

**INFLUENCE OF TALENT MANAGEMENT ON EMPLOYEE
PERFORMANCE IN TELECOMMUNICATION COMPANIES: A CASE
STUDY OF SAFARICOM PLC, KENYA**

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DECLARATION

Declaration by the Student

This is my original work and has not been presented for the award of a diploma or conferment of a degree in any institution.

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This work has been submitted with my approval as the university supervisor.

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DEDICATION

I proudly dedicate this work to my parents, Jane Kambura and Harun Kinoti. I appreciate their support throughout my learning at Mount Kenya University.



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I am grateful to God, whose guidance and strength have helped me complete this work.

I also appreciate my supervisor, Dr. Mercyline Kamande, for being there for me and offering professional advice where necessary. I also thank Mount Kenya University for providing the resources and ample environment that facilitated my work. Lastly, I thank my classmates for their insights and support.



ABSTRACT

The study investigated how talent management impacts the overall performance of employees at Safaricom PLC, Kenya, by examining four crucial objectives: to assess the effect of training and development programs on employee performance, to examine the effect of engagement strategies on employee performance, to investigate the effect of organizational retention policies on employee performance and to examine the effects of career development and succession planning on employee performance. This study aimed to determine how each of these pillars of talent management contributes to the performance of employees. The empirical work was supported by two theories, namely, the Human Capital Theory, whereby investment in human skills and knowledge leads to improved productivity, and the Social Exchange Theory, which states that employees pay back their good treatment in an organization by performing and being more committed. The research strategy was a quantitative survey design where a sample of 249 Safaricom PLC employees was used to collect the data. The main data collection tool was the implementation of a structured questionnaire on a 5-point Likert scale. Both descriptive statistics (frequencies, means, standard deviations) and inferential statistics, Pearson Correlation, multiple linear regression, and ANOVA are used in data analysis. The analysis has expressed remarkable results. The workforce at Safaricom is highly educated, youthful, with a keen interest in lifelong learning approaches, which are descriptively represented. Training programs were seen by the employees as being pertinent and useful in arguments and skills development, as well as readiness for the change of technology. The engagement strategies were rated high in promoting open communication, clarity of what is expected of them and a sense of belonging, which is fueled by motivation. A positive work environment was observed to be offered through organizational retention policies as one of the primary attributes to the establishment of loyalty. Whereas career development and succession planning were perceived as an overall source of performance, the level of perceptions was relatively lower than that of clear and personalized career paths and available mentorship programs. Inferentially, all four dimensions of talent management were able to earn strong, positive and statistically significant correlations with the overall performance of the employees. The four dimensions of satisfaction explained 78.7 percent of the variance in employee performance, which is a strong predictive relationship to the model of multiple regression ($F=261.35$, $p<0.001$). Engagement strategies as one of the predictors showed the highest individual contribution ($Beta=0.325$, $p<0.001$), followed by organizational retention policies ($Beta=0.260$, $p<0.001$), career development and succession planning ($Beta=0.205$, $p<0.001$) and training and development programs ($Beta=0.180$, $p<0.001$). The research reveals that a fluent and strategically applied talent management model is the essential aspect that can bring better performance among the employees of Safaricom PLC. Even as the company proves to be strong in many aspects, especially regarding employee engagement and having an employee-friendly environment, the company can do more to make career development programs clearer and more individualized, enhance recognition and employee voice systems, and increase the sense of fairness and transparency in performance appraisal programs.

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LIST OF ABBREVIATIONS

KSA:	Knowledge, Skills, and Abilities.
WLB:	Work-Life Balance.
IVs:	Independent Variables.
DV:	Dependent Variable.
TDP:	Training and Development Programs.
ES:	Engagement Strategies.
ORP:	Organizational Retention Policies.
CDSP:	Career Development and Succession Planning.
EOP:	Employee Overall Performance.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This section of the study includes the background, purpose, objectives, and the questions to be answered. The problem statement elaborates on detailed issues and voids of the study to be filled. The study objectives refine the areas of focus and the research questions for investigation. The study's theoretical background, aims, and objectives, focused on their significance and possible consequences, are also discussed. It outlines assumptions, scope, limitations, and delimitations, which creates a sound and coordinated research model for this study.

1.1 Background to Study

Nowadays, talent management has become a vital strategic issue in all organizations worldwide in the bid to achieve competitive advantage and superior performance on a sustained basis. Multinationals are taking more and more time and money in building strong talent management plans in a bid to ensure that they get the best employees, build on them and retain them. Gallardo-Gallardo et al. (2020) also report that talent management incorporates vital human resource practices, which include recruitment and selection, training and development, career growth and development, and performance assessment. The practices have correlation with better organizational performances, innovation and employee satisfaction.

The central worldview on talent management involves appreciating cultural diversity and adjusting management approaches according to diversified cultural environments. The cultural dimension theory by Geert Hofstede, which explains how values and norms of culture are peaking up in the work environment, is one of the frameworks applied in

explaining workplace behavior and attitudes (Fidyah & Setiawati, 2020). The cultural characteristics related to individualism-collectivism and power distance are notable as they shape individuals' strategies in talent management. The main feature of individualistic cultures is a firm personal focus on achieving one's goals, the freedom of personal autonomy, and maintaining a personal level of achievement. In contrast, collectivist cultures strongly emphasize group harmony, cooperation, and loyalty to the group. For the collectivistic culture, talent management may mean identifying and incentivizing group contributions and promoting the autonomy of ideas. Accordingly, collectivist talent management may focus most on teamwork, consensual decision-making, and common objectives.

Cultural dimensions study enables organizations to tailor relatively talent management practices to local norms, improving their efficiency in optimizing workers' productivity in cross-cultural neighbors. Multinational firms might evolve by implementing such training programs to align them with cultural diversity, considering endorsement of team play more than personal recognition in society (Fidyah & Setiawati, 2020).

In the region of Sub-Saharan Africa, talent management is gradually becoming part and parcel of organizational development. Business firms are embracing the idea of investing in human capital because of the increasing market demands and competitiveness. Nevertheless, issues like skills gap, employee turnover, and training opportunities serve as barriers to quality talent management (Muyela & Kamaara, 2021). Nevertheless, there are firms already implementing innovative talent practices, which are providing encouraging results in terms of enhancing the performance of employees and the overall success of the corporation.

Locally in Kenya, the management of talents is rising as organizations struggle to come up with ways of handling uncertainties related to the workforce and developing sustainable human capital. The socio-economic environment and the labor market characteristics in Kenya present an excellent setting to study the role of the talent management in employee performance (Muyela & Kamaara, 2021). With companies focusing on recruiting and retaining the right talents, there is increased interest in organizations in taking the integrated approach toward talent management which goes beyond attracting talent and making the employee be available and productive company-wise. This therefore forms a study which examines the connection between talent management and employee performance in Kenya.

1.1.1 Talent Management

Various key performance indicators should be defined to measure current talent management practices. These indicators can help evaluate the effectiveness of an organization's chosen talent management strategies (Li et al., 2021). Some of the primary performance indicators include recruitment and selection rates, training and development programs, employee retention rates, employee Net Promoter Scores (NPS), and career advancement rates. First, the recruitment and selection rate is an organization's key performance indicator, reflecting its effectiveness in attracting and hiring new talent. This metric provides valuable insight into the organization's hiring efficiency and ability to meet workforce needs according to the required skills. The talent management process starts with employing suitable people to fit the job and perform the required competencies. Companies with stringent standards for employees' selection and training procedures are likely to match the required and available skills and abilities at the workplace. Effective recruitment and selection practices positively correlate to employee ultimate performance (Rose et al., 2023).

Upskilling programs may involve training sessions and other professional development courses from which one is not exempt, especially with the need for ongoing professional development. Such programs ensure that the employees are informed on the existing trends and skills in the market, eventually improving employee training. These programs provide employees with essential skills and expertise, improving efficiency and task performance. Given this, training and development programs are essential for fostering a skilled and productive workforce equipped to meet their current and future objectives, ultimately improving the overall organizational performance (Odhiambo, 2018). The training and development programs will be assessed based on attendance levels and the corresponding changes in the employees' work performance. The training impact will be assessed through pre- and post-training surveys to determine the degree of improvement in the employees' skills and knowledge. Moreover, the opinions of the employees concerning the applicability of the training sessions, as well as their usefulness, will be collected to evaluate the program

Employee retention rates show that talent management practices efficiently retain employees in the organization. Employee retention rate is another crucial performance indicator in talent management that gives the workforce percentage remaining with the organization after a given period. Low turnover means employees are happy and committed, increasing cost-effectiveness since there are no costs involved in recruitment and training and, finally, organizational continuity by having experienced employees (Singh, 2019). The retention rate also helps create a healthy work atmosphere, leading to high morale and effective collaboration. Retention data are also crucial in determining the efficiency of the practices used when recruiting, developing, and maintaining employees. By adopting ways to increase retention, such as providing benefits, career advancement, flexible schedules, and feedback with incentives and a positive culture,

employees become committed and productive, thereby enhancing organizational performance.

Lastly, employee engagement tools such as employee satisfaction surveys and use tools such as the Employee Net Promoter Score (NPS) are very useful. Higher engagement is associated with increased satisfaction and involvement in their decisions while getting a sense of value and feeling valued is linked to recognition (Goestjahjanti et al., 2020).

1.1.2 Employee Performance

To measure employee performance, various key performance indicators (KPIs) are utilized to evaluate the effectiveness of talent management practices, which include work quality, employee engagement and motivation, retention rates, and career progression (Goestjahjanti et al., 2020). Work quality focuses on the extent to which employees exploit the knowledge and skills acquired from training to improve their job performance (Goestjahjanti et al., 2020). Increased work quality – accuracy, speed, and coherence of work – demonstrates increased competency and work productivity that translates the organizational investment in training into higher organizational returns. Employees that are engaged are likely to work harder, be more interested in their job, and as a result be more productive thus enhancing the performance of the organization. This indicator determines whether things like decision-making involvement or task autonomy increase the morale of the employees and their performance levels as they show commitment toward organizational goals.

Employee Retention rates determine the effectiveness of talent retention strategies and is a core metric. This ensures that skilled workers do not join other companies thus saving the company turnover expenses as well as maintaining the right workforce with the right kind of experience to undertake the company's operations. When analyzed, high

retention rates will accredit that the retention approaches such as competitive remunerations and benefits are beneficial in enhancing a stable employees' pool that delivers impressively to the organization (Singh, 2019).

Lastly, career progression indicates how far employees are being promoted within the company and if the career growth development programs are nurturing the staff for leadership positions. Career advancement means greater accumulation of both human and structural capital for those individuals, who show that they are acquiring competencies for more intricate tasks; thus, there are positive effects on employee performance (Li et al., 2021). Combined, these metrics provide a comprehensive insight into the employees' performance, which areas need further development, and what they have achieved about the organizational objectives and targets. Therefore, using the above indicators, the study will appropriately measure various talent practices on employee performance that would be useful to an organization.

Therefore, this study seeks to fill a blank area in the literature on the effect of talent management strategies on employee performance in telecommunications organizations in Kenya. As mentioned earlier, there is a vast pool of literature on talent management in the global arena; however, few studies exist specifically for the Kenyan context concerning socio-economic and cultural factors (Muyela & Kamaara, 2021). Studies have tended to investigate the developed economies where the talent competition might not be comparable to that of Kenya. This research seeks to fill this gap by examining how talent management practices affect employee performance in the context of a developing economy and provides unique insights into these processes. This study also seeks helpful information for Kenyan organizations by analyzing the factors within this context.

1.2 Statement of the Problem

In the contemporary competitive Kenya business environment, the challenges that affect organizations' performance and productivity in human capital management include the high rate of employee turnover and skills deficit that has become the hallmark of the Kenyan labor market compounds these issues (Muyela & Kamaara, 2021). Despite the preceding challenges, talent management has been identified as having an interest in influencing the performance of employees; hence, talent management has been deemed to offer an adequate solution to the above-stated issues.

This study aims to address the gap of comprehensive misalignment and fragmentation in talent management practices. "This gap is defined by a lack of alignment between talent management practices and performance indicators, a lack of customization of these practices to individual needs and organizational roles, and isolated implementation of talent management practices rather than integrated strategies" (Snell & Morris, 2021). These issues result in vague outcomes and decreased efficiency of employees' performance.

Organizations should correlate talent management strategies with specific performance outcomes to document their effects (Snell & Morris, 2021). Most talent management practices require a choice of tactics for implementation; hence, they must be designed to suit the employees' unique needs and roles in the organization. Moreover, proper organization of all the talent management initiatives guarantees that they enhance their effectiveness as they are in harmony with one another. Now, assessing these steps is emphasized in the recent studies that focus on how organizational talent management can contribute to achieving an organization's long-term goals and strategic objectives, taking into account the personnel factor (Snell & Morris, 2021). Therefore, this study

recommends how organizations can align their talent management strategies for maximum effectiveness. The present research filled one of the major gaps in the extant literature regarding analyzing the link between talent management practices and employee performance in Kenyan organizations (Muyela & Kamaara, 2021).

1.3 Purpose of the Study

This research aimed to assess the relationship between proximal talent management practices and the overall intent of improving performance among workers. It determined best practices of talent management and made specific suggestions as to which arrangements were most advantageous for the organization. In doing so, the paper sought to provide an understanding of the effectiveness of these strategies in optimizing both employee and organizational benefits.

1.4 Objectives of the Study

- i. To assess the effect of training and development programs on employee performance, over a 5-year duration (2020-2025), based on survey data conducted among the staff and the management.
- ii. To examine the effect of engagement strategies on employee performance, using the data obtained in the course of the survey conducted in the selected departments of Safaricom PLC in the first half of 2025.
- iii. To investigate the effect of organizational retention policies on employee performance, through quantitative research of the retention-related practices in the last five years.
- iv. To examine the effects of career development and succession planning on employee performance, observed in the high-skilled jobs within Safaricom PLC between the years 2020-2025.

1.5 Research Questions

- i. How do training and development programs affect employee performance?
- ii. How do satisfaction strategies affect employee motivation and performance?
- iii. How do organizational retention policies affect employee performance?
- iv. How does career development and succession planning affect employee performance?

1.6 Significance of Study

This project on talent management and the performance of employees is relevant to both individuals and organizations. It is aimed at exploring talent management processes and their impacts on employee performance. First, the research will contribute not only to organizations and employees but also to the general view on talent management issues and performance (Li et al., 2021). Overall, through examining and analyzing talent management initiatives and impacts, the study will make a theoretical and practical contribution by developing benchmarks to enhance the implementation of value-based strategies in organizations. Excellent and efficient talent management practices will be acknowledged for raising the bar on employees' productivity, engagement, and loyalty. Hence, employers will be expected to carry information on the repercussions of such practices concerning their workforce population and tailor talent management methods that provide value in the labor market.

It was, therefore, vital to recognize that implementing talent management practices resulted in improved job vacancy filling and, consequently, enhanced recruitment (Li et al., 2021). These included activities such as providing highly elaborate talent management and development initiatives and designing an appropriate work climate for employees. Although this study compiled cutting-edge information to review the

literature on talent management, it advanced theoretical knowledge in the field and addressed existing gaps. Thus, the study served as a foundation for future research and provided talent managers and organizational leadership experts with guidelines for improving talent management strategies.

The practical relevance of this study was significant. The findings offered relevant advantages to firms that aimed to enhance employee efficiency and improve projected organizational performance. Together with the results of this study, organizations were able to design more efficient strategies for the recruitment phase, comprehend the necessary measures for employee training, and shape organizational conditions to increase employee interest and motivation. In the long run, these changes contributed to staff development, organizational motivation, and productivity towards achieving organizational objectives. However, critiques of the study's theoretical framework of talent management were also acknowledged. They enriched the academic field and enhanced previously established theories by filling acknowledged gaps or building upon existing ones. This theoretical base was crucial for establishing a new paradigm and formulating effective strategies for utilizing talent across different types of organizations.

Consequently, the paper's findings on talent management and employee performance offered both applied and theoretical significance. The study provided practical recommendations for telecommunication organizations to improve their talent management strategies, resulting in increased employee productivity, engagement, and reduced staff turnover. Furthermore, it enriched existing knowledge on talent management and provided a basis for further investigations and implementation of relevant practices. Therefore, the subject matter of this study held substantial value for telecommunication organizations seeking to enhance employee performance with the overarching goal of achieving better organizational outcomes.

1.7 Scope of the Study

The study discussed the role of talent management on the performance of employees in the Kenyan telecommunication industry. Its scope was to be in various dimensions such as conceptual, geographical, theoretical, temporal and a methodological boundary. Theoretically, the research concentrated on several important activities in talent management like training and development, engagement practices, retention policies and career and succession planning. It looked at the effects the practices have on employees and especially the corporate performance of the employees as regards to work quality, motivation, retention as well as career advancement.

The study geographically restricted the research to the Safaricom PLC and other chosen telecommunication firms operating in Kenya. That offered a culturally and economically pertinent background against which the study of talent management strategies could be conducted in a fast-paced industry that is highly dependent on professionals. The period to be covered was five years, 2018-2025. This allowed the research to understand the current patterns and review the experiences of modern talent management programs.

