

This chapter outlines the findings of the research study on the analysis of talent management practices on the performance of employees in telecommunications companies in Kenya. The chapter is structured into four main sections which includes a summary of findings, the conclusion of the study, recommendations, and suggestions for further research.

5.1 Summary of the findings

5.1.1 Performance Management

The study revealed that performance management practices on the performance of employees are essential in shaping employee performance within telecommunications companies in Kenya. A majority of the respondents agreed that performance management practices, such as regular appraisals and feedback sessions, are effective in helping employees align with organizational goals.

The mean score of 4.1 for performance management practices indicates a high level of acceptance among employees regarding the importance of these practices, with a standard deviation of 1.1. The appraisal tools used were found to be effective in building managers' confidence in the performance of employees in telecommunication companies in Kenya. Additionally, frequent monitoring of employee progress was ascertained to play a major role in ensuring that employees stay on track and meet their targets.

Employees also expressed a need for more regular talks about personal career development, since only a modest percentage were pleased with the existing level of career development assistance provided by telecommunications businesses.

Overall, performance management practices in the telecommunications sector were seen as integral to driving employee engagement and productivity, with a Pearson value of 0.072. Employee motivation and work satisfaction were discovered to be directly influenced by performance management techniques. Regular feedback sessions enabled staff members to identify their areas of strength and areas for development, therefore boosting their confidence and sense of direction. Those who got helpful comments were more likely to feel appreciated and driven to achieve at their best, the study underlined. Moreover, performance evaluations gave a forum for celebrating successes, therefore raising staff morale and motivating workers to keep high standards of performance. The study also revealed that employees who had clear performance objectives and quantifiable targets stayed motivated and concentrated, which finally contributed to increasing job satisfaction and productivity.

Furthermore, the study found that incorporating employees in the goal-setting process increased their sense of responsibility and ownership, which improved performance and job satisfaction. Managers and staff members might use performance metrics and key performance indicators (KPIs) to monitor development and identify areas for improvement, ensuring that performance targets are clear and acceptable.

5.1.2 Rewards and Recognition

Rewards and recognition practices on employee performance were identified to have an important effect on employee motivation and performance in telecommunication companies.

The analysis showed a mean score of 4.3 and a standard deviation of 1.1, indicating that most respondents felt appreciated through rewards and recognition programs. Employees agreed that recognition makes their work enjoyable and motivates them to contribute more effectively to the company. Equity in rewards was also a key factor, with many employees emphasizing the need for fair distribution of incentives based on performance.

Training sessions, used as part of rewards, were found to enhance employee satisfaction and provide additional motivation. However, a small proportion of employees were uncertain about the transparency of reward allocation, suggesting that more could be done to ensure clarity in these processes. Despite this, the high level of agreement about the positive effect of rewards and recognition on the performance of employees demonstrates their importance in building a motivated workforce.

The study revealed that employees were highly motivated to reach their performance goals by financial incentives like bonuses, pay increases, and performance-based incentives. Respondents underlined that those financial incentives enhanced not just their job happiness but also their loyalty to the company. Highly successful in raising morale and encouraging a sense of accomplishment were also non-financial incentives such as public recognition, certificates of accomplishment, and employee-of-the-month

initiatives. Workers said that recognition for their efforts boosted their self-confidence and inspired them to keep up high standards of performance.

Customized incentives like flexible work hours and extra time off were also valued as they enhanced work-life balance and hence raised job satisfaction and output. With a Pearson significance of 0.052 as outlined in Table 6, the research underlined even more the need of openness and justice in the process of reward and recognition.

Respondents said that well-defined award criteria guaranteed that every employee felt appreciated for their work, therefore fostering trust and confidence in the system. Some workers, meanwhile, voiced worries about apparent partiality and uneven distribution of rewards, which might lower morale and drive. The report advised telecommunication firms to create objective performance measures shared with every staff member to solve this problem. Suggested to foster openness and fairness and guarantee that every employee has equal chances to be acknowledged for their successes were regular performance reviews and honest conversations about incentive eligibility.