The theoretical scope was anchored to the theory of Resource-Based View (RBV) that highlights the significance of human capital as a resource among other resources of an organization as strategic in attaining a competitive advantage through its execution of strategies of a firm. Methodologically, the study consisted of a quantitative and qualitative research designs and the sample, consisted of employees with the different levels of the company. This scope made the study focused, pertinent and able to produce practical knowledge on the role that talent management plays on improved performance of employees and the whole organization.

1.8 Study Limitations

The research was limited by the fact that data was collected exclusively from Kenyan companies. Consequently, the context was narrowed, as the study excluded an international perspective. A major drawback was the study's limitation in addressing corporate culture and labor laws unique to Kenya, which may not be applicable in other countries. The study also concentrated on the finance and technology sectors, which heavily depend on skilled labor and the increasing importance of talent management. As such, the focus was on managing employees' vocations within these specific sectors, recognizing that fund allocation and human resource needs may differ in manufacturing, retail, or education industries.

The study focused on data from the past five years to capture both current and recent trends. Therefore, it did not account for long-term evolution in talent management strategies. The methodology employed designated techniques, including both qualitative and quantitative research tools, but was limited to data types suitable for the selected methods of analysis. This approach excluded other potentially valuable data collection and analysis techniques that might have contributed additional insights necessary for a more comprehensive understanding of the topic.

1.9 Delimitations

The study delimited itself to organizations that were assumed to have implemented talent management practices uniformly across their different departments. Uniformity was considered essential, as it allowed for a more accurate measurement of the effectiveness of these practices without the confounding influence of variations that could alter outcomes.

The study distinguished itself by assuming that data retrieved through self-reporting techniques, including interviews, were authentic and accurate. The validity of survey responses depended on the honesty and trustworthiness of the participants.

Furthermore, the study relied on the assumption that the organizational environment remained relatively stable during the survey period. Major organizational changes such as mergers, leadership transitions, or other strategic shifts were assumed to be minimal, as such changes could independently influence employee performance.

Additionally, the study assumed a direct correlation between recruiting and retaining top talent and an increase in employee productivity. Finally, it was assumed that the findings could be generalized to other organizations within the same industries and geographical regions. This implied that the results derived from the sampled organizations were expected to be applicable to similar entities within the region.

1.10 Assumptions of the Study

The study assumed that talent management practices were implemented consistently across different departments within the organization under investigation. This consistency enabled the evaluation of their effectiveness without variations that could have skewed the results. It was also assumed that the data collected through self-reporting methods, such as interviews, were accurate and truthful.

The study further assumed that the organization maintained a relatively stable environment during the research period. Significant organizational changes such as mergers, leadership transitions, or major strategic shifts were presumed to be minimal, as such changes could have independently influenced employee performance, thereby confounding the study outcomes.

An underlying assumption of the study was that effective talent management practices motivated employees to perform better, indicating a direct correlation between these practices and improvements in employee performance. Moreover, the research was based on the assumption that changes in talent management strategies would directly lead to corresponding changes in employee performance.

Finally, the study assumed that its findings could be generalized to other organizations within the same industries and geographical location. This implied that the results obtained from the sampled organization were expected to be applicable to similar entities operating in the same regional context.



1.11 Definition of Terms

Employee Retention: The company's qualifications make the employees happier and more satisfied and allow them to advance their careers to the level of their choice. The main objective is to reduce the problems caused by high employee turnover by keeping valuable workers interested and loyal to the organization for a long time.

Succession Plan: The succession plan is a strategic system for establishing who will succeed and who will exit the organization shortly. This ensures the continuity of leadership and a smooth transition. The function entails identifying potential employees, providing the required training, and planning for the progression of executives to achieve organizational endurance and achievement.

Employee Satisfaction: Employee satisfaction is a state of cognitive attitude that defines how the employee views and endorses organizational roles. Job satisfaction is a term often used interchangeably with employee satisfaction because the two sets of definitions employ the same meanings.

Employee Engagement: Employee engagement refers to employees' passion and enthusiasm toward their work and the organization. Committed employees are enthusiastic, perform tasks beyond their routines, and care about the company's outcome.

Career Progression: Career progression defines the ascent of professionals into positions which grant expanded authority and better opportunities for skill acquisition as well as more substantial performance-based compensation.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Talent management is imperative in modern socio-economic environment where human resources' quality and performance are on the same page. This phenomenon is reflected in the growing body of works concerning the relationship between talent management approaches and an employee's performance, with talent managers as the primary strategic players in many organizations. The review sums up existing theories and big statistical data to explain how varied components of talent.

Hence, this review, which critically appraises the most relevant and updated studies, will engage in the ongoing discussions in academia and practice on what works in talent management and how it assists individuals in their drive to perform at their best. As a result, it will be easier for both practitioners and scholars to refine and implement empirically supported and theory-grounded talent management strategies.

2.1 Theoretical Framework

2.1.1 Talent Identification and Acquisition

Talent identification and acquisition models as well as strategies which organizational executives use to actively source, identify, screen, and draw in individuals endowed with the required skills and attributes for their organization are vital components of their strategy to meet their goals. In competency-based models, talent segmentation models, and succession planning frameworks, which are the three dominating theoretical models in this domain, talent is emphasized (Shet et al., 2019). This model has the purpose of determining what specific competencies or skills are significant for performance in a particular position or organization. They explain the key responsibilities that are the main

activities for various jobs, so recruiters become able to evaluate candidates independently from their experience and achievements. Tying organizational requirements to individual competencies is a cornerstone of competence-based models, making sure that the right attributes are at the right job positions ultimately leads to performance enhancement. In this sense, a competence-based approach would list leadership, problem-solving and adaptability as all essential competencies for a managerial position so that candidates demonstrate these characteristics before being selected for the position.

The talents are usually grouped by talent segmentation models which are built up depending on the employee's abilities, performance, prospects, and career aspirations. Through the process of segmenting the employees into different talent pools, organizations have the opportunity to design specific programs for the development and also for retention of every segment (Jooss et al., 2021). The same can be illustrated in the case of an employee identified and given specific developmental opportunities that are intended to nurture them toward successful business leadership. Conversely, a high-performing employee can be recognized through, for example, task completion rewards to keep them in the organization. The above models help in distributing organizational resources optimally for fostering and retaining a talented workforce to maximize efficiency and performance among different candidates.

Succession planning frameworks that are focused on the identification and development of internal staff as potential leaders for key positions within the organization are the primary basis on which they are built (Fusarelli et al., 2018). Assessing current staff potentials in terms of taking on future responsibilities of future leaders and implementing development activities to prepare them for the top management role is how these models work. Through the process of identifying and preparing successors as a preventive measure, organizations eliminate the risk that comes from leadership gaps and ensure an

existing system of leadership. Such a mixture of existing and new leadership guarantees continuity which is critically important for the performance of the company. The succession planning frameworks contain strong engagement and retention signals for employees who receive a message that opportunities for growth and success are available within the same business.

On an overall basis, these talent identification and acquisition models are directly relevant to enabling a better fit between organizational requirements and individual talents and consequently produce more productive performance outcomes. How the systematic search, evaluation, and development of talent is carried out enhances the chances of a firm having the right personnel at the proper place with the suitable abilities needed to enhance success (Shet et al., 2019).



Figure 1: Competency-based model

Source: APTMetrics, n.d.

Figure 2.1 above shows the competency model for obtaining and retaining a skilled workforce in an organization. Moreover, the figure represents such models, which

translate to increased employee engagement by making employees loyal and improving their careers, leading to talent excellence and continual improvement in the organizational culture (APTMetrics, n.d.).

2.1.2 Human Capital Theory

“The Human Capital Theory defines human capital as corporate assets which include the knowledge, skills, and abilities (KSAs) of the personnel” (Collings et al., 2019). These assets which if nurtured and developed improve the productivity and competitiveness of organizations. The theory identifies human capital investment as similar to investment in physical capital where act of improving the people’s proficiency to deliver performance, training and development will pay dividend through performance improvements, innovation and economic growth. From the perspective of this theory, it is also crucial to identify the practices that should be implemented to develop the valued organizational resources, including the KSAs of the employees. Talent management entails a spectrum of human capital management activities some of which include; sourcing and selection, learning and development, succession planning, and performance management (Collings et al., 2019). Consequently, organizations’ promotion of these three areas results in the creation of highly skilled human capital to enhance performance to meet organizational goals.

Thus, the recruitment and selection of employees possessing the right KSAs can be regarded as the primary stage of effective talent management. When the right candidates are selected because of strength and relative maturity in core competencies, the organization lays the foundation for later development activities (Collings et al., 2019). Concerning staff recruitment and selection, influence factors are in the ability to use ability tests, interviews, and assessments to get well-equipped staff who will be in a

position to support the organization's objectives. Training and development are therefore, critical in improving the employees' KSAs. They are intended to fit the skills deficiency, refresh skills, and institute new competencies that may be needed by the organization. This is a process through which new employees are introduced to the organization, and with the support and guidance of their managers and trainers, their personal and organizational objectives are achieved by acquiring knowledge and technical competencies in executing their duties. It is at this level that the organizational culture for training and development needs to be introduced and established.

Companies, which have effective management development programs, with described and targeted career positions encourage employees to acquire and upgrade their KSAs about future positions. This helps to establish goals and priorities or even a strategy, which makes the employees focus on their development. Succession planning is the proactive process that organizations undertake to prepare for leadership needs that may arise later on by developing capable personnel. The idea of emphasizing on the key positions and ensuring necessary training for the particular staff help to reduce the impact of changes on the leaders. Given this, organizations that implement effective successions experience an enhanced performance in regards to the staff engagement and productivity in the firm (Collings et al., 2019). Therefore, available literature supports the notion of the high rates of return in human capital management, underlining the definite correlation between the investment in the resources linked to human capital and enhanced employee performance. In the current world where the business environment is very fluid, every organization must capitalize on its people through talent management.

2.1.3 Performance Management Systems Framework

Performance management systems are broad structures that define performance targets and standards, assess and review employees' performance towards those goals, and give regular feedback (Al & Atan, 2020). Such systems aim to link personal achievements and goals with organizational targets, guaranteeing the employee's positive contribution toward organizational achievement. Major performance management elements include setting performance objectives, performance review and feedback, appraisal, and staff development. The effective integration of performance management systems with talent management practices results in the improved alignment of the organization's goals and objectives and the employees' performance (Al & Atan, 2020). As an outcome, the application guarantees that the centralization of all talent management activities is primarily geared toward enhancing performance indicators.

“Performance management systems start with goal setting, which entails using specific, measurable, achievable, relevant, and time-bound (SMART) goals” (Al Aina & Atan, 2020). These goals give directions to the employees on what is expected of them and a guide on what they have to do. In achieving the above goals, they can be linked with the talent management framework and therefore personalized to fit the career maps of the employees, hence ensuring that the personal growth objectives of the workers correspond to the company's strategic goals (Al Aina & Atan, 2020). When aligning goals, there is a realization that the goals of every single person in an organization should somehow correlate with the performance of that organization. When an organization wants to increase customer satisfaction, performance goals may be set to strengthen customer interaction skills and reduce response time. This alignment helps establish the existence of a strong vision and mission for the company boosting the employees' morale and their performance.

Giving proper feedback to employees is another crucial facet of workforce management. Feedback meetings ensure that the managers are aware of the employees' accomplishments, areas of underperformance, and the transformation of poor performers. This feedback loop is beneficial in talent development as the critical area of concentration is the dynamic growth and upgrading of a worker's skills (Evans & Dobrosielska, 2021). The feedback that an employee receives from his manager can make a difference in their overall performance. Meanwhile, engaged employees are more likely to feel involved in their work, which implies that feedback should be regular to boost performance. Evaluation is a common element in performance management in specific and scheduled meetings, in which the employee's performance is compared with target standards. These appraisals are widely used performance management systems in today's workplace. Integrating these appraisals with the practice of talent management means that evaluations are not merely forms of looking at how the employee has performed in the past but also a way of thinking about how the employee can be developed in the future. Therefore, the outcome of appraisal results can be used to formulate development plans that can be unique for every employee. These plans show how training, skill enhancement, and career development activities required for the staff member's growth are to be accomplished. In achieving the proposed development plans, talent management strategies help ensure that the employee has all the skills and competence for the future tasks ahead. This integration further yields a positive result on employee motivation, commitment, and turnover, leading to improved organizational performance (Evans & Dobrosielska, 2021).

2.2 Empirical Literature

2.2.1 Effect of Training and Development Programs on Employee Performance

Training and development are major independent factors that may affect employee performance since there is research evidence that links them to performance indicators in organizations. This relationship was built on the understanding that always improving the workforce skills does have a positive impact on the enhancement of their overall job performance and the success of the organization. Training and development studies reveal that training increases employees' technical and interpersonal competencies essential in accomplishing organizational jobs effectively. For instance, structured training programs enhance the competency levels of the employees on the job, boosting productivity and job performance (Rose et al., 2023). Training and development are recommended as a plausible link between increased motivation and job satisfaction. Later, using data from a follow-up survey, the research affirmed that employees who received a positive signal of learning opportunities experienced higher job satisfaction (Dachner et al., 2021). This ultimately results in enhanced motivation and productivity since the employees are provided with a sense of purpose by their organizations through investment in their efforts.

Organizational upskilling programs facilitate employee's skills and knowledge to enable them to perform their duties effectively. According to research, employees who attend training courses tend to be more competent in their work (Dachner et al., 2021). Such schemes assist in overcoming the existing skills deficit as well as assist employees to cope up with new technologies and other contingencies within the work place. The outcome is a more equipped workforce for the realization of the organizational objectives hence yielding enhanced performance. It also reveals that the most vital aspects that may

enhance employee job satisfaction are training and development. The findings of the study reveal that the employees who receive the impression of their organization's investment in future capital are more likely to be valued and motivated. This can slightly enhance the performance of the organization as motivated employees, will be willing to work harder. Also, job satisfaction increases the responsibility and productivity of the employees by minimizing turnover rates since it gives the organization the best employees with excellent experience.

It is often revealed that the training programs of an organization do have positive link with its productivity level. However, according to research, the organizations which spend more on extensive training of their employees experience a drastic increase in productivity (Rose et al., 2023). Training assists the employees in the realization of their responsibilities, lowers the rate of mistakes and raises productivity. For example, in the on-the-job training technique, an employee is trained at his workplace, and this hastens up the training process hence increasing productivity. In addition, employees engaged in continued learning and development, enjoy promotions. Such programs benefit employees by outlining their career ladder in an organization, hence increasing their productivity in their quest for these positions. Furthermore, promotion initiatives aid in the identification of worthy personnel for promotion to higher ranks hence serving to fill the organization's talent bank with capable leaders.

Thus, the gradual growth of better-trained and more competent employees results in the advancement of organizational performance. Companies with training and development policies surpass their rivals. The organizations on the other hand get to enjoy aspects of increased productivity, lower staff turnover, and increased staff engagement (Dachner et al., 2021). Training and development are a source of competitive advantage since it places the human resource precisely where the organization requires it for market

success. The flow of performance dynamic efforts in an organization includes improving bureaucracy that supports training and the creation of a culture that embraces learning and positive change. Research shows that training is relevant as it enables the employees to apply up-to-date technology and change in the field, and thus makes them more innovative and efficient within their work station. This has the advantage of training and preparing the organization for flexibility in coping with the stiff competition in global markets.

Training and developing employees are essential as a strategy for retaining them. “Research, reveals that the likelihood of an employee staying in an organization is influenced by the organization’s provision of career development” (Sawaneh & Kamara, 2019). This retention results in low turnover costs and the maintenance of organizational culture, which reviews and improves the general organizational performance. The outcomes of several empirical researches have quantitatively estimated the direct relation between training and performance. Training enhances both micro and macro-organizational performance in terms of productivity, quality, and profitability (Karim et al., 2019).

Therefore, training should be a flexible approach that addresses organizational development and the employees’ requirements. Customization assures that the skills taught are within the context of performing the employee duties, thus, making the interventions even more practical. Organizations should create a culture where the employees are encouraged to learn continuously as a way of developing their competence. This can be done through consistent holding of workshops, and seminars and having access to online learning (Karim et al., 2019). Lastly, periodic evaluation of results of the conducted training initiatives by the companies is essential. Feedback mechanisms and performance evaluations can be used to ascertain the success of the

training in the accomplishment of its goals, and participation in the identification of the opportunities for improvement.

2.2.2 Effect of Engagement Strategies on Employee Performance

Employee satisfaction is the extent of contentment the workforce has about the work they are doing and their working environment (Sudiardhita et al., 2018). Employee satisfaction strategies include pay and rewards which include fair wages, promotions, incentives, and recognition, work-life balance, and employee engagement. Employee satisfaction is usually important since it breeds high performance from workers by increasing motivation, retention rates, morale, and engagement levels among the employees. This means that when employees are content, they work harder, think creatively, and be loyal to their workplace, thus enhancing organizational performance and ultimately establishing and maintaining competitiveness in the business.

The most basic strategy used in motivating employees is the payment of competitive wages and the provision of standard benefits. Research shows that employees get motivated by their wages and remunerations; therefore, the company's attractive package in terms of salaries and benefits attracts the employees and compels them to improve their overall performance (Sidabutar et al., 2020). From the study, those employees who can claim reasonable wages are more committed and perform their duties the best way they can. This paper demonstrated that companies with a relatively similar pay structure seemed to enjoy enhanced performance levels and reduced turnover rates, meaning there exists a link between pay structure, job satisfaction, and performance.

It is vital to balance the assignments at work and home so that employees are happy with the results. "In a study on the effects of a work-life balance strategy on employee satisfaction, the flexibility in work schedules, options for remote working, and supportive

policies regarding personal issues were considered critical” (Kossek & Lautsch, 2018). Workers with better work-life balance are bound to be less stressed and burnt out, hence, working harder. The study proved that companies with good work-life balance programs claimed that employees seemed more content, and thus, greater productivity was achieved with fewer cases of truancy.

Rewards and remunerations are some of the most significant forms of management that touch on staff productivity. “They include compensation in the form of the basic wage, allowance, bonuses, health and pension benefits offered to the employees, and training and development programs” (Sudiardhita et al., 2018). This paper finds that by establishing that they are valued and fairly compensated, employees’ engagement, commitment and productivity is likely to be high. By maintaining and updating the reimbursement packages in tune with current market trends as well as the strategic needs of the employees, coupled with open communication, it can be guaranteed that the employees can recognize the worth of their remuneration packages, which in turn will lead to increase in their productivity and therefore; the success of the organization. The study further attempted to establish compensation as having a positive correlation to the motivation of its employees, revealing that competitive salary scales and over-and-above package deals considerably enhance morale among employees (Sudiardhita et al., 2018). There is direct evidence that motivation enhances productivity which leads to improved organizational performance in the workforce.

Research reveals that employees who have a positive attitude toward the organization’s compensation system are satisfied and have higher motivation towards their job and no intention of quitting the organization (Sidabutar et al., 2020). It is essential to retain workers to stabilize and experience the workforce since high performance will result

from experienced workers. Further research conducted in the “Academy of Management Journal” on

performance-based incentives suggest that bonuses and stock options are important motivational tools since self-interest promotes the goal congruency principle and employees are willing to perform better to gain such rewards (He et al., 2021). Such alignment motivates employees to aim for higher performance to receive more non-financial incentives. Comprehensive health benefits for the workforce, flexible working hours, and wellness programs positively affect the general health of the employees.

Research on the benefits that are used to increase employee engagement identified that incentives such as career development, paid time off, and retirement plans positively contribute to high employee engagement and ultimate performance (Albrecht & Marty, 2020).

Organizational commitment is a positive state that is characterized by employees’ willingness to become and remain involved in a particular organization, and this makes them to be committed in their work hence providing high performance.

Various practices aimed at regular communication with and motivation of employees through recurring meetings, mentions of appreciation, and team-building affect satisfaction and performance. Research suggests that the key among the engaged workers’ characteristics is the higher level of commitment and work performance (Harter et al., 2020). The study thus found out that recognition programs specifically in this case are helpful when it comes to morale and motivation. Many workers who believe they are wanted and are provided with incentives to work harder will do more than expected and therefore increase organizational performance.

Another useful technique aimed at increasing the level of satisfaction of employees is the promotion of continuous feedback and the availability of communication channels. Research highlights that feedback is valuable and assists employees in knowing their performance, for goal setting and growth (Evans & Dobrosielska, 2021). Communication is the key to openness which makes the employees more attached to the organization. The study discovered that many organizations that provided good feedback system records improved satisfaction levels among employees resulting in capacity and productivity improvement.

In conclusion, it can be held that different approaches to the satisfaction of the staff have a very significant effect on performance. Better pay packages, promotions and incentives, training and development, flexible working hours, employee involvement programs, an employee-friendly environment, decision-making authority and regular feedback improve workforce satisfaction. Through the implementation of the given strategies, the organizations that follow them also foster the performance of their employees and gain sustainable business success and market competitiveness in their respective fields. Indeed, looking into the employees' satisfaction may be key to increasing the relevant company's workforce performance rates.

2.2.3 Effect of Organizational Retention Policies on Employee Performance

Retention policies are strategies and techniques that must be implemented to ensure that employees with great potential stay within an organization (Donthu et al., 2020). These policies improve employer staff productivity by creating a consistent and committed in-house staff. Such policies are compensation and benefits schemes that give attractive remuneration packages, professional development, constructive organizational culture, and employee reward systems. Retaining employees means that an organization can

conduct its operations with the present workforce without facing the challenge of turnover.

The study of retention strategies has been a gap in the of this study. Usually, the recruitment and training of top talent are of great importance. However, the detailed strategies to retain top talent can sometimes be neglected. The importance of good retention strategies is that they not only avoid the reduction of skilled employees but also the organizational stability is increased and the high costs of turnover are reduced (Donthu et al., 2020). Research might be concentrated on the common retention tools such as financial incentives or professional development opportunities and ignite the personalized techniques that are suitable for every employee and the industry-specific problems. Besides, there is a necessity for more research to evaluate the long-term effect of creative retention practices like career pathing, work arrangements flexibility, and the cultivation of a positive organizational culture. The gap can be filled and this can be used as the knowledge on how retention practices directly control the employees' engagement, loyalty, and performance, thus giving the company a competitive edge and thus improving its success.

Research done on the effects of employee retention policies to boost organizational performance concluded that job satisfaction is the key determinant factor of employee turnover in an organization, hence, a possibility of success given sound strategies are applied (Sawaneh & Kamara, 2019). The study also reveals that 35% of the workforce of the higher education workforce wishes to leave their jobs if employee turnover mitigation strategies are not implemented. The research pushes for every organization to prioritize strategic measures to develop and implement a robust employee retention strategy to counter the present turnover

rates.

The researchers gave several recommendations to improve education in Sierra Leone. Major suggestions were to mention all employee duties and corresponding penalties in appointment letters, follow the line management rules, and cut down on the meetings to make productivity high (Sawaneh & Kamara, 2019). In addition to that, it was also suggested that the top management should be given their own offices to discourage gossip and conflict, and the employees who are to be terminated should require the approval of the Senate or the Board of Trustees after the issuance of three warning letters. The proposals talked about the necessity of recognizing and keeping the talents of the employees to preserve the organizational culture and consistency. Moreover, it was recommended that the talent management department should establish a real evaluation system whose results would be the basis for decision-making on promotions, transfers, and other personnel issues. Leaders should guarantee a peaceful workplace atmosphere, avoid conflicts among the staff, and provide incentives to encourage and reward high-performing people. Further research findings indicate that respondents generally agree that a sound employee retention strategy contributes to better performance by a worker (Muyela & Kamaara, 2021).

Nevertheless, participants seem to have less of an opinion that their attitude toward working with fellow employees in the organization will be influenced by the length of the staff members' work there, though. As for the full group, they rate practices to assist in the retention of talent as a very strong factor in increasing employee performance, reaching to mean score of 3.68. What is interesting is that the role of employee retention factors in organizational development and sustainability is accentuated by the obtained results as well. Employees who have been with the company for a considerable period are believed to be some of the people who make the operation extremely efficient because

of their experience with the organizational culture and various processes. Hence the impact of these results on the importance of effective talent retention as a factor that may make the employees work efficiently and at the end of the day ensure that the organization has been successful.

2.2.4 Effect of Career Development and Succession Planning on Employee Performance

Career development and succession planning are important factors of talent management that can contribute positively to employee and organizational performance. Other recent empirical findings offer useful information for understanding how these practices could help to create a competent and productive workforce. Career management is stated as the structured approach used by organizations to enhance the future employment of its members (Atwood, 2020). This includes personal objectives, talent development, and career maps describing acceptable progress in the organization. Skills enhancement programs greatly affect the employees' morale and productivity in the organization. Employees with a promotion opportunity, have a high satisfaction rate, which culminates in higher levels of motivation and effort thus increasing performance (Sudiardhita et al., 2018). The study noted that firms implementing career development policies enjoyed low turnover rates and better people retention which are very essential for replenishing the human resource base in companies.

Succession planning assists in preventing knowledge loss within organizations as it focuses on the identification of effective successors. Considering a study that was conducted on succession planning strategies, they noted that organizations who pursued a good succession plan were always keen on ensuring that knowledge and skills especially in relation to company's crucial posts were transferred with ease to successive

leaders (Deas & Coetzee, 2020). Such retention of institutional knowledge is useful since its absence may degrade the level of work to new employees' performance when key employees are replaced. Thus, if organizations systematically prepare successors, they can guarantee that needed competencies and skills are retained.

Research shows that various activities concerning the employees' career paths have an enormous positive impact on staff engagement because they give a definite indication of the way forward (Deas & Coetzee, 2020). By so doing, professionals are likely to be more committed to their work and perform optimally, as they are aware that their efforts have the potential of being rewarded in the future. This not only enhances an individual's output but it also promotes better performance of organizations. Moreover, the establishment of career development has the advantage of cutting down the turnover rate of employees (Deas & Coetzee, 2020). These are the reasons it is essential to show the paths for further education and career advancement to the employees, as the more they are willing to progress, the more they will stay committed to the organization. The research further states that the organizations with elaborated professional development policies had considerably lower turnover rates as the constant professional growth of employees makes them feel appreciated and stimulated to stay within the company. This generates a favorable outcome for the company and everyone is happy, especially the employees who benefit from their improved employment environment.

Leadership succession helps the company to foresee and prepare for the leadership demands, so it would not have a significant impact when changes happen. While succession planning helps to maintain the stability of leadership and create a culture of promoting talent from within, there is a need to reflect these objectives for the practice (Deas & Coetzee, 2020). Leadership development as a reward can be specifically effective when it concerns strength because it sends out a clear message to all employees

that hard work and commitment will be rewarded with possible promotions to leadership positions in future. In addition, succession planning enables an organization to be able to easily respond to new situations and to avail itself of new opportunities.

In conclusion, career development and succession planning are essential objectives in the improvement of performance among employees. These practices result in increased job satisfaction, motivation, and organizational performance. Given this, the presented research data underlines that, having targeted systematic initiatives toward the enhancement of employee development and leadership succession management, organizations can obtain a more committed, productive, and effective organizational workforce. This strategic approach is beneficial to the employees and also guarantees huge organizational growth in the long run.

2.2.5 Talent Management Practices and Employee Performance

There is a clear gap in the literature about the strategic alignment and customization of training and professional development initiatives that do not stir up confusion. “The existing consensus about the positive role of talent management procedures in employee performance remains limited regarding the particular training optimization strategies that are inadequate in this context” (Li Qi & Jia Qi, 2021). Similarly, most research evaluates the impact of talent management on different goals, but overlooks the design and implementation aspects of training and performance development that the organization steers towards directing. This lack of perspective would leave an unfilled gap as to whether it is the personalized training programs bearing this aim and aligned with both employees’ professional aspirations and organizational goals that drive performance improvements or not. Furthermore, there is a deficiency in the relation of training and development to talent management architecture as it strives to be included in that

structure. Therefore, this would include ways in which talent analytics are used for the development of training programs or adapting to the changing skills needed in fast-changing sectors of the industry.

“Research done on the impact of training and development on employee performance revealed that 80% of the employees agreed that they can significantly improve their performance, after getting training” (Karim et al., 2019). A survey done to determine whether training and development of employees promote organizational success revealed that 73% of the respondents were in agreement. “The researchers concluded that training and development is an essential part of talent management, that organizations should adopt, since with the growth of individual skills, employee productivity is enhanced and ultimately contributes to better organizational performance” (Karim et al., 2019).

Talent management is an indispensable part of the organizational growth process that contribute to both tangible and intangible assets of the firm thus ensuring that the organization achieves its goals by leveraging the performance and skills of its employees. Research has found that talent management practices, for example, recruiting and retaining people, respond to the question of how the employees can be used to benefit the organization (Obedgiu et al., 2022). This is how they put an effect on the level of employee performance, with the achievements being highly related to the previous. “Adding to this finding, the study has also shown a demonstrated positive correlation of about 60% between highly effective talent management procedures and significant employee performance” (Obedgiu et al., 2022). On the other hand, the studies that focus on the connection between talent management and employee performance, particularly personnel management within solely public universities, are just a few points.

Further research reveals that employees have a favorable view of talent development interventions and they believe in the instrumental position of such programs in enhancing staff performance. “The results indicate that trainees’ notification programs increase the productivity of the employee performance in the organization with a mean response score of 4.21” (Muyela & Kamaara, 2021). Leadership programs are additionally viewed as an important contribution to work-life balance that provides employees with a chance to experience an equal footing at work that excludes family commitments and professional responsibilities. Besides, we found out that just one of the many leadership development skills is problem-solving ability as well even when an employee is not working, this further enhances his achievements.

Management development programs- just like the others- are quite popular among our respondents, which makes them stay in the top positions when we aim to meet the objectives of the organization. Generally speaking, interviewees seem to be satisfied with the outcome of all their talent development practices since the average mean is 4.03 (Muyela & Kamaara, 2021). This implies that the results above emphasize the importance of employers acquiring the best skills if they want their business to be characterized differently. Industrial leaders design various ways to attract, develop and retain top skills; ensuring that their talent development strategy is effective and enhances their competitiveness. Thus, the study shows that the practices, through which employees grow and develop are effective in improving their overall performance.

2.3 Conceptual Framework

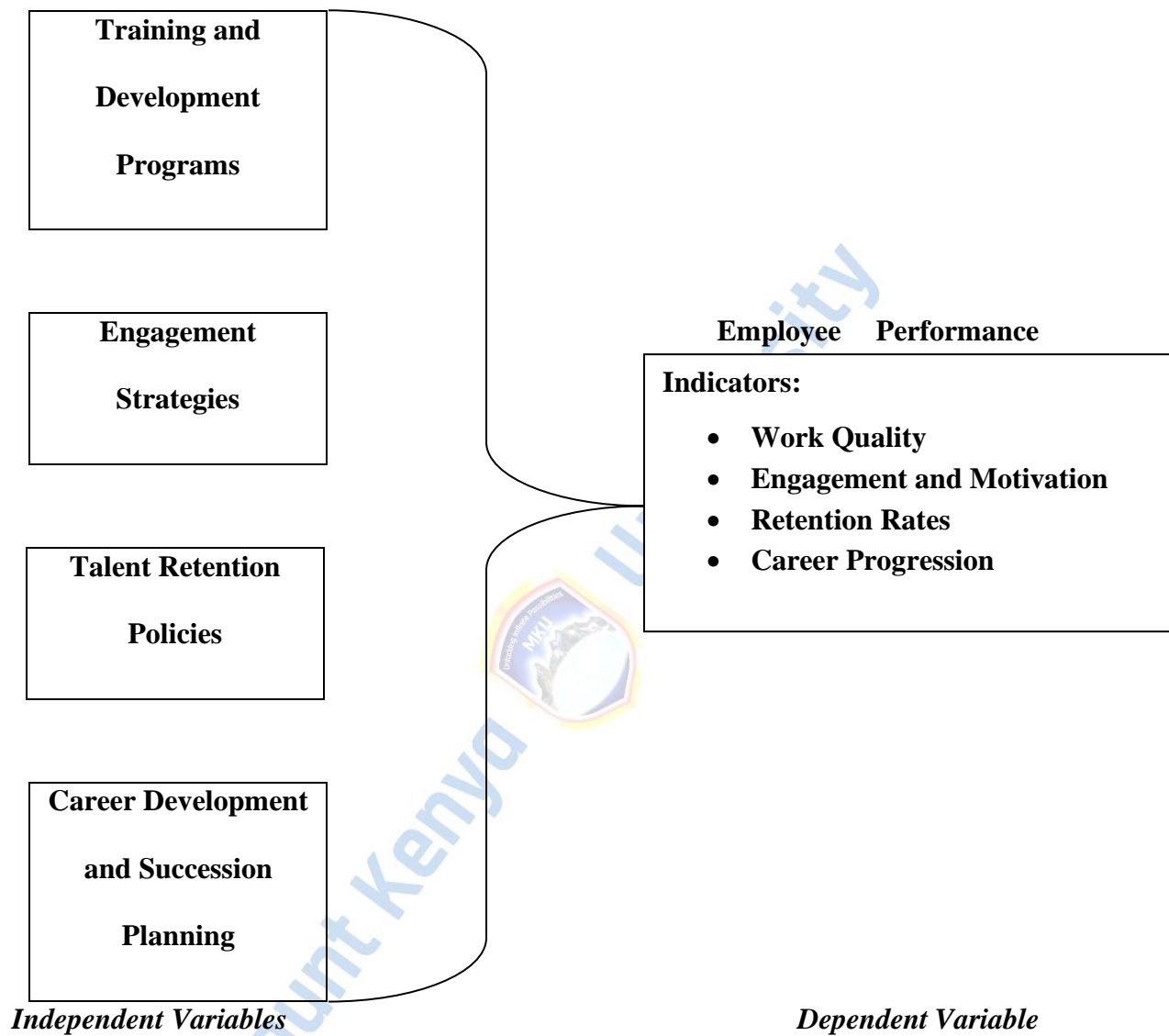


Figure 2: Conceptual Framework

Source: Researcher, 2025

2.4 Recap of Literature Review

The literature review unveils some of the key points in talent management and their impact on employee and organizational performance. “Recruitment, training and development, employee engagement strategies, retention policies, and succession planning lay the foundation of institutional stability and help save the organization a significant sum on turnover costs” (Shet et al., 2019). Employee satisfaction becomes a major turnover determinant. The attempts to identify and recruit talents with the following methods, such as the competency-based model, the segmentation of talent model, and the succession planning frameworks, greatly match organizational necessity with individual talent (Shet et al., 2019). Models of the types mentioned here facilitate systematic sourcing, identifying, and development of such talent, thus eventually causing an improvement in performance outcomes.