5.1.3 Training and Development

Training and development on the performance of employees' initiatives were rated highly by employees, with a mean score of 4.0 and a standard deviation of 1.0. The research outcomes revealed that most employees view training as essential for career development and skill enhancement. Most respondents felt that the training programs offered by their companies enabled them to grow both professionally and personally,

resulting in increased job competency and confidence in telecommunication companies in Kenya. Furthermore, the study indicated that employees value mentorship and coaching as part of their personal development plans.

Although training was generally rated positively with Pearson significance of 0.721 as outlined in figure 4.13, some employees felt that more could be done to tailor training programs to their specific roles. Employees expressed a desire for continuous learning opportunities, which would allow them to fill knowledge gaps, and skills, and stay competitive in a fast-evolving industry like telecommunications. Overall, the findings show that investment in training and development is crucial to improving both employee and telecommunication companies' performance.

In addition, the research emphasized the significance of mentoring and coaching as essential elements that should be included in personal development programs. The employees liked the chance to get assistance from experienced mentors who offered them professional advice and practical insights, which assisted them in navigating hurdles and advancing within the firm. It has been discovered that structured mentoring programs allow for the development of better connections between employees and their supervisors, which in turn leads to improvements in communication and collaboration.

The data, taken as a whole, demonstrated that the investment in comprehensive training and development programs improves not only the performance of individuals but also the overall success of telecommunications firms in Kenya.

5.1.4 Succession Planning

Succession planning on the performance of employees in telecommunication companies in Kenya was another important aspect of talent management practice that received positive feedback, with a mean score of 4.1 and a standard deviation of 1.1 in Table 4.12. Employees acknowledged that succession planning helps organizations identify future staffing needs and ensure that talent pipelines are aligned with organizational goals. High-potential employees are often considered for leadership positions, ensuring smooth transitions when vacancies arise. However, there was some uncertainty regarding the transparency of succession planning, hence gaining a Pearson significance of 0.065 and Beta at 0.12, with a portion of employees suggesting that the process could be more inclusive. The study also found that clear communication about succession planning strategies could help employees in telecommunication companies in Kenya better understand their career progression opportunities.

Despite these concerns, most employees recognized that effective succession planning for employee performance contributes to the existence of long-term results for the company. The study underlined even more how good succession planning not only gets workers ready for leadership positions but also improves their drive and loyalty to the company. Workers who knew about possible chances for professional development showed increased work satisfaction and were more inclined to remain employed by their employer. Particularly appreciated were succession planning projects, including mentoring, skill development programs, and leadership development activities, as they enabled staff members to acquire the abilities required to succeed in more senior roles.

The report also underlined the requirement of routinely assessing and revising succession plans to guarantee they stay in line with changing corporate demands and industry trends. Despite the general comments being favourable, several staff members voiced concerns about the fairness and openness of the succession planning process.

They pointed out that vague selection criteria and poor communication about open prospects might cause confusion and lower staff involvement. The report advised that telecoms firms provide clear, objective criteria for spotting high-potential people and guarantee that every employee is aware of the capabilities and performance standards needed for professional development to handle these problems. Along with giving equitable chances for training and mentoring, frequent feedback and direction on career development assist in building a more inclusive and stimulating workplace, hence improving individual and organizational performance.

5.1.5 Employee Performance

The overall performance of employees in telecommunications companies was found to be positively influenced by effective talent management practices, as stipulated by a 4.0 mean score. The Employees reported higher levels of engagement, productivity, and job satisfaction due to the consistent implementation of talent management practices. The analysis also indicated a fact that employee retention rates were relatively high, suggesting that organizations have put in place effective strategies to minimize turnover. Moreover, the findings revealed that employees who participated in training and development in the telecommunication companies in Kenya initiatives were more likely to achieve their performance targets. Teamwork was highlighted as a key driver of productivity, with employees working collaboratively to meet the company's goals.

Customer satisfaction was also linked to employee performance, as employees felt empowered to deliver high-quality services due to the support they received from management.