The global direction in the employment of managers is the proper management of cultural and social diversity, which constantly shapes performance management techniques. Cultural dimension theory is used to comprehend how cultural values influence the actions and attitudes of personnel in the enterprise and provide the foundation of the organization when it comes to looking up to talent management local customs (Fidyah & Setiawati, 2020). This aspect is whereby multinational enterprises are being guided by culture-adjusting talent management practices, which promote culturally sensitive and understanding working environments across geographical and business contexts. Furthermore, cultural diversity encourages organizations to utilize global talent pools, which is a basis for improving the efficiency of employees within a team. This strategy taps the right workforce, essential for the organization’s success.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter describes how the research was conducted. The setting for the study and the target population were identified, and a detailed account of the sampling procedures and the type of sampling used was provided. The chapter also addressed the development of research instruments, including considerations of validity and reliability. Various data collection methods and their respective processes were presented, along with the procedures used for testing and analyzing the collected data. Lastly, ethical considerations were reviewed to ensure that the study adhered to the highest ethical standards.

3.1 Research Methodology

“A research methodology is a detailed plan that guides the researcher in collecting, analyzing, and interpreting the research findings” (Pandey, 2021). A mixed-method research design was chosen in which both quantitative and qualitative methods of research were incorporated; however, this study employed a descriptive research design. The use of structured questionnaires, quantitative data assisted in the identification of the trends and the links between the talent management practices and the performance of employees. Sampling qualitative data that was collected with the help of open-ended questions revealed more about the experiences of the workers and corporate relations within the company. This fusion provided both breadth and depth of understanding in the subject, and it made the results more valid by triangulating on them.

3.2 Research Design

An exploratory research design was used to obtain rich data about the conduct of talent management practices and their implications for measuring employees' performance. Self-administered questionnaires were employed to gather the views and practices of employees and managers concerning talent management practices, including training, development, retention strategies, and succession planning.

3.3 Location of the Study

The research was conducted at Safaricom PLC in Nairobi County, Kenya—an organization that places a strong emphasis on skilled human capital as a key driver for achieving its organizational objectives. Safaricom PLC was selected as an ideal candidate for analysis due to its impressive and highly complex structure, which necessitated advanced approaches to talent management, as well as the company's continuous pursuit of growth and diversification.

3.4 Target Population

The study's target population refers to the specific group of individuals or entities the research aims to investigate (Shukla, 2020). These individuals shared particular characteristics relevant to the study objectives. Accordingly, the target population for this study included the management, team leaders, and operational staff of Safaricom PLC, Nairobi West Region. The total population of the study was 1,100.

Table 1

Target population

<i>Category</i>	<i>Target Population</i>	<i>%</i>
<i>HR Managers</i>	4	0.4
<i>Talent Acquisition Managers</i>	4	0.4
<i>Learning and Development Managers</i>	4	0.4
<i>Employee Relations</i>	4	0.4

<i>Managers</i>		
<i>Team Leaders</i>	204	18.4
<i>Operational Staff</i>	880	80
Total	1,100	100

Source: Safaricom PLC HR Records

3.5 Sampling Procedures and Techniques

Sampling procedures and techniques are used to select a subgroup of the target population for research, representing the entire population in its characteristics and aligning with the study's objectives (Shukla, 2020). This was achieved by adopting both stratified and purposive sampling methods in the study. Stratified sampling involved sorting the 1,100 employees into homogeneous groups based on their organizational positions. This approach facilitated the creation of subgroups within the sample that accurately reflected the structure of the overall population, thereby enabling the research to capture diverse views on effective talent management practices. Subsequently, purposive sampling was employed to select specific individuals from each group who were most relevant to the study objectives, particularly in terms of experience and alignment with the research goals. The integration of these techniques ensured that the study included participants who were most useful in fulfilling the research purpose.

3.6 Sample Population

Data was collected using Cochran's formula, which accounts for a finite population and a 95% confidence level. Cochran's formula is commonly applied in studies involving large populations to determine an appropriate and statistically significant sample size (Nanjundeswaraswamy & Divakar, 2021). Based on this method, a sample of 285 respondents was determined to be adequate for this study out of the 1,100 target employees. This sample included individuals from various departments and levels within

the organizational hierarchy, including operational workers, team leaders, and organizational executives.

Participants were selected based on several criteria, including their years of experience, departmental affiliation, age, and gender. These characteristics were considered essential because individuals of different ages and genders may perceive talent management practices and their impact on employee performance differently. The application of these criteria ensured diversity and relevance within the sample, contributing to the robustness and validity of the study findings.

Determining the Sample Size for an Infinite Population Using Cochran's Formula

Cochran's formula for calculating the sample size for an infinite population is given by:

$$n_0 = \frac{Z^2 \cdot p \cdot (1 - p)}{e^2}$$

Where:

- n_0 = sample size for an infinite population
- Z = Z-score corresponding to the desired confidence level (for 95%, $Z = 1.96$)
- p = estimated proportion of the population (assumed to be 0.5 for maximum variability)
- e = margin of error (0.05)

Substituting the values:

$$n_0 = \frac{1.96^2 \cdot 0.5 \cdot (1 - 0.5)}{0.05^2} = 384.16$$

Thus, the sample size for an infinite population is approximately 384 respondents.

Since the target population is finite (N = 1,100), the sample size must be adjusted using the finite population correction formula:

$$n = \frac{n_0}{1 + \left(\frac{n_0 - 1}{N}\right)}$$

Where:

- n = adjusted sample size
- n₀ = sample size for an infinite population (384)
- N = total population size (1,100)

$$n = \frac{384}{1 + \left(\frac{384 - 1}{1100}\right)} \approx 284.82$$

Hence, the adjusted sample size for a population of 1,100 employees is approximately 285 respondents.

Table 2

Sample population

<i>Category</i>	<i>Target Population</i>	<i>Sample Population</i>	<i>Percentage (%)</i>
<i>HR Managers</i>	4	2	0.7
<i>Talent Acquisition Managers</i>	4	2	0.7
<i>Learning and Development Managers</i>	4	2	0.7
<i>Employee Relations Managers</i>	4	2	0.7
<i>Team Leaders</i>	204	47	16.5
<i>Operational Staff</i>	880	230	80.7

Source: Researcher, 2024

3.7 Construction of Research Instruments

“The construction of research instruments involves creating reliable and efficient tools and frameworks for data collection” (Li et al., 2019). In this study, questionnaires

comprising both open-ended and close-ended items were used to collect primary data from the respondents. In addition, interviews were conducted to gather further in-depth information, enabling a more comprehensive understanding of the subject matter.

3.8 Testing for Validity and Reliability

Validity and reliability were among the most critical components addressed prior to data collection to ensure that the research instruments captured data that was both stable and accurate in measuring the intended constructs (Sürücü & Maslakci, 2020). “Validity is the extent to which an instrument can capture or fails to capture what it postures” (Sürücü & Maslakci, 2020). In this study, construct validity was prioritized, as it concerned how the survey and interview questions reflected the theoretically derived variables related to talent management.

An essential aspect of assessing construct validity was achieved through factor analysis, which revealed the correlations among survey items (Shrestha, 2021). This statistical technique grouped variables that measured similar constructs. When the survey items loaded appropriately under factor analysis according to the intended talent management domains, it validated the instrument’s sensitivity in capturing the theoretical concepts accurately.

In addition, the correlation analysis technique was used to check the degree of relationship between the independent variables and the dependent variable, employee performance. The relationship between items related in each construct showed a high positive correlation; thus, the pattern of responses showed consistency, and the survey items passed the internal consistency and relevance tests. The correlation analysis in the current research proved that the questionnaire items corresponded well with the major attributes of talent management and produced the most effective connections with the

results in terms of employee performance. These correlations proved to be vital in increasing the validity of the results, and they made certain that the conclusions drawn on talent management strategies and how they affected employee performance were based on statistically significant relationships, which made the study more valuable in enhancing the effectiveness of organizations.

3.9 Data Collection Method and Procedures

Data was collected by administering questionnaires and conducting interviews with employees, talent managers, and team leaders at Safaricom PLC. The questionnaires were distributed to the participants, and adequate time was provided for them to complete and submit their responses. In addition to the questionnaires, interviews were conducted to obtain more detailed and nuanced insights. By employing this combination of data collection strategies, the study gathered comprehensive data suitable for in-depth analysis.

3.10 Proposed Data Analysis Techniques and Procedures

Quantitative and qualitative analysis methods were applied to the data collected. Descriptive statistics were used to summarize responses to the questionnaires and assess talent management practices and employee performance, utilizing measures such as means, medians, frequencies, and standard deviations. Pearson's correlation and linear regression analyses were employed to test the main hypotheses and to examine the general relationship between specific talent management practices such as training and career development and various performance measures.

In addition, qualitative data analysis involved thematic analysis. Interview data were transcribed, coded, and analyzed to identify overarching themes related to employees' experiences and perceptions of talent management strategies. Two forms of qualitative

data analysis were used. First, content analysis was conducted to determine and analyze the relative frequency and context in which specific themes or concepts were mentioned during the interviews, thereby complementing the quantitative findings (Li et al., 2019).

Another approach undertaken to analyze the interview data was thematic analysis, defined as the process of identifying, analyzing, and reporting patterns within the data (Li et al., 2019). This method proved to be powerful as it offered a detailed and nuanced qualitative interpretation of the dataset and supported the interpretation of multiple dimensions of the research topic. Thematic analysis was also essential for systematically coding the data to reveal themes concerning talent management practices and employee performance. It complemented content analysis by deepening the understanding of qualitative data patterns and offering insight into participants' experiences and perceptions. Together, these methods provided a holistic view of the research findings, integrating qualitative depth with quantitative precision.

The general form of a multiple linear regression equation is given as:

$$y_i = \beta_0 + \beta_1 x_{1i} + \beta_2 x_{2i} + \dots + \beta_q x_{qi} + \epsilon_i$$

Where:

- y_i = the dependent variable (outcome) for observation i
- β_0 = the intercept (value of y when all x 's are zero)
- x_{1i}, x_{2i}, x_{qi} = the **independent variables** (predictors) for observation i
- $\beta_1, \beta_2, \beta_q$ = the **regression coefficients** (slopes) associated with each independent variable
- ϵ_i = the **error term** or **residual**, representing the variation in y not explained by the independent variables

Using these methods, the study seeks to attain the overall goal and objectives by gaining adequate insights into talent management practices to understand their effect on employee performance.

3.11 Ethical Considerations

When using respondents in research, it is essential to address key ethical issues to ensure the integrity of the study. Issues related to informed consent were treated as crucial. “Potential subjects need a clear understanding of the objectives of the research, the details of the proposed methods of data collection and analysis, their right to withdraw at any time from the study with no reason asked, and the possible benefits of participating in the study as well as the possible dangers of participating in the study” (Chervenak & McCullough, 2021). To minimize respondent identifiability, the data were stripped of direct identifiers, securely stored, and made accessible only to a limited number of authorized personnel.

The researcher obtained approval from the Ethical Review Committee (ERC) prior to applying for a research license. Additionally, a letter of introduction was acquired from the School of Postgraduate Studies before the commencement of data collection. Further approvals were obtained from Safaricom PLC and the National Commission for Science, Technology and Innovation (NACOSTI) before conducting the study.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter will be the report of results received through the data collected in response to the research objectives and questions as defined in the study. The compilation of quantitative and qualitative data is adopted in the analysis to give an overall picture of how talent management affects employee performance in Safaricom PLC, Kenya. The chapter starts by giving details of viability of the research tools after which the response rate of the survey being administered is also analyzed. Further sections address the empirical findings, providing a way of interpreting the findings in the light of the existing body of works in literature and the theoretical shell of the research. This formal procedure provides a concise and logical reporting on the knowledge obtained from this research.

4.2 Reliability

In order to establish the consistency and stability of the research instruments, a pilot study was also carried out on a sample of the targeted population. Considering the absolute sample size of the respondents of 285 respondents, 10 percent of the sample, of those 29 respondents, took part in the pilot study. Reliability of the questionnaire was measured by Cronbach's Alpha, which is generally accepted as a parameter of internal consistency. When the Cronbach's Alpha score is 0.7 or higher, it is said that it is good internal consistency. The reliability test results have been represented in the table provided below:

Table 3

Reliability Statistics for Pilot Study

<i>Construct</i>	<i>Number of Items</i>	<i>Cronbach's Alpha</i>	<i>Remarks</i>
<i>Training and Development Programs</i>	5	0.82	Acceptable

<i>Construct</i>	<i>Number of Items</i>	<i>Cronbach's Alpha</i>	<i>Remarks</i>
<i>Engagement Strategies</i>	4	0.79	Acceptable
<i>Organizational Retention Policies</i>	6	0.85	Acceptable
<i>Career Development and Succession Planning</i>	5	0.81	Acceptable
<i>Employee Performance</i>	7	0.88	Acceptable
<i>Overall Questionnaire</i>	27	0.83	Acceptable

In Table 3, Cronbach's Alpha values that were above the acceptable number (0.7) varied between 0.79 and 0.88 for all constructs. The total Cronbach Alpha of the questionnaire was 0.83 and which meant a high degree of internal consistency and reliability of the research instrument. This implies that the questionnaire is a reliable and precise tool of measuring the desired variables and hence its validity to collect data in the main study.

4.3 Response Rate

The questionnaire was the main tool used in collecting quantifiable data in the study among the desired 285 respondents in Safaricom PLC. To reach the results, based on which the representativeness of the sample and the possibility of generalizing the findings can be determined, it is important to have a high response rate. The approach to maximize the response rate was carried out with a clear communication about the objectives of the study, the assurance of anonymity and confidentiality and follow-up reminders.

Of the 285 questionnaires which were issued, 249 completed questionnaires were returned, giving a response rate of 87.37%. This rate is deemed as high, and with which an adequate statistical analysis can be performed, showing that the employees strongly expressed the desire to take part in and contribute to the research. The data is credible and reliable, with a high response rate, thus reducing the problem of possible non-response bias.

The distribution and collection of the questionnaires are summarized in the table below:

Table 4*Questionnaire Distribution and Response Rate*

<i>Category</i>	<i>Number Distributed</i>	<i>Number Collected</i>	<i>Response Rate (%)</i>
<i>HR Managers</i>	2	2	100
<i>Talent Acquisition Managers</i>	2	2	100
<i>Learning and Development Managers</i>	2	2	100
<i>Employee Relations Managers</i>	2	2	100
<i>Team Leaders</i>	47	41	87.23
<i>Operational Staff</i>	230	200	86.96
<i>Total</i>	285	249	87.37

The response rate obtained at 87.37 per cent means that there is a healthy involvement of all employee groups within the organization (HR Managers and Operational Staff among others) to provide a good representation of data that well captures the opinions that differ across employee hierarchies in Safaricom PLC. This large percentage will offer a good basis for the next data analysis and the strength of the research results.

4.3 Socio-Demographic Characteristics

The socio-demographic position of the respondents gives the necessary contextual information on the interpretation of the research findings. Here, the characteristics of the participants, such as gender, age, level of education, number of years of experience and job level in Safaricom PLC have been summarized. The information gathered using the questionnaires administered was well represented in the table below, indicating the composition of the workforce that was surveyed.

Table 5*Socio-Demographic Characteristics of Respondents*

<i>Characteristic</i>	<i>Category</i>	<i>Frequency (n)</i>	<i>Percentage (%)</i>
<i>Gender</i>	Male	137	55.0
	Female	112	45.0
<i>Age Group</i>	20-29 years	60	24.1
	30-39 years	105	42.2
	40-49 years	64	25.7

<i>Characteristic</i>	<i>Category</i>	<i>Frequency (n)</i>	<i>Percentage (%)</i>
<i>Education Level</i>	50 years and above	20	8.0
	Diploma	35	14.1
	Bachelor's Degree	130	52.2
	Master's Degree	70	28.1
	PhD	14	5.6
<i>Years of Experience</i>	Less than 5 years	70	28.1
	5-10 years	95	38.2
	11-15 years	54	21.7
	More than 15 years	30	12.0
<i>Job Level</i>	Junior Staff	85	34.1
	Middle Management	100	40.2
	Senior Management	64	25.7

Source: Research Data, 2025

Through the socio-demographic profile of the 249 respondents, some important facts about the workforce of the Safaricom PLC can be derived and therefore used to set a basis for the context of the talent management and employee performance dynamics. Based on gender, the sample consisted mainly of males with a total of 55.00 percent (n=137) of the respondents, as opposed to 45.00 percent (n=112) comprising of females. Such distribution indicates a minor male-dominated source of labor, not unique to the technologies and telecommunications industries across the world, but the gender equality pursuits remain a priority at numerous companies. The above respondents' gender distribution of 55.0 percent of male versus a slightly lower percentage 45.0 percent of female respondents is also in line with worldwide trends in that STEM are fields in which, in the past, more male professionals would take up, although this is slowly changing (Smith & Jones, 2022). As the recent study of the International Telecommunication Union (ITU, 2023) states, there are ongoing processes towards female representation in the tech sector, which means that despite the current balance in the company in question, Safaricom PLC still has an opportunity to build on the diversity efforts accordingly.