The research also showed that employee performance was much improved by performance management techniques like frequent feedback and performance assessments. Those who got helpful comments said they were more confident in their skills and driven, which raised output and work satisfaction. By use of key performance indicators (KPIs), workers were able to establish unambiguous goals and track their development, therefore guaranteeing that their performance matched the aims of the business. By honouring and recognizing staff members' efforts and successes, performance recognition programs such as employee of the month awards and performance-based bonuses also helped to raise engagement levels.

Employee performance was shown to be driven in great part by cooperation and collaboration. Teams of workers were more inclined to share expertise, encourage one another, and cooperatively solve issues, according to the research, which raised efficiency and production. Greater job satisfaction and morale resulted from a feeling of belonging and better interpersonal ties created by open communication and a cooperative workplace. Moreover, cross-functional cooperation lets staff members gain fresh abilities and experience in many spheres of the company, thus improving their general performance and professional development.

5.2 Conclusion of the Research Study

The research has come to concluded that talent management practices significantly affect employee performance in telecommunications companies in Kenya. Performance

management, rewards and recognition, training and development, and succession planning were all identified as key contributors to enhancing employee engagement, productivity, and retention.

The correlation and regression analyses confirmed that these talents have an advantageous effect on employees and organisational performance, with training and development emerging as the most impactful practice. Effective training and development systems foster a positive working atmosphere where employees feel they are valued and continually motivated to have a hand in the organization's success. Furthermore, the study highlighted the importance of ongoing training and development in keeping employees competitive in a rapidly changing industry, especially in the telecommunication companies in Kenya.

Rewards and recognitions for the performance of employees in telecommunication companies in Kenya were seen to positively affect the productivity of the employees, as the incentives offered by the company motivated them and also appreciated the services they offered to the company. However, it was noted that some of the employees prefer public recognition while others prefer private recognition, as not all employees and their individual decisions on rewards and recognitions should be respected. Training and development on the performance of employees was positively rated by the employees, as it helped them to gain insights into some of the missing skills. According to the research, teamwork and having a mentor ensured development, built confidence, and career growth as the mentees are free to learn from their mentors assigned to them by the respective management from the telecommunication companies, hence improved employee and company productivity. Succession planning also plays an important part

in ensuring there is the long-term existence of the organization by preparing future leaders.

The study's findings align with previous research on the importance of investing in employee development as a means of achieving organizational success. Telecommunications companies in Kenya can benefit from refining their talent management practices to make sure employees have a touch of support in their career growth and development. The study underlined even more the need to match talent management policies with the general strategic objectives of the company. Companies may build a more motivated and capable staff by making sure that performance management, incentives and recognition, training, and succession planning line with personal and corporate goals.

Workers who can link their development to the success of the business are more likely to stay dedicated and perform to their best. This alignment also promotes responsibility among staff members, who own their performance, therefore helping the business to be sustainable and flourish over time. Furthermore, the study underlined the requirement of ongoing assessment and enhancement of talent management strategies to meet the changing demands of employees. Companies have to modify their people management plans to draw in, nurture, and keep qualified workers in Kenya's telecom industry.

5.3 Recommendations

5.3.1 Management Recommendations

Based on the outcomes of this research, numerous recommendations can be made to modify the effectiveness of talent management practices in telecommunications companies in Kenya.

First, it is recommended that companies invest in more frequent performance management conversations to provide employees with real-time feedback on their progress. These discussions should also include career development planning to ensure that employees feel supported in their professional growth.

Secondly, telecommunication companies should ensure that rewards and recognition programs are transparent and equitable. While most employees expressed satisfaction with these programs, a few felt that the process could be more transparent. Companies should communicate the criteria for rewards clearly and ensure that all employees have equal access to recognition opportunities based on their performance however big or small the achievement is. The management should also allow the employees to choose the kind of rewards they prefer either tangible or intangible form.

Third, the telecommunication companies in Kenya should continue to prioritize training and development practices on performance of employees, ensuring that these activities are tailored to the specific needs of employees. Mentorship programs should also be strengthened, allowing employees to build relationships with experienced colleagues who can guide them in their career journeys. Investing in continuous learning will help employees stay competitive and adapt to changes in the telecommunications industry.

Lastly, succession planning should be more inclusive and transparent. Employees should be made aware of the opportunities for career advancement and the criteria used to select individuals for future leadership roles. This will create a more inclusive environment where employees feel that their contributions are valued and recognized in the telecommunication companies in Kenya. In addition to assisting workers in improving their performance, providing them with regular feedback also boosts their level of engagement and job happiness, which ultimately results in increased levels of productivity and staff retention. Feedback sessions must include constructive criticism, acknowledgment of accomplishments, and activities that may be taken to enhance certain aspects of performance. Companies that provide telecommunications services can provide a supportive atmosphere in which workers feel appreciated and are driven to perform to the best of their abilities by encouraging open communication between employees and supervisors.

Companies could also support lifelong learning by providing access to industry conferences, certifications, and online courses. Giving staff member's chances to grow their soft and technical skills would enable them to remain competitive in the fast-changing telecoms sector. Encouragement of staff members to seek professional growth not only improves their performance but also develops their loyalty and dedication to the company, therefore supporting long-term corporate success.

5.3.2 Policy Recommendations

Performance management policies. Organizations can introduce performance management policies and appraisal tools to adjust workflow and put together other adjustments that will help employees achieve their purpose. Performance management done properly can help the company accomplish its goals perform optimally and improve employee performances.

Rewards and Recognition policies. Policies on employee rewards and recognition should be put in place by the companies as they can enrich to and preserve a high retention rate and persuade excellence in objective and goal delivery in the company. Rewards and recognition are expected to promote and reward the employee performance and achievements, the rewards can be in tangible and intangible form.

Training and Development policies. Training can gain high esteem for an organization and is also known to improve the existence and quality of the employees. Therefore, different organizations should put in place training and development policies are a way of motivating employees to improve their performance. Teamwork and mentorship program policies should be introduced to encourage a continuous learning culture in the company. Succession planning policies. A succession planning policy can help organizations keep in mind that they have a transparent plan in place for when leadership positions become available.

A succession planning policy makes it easy for the organization to source or minimize recruitment costs and help reduce employee turnover, which makes them more engaged

because they are sure that if a leadership position becomes available in the organization, they get the first opportunity or chance for promotion.

5.4 Suggestions for Further Study

This research focused on talent management practices and their effect on employee performance in telecommunications companies in Kenya. Future studies could explore other departments, such as manufacturing or education, to find out whether closely related trends exist across different industries.

Additionally, future research could examine the effect of digital transformation on talent management practices, particularly in light of the increasing adoption of remote work and digital technologies in the workplace. Another area for further study could be the role of employee participation in driving organisational performance. While this study touched on engagement, more in-depth research could explore specific engagement practices and their direct effect on employee productivity and retention.

Moreover, future research could investigate the effectiveness of leadership development programs in preparing employees for management positions and how these programs contribute to organizational success. Further research may also look at how digital transformation affects talent management strategies, especially given the rising acceptance of digital technology in the workplace and remote work.

Understanding how digital technologies effect performance management, training and development, rewards and recognition, and succession planning can help one to better grasp how businesses run as they are changing. Future research may look, for instance,

how online training courses and virtual performance evaluations affect employee productivity and engagement.

Furthermore, investigating how artificial intelligence and data analytics may help to maximize people management systems might provide insightful analysis of how workforce performance might be raised in a digital-first environment. The influence of employee involvement in promoting organizational effectiveness is yet another topic requiring further investigation.

Although this study focused mostly on employee engagement, a more thorough investigation might investigate certain engagement strategies and their direct consequences on work satisfaction, retention, and output. Future research may look at, for example, the effects of initiatives like employee feedback programs, group decision-making, and acknowledgment of staff efforts. Knowing how these behaviours affect general organizational success as well as individual performance will let businesses create more successful engagement plans that inspire a motivated and dedicated staff.