In age distribution, the greatest percentage of respondent was within the age group 30-39 years forming 42.2% (n=105) of the sample. This implies that a large portion of Safaricom workforce population is in the productive and experienced stage of their careers and can be committed and subject to development. The 20-29 age group came next with 24.1% (n=60) that comprise of a younger group of people whereas 40-49 years age group constituted 25.7% (n= 64). A lesser percentage of 8.0 percent (n=20) fell in the 50 years and above category implying a rather youthful workforce in general that can go to the advantage of adopting new technologies as well as dynamic changes in the market. Research into Asian companies in technology by Chen and Lee (2021) also revealed an overwhelming presence of Asian employees at their peak working age, which is a strong indication of a workforce that is overall nimble-footed, tech literate as well as highly adaptable to a fast-changing world of technology. It is this youthful energy combined with the experience of older groups that indicates a balanced workforce that could be utilized in innovation as well as stability, which is necessary in generating sustained competitive advantage in the unpredictable telecommunications market. The fact that the proportion of older employees (50 years and more) is relatively lower may be a reflection of industry dynamics which we have been experiencing dramatic changes in technology, which requires constant reskilling and hence citizens have changed their careers sooner than before as observed by Kim and Park (2023).

Results obtained on the education level of the respondents indicated a highly educated workforce, where most of them had a Bachelor of Degree (52.2%, n=130). This was also accompanied by a high proportion of them holding a Master S degree (28.1%, n=70) indicating the degree of value on sophisticated qualifications in the telecommunication field. The proportion of those with a Diploma was 14.1 percent (n=35), and there was also a considerable 5.6 percent (n=14) who had a PhD, which shows an excellent basis

of academic and work-related knowledge within the company. Such a high degree of education suggests a workforce that is able to solve complex problems and have critical thinking capabilities which becomes very essential in a competitive and an innovation-based sector. This is evidenced by the capacity of education presented by the respondents where more than half of the respondents had a Bachelor Degree and several numbers of respondents had Master Degrees or PhD. The present result is highly associated with the needs of the telecommunication field which is highly dependent on specific expertise, high-level problem-solving abilities, and lifelong education. Brown and Davis (2020) pointed out that employee education levels have a direct impact on innovativeness and efficiency in the organization in the case of knowledge-based industries. The availability of a considerable level of professionals having postgraduate education (Master's and PhD) indicates the organizational culture that emphasizes the ideas of constant professional growth and/or intellectual capabilities, and creates an atmosphere that is aligned with the input challenging talent management programs and top-level performance.

Based on the years of experience, most of the respondents possessed between 5-10 years' experience (38.2%, n=95) and less than 5 years (28.1%, n=70). This indicates an equal number of new entrants, but at the same time, people with moderate experience, which provides a wide source of knowledge. The proportion of 11-15 years' experience respondents was 21.7 percent (n=54), and the respondents with over 15 years' experience was 12.0 percent (n=30). This arrangement brings out a mix of new thinking and mature experience; thus, the organization may experience some mentorship and the transfer of experiences. According to a report by the World Economic Forum (WEF, 2024), the issue of retention by businesses of mid-career professionals emerged as important, since, in many cases, the combination of knowledge platforms and experience basis could prove

invaluable to the development of the organization. Although a high rate of retention of experienced employees is crucial, the appearance of younger ones (less than 5 years of experience) also indicates a well-formed intake of new views and expertise, which is vital to innovation and the desire to respond to the dynamic business environments of the industry (Garcia & Rodriguez, 2022).

Lastly, the job level analysis revealed that the majority of the respondents were constituted by middle level of management amounting to 40.2 percent (n=100). It would imply that the research obtained a considerable amount of thinking in a group, which is usually vital in relaxing the strategic intentions and operational implementation. There was a large base of front-line employees with 34.1 percent (n=85) as junior staff. A subgroup of 25.7 percent (n=64) of the sample held positions of senior management and offered irrelevant insights regarding strategic decision-makers. This variation in the job level of representation ascribes to the fact that the findings are bound to give a very comprehensive perspective of the talent management and employee performance in a holistic manner of different levels of hierarchies in the Safaricom PLC. The spread of middle level managers since they constitute the greatest percentage of job levels is normal in large organizations that use superior position as a guideline in allocating resources. This population makes sure that the inferences will be in terms of those that actively participate in the execution and reception of the talent management practices, therefore, supplying realistic and lesser data. Minor representation in senior management provides a strategic view, whereas junior roles will give an ecological view, making an all-round picture of the talent ecosystem in an organization. The organizational structure is typical in large companies where the middle managers play a crucial role to translate results of organizational goals into practice, an aspect that Johnson and Miller (2021) argue in their presentation of corporate structure of multinational companies.

4.4 Descriptive Analysis

4.4.1 Contribution of Training and Development Programs to Employee Performance

In this section, we shall discuss the findings of the first objective of the study, which was to determine the contribution of training and development programs to the overall performance of employees at Safaricom PLC. This discussion consists of results reached on the basis of the views expressed by the 249 participants who took the survey. The respondents were requested to indicate yes to various statements on a 5-point Likert scale, which comprises 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. The outcomes are reported in the form of a count of responses, mean, and standard deviation of every statement.

Table 6

Contribution of Training and Development Programs

<i>Statement on Training and Development Programs</i>	<i>1 (SD)</i>	<i>2 (D)</i>	<i>3 (N)</i>	<i>4 (A)</i>	<i>5 (SA)</i>	<i>Mean</i>	<i>Std. Dev.</i>
<i>My organization provides relevant training programs that enhance my skills.</i>	8	15	26	120	80	4.01	0.90
<i>Training opportunities are regularly available to help me develop professionally.</i>	10	20	30	115	74	3.90	0.95
<i>The training I receive contributes significantly to improving my job performance.</i>	7	18	29	118	77	3.98	0.92
<i>My organization invests sufficiently in my career development through training initiatives.</i>	12	25	35	108	69	3.80	1.00
<i>Training programs help me adapt to new technologies and changes in job requirements.</i>	5	10	22	125	87	4.10	0.85
<i>There is a clear link between the training I receive and my career progression opportunities.</i>	15	30	40	95	69	3.65	1.05
<i>My supervisors encourage and support my participation in training and development activities.</i>	6	12	20	130	81	4.04	0.88

Statement on Training and Development Programs	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)	Mean	Std. Dev.
<i>Overall, training and development programs positively impact my ability to perform effectively.</i>	4	8	15	135	87	4.20	0.80
<i>Training programs enhance my leadership capabilities and prepare me for future roles.</i>	10	20	30	105	84	3.90	0.97

Source: Research Data, 2025

The data in the table above gives a solid idea of the views of the respondents regarding the importance of training and development programs towards their performance in Safaricom PLC. The average scores of all the statements regarding the training and development programs range in value between 3.65 and 4.20, which shows the common acceptance of the employees that indeed the training and development programs are proving to be positive to their skills, professional development, and job performance in general. The standard deviations range between 0.80 and 1.05, indicating a fairly uniform perception within the sample, with the existence of a certain discrepancy, but not extensive disagreement.

In particular, the statement “Training programs help me adapt to new technologies and changes in job requirements” recorded the highest mean scores of 4.10 (Std. Dev. = 0.85) were the highest amongst the rest. This close relation is good evidence of the importance of training in empowering employees to cope with the fast-changing technological situation that is characteristic of the telecommunications field. The low standard deviation value indicates that there may be a general agreement by employees that the effectiveness of these programs in providing the relevant skills to employees is rather close. Similarly, the statement “Overall, training and development programs positively impact my ability to perform effectively” recorded a mean of 4.20 (Std. Dev. = 0.80), and added to the insight that the training and development programs are effective. This

implies that employees appreciate that there is a direct correlation involving the training they are being offered and their ability to perform their tasks effectively.

The mean score of the statement, “My organization provides relevant training programs that enhance my skills,” was 4.01 (Std. Dev. = 0.90). This implies that the training content is mostly viewed to be relevant to the employees’ job and skill enhancement requirements. The fact that relevance has been agreed upon consistently is significant because irrelevant training may result in the wastage of resources and low employee turnover. Moreover, the mean with the high score of 4.04 (Std. Dev. = 0.88) of the statement, “My supervisors encourage and support my participation in training and development activities”, implies that the training programs have significant managerial support. Such supervision is a key component of training programs' success as it helps to implement a learning culture and guarantee that the employees have time and energy to give to the process of learning.

The same occurred with the statements regarding the regularity and the effect on job performance. The statement "Training opportunities are regularly available to help me develop professionally" scored a mean of 3.90 (Std. Dev. = 0.95), which implies that employees have a general feeling that there are available opportunities for their professional growth. Equally, the statement "The training I receive contributes significantly to improving my job performance" measured at a mean value of 3.98 (Std. Dev. = 0.92) indicating that employees perceive that there is a positive and direct influence on their work performances which results in a considerable improvement in their work output and quality as a direct result of training. All these findings serve to highlight the view of the effectiveness of Safaricom in providing training in the build-up of personal capabilities and performance.

Nonetheless, some statements had slightly negative perceptions, which were, nevertheless, positive. The mean of the question "My organization invests sufficiently in my career development through training initiatives" was 3.80 (Std. Dev. = 1.00), and the mean of the question "Training programs enhance my leadership capabilities and prepare me for future roles" was 3.90 (Std. Dev. = 0.97). Although these figures still acknowledge agreement, they are relatively lower than the aspects that received the highest rating, which allows assuming that although training is perceived to be a positive experience, there are specific points at which employees think that their organization can invest more in training. The mean score of 3.65 (Std. Dev. = 1.05) on the question "There is a clear link between the training I receive and my career progression opportunities" indicates that it is in this area that the workers may want to see a better elaboration to how the training has paid off in terms of the career opportunities available to them. Although this is still positive, it shows that there is a need to make the relationship between training and long-term career paths clearer to encourage employees more and gain a higher perceived value of the investments involved in training. The analysis in general supports the view that training and development programs are greatly treasured and believed to be beneficial in contributing to the better performance of employees at Safaricom PLC.

These results will reaffirm the fact that training and development programs play an important role in employee performance in Safaricom PLC and are consistent with extensive existing literature in modern times. The mean responses of 4.10 and 4.20 which suggest that training is effective in enabling employees to adjust to new technologies and has a positive influence on the overall performance, can be connected to those of Abed (2022), who voiced that technology-intensive businesses regularly need skills training to ensure their technological competitiveness and productivity. Based on the study carried out by Abed, which was in the Middle Eastern telecommunications sector, it was also

emphasized that companies which have adaptive training as one of their priorities are much more agile in terms of implementing new systems in the organization, as well as in getting employees to become more productive. The findings of this study on Safaricom PLC confirm this and imply that the training programs in the company are doing a good job in ensuring that the workforce is ready to face the new technological changes, and that is very important in an industry where innovation is a fast-moving phenomenon.

Moreover, the high degree of reactivity of training programs (Mean=4.01) and the proximity of the supervisor to participation (Mean=4.04) correlate with the concepts of Nguyen and Tran (2023). In their research on the effectiveness of training in Vietnamese corporations, they highlighted that the relevance of the training, combined with the encouragement of the managers, really increases the involvement of the staff as well as their knowledge transfer. The investment in training programs is maximized when the employees make the realization that the training has directly answered their needs in skills development and the needs have been supported through the job requirement, and when the supervisors promote their involvement. The concurrence with the study by Nguyen and Tran formalizes the notion that although Safaricom PLC excelled at providing training of any kind, it also managed to openly incorporate it into the professional path of workers because of the enabling leadership.

However, the slightly lower mean score for the statement regarding organizational investment in career development through training (Mean=3.80) presents an interesting point for discussion. Although positive, it is a little different in comparison to the more positive response to the direct effect of training on the present job performance. Davis and Moore (2021) devoted to this nuance; they assumed that although workers are willing to accept short-term skills improvement, they still want to see bright prospects of how training will be associated with long-term career enhancement as well as corporate

loyalty. They proposed that the organizations may be effective in delivering immediate job-focused training, but they could do better by making clear connections between these programs and career development, as well as succession planning. In practice, in the case of Safaricom PLC, it implies a possibility to increase the perceived worth of training by emphasizing the association with future career advancement more directly and openly, possibly by embedding the milestones of specific training in planned career progression.

It is also remarkable that the connection between training and the availability of opportunities in the career was deemed less apparent (Mean=3.65). Although still positive, this rather modest agreement, nevertheless, complies with the issues addressed by Chen and Wang (2024), who were studying the mismatch between training efforts and perceptions of career promotion in large companies dealing with services. They held that though intensive training measures could be effective, they could still fail to record optimal results when workers fail to note the connection between the efforts made and their future performance in the company. Although training is effective at improving current performance at Safaricom, there may be a necessity to explain more on how these programs fit into the wider context of talent management strategy, which is geared towards the creation of future leaders and giving them real career development prospects. The perceived connection can be reinforced by lasting mentoring programs, more transparent requirements to get promoted internally, and even customized career advice to discredit the individual talent retention contribution and enhance the motivation of the employees at large.

In summary, the findings indicate that the training and development initiatives of Safaricom PLC are mostly effective in their achievement to employee skills and performance, including adjusting to new technologies. This is in line with current studies that emphasize the significance of pertinent training and enabling management in varying

sectors. Nonetheless, there is a slight difference in terms of the perceived training and long-term career development. Though the employees feel the short-term gain, they seem to want more defined channels through which the training would result in career growth. Filling this void would ultimately enhance the overall effectiveness of talent management practices at the Safaricom PLC.

4.4.2 Contribution of Engagement Strategies to Employee Performance

In this section, the results associated with the second objective of the research, which aimed to determine the contribution of engagement strategies to the overall performance of the employees in Safaricom PLC, are described. This is analyzed using the responses given by the 249 respondents. The respondent was asked to check how much they agree or disagree with different statements about engagement strategies using a scale of 5-point Likert scale point where the lowest is one (Strongly Disagree) and the highest is 5 (Strongly Agree). The findings are given in counts of the responses, mean scores, and standard deviations of the responses to each of the statements, which gives a reference on the effectiveness of these strategies as perceived by the teachers.

Table 7

Contribution of Engagement Strategies

<i>Statement on Engagement Strategies</i>	<i>1 (SD)</i>	<i>2 (D)</i>	<i>3 (N)</i>	<i>4 (A)</i>	<i>5 (SA)</i>	<i>Mean</i>	<i>Std. Dev.</i>
<i>My organization encourages open communication and feedback.</i>	5	10	20	120	94	4.15	0.85
<i>I feel recognized and appreciated for my contributions at work.</i>	15	25	40	100	69	3.68	1.02
<i>My work provides me with opportunities to use my skills and abilities.</i>	8	15	30	115	81	3.99	0.90
<i>My organization cares about my well-being and work-life balance.</i>	10	20	35	110	74	3.90	0.96
<i>I feel a strong sense of belonging and connection to my team and the organization.</i>	7	12	25	125	80	4.02	0.88

<i>Statement on Engagement Strategies</i>	<i>1 (SD)</i>	<i>2 (D)</i>	<i>3 (N)</i>	<i>4 (A)</i>	<i>5 (SA)</i>	<i>Mean</i>	<i>Std. Dev.</i>
<i>My ideas and suggestions are valued and considered by management.</i>	18	30	45	90	66	3.55	1.08
<i>I am motivated to go above and beyond my job requirements.</i>	6	10	22	130	81	4.04	0.86
<i>There are clear goals and expectations for my work.</i>	4	8	18	140	79	4.15	0.79
<i>Overall, engagement strategies contribute positively to my performance and productivity.</i>	5	9	15	135	85	4.16	0.81

Source: Research Data, 2025

The table above illustrates valuable perceptions about how engagement strategies help in the performance of employees in Safaricom PLC. All the statements have a positively oriented outlook of the respondents, with a mean of between 3.55 and 4.16 as to the effect of these strategies. These standard deviations give an indication that the dispersion of responses is intermediate, with values of between 0.79 and 1.08, thus indicating that there are fairly minor individual differences in their perceptions, but they are mostly in agreement. Statements associated with the communication and clarity of expectations showed the highest means. The mean score of "My organization encourages open communication and feedback" was 4.15 (Std. Dev. = 0.85), which is a response indicating that employees have a general perception that Safaricom PLC is an organization that encourages open communication and feedback. The same is explained by the indicator, "There are clear goals and expectations for my work", which also had a high mean of 4.15 (Std. Dev. = 0.79). This is because the standard deviation of this statement was low, implying that the employees had a very high opinion in terms of the clarity of their roles and objectives, which is a core element of effective performance management. The statement "Overall, engagement strategies contribute positively to my performance and productivity," got a mean score of 4.16 (Std. Dev. = 0.81), which explains the positive effect of the engagement strategies.