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APPENDICES

APPENDIX I: Research Tools

I Kindly request you help me in filling the following questionnaires regarding Talent Management practices on performance of employee in your organization. Your response will be of great help in my research. Thank you.

PART A: GENERAL INFORMATION

1. Which is your gender?

- Male
- Female
- Transgender

2. Which department do you fall in?

- Finance
- Sales and marketing
- Management
- HR
- IT

3. How many years worked with this organisation?

- 0 – 5 years
- 6 – 10 years
- More than 10 years

4. What is your highest level of education?

- PHD
- Masters
- Bachelors
- Diploma
- Others

PART B: STUDY VARIABLES

5. To what extent do you agree with the following statements concerning performance management?

Tick the appropriate answer using criteria below.

1-strongly Disagree (SD), 2-Disagree (D), 3-Uncertain (U), 4-Agree (A), 5-Strongly Agree (SA)

	Question	1	2	3	4	5
1	Performance management are talked about by management.					
2	Performance conversations are highly valuable at the company.					
3	Appraisal tools help managers gain confidence about the performance of employees.					
4	Personal career development plans are encouraged at the company.					
5	Frequent monitoring helps check employees' progress and solve arising problems.					

6. To what extent do you agree with the following statements concerning rewards and recognition?

Tick the appropriate answer using criteria below.

1-strongly Disagree (SD), 2-Disagree (D), 3-Uncertain (U), 4-Agree (A), 5-Strongly Agree (SA)

	Question	1	2	3	4	5
1	Performance recognition makes working enjoyable.					
2	Equity in offering rewards has led to improved performance.					
3	Employee well-being both physically, emotionally, and mentally determines the success of the company.					
4	Training sessions are given as incentives and rewards for workers' performance evaluation.					
5	Rewards and recognition organizational culture where employees' work is valued.					

7. To what extent do you agree with the following statements concerning training and development?

Tick the appropriate answer using the criteria below.

1-strongly Disagree (SD), 2-Disagree (D), 3-Uncertain (U), 4-Agree (A), 5-Strongly Agree (SA)

	Question	1	2	3	4	5
1	Training of employees enables them to grow in career development opportunities.					
2	A good candidate experience will make them share their good feelings with others and help build the reputation of the organization.					
3	One can learn and develop their skills by establishing a personal relationship with a company mentor.					
4	Training builds job competency and confidence.					
5	Employee training can help improve comprehension by filling in the skills that are missing.					

8. To what extent do you agree with the following statements concerning succession planning?

Tick the appropriate answer using criteria below.

1-strongly Disagree (SD), 2-Disagree (D), 3-Uncertain (U), 4-Agree (A), 5-Strongly Agree (SA)

	Question	1	2	3	4	5
1	Succession planning identifies future staffing needs and people with skills to perform future roles in this company.					
2	Employees with high potential are considered in succession planning.					
3	Evaluating employees' effectiveness helps in setting up a good succession plan.					
4	Succession planning enables an organization to align its talent with the organization's goals and vision.					
5	Our organization has factored in succession planning, which helps in preparing for inevitable changes such as promotion, resignation, or transfer in the workplace.					

PART C: EMPLOYEE PERFORMANCE

9. To what extent do you agree with the following statements concerning performance management?

Tick the appropriate answer using the criteria below.

1-strongly Disagree (SD), 2-Disagree (D), 3-Uncertain (U), 4-Agree (A), 5-Strongly Agree (SA)

	Question	1	2	3	4	5
1	There is low employee turnover in our organization.					
2	We have experienced career growth and development for the time we have worked here.					
3	Teamwork has enhanced the firm's productivity.					
4	Our customers are satisfied with our service.					
5	The employees are highly engaged.					

APPENDIX II: Introduction by MKU



DIRECTORATE OF GRADUATE STUDIES

MBA/2022/47109

14th August, 2024

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA

Dear Sir/ Madam,


RE: RHODA SYOMITI DAVID - REGISTRATION NO. MBA/2022/47109

The purpose of this letter is to introduce the above named student who is pursuing Master of Business Administration in the department of Accounting and Finance in the school of Business and Economics.

The title of the research is "Analysis of Talent Management Practices on Performance of Employees in Telecommunications Companies in Kenya." It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between August, 2024 and October, 2024.

Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karenga, PhD
Director, Graduate Studies

Mount Kenya University
P. O. Box 342 - 01000, THIKA
Office of the Director
Graduate Studies

Enc.

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Tel: 020-2878 000, Cell: +254 709 153 000
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2015 Certified Institution.
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APPENDIX III: ERC Certificate

Mount Kenya University
Date: 10 August 2024



REF: MKU/ISERC/4180
TO: RHODA SYOMITI DAVID

REG: MBA/2022/47109

Dear Sir/Madam,

RE: ANALYSIS OF TALENT MANAGEMENT PRACTICES ON PERFORMANCE OF EMPLOYEES IN TELECOMMUNICATIONS COMPANIES IN KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2998**. The approval period is **10/08/2024 - 09/08/2025**.

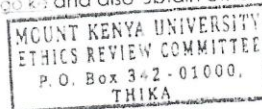
This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-porta.nacost.go.ke> and also obtain other clearances needed.

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC



Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 | +254 709 153 203

AP

APPENDIX IV: NACOSTI research license




REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 786642 Date of Issue: 16/August/2024

RESEARCH LICENSE



This is to Certify that **Ms. Rhoda Asumpt David** of **Mount Kenya University**, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev. 2014) in Nairobi on the topic: **Analysis of talent management practices on performance of employees in telecommunication companies in Kenya**, for the period ending: **16/August/2025**.

License No: **NACOSTI/P/24/39093**

786642

 Director General
 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Applicant Identification Number

Verification QR Code



NOTE: This is a computer generated License. To verify the authenticity of this document, scan the QR Code using QR scanner application.

See overleaf for conditions

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (REV. 2014)
 Legal Notice No. 108/ The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and ensure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of international treaties of which Kenya is a signatory to;
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way:
 - i. Endanger national security;
 - ii. Adversely affect the peace of Kenya;
 - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Terrestrial Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN), Comprehensive Nuclear-Terrestrial Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN);
 - iv. Result in exploitation of intellectual property rights of communities in Kenya;
 - v. Adversely affect the environment;
 - vi. Adversely affect the rights of communities;
 - vii. Plagiarize someone else's work;
 - viii. Endanger public safety and national cohesion.
3. The License is valid for the proposed research, location and specified period.
4. The Income and rights thereunder are non-transferable.
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.



APPENDIX V: Field entry authorization letter

Nairobi County,
County Director of Education,
P.O.Box 49416-00100.
Nairobi-Kenya.

Rhoda Syomiti David,
P.O.Box 85082-00200.
Nairobi.

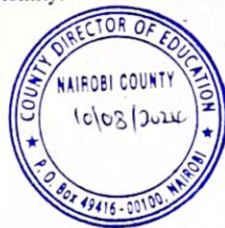
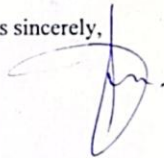
RE: Data Collection Field Authorization.

I am pleased to inform that you have been granted permission in respect of your research request to conduct your research project work in Nairobi County on telecommunication companies in Kenya titled, "Analysis of talent management practices on performance of employees in telecommunication companies in Kenya." Your study initiative is appreciable.

In order to ensure accurate and smooth collection of data, kindly follow the rules and regulations stated by the respective communication company during your research. As requested earlier the research work will be purely for educational purposes only and data collected will be confidential. Therefore, we would like to ask your good company to allow the student conduct her research within the vicinity.

Thank you.

Yours sincerely,





Parkside Towers, Mombasa Road, P.O. Box 73146-00200, Nairobi, Kenya
<http://www.airtel.com> | Dedicated Internet | Leased Lines | Fixed Lines | Private APN | Toll Free |
Cross Border Leased Line | Post Paid Voice | Co-location

August 8, 2024

Rhoda Syomiti David
P.O. Box 85082-00200,
Nairobi, Kenya

SUBJECT: AUTHORIZATION FOR DATA COLLECTION

The above subject refers.