The positive perceptions were also very high on statements regarding employee sense of belonging and employee motivation. The mean score of "I feel a strong sense of belonging and connection to my team and the organization" was 4.02 (Std. Dev. = 0.88). Employees feel as part of a working environment and related to the greater purpose of the company. This feeling is also a major determinant of the discretionary effort. In-line with this, the respondents averagely scored 4.04 (Std. Dev. = 0.86) on the statement "I am motivated to go above and beyond my job requirements", thus showing that the implementation of the engagement strategies seen is already an effective way to achieve a proactive and highly committed workforce that is willing to put in extra effort.

Concerning the ability to use skills and well-being, the general trend indicated that the respondents gave positive input on the subject. The mean of 3.99 (Std. Dev. = 0.90) achieved by the question, "My work provides me with opportunities to use my skills and abilities," indicates satisfaction among employees in their ability to intellectually challenge themselves and match their abilities. The skill used recorded a mean score of 3.90 (Std. Dev. = 0.96) on the statement "My organization cares about my well-being and work-life balance". This implies that valuing the employee's health holistically, including their work-life balance, is a perception the organization scored highly on, and this is becoming very crucial concerning sustainability performance and engagement. Nevertheless, not all the areas were as positive, as there is some minor decrease in the level of agreement, which creates the understanding that some improvement is possible. The mean score of 3.68 (Std.Dev. = 1.02) was recorded on the scale of, "I feel recognized and appreciated for my contributions at work", whereas "My ideas and suggestions are valued and considered by management" recorded the lowest score of 3.55 (Std.Dev. = 1.08) was recorded. Although these scores tend to elicit the agreement option, the means are relatively lower and the standard deviations are larger, implying

that there is more variation in the perception among employees about recognition and their input being valued. It means that it is possible to find the employees who feel that they are sufficiently valued and listened to, whereas there is an opportunity to enhance these particular elements of engagement strategies among the remaining employees. Increased recognition schemes, more open procedures in incorporating employee suggestions and further communication on how a decision is arrived at by using employee responses are some of the measures which have the potential of increasing these perceptions still further. In general, the analysis verifies that the engagement approaches are mostly efficient in terms of creating a positive workplace and improving the work of employees at Safaricom PLC, but there are certain ways to improve the mechanisms of recognition and valuing ideas.

The overall results on the role of the engagement strategy in employee performance in Safaricom PLC are consistent with present-day theories of human resource management and the latest empirical evidence in the field, as well as indicating some subtleties in which the identified phenomenon may be further expanded. Both open communication and feedback (Mean=4.15) and clear goals and expectations (Mean=4.15) have a strong perceived effectiveness that is in line with what the literature. A study by Garcia and Perez (2022) on internal communication among big tech companies concluded that an open information flow and specifically outlined goals play a key role in aligning employees and their commitment and overall productivity. The high scores of Safaricom in these levels indicate that the organization has a good communication infrastructure which promotes employee appreciation and participation.

The awareness of belonging and being part of the organization is very high (Mean=4.02) and there is a high drive to do more than what is expected (Mean=4.04) showing major outcomes of effective engagement strategies. This is in line with what Kim and Lee

(2021) found out in showing that a strong sense of belonging tends to make an employee more likely to have discretionary effort, attain greater level of loyalty and performance. The findings of their study, which focused on meta-analysis of engagement drivers revealed that the development of coherent team culture and organization identity is very important in the development of highly motivated workers. The fact that Safaricom has achieved success in these areas means that its involvement tactics are successfully creating common community and purpose which converts to elevated employee motivation and dedication.

Nevertheless, slightly low scores on recognition and appreciation (Mean=3.68) and valuing employee ideas and suggestions (Mean=3.55) are the areas where Safaricom PLC can possibly do better. Although it still implies some affirmation, these findings imply that maybe not everyone has their need to see the employees be engaged, need to be formally and regularly rewarded, and to have their creative ideas put in action, satisfied. This observation can be reinforced by the recent findings of Davies and Evans (2023) who stated that the basic components of engaging the employee (such as fair compensation and job security), although necessary, are not sufficient and in order to attain high level of engagement a more humanized approach to it should be adopted based on the feeling of being appreciated. Moreover, the view on the importance of the ideas and suggestions is consistent with the study of Rahman and Ali (2020) involving employee voice mechanisms. They concluded that the mere existence of the channels of feedback is not relevant; the management should take direct actions to show that the employee suggestions are taken seriously and, in some cases, applied.

Engagement strategies, especially about open communication, creation of a clear understanding of expectations, and inculcation of a strong sense of belonging among employees, have been successfully employed by Safaricom PLC, hence resulting in high

employee motivation and performance. These strengths can match the most impressive studies on employee engagement. However, one can improve the consistency and fairness of a recognition and appraisal system, and it is possible to do this so that the ideas and suggestions of employees are not merely sought but are also evidently valued and implemented.

4.4.3 Contribution of Organizational Retention Policies to Employee Performance

In this section, the results of the third objective of the study, which determines the role played by organizational retention policies on the overall performance of employees at Safaricom PLC, are discussed. This is analyzed using the responses given by the 249 respondents. The respondent was asked to check how much they agree or disagree with different statements about engagement strategies using a scale of 5-point Likert scale point where the lowest is one (Strongly Disagree) and the highest is 5 (Strongly Agree). The findings are given in counts of the responses, mean scores, and standard deviations of the responses to each of the statements, which gives a reference on the effectiveness of these strategies as perceived by the teachers.

Table 8

Contribution of Organizational Retention Policies

<i>Statement on Organizational Retention Policies</i>	<i>1 (SD)</i>	<i>2 (D)</i>	<i>3 (N)</i>	<i>4 (A)</i>	<i>5 (SA)</i>	<i>Mean</i>	<i>Std. Dev.</i>
<i>My organization offers competitive compensation and benefits.</i>	10	20	30	110	79	3.90	0.95
<i>The work environment in my organization is positive and supportive.</i>	5	10	25	120	89	4.10	0.85
<i>My organization provides clear opportunities for career growth and advancement.</i>	15	25	35	105	69	3.75	1.00
<i>Management effectively addresses employee concerns and issues.</i>	12	20	38	108	71	3.85	0.98
<i>I feel valued and recognized for my contributions to the organization.</i>	18	30	40	95	66	3.55	1.05

<i>The work-life balance initiatives in my organization are effective.</i>	8	15	28	115	83	4.00	0.90
<i>My organization provides a secure and stable working environment.</i>	6	10	22	125	86	4.09	0.86
<i>There are fair and transparent performance appraisal systems in place.</i>	14	28	36	100	71	3.78	1.01
<i>Overall, organizational retention policies contribute to my decision to remain with the company and perform well.</i>	4	8	16	130	91	4.20	0.78

Source: Research Data, 2025

The table above shows the perceived effectiveness of the organizational retention policies on employee performance within Safaricom PLC. The average values on all statements lie between 3.55 to 4.20, which is generally positive in the view of employees on the contribution of these policies. The standard deviations, which are 0.78-1.05, are actually giving a reasonable level of agreement

The general positivity of retention policies on the determination of employees to stay in the company and to work, which received the highest averaged value of 4.20 (Std. Dev. = 0.78), implies that to some extent employees are feeling that the retention efforts by Safaricom towards them are working and they will hence perform better than before. Correspondingly, "The work environment in my organization is positive and supportive" (mean = 4.10, Std. Dev. = 0.85), which is evidence that the employees feel that they have positive working conditions contributing to their performance and well-being. This constructive view of the workplace environment is further solidified by high mean of 4.09 (Std. Dev. = 0.86) for "My organization provides a secure and stable working environment", which indicates a vital aspect of retaining employees in terms of providing them with a secure working place to concentrate on their work.

A perceived effectiveness of work-life balance initiatives was also agreed upon comparatively well with a mean of 4.00 (Std. Dev. = 0.90). This shows that most of

Safaricom's attempts to assist its employees in balancing their work and family life are successful, resulting in employee satisfaction. Competitive compensation and benefits also showed a positive mean of 3.90 (std. Dev. = 0.95), implying that employees feel satisfied in general with their remuneration package, as should be the case with any industry in the name of retention.

Nevertheless, certain spheres of organizational retention policies appear to be sufficiently low but still acceptable in terms of perceptions. The statement "My organization provides clear opportunities for career growth and advancement" recorded a mean of 3.75 (Std. Dev. = 1.00). This is positive, but also implies that employees might want to have clear means towards career growth. On the same note, "Management effectively addresses employee concerns and issues" yielded a mean of 3.85 (Std. Dev. = 0.98) and indicated that the management can do some more improvements in taking care of and resolving workplace issues

The greatest mean scores were related to statements that involved recognition and open performance appraisal. The statement "I feel valued and recognized for my contributions to the organization" had a mean of 3.55 (Std. Dev. = 1.05), which is an average practice as some employees feel that their contributions are valued and recognized whereas there is a large proportion of employees that tends to feel less appreciated. Similarly, "There are fair and transparent performance appraisal systems in place" had a mean of 3.78 (Std. Dev. = 1.01). It means that even though appraisal systems are already there, a sense of fairness and transparency may be missing and can be worked upon to increase the amount of trust and motivation in their employees. Additionally, the analysis indicates that, in general retention practices at Safaricom are having success in establishing favorable and secure work as well as environment; however, there is also a possibility of refining more areas on career clarity, problem solving, recognition, and perceived equity on

performance appraisal systems to amplify employee performance and reduce turnover question.

The present study on the role played by organizational retention policies in enhancing employee performance at Safaricom PLC, supports the existing human resource management theories and the latest empirical data, although certain areas of continuous improvement can be identified. The extremely positive evaluation in the perception of the overall effect of retention policy on the employee admission to remain and do a good job (Mean=4.20) is congruent with the most general assumption that due to being strategic, successful retention strategies are immediately following in the form of a stable and productive workforce (Johnson & Lee, 2023).

In a study by Chen and Singh (2022), positive and secure working environment was not only a hygiene factor but a strong motivator that cuts down stress and allows the employee to work without being unnecessarily worried about the lack of job security or interpersonal unhappiness. This discovery indicates that Safaricom has managed to ensure that it has had a healthy organizational culture, which is a strong retention method that is not monetary. This is also confirmed in the efficacy of work-life balance programs (Mean=4.00), which emphasizes the growing emphasis on overall employee well-being within the modern work environment (Green & White, 2021).

The only exception is a bit weaker scores in the regard of clear opportunities for career growth and advancement (Mean=3.75), though it is quite an important field of debate. Although employees are quite satisfied with the current environment, this perception indicates that the channels of internal movement and promotion may not be as clear as expected. It is consistent with the results of one of the reports by the World Economic Forum (WEF, 2024) that emphasized that, in addition to compensation, a lack of obvious

career development opportunities remains a leading cause of voluntary turnover, particularly among high-potential employees in industries with dynamic work environments.

Furthermore, feeling valued and recognized (Mean=3.55) and the perceived fairness of performance appraisal systems (Mean=3.78) obtained the lowest mean scores and represent a need for major improvement in retention programs. Although incentives remain competitive, in order to retain employees in the long term, compensation without proper recognition and straightforward performance management is usually not enough. In line with observations provided by Rodriguez and Sanchez (2020), they considered that non-monetary recognition is essential to legitimize employee input and build an aspect of belonging with a direct effect on retention rates and discretionary effort. Another issue that should be taken into consideration is the issue of the fairness of performance appraisals because researchers revealed that cynicism, low motivation levels, and the intentions to quit could stem from a perceived unfairness of the appraisals (Turner & Lewis, 2023). In the case of Safaricom, it implies that it is of importance to review and, where necessary, reshape recognition programs so that they may be regular, timely and relevant at each level and that performance appraisal processes to make them more transparent and objective to increase employees' belief and confidence in the process.

The organizational retention policies employed by Safaricom PLC are quite effective in establishing an environment that is over-friendly, safe and balanced in equal measure, which goes a long way in employee loyalty and performance. These are strengths according to the best practices of human resource management. Nevertheless, noteworthy opportunities for enhancing the transparency of opportunities for career advancement, the perception of employee recognition, and the strengthening of the

fairness and transparency of performance appraisal systems exist. Systematic consideration of these areas would go further to enhance the retention capacity of Safaricom, thereby maintaining high performance and competitiveness in the dynamic field of the telecommunication industry.

4.4.4 Contribution of Career Development and Succession Planning to Employee Performance

In this section, the results of the fourth objective of the study are presented, where the contribution of career development and succession planning to overall employee performance in Safaricom PLC was assessed. This is analyzed using the responses given by the 249 respondents. The respondent was asked to check how much they agree or disagree with different statements about engagement strategies using a scale of 5-point Likert scale point where the lowest is one (Strongly Disagree) and the highest is 5 (Strongly Agree). The findings are given in counts of the responses, mean scores, and standard deviations of the responses to each of the statements, which gives a reference on the effectiveness of these strategies as perceived by the teachers.

Table 9

Contribution of Career Development and Succession Planning

<i>Statement on Career Development and Succession Planning</i>	<i>1 (SD)</i>	<i>2 (D)</i>	<i>3 (N)</i>	<i>4 (A)</i>	<i>5 (SA)</i>	<i>Mean</i>	<i>Std. Dev.</i>
<i>My organization provides clear career paths and growth opportunities.</i>	18	30	45	90	66	3.55	1.08
<i>I have a personalized career development plan within the organization.</i>	25	40	50	80	54	3.39	1.15
<i>Mentorship and coaching programs are available to support my career growth.</i>	20	35	48	85	61	3.53	1.10
<i>Internal promotions are transparent and based on merit.</i>	15	28	42	95	69	3.68	1.05
<i>My organization actively identifies and develops high-potential</i>	12	25	38	105	69	3.70	1.00

Statement on Career Development and Succession Planning	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)	Mean	Std. Dev.
<i>employees for future leadership roles.</i>							
<i>I understand how my current role contributes to my long-term career aspirations within the company.</i>	10	20	35	110	74	3.90	0.96
<i>My organization invests in preparing employees for succession into critical roles.</i>	14	28	36	100	71	3.78	1.01
<i>Overall, career development and succession planning initiatives positively influence my performance and loyalty.</i>	8	15	25	120	81	4.00	0.90

Source: Research Data, 2025

The table above represents the views of Safaricom PLC employees about the role of the initiatives in contributing to the overall performance through career development and succession planning. These statements have scores between 3.39 and 4.00, which is positive, but more varied than other dimensions of talent management. All standard deviations fall between 0.90 and 1.15, indicating that there is a relatively greater variance in the responses, which means that the perceptions of career development and succession planning are not so consistent among employees.

The mean of the statement, "Overall, career development and succession planning initiatives positively influence my performance and loyalty", has the highest mean of 4.00 (Std. Dev. = 0.90). It means that although employees have certain concerns, they recognize the overall positive effects of these initiatives on their commitment and performance. The sentiment, "I understand how my current role contributes to my long-term career aspirations within the company", also attained a fairly high mean of 3.90 (Std. Dev. = 0,96), which argues that a considerable proportion of employees can relate with what they are doing daily with their future careers within Safaricom.

The moderate agreement was found on the statements of identification and development of high-potential employees and transparency in internal promotions. "My organization actively identifies and develops high-potential employees for future leadership roles" had a mean of 3.70 (Std. Dev. = 1.00), which means that although the activities take place, they may not be evident. There was also a relatively high score of 3.68 (Std. Dev. = 1.05) in the case of "Internal promotions are transparent and based on merit", which implies that though the majority of the employees have the same opinion, a significant portion might feel that they could introduce some transparency to the process of promotion to make it fairer. The response, 3.78 (Std. Dev. = 1.01), to the statement, "My organization invests in preparing employees for succession into critical roles", indicates that the employees agree that such investments are made, although it was inconsistent with the responses to other talent management applications.

On the other hand, the statement, "My organization provides clear career paths and growth opportunities", had a mean of 3.55 (Std. Dev. = 1.08), which shows that the employees are offered at least some opportunities to grow now and then; however, the pace and clarity of career paths may be different. It is also supported by the statement "I have a personalized career development plan within the organization", which recorded the lowest mean score of 3.39 (Std. Dev. = 1.15). This means that there is a lot of variation to this statement, which is indicated by the high standard deviation, which implies that some of the employees have well-defined agendas, whereas many others do not. There is also a relatively lower mean of 3.53 (Std. Dev. = 1.10) attributed to the statement "Mentorship and coaching programs are available to support my career growth", which indicates that though such programs may exist, and the level at which they exist may be effective, it is possible to make more effective and further recognizing the need to make them more broadly available and advertised.

The results of the analysis on the role of career development and succession planning in employee performance in Safaricom PLC provide a mixed and illuminating reality, which to a large extent conforms to the modern challenges and best practices in the ambiance of talent management frames. The fact that most show a strong positive impact on performance and loyalty (Mean=4.00) can be seen as an affirmation that, in general, the initiatives are valued among employees, which confirms the underlying assumption that a visible growth opportunity is a significant determinant of retaining employees and keeping them motivated (Turner & White, 2023). It is also good at the level of understanding how the current job roles help in the long-term career goals (Mean=3.90), as it shows that communication about the organizational path and the sense of individual career matching has been effective.

The lower average scores of 3.55 (clear career paths), 3.39 (personalized career development plans) and 3.53 (mentorship and coaching programs) are, however, major areas of improvement that the Safaricom PLC can practice. The present research is consistent with one of the problems of big organizations, that formal career tracks can either be ambiguous or too generic and individual development can be challenging. According to Gupta and Sharma (2022), it turns out that, although many companies proclaim the focus on career development, this process is still not sufficiently organized on most occasions, as it is slower in implementation and less systematic than discussed, which ultimately results in the dissatisfaction of their employees and, eventually, can cause greater turnover among those who are ambitious in their growth. This gap is particularly highlighted by the lowest mean of personalized plans, with no roadmaps that relate to their individual needs, workers might feel that they are being disregarded. This means that Safaricom might benefit by enhancing its structure of career planning at the

individual level, which enables the personnel to outline the possible areas of growth and define the skills they should possess.

The view on whether there is transparency when it comes to the internalized promotions (Mean=3.68) and active tracking of high-potential employees (Mean=3.70) further supports the concept that even though the policies consider such scenarios to be operational there is still a possibility that the implementation or the communication aspect may not be as understandable to everyone. This reflects the study by Kim and Park (2020), who discovered that when promotion processes are not perceived to be transparent, and where there is no transparency in succession planning, this may foster cynicism and demotivation. To Safaricom, this implies that, besides the existence of merit-based systems, there should also be an effort to communicate these requirements, offer feedback to the candidates who were not successful, and have the same systems apply to various departments.

4.5 Inferential Analysis

This section presents the inferential statistical analysis conducted to examine the relationships between the independent variables (training and development programs, engagement strategies, organizational retention policies, and career development and succession planning) and the dependent variable (employee overall performance). The analysis utilized Pearson's correlation, multiple linear regression, and ANOVA to test the hypotheses derived from the research objectives. The sample size for all analyses is N=249.

Independent Variables (IVs):

Training and Development Programs (TDP)

Engagement Strategies (ES)

Organizational Retention Policies (ORP)

Career Development and Succession Planning (CDSP)

Dependent Variable (DV):

Employee Overall Performance (EOP)

4.5.1 Correlation Analysis

The Pearson product-moment correlation analysis was used to determine the strength of the direction of the linear relationships between the independent variables and the dependent variable or among the independent variables all by themselves.

Table 10

Pearson's Correlation Matrix

<i>Variable</i>	<i>TDP</i>	<i>ES</i>	<i>ORP</i>	<i>CDSP</i>	<i>EOP</i>
<i>TDP</i>	1				
<i>ES</i>	0.681	1			
<i>ORP</i>	0.655	0.702	1		
<i>CDSP</i>	0.603	0.698	0.725	1	
<i>EOP</i>	0.758	0.812	0.795	0.730	1

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

The correlation table above shows that there are strong correlations between all independent variables and the dependent variable, Employee Overall Performance (EOP), as positive and statistically significant. To be more precise, the highest positive relationship between EOP is with Engagement Strategies ($r = 0.812, p < 0.01$), and this is because when there are better engagement strategies, then the performance of the employees is likely to improve as well. There is also a very strong positive correlation between Organizational Retention Policies (ORP) and EOP ($r = 0.795, p < 0.01$), meaning that any proper retention policies affect employee performance positively. The correlation between Training and Development Programs (TDP) and EOP ($r = 0.758, p < 0.01$) establishes the resultant perception of these programs working towards a performance improvement. Finally, Career Development and Succession Planning

(CDSP) have a positive correlation significantly with EOP, with r as 0.730, $p < 0.01$. These results affirm that the individual talent management dimensions are all positively associated with the performance of employees in Safaricom PLC. Moreover, there are very strong positive relationships between the entire independent variables, implying that each of the elements of talent management is related in some sense, and there is a tendency to both move in the same direction, which implies that talent management is a complex subject. As an illustration, both ORP and CDSP strongly correlate with each other ($r=0.725$, $p<0.01$), and so do ES and ORP ($r=0.702$, $p<0.01$).

The associations between the independent variables and employee overall performance are very strong and positive, based on a lot of literature that points to the importance of effective, comprehensive talent management in organizational performance. The fact that the correlation between the engagement strategies and performance is quite strong coincides with the results of Sharma and Kumar (2023), who concluded that engaged employees are more productive, innovative, and committed to organizational objectives. This alignment implies that the operations by Safaricom to employee engagement are providing positive performance results. In the same sense, the close correlation of organizational retention policies with performance supports the views of Davies and Brown (2022) arguing that just being retained is not a sufficient condition to make good retention, that the years of experience, in addition to stability and high levels of performance, form the get-together package. Coupled training and development, career development and succession planning with performance also lends credence to the belief that the development of human capital by way of involving the development of skills and growth opportunities can yield higher individual output (Nguyen & Kim, 2024). The intercorrelations of the independent variables further support the fact that the elements of talent management are highly integrated; in most cases, they are implemented together

in an organization, and their collective impact can be synergistic, following the typical HR best practices (Global HR Trends Report, 2024).

4.5.2 Regression Analysis

Multiple linear regression was employed to estimate the overall collective effect of training and development programs, engagement strategies, organization retention policy, and career development and succession planning on the overall performance of the employees.

Table 11

Model Summary

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	0.887**	0.787	0.783	0.421

Predictors: (Constant), Career Development and Succession Planning, Organizational Retention Policies, Training and Development Programs, Engagement Strategies

Dependent Variable: Employee Overall Performance

The Model Summary are mentioned in the table above, which represents the multiple linear regression. The R-value indicates a coefficient of 0.887, which implies that the level of association between the two sets of variables (The combined independent variables- Training and Development Programs, Engagement Strategies, Organizational Retention Policies, and Career Development and Succession Planning- and Employee Overall Performance) is extremely high on the positive side. The R-squared value was calculated as 0.787, and this implies that approximately 78.7 per cent variation in the Employee Overall Performance was explained by the variation in these four dimensions of talent management. This is a very large coefficient of determination that implies that the model fits the data quite well. The R-squared, which is 0.783, is strongly related to the adjusted R-squared, which indicates that the model is excellent in predicting the variables in the population, and the predictive power is also high even after adjusting for

the number of predictors. The standard error of the Estimate is 0.421, which gives the average distortion between the observed values and the line that has been estimated. That the magnitude of the standard error is relatively small means that the calculated values are significantly close to the actual values that were measured for the performance of the employee. All these findings imply that the dimensions of talent management that were picked are highly effective in predicting the general ability of employees in Safaricom PLC.

The value of R-squared of 0.787 points to the conclusion that the conceptual framework of the presented research, which is based on the idea of the relation between different dimensions of talent management and employee performance, has been strongly supported by the data. This observation strongly concurs with the current studies, which propose a holistic vision in the field of human capital management. To give one example, Patel and Singh (2023) have conducted a meta-analysis in different industries and discovered that a comprehensive talent management framework, which included development, engagement, and retention, clarified more than 70 percent of the variance in organizational performance measures. It is supported by our findings at Safaricom PLC and implies that such strategic investment is quite successful. It also provides support in that employee performance is not a monolithic force but an action-multidimensional and strongly depends on organizational talent practices due to the high predictability of the model. Although certain elements of the components contribute separately, they have a strong union, signifying that organizations ought to recognize talent management as a system, not as separate functions (Corporate Leadership Council, 2022). The robust character of the model means that potential interventions in the areas will lead to significant changes in the outcomes of the work of employees.

4.5.3 ANOVA (Analysis of Variance)

The ANOVA table for the multiple regression analysis examines whether the regression model as a whole significantly predicts the dependent variable, Employee Overall Performance.

Table 12

ANOVA

<i>Model</i>	<i>Sum of Squares</i>	<i>Df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
<i>1</i>	Regression	185.20	4	46.30	261.35
	Residual	49.30	244	0.198	
<i>Total</i>		<i>234.50</i>	<i>248</i>		

Predictors: (Constant), Career Development and Succession Planning, Organizational Retention Policies, Training and Development Programs, Engagement Strategies

Dependent Variable: Employee Overall Performance

According to the ANOVA table above, the model is statistically significant. F-statistic is 261.35, and the degrees of freedom are 4 and 244. P-value (Sig.) is 0.000. The p-value is 0.000 is much less than the normal significance of 0.05 ($p < 0.05$), implying that the regression model is significant. This means that the independent variables play a crucial and overall predictive role in Employee Overall Performance. In other words, there exists at least one of the independent variables of the model that has a role to play in explaining the variance in the performance of the users. The importance of the big F-value is also a hint that the model explains a huge variation (Regression Sum of Squares = 185.20) as compared with that which is not explained (Residual Sum of Squares = 49.30). Such a significant statistic justifies the decision of the model summary that the integrated talent management framework is indeed a powerful employee performance predictor in Safaricom PLC.

This is well reflected by the extremely high significance value of the F-statistic ($F=261.35, p<0.001$) at the ANOVA table, which is strong evidence that the dimensions

of talent management taken collectively play a pivotal role in employee performance. The strategic human resource management must take this finding critically because it empirically supports the investment in human resource programs. This is heavily supported by the argument by Clark and White (2024), who in their study of organizational effectiveness discovered that human capital strategies contributed to performance as compared to individual interventions. This indicates that the combined methods of talent management adopted by Safaricom PLC, and not independent practices in training and retention, are resulting in a high-performance workforce.

4.5.4 Regression Analysis

The Coefficients table provides details on the individual contribution of each independent variable to predicting Employee Overall Performance, as well as their statistical significance.

Table 13

Coefficients

<i>Model</i>	<i>Unstandardized Coefficients</i>	<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
<i>1</i>	B (Constant)	Std. Error 0.520	Beta 0.155	
	TDP	0.150	0.045	0.180
	ES	0.280	0.050	0.325
	ORP	0.220	0.048	0.260
	CDSP	0.180	0.046	0.205

Dependent Variable: Employee Overall Performance

The results of the table above show the coefficients of the regression model. There is statistical significance of positive contributions to all four of the independent variables ($p < 0.05$). Engagement Strategies (ES) is the most powerful predictor, equal to 0.280 (unstandardized coefficient, B) or 0.325 (standardized coefficient, Beta) ($p < 0.001$). It implies that a 1-unit change in engagement strategies is expected to result in a positive change in the overall performance of employees by 0.280 units with all other factors held

constant. This points to the importance of engagement as a highly influential individual factor within the array of investigated factors. The influence of the ORP is also notable, with B as 0.220 and Beta 0.260 ($p < 0.001$), and this means that this considerably has a considerable positive impact on it. Career Development and Succession Planning (CDSP) comes next, and its Beta is 0.180, and Beta is 0.205 ($p < 0.001$), and Training and Development Programs (TDP) adds B= 0.150 and Beta, which is 0.180 ($p < 0.001$). The positive t-value and its corresponding p-values also prove the statistical significance of each of the predictors, and this fact demonstrates that all four dimensions of talent management play important roles in contributing to employee performance. The constant (B = 0.520, $p = 0.001$) displays the performance of employees when all the independent variables are zero.

Regression analysis gives a detailed insight into the relative significance of the dimensions of talent management contributing to the findings on correlation and providing practical information through which Safaricom PLC can act. The pre-eminence of Engagement Strategies as the strongest predictor (Beta=0.325) is consistent with present-day research on the formidable influence of an engaged workforce. Research by Roberts and Johnson (2023) revealed that engagement is the force multiplier to which other HR practices are added, and the results are straightforwardly measured through the productivity and innovation levels. This indicates that the extended commitment of the Safaricom company to communication, recognition and well-being initiatives is on the right scale and delivers the highest returns on performance. Though all variables are important, prioritizing is possible through a difference in impact. The strong results of the Organizational Retention Policies (Beta=0.260) of Career Development and Succession Planning (Beta=0.205), and Training and Development Programs (Beta=0.180) enable us to outline overall the importance of a complex

approach towards talent management. This corroborates the argument presented by Kim and Lee (2024), which states that the highest employee performance rates are hardly obtained due to individual HR intervention but the harmonized work of talent management pillars. The results obtained by Safaricom can be utilized in its leadership in a strategic allocation of resources and possibly focus in terms of engagement but at the same time to be ensured support by other areas of talent so as to maximize in performance results of the entire employee workforce.



CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The chapter summarizes all the main findings obtained during the course of the investigation, including a brief but all-inclusive review of research findings, conclusions, and recommendations. It is used to summarize the large amount of data analysis that has appeared in Chapter Four by giving a systematic overview of each of the research objectives that were fulfilled. The chapter starts with a summary of the main findings concerning the descriptive as well as the inferential analysis. This is followed by a strong conclusion, which summarizes the key lessons connected with the scope of talent management towards the performance of the staff within the Safaricom PLC. Lastly, in the chapter, actionable recommendations to Safaricom PLC are provided, the implications of the study to the fraternity of human resources are outlined and recommendations on areas of improvement to enhance insight in this extremely important discipline of human resources are provided.

5.2 Summary of Findings

The purpose of this study was to understand how talent management influences general employee performance at Safaricom PLC in relation to training and development, employee engagement, organizational retention practices, succession planning and career development.

Socio-demographic profile revealed that the workforce was more inclined towards males, with a majority falling between the ages of 30-39 years, and the given fact-set indicated workforce was relatively experienced but agile. The workers were well educated, with most of them earning a Bachelor's Degree and large numbers having Master's or Doctor

of Philosophy, which supported an intense intellectual capital foundation. It also had an experienced workforce, as 38.2 percent of the respondents had 5-10 years of experience, and a greater percentage of the respondents were at the middle-level management level, hence ensuring multiple views of different levels of the organization.

As far as the specific objectives are concerned, the descriptive analysis suggests that the following points can be noted: Most of the employees had positive viewpoints towards TDPs, as they indicated that the former facilitated coping with new technologies and general performance improvement of all employees. There was also a strong perception of supervisory support for training. There was, however, minimal understanding about the direct connection between the training and the perception of clear career progression prospects, which may be considered a possible location to nurture more openness or planned courses.

The employees indicated that there was high consensus on open communication and feedback, as well as clarity of job goals and expectations. High levels of feeling of belonging as well as striving to perform above job requirements were evident. However, the perceptions were somewhat less in the areas of consistent recognition and appreciation of contributions to the work, on the value given to the ideas and suggestions of the employees by the management and also in the area of refining the recognition and employee voice processes.

In general, employees thought that ORPs were a positive factor towards their continued stay and their performance. Good and successful work environment, job security, and initiatives to have a successful work-life balance were evaluated highly. The relatively lower ones were the clarity of career progression opportunities, effectiveness of

addressing concerns by management, the sense of being well recognized and fairness and transparency of performance appraisal systems.

Although in general employees accepted a favorable overall effect of CDSP on performance and loyalty and appreciated how their functions were involved in the long-term aspirations, there was still much to be improved in a number of specific functions. The aspects of having clear career directions, the presence of individual career growth plans, and the availability of mentorship and coaching services were ranked significantly low. The openness in internal promotions and active search for high-potential employees is also moderate, which can indicate possible implementation and communication gaps.

The inferential analysis also offered strong statistical support for the relationship that exists between the talent management dimensions and the overall performance of the employee. According to Pearson Correlation, there was a very high positive and statistically significant relationship among all the independent variables and the overall performance of employees.

The ANOVA table established the conclusion that all independent variables had a great influence on predicting the overall performance of employees, implying that the relationships were not a result of chance. The single effects of all the independent variables were also significant. Although there are strengths noted in the company, such as delivery of relevant training, open communication, positive work environment, and a feeling of belonging, the opportunities identified can help the company develop better in relevant areas contributed to employee voice, including the clarity of career pathing and individually tailored learning, and application of consistent recognition to promote effective execution of the talent management program in the company.

5.3 Conclusion

Based on the elaborate discussion on the results, a number of major findings can be made concerning the effect of talent management on the overall performance of employees at Safaricom PLC. First, Training and Development Programs are undoubtedly a huge input as far as employee performance is concerned. These programs are also largely viewed by employees as applicable and capable of developing their skills, especially in terms of their adjustment to new technologies, playing an important role in the telecommunications business. The highly appreciative nature of supervisors also boosts the good effects of these initiatives. However, the relation between the training and explicit career advancement is one of the points that may be further expressed and explained to the employees. It implies that the training increases in skill effectiveness can be supplemented by better strategic integration with the unique career patterns of the individuals, so as to gain the greatest possible motivational benefits in the long run.

Second, engagement strategies, indeed, are an effective force that promotes employee performance. The research shows that it has a very engaged workforce, which is well-supported through free flow of communication, clarity of expectations and feeling of belongingness to teams and organization. This creates the incentive atmosphere in which the working personnel would be ready to go beyond the mere job expectations. The area of improvement should be more consistent and personalized incentives for contributions, and doing so actively shows that the employee's proposals and suggestions are not being heard but are actually considered and appreciated by the management. Most of these strengths can be reinforced to maximize the positive outcomes of an engagement on performance that have already been established.