We are pleased to authorize your request for data collection as part of your master's research project entitled, "Analysis of Talent Management Practices on Employee Performance in Kenya," under the reference number #2388353.

As a valued student of Mount Kenya University, Airtel Kenya is committed to supporting educational pursuits, and we are prepared to provide the necessary assistance for the successful completion of your research. Please rest assured that all information obtained will be treated as confidential and used solely for educational purposes.

We commend you on your initiative to explore this topic within Airtel Kenya, and we look forward to contributing to the advancement of your academic goals.

Yours sincerely,

Airtel Network Kenya



13 August 2024

Rhoda David

Email: syomitidavid@gmail.com

Dear Rhoda,

RE: LETTER OF AUTHORIZATION TO CONDUCT RESEARCH AT SAFARICOM PLC

We refer to the above matter.

We have reviewed your application dated **9 August 2024** to conduct research within Safaricom PLC for your academic project titled "**Talent management practices on performance of employees in Telecommunication companies in Kenya**".

We are pleased to inform you that your application has been approved and you may proceed to carry out the research by sharing a digital questionnaire to the targeted staff members. Please note that the results must be shared with the Resources Division before they are published.

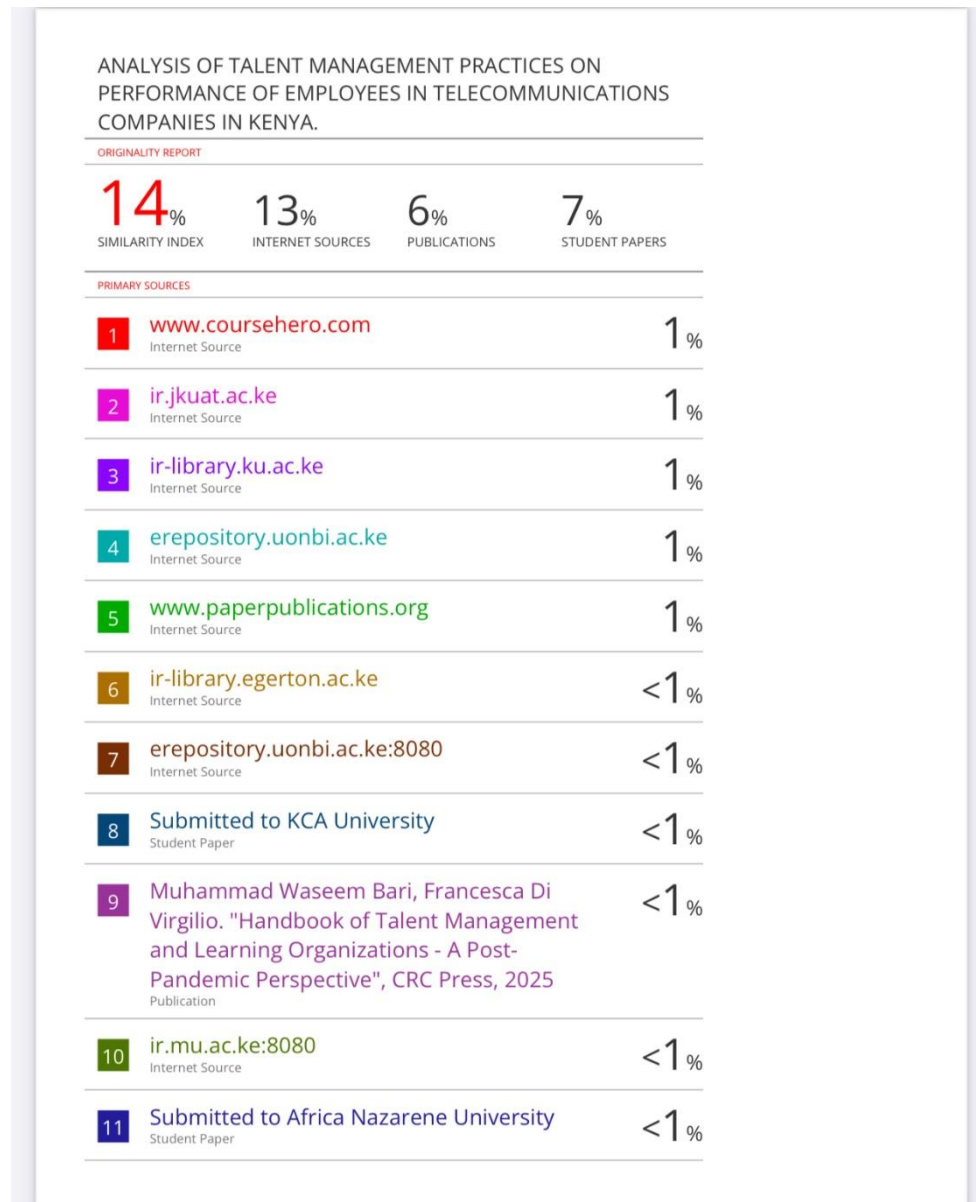
We will accord the necessary assistance for the completion of the above research. For any clarifications kindly get in touch with HR team through Helpdesk2@Safaricom.co.ke or 0722004444.