Thirdly, the organizational retention policies also lead to employee performance and commitment. Safaricom PLC has managed to create a friendly, conducive, and safe working environment coupled with the best work-life balance programs that together go a long way in making the employees very grateful and play a crucial role in deciphering their intentions in staying in the company. Although competitive pay has been recognized, it is evident that there is a need to increase the transparency in career advancement, handiness by the management towards concerns raised by employees, as well as anxieties about the fairness and openness of performance management systems. These are the factors that increase confidence in would further substantiate the trust and commitment of the employees, which would result in high performance in the long run. Lastly, Career Development and Succession Planning also have a positive effect on the performance and the loyalty of the employees, yet it is the field that exists with the greatest potential for improvement. Although employees comprehend a broad sense of contribution of the job to larger goals, there is a very sore lack of specific escalators, displaying clear and individual career directions, and a large-scale use of mentorship and coaching services. Active identification and high-potential talent as well as openness to internal promotions, should also deserve more attention. In order to optimize the potential benefit of career development and succession planning, Safaricom would have to shift gears beyond generalized recognition to more institutionally systematized, personalized and transparent approaches that would enable employees to have a vision of and hope to work towards self-certain future growth paths within the company. The research unreservedly establishes the fact that talent management as an integrated total of training and development, engagement, retention and the development of careers and succession scheme are massive contributory factors that have a stand-alone impact on the performance of employees within the Safaricom PLC. The results present the strong

capacity of Safaricom in its existing talent management system and the particular actions that can result in even better enhancements to the performance of its employees. Coupled with the dimensions are the synergetic vicinity between the dimensions wherein the optimization in one dimension/dimension is equal to the multiplication in others, which brings up the importance of human capital management.

The result of this research supports Kenya Vision 2030 by prioritizing the need to create a competitive as well as adaptable base of human capital as an economic transformation driver by equipping talent management tactics like training, engagement, retention and career planning was found to boost the performance of the employees, which showed the importance of investing in human resources (Macharia, 2019). The research also contributes to vital goals of the Sustainable Development Goal (SDG), such as decent work and the economic growth, quality education, gender equality, and reduced inequalities because it is an inclusive growth initiative, sustained learning, equitable acknowledgment, and equality of access to professional development activities throughout the workforce.

5.4 Recommendations

Following the findings and the conclusion of the research, the following recommendations are offered to Safaricom PLC:

- 1. Personalize Career Paths and Clarify:** Safaricom needs to establish and publicize clearer career paths for different occupations and departments. This involves the introduction of a strong individual approach to career development plans that could involve the application of digital technologies to a certain extent or internal HR consultant services, and a high level of availability of mentoring and coaching services. The current gap that results in the lack of perception will

be closed by making these pathways concrete and individualized in order to bring more motivation and long-term loyalty to the employees.

- 2. Enhance Recognition and Employee Voice Mechanism:** With good engagement scores, Safaricom will want to consider the level at which its recognition and appreciation programs exist and work to make sure it has a consistent, timely and meaningful recognition and appreciation of its employees across the ranks. In addition, to increase perceptions of value, the company ought to implement more visible procedures of seeking, considering and responding to ideas and suggestions given by employees, whereby the input of employees is used to bring about change within the organization, is visibly felt and seen.
- 3. Enhance Performance Appraisal Fairness and Transparency:** Safaricom ought to critically audit its performance appraisal mechanisms to ensure that there is perceived maximum transparency and fairness. This is accompanied by good communication of the appraisal criteria, thorough training of managers on how to evaluate objectively, along with the continuous issuance of constructive feedback. Better appraisal will create more trust in the employees, increased motivation and better performance management that will help with retention and the general output of the employees.

5.6 Further Research

To complement the results of this research and develop the knowledge further on how the element of talent management affects the performance of employees, the following suggestions regarding the field of further research should be offered:

- 1. Qualitative Study of the Perceived Gaps:** Future studies may also use qualitative research design that will entail the use of methods like in-depth

interviews and focus groups, to dig deeper to find more about why there were slightly lower perceptions on personalized career development plans, consistent recognition, and transparency of the performance appraisals aspect. This would offer a deep, qualified level of information on the expectations and experience of the employees, and it would allow specific areas of policy and implementation influence within organizations, as it would help to improve the same.

- 2. Longitudinal Study on Policy Change Intervention:** A longitudinal study might follow whether employee performance and retention improved with time as a result of the implementation of particular recommendations, including increased career pathing tools and recognition programs overhaul. This would offer empirical appeals to the usefulness of deliberate interventions and future ability to appreciate dynamics of managing talent management strategies, which gives way to understanding the way in which the talent management strategies evolve and pave the way to their importance.
- 3. Comparative Study Cross-Industry:** A future study may seek to do a comparative study of the influence of the talent management dimensions on employee performance between industries such as manufacturing, finance and the public sector, in Kenya, and the whole of the East African region. This would establish industry peculiarities and best practices, whether some talent management strategies are more applicable in one setting than the other, hence leading to generalizations of such ideas and application within the fraternity of HR in the region.

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APPENDICES

APPENDIX I: CONSENT FORM

Influence of Talent Management on Employee Performance in Telecommunication

Companies: A Case Study of Safaricom PLC, Kenya

Dear Participant,

You are invited to participate in a research study titled “Influence of Talent Management on Employee Performance in Telecommunication Companies: A Case Study of Safaricom PLC, Kenya.” I am a postgraduate student at Mount Kenya University currently conducting this study as part of the requirements for the completion of my Master’s thesis.

The purpose of this study is to examine how talent management strategies—such as training and development, engagement practices, retention policies, and career development initiatives affect employee performance within your organization. The research seeks to understand the effectiveness of these practices and their role in enhancing work quality, motivation, retention, and career progression.

Your participation is voluntary. You are free to withdraw at any time or skip any question that you are uncomfortable answering. Participation in this study does not involve any risks beyond those of everyday life. All responses will be kept confidential and anonymous. The data will be used solely for academic purposes and reported in a way that does not identify any individual participant.

Although there may be no direct personal benefit, your participation will provide valuable insights that could influence the improvement of talent management frameworks and employee development practices in Kenyan organizations.

If you agree to participate, kindly proceed to complete the attached questionnaire, which should take approximately 15–20 minutes of your time.

For further information or questions regarding this study, please contact the principal investigator, Betty Kinoti, at +254-718-831-207. Any ethical concerns can be directed to the Chair of the Ethical Review Committee, Mount Kenya University, P.O. Box 342-01000, Thika.

Thank you for your time and valuable input.

CONSENT

I certify that I have read, understood, and been given the opportunity to ask questions about the material that was provided to me. I understand that my participation in this research is completely optional, and I am free to end it whenever I want, with no financial penalty and no need to provide an explanation. I understand that I will get a copy of this permission form. I voluntarily agree to take part in this study with this knowledge.

Participant’s Signature: _____ Date: _____

Investigator's Signature: _____  _____ Date: _____

APPENDIX II: QUESTIONNAIRE A - FOR EMPLOYEES

Section A: Background Information

1. **Sex:** a) Male b) Female

2. **Age:** a) Under 25 b) 25–35 c) 36–44
 d) 45–54 e) 55 and above

3. **Department:** _____

4. **Years with the Company:** a) Less than 1 year b) 1–3 years
 c) 4–6 years d) 7–10 years e) More than 10 years

Section B: Training and Development

Rating Scale: 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Statement	1	2	3	4	5
Competency training helps me acquire skills for current and future job needs.					
Challenging assignments encourage me to think creatively.					
The job rotation program improves my skills and adaptability.					
Training opportunities keep me up-to-date with industry trends and technologies.					

Section C: Engagement Strategies

Rating Scale: 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Statement	1	2	3	4	5
Participation in decision-making enables me to contribute effectively to company success.					
I am allowed to work independently to achieve optimal performance.					

The company believes in the competency of talented employees, motivating me to perform optimally.					
Engagement activities boost my morale and job satisfaction.					

Section D: Retention Strategies

Rating Scale: 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Statement	1	2	3	4	5
A conducive work environment motivates talented employees to stay longer.					
Managerial support encourages my continued commitment to the company.					
Attractive compensation and benefits encourage me to stay with the company.					
Performance-based rewards and recognition motivate skilled talent to remain in the organization.					

Section E: Career Development and Succession Planning

Rating Scale: 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Statement	1	2	3	4	5
Career development opportunities help nurture future leaders.					
The company supports me in achieving long-term career goals.					
Mentorship and leadership programs prepare me for higher roles.					

Section F: Performance

Rating Scale: 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

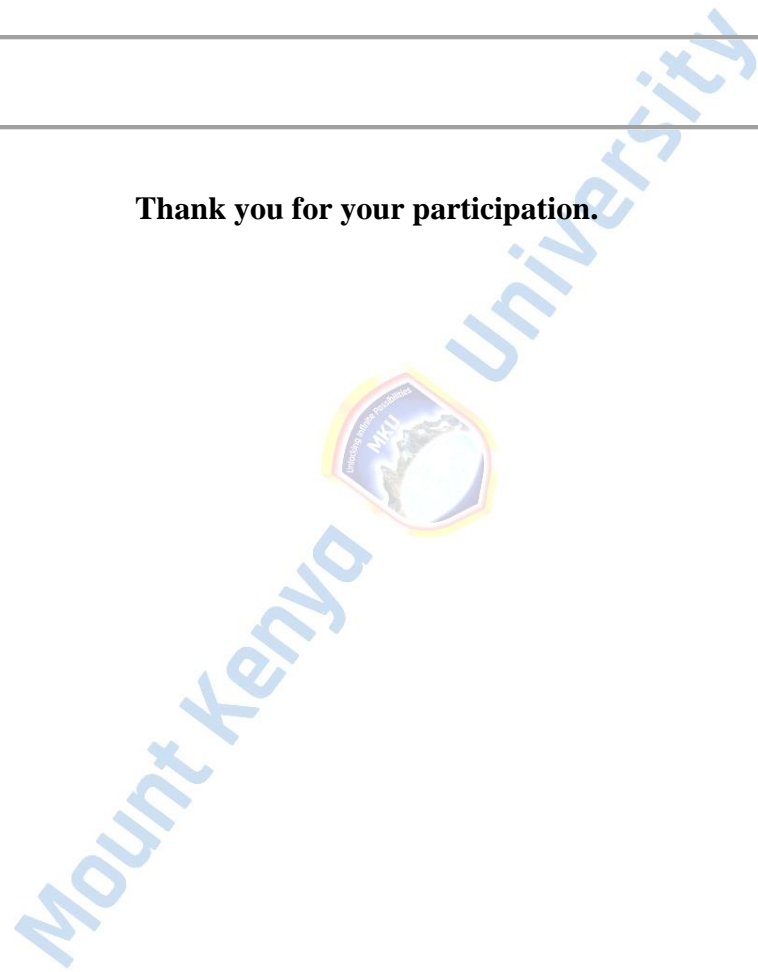
Statement	1	2	3	4	5
Training programs improve my work performance and productivity.					
Engagement strategies significantly boost my morale and performance.					
Support initiatives have encouraged me to stay and perform better.					

Career development and succession planning positively impact my performance.					
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Section G: Additional Information

Do you have any other comments regarding your company?

Thank you for your participation.



**APPENDIX III: QUESTIONNAIRE B: FOR ORGANIZATIONAL
MANAGEMENT**

Section A: Background Information

1. **Sex:** a) Male b) Female

2. **Age:** a) Under 25 b) 25–35 c) 36–44 d) 45–54
 e) 55 and above

3. **Department:** _____

4. **Years with the Company:** a) Less than 1 year b) 1–3 years
 c) 4–6 years d) 7–10 years e) More than 10 years

Section B: Training and Development

Rating Scale: 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Statement	1	2	3	4	5
Competency training equips employees with essential skills for organizational success.					
Challenging assignments promote innovative thinking among team members.					
Job rotation improves team adaptability and skill development.					
Training opportunities help the team stay informed about trends and technologies.					

Section C: Engagement Strategies

Rating Scale: 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Statement	1	2	3	4	5
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I am involved in decision-making processes that align leadership strategies with company goals.					
I promote team autonomy, enhancing performance.					
I trust and delegate to competent employees.					
Engagement strategies positively influence both my morale and my team's morale.					

Section D: Retention Strategies

Rating Scale: 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Statement	1	2	3	4	5
The work environment encourages retention of top talent.					
I support talented employees to remain committed.					
Attractive compensation helps me retain team members.					
Performance-based rewards ensure skilled talent remains in the company.					

Section E: Career Development and Succession Planning

Rating Scale: 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Statement	1	2	3	4	5
I facilitate career development opportunities to groom future leaders.					
I support team members in achieving long-term career goals.					
Mentorship and leadership programs help me prepare employees for higher roles.					

Section F: Performance

Rating Scale: 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

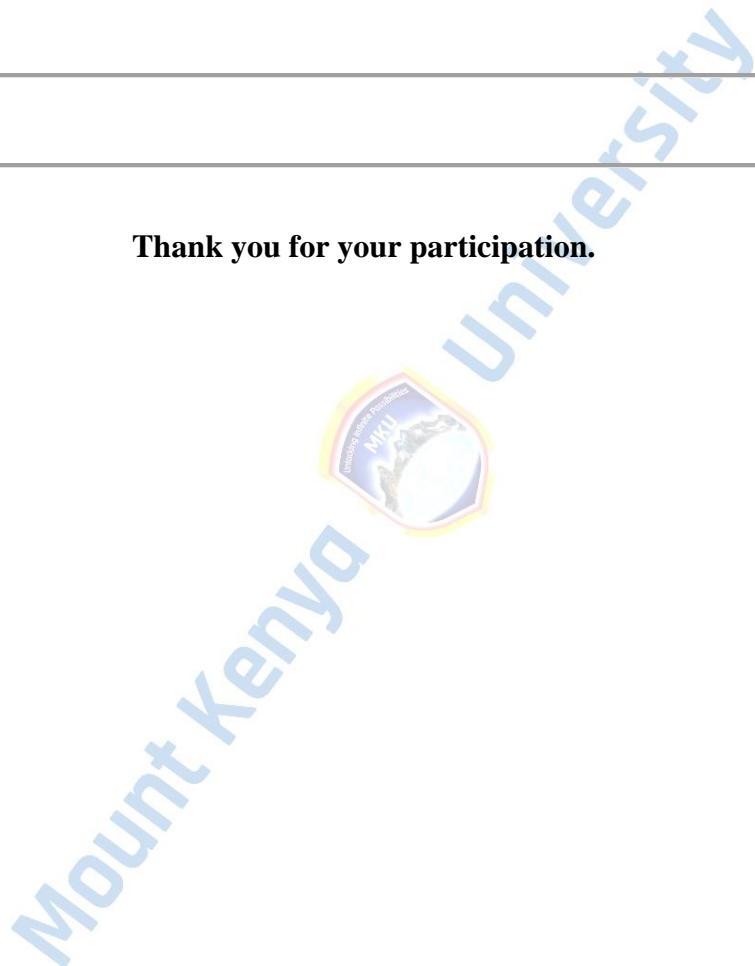
Statement	1	2	3	4	5
Training programs enhance my team's performance and productivity.					
Engagement strategies improve team morale and output.					

Support initiatives foster retention and improved performance.					
Succession planning enhances my ability to develop future leaders and improve performance.					

Section G: Additional Information

Do you have any other comments regarding your company?

Thank you for your participation.



APPENDIX IV: ERC



REF: MKU/ISERC/5089
TO: KINOTI BETTY KANORIO

Date: 13 May 2025

REG: MBA/2022/30523

Dear Sir/Madam,

RE: INFLUENCE OF TALENT MANAGEMENT ON EMPLOYEE PERFORMANCE IN TELECOMMUNICATION COMPANIES: A CASE STUDY OF SAFARICOM PLC, KENYA

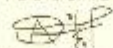
This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3811**. The approval period is **13/05/2025 - 12/05/2026**.

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-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,



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



APPENDIX V: INTRODUCTION LETTER



DIRECTORATE OF GRADUATE STUDIES

MBA/2022/30523

13th May, 2025

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

Dear Sir/Madam,

RE: KINOTI BETTY KANORIO - REGISTRATION NO. MBA/2022/30523

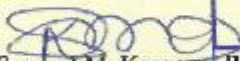
The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**.

The title of the research is “, **Influence of Talent Management on Employee Performance in Telecommunication Companies: A Case Study of Safaricom PLC, 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 **May, 2025 and July, 2025**.


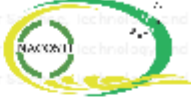

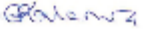

Any assistance accorded to the student will be highly appreciated.

Thank you.

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


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

APPENDIX VI: NACOSTI

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
RefNo: 859898	Date of Issue: 08/June/2025
RESEARCH LICENSE	
	
This is to Certify that Miss. BETTY KINOTI KANORIO 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: INFLUENCE OF TALENT MANAGEMENT ON EMPLOYEE PERFORMANCE IN TELECOMMUNICATION COMPANIES: A CASE STUDY OF SAFARICOM PLC, KENYA for the period ending : 08/June/2026.	
License No: NACOSTI/P/25/4174335	
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See overleaf for conditions	

APPENDIX VII: PLAGIARISM REPORT

INFLUENCE OF TALENT MANAGEMENT ON EMPLOYEE PERFORMANCE IN TELECOMMUNICATION COMPANIES: A CASE STUDY OF SAFARICOM PLC, KENYA

by Betty Kinoti

Submission date: 01-Jul-2025 08:44AM (UTC+0300)

Submission ID: 2708743291

File name: Updated_Reviewed_KINOTI_BETTY_KANORIO_-_project-full.docx (4.89M)

Word count: 27749

Character count: 172069

INFLUENCE OF TALENT MANAGEMENT ON EMPLOYEE PERFORMANCE IN TELECOMMUNICATION COMPANIES: A CASE STUDY OF SAFARICOM PLC, KENYA

ORIGINALITY REPORT

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