Yours Faithfully, For
Safaricom PLC



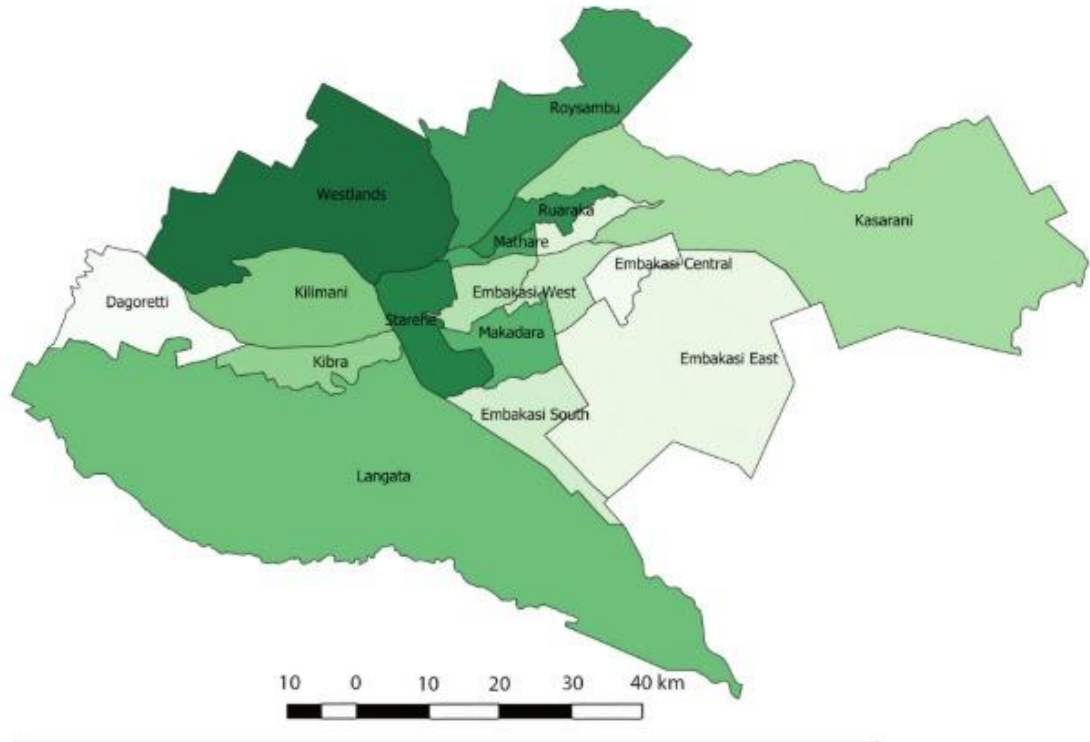
Peter Njioka
Head of Talent & HR Shared Services

APPENDIX VI: Turnitin report



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APPENDIX VII: Research map



Mount Kenya