

**CHALLENGES AFFECTING IMPLEMENTATION OF TALENT MANAGEMENT IN
STATE CORPORATIONS – A STUDY OF KENYA BROADCASTING
CORPORATION**

BY

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ADMN. NO. D53/OL/22122/2011

**A RESEARCHPROJECT SUBMITTED TO THE SCHOOL OF BUSINESS INPARTIAL
FULFILMENT OF THE REQUIREMENTS OF THE AWARD OF MASTERS IN
BUSINESS ADMINISTRATION OF KENYATTA UNIVERSITY**

November, 2013

DECLARATION

I hereby certify that this research project is my original work and has not been presented for examination in any other institution of higher learning.

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DEDICATION

I wish to dedicate this work to my late mother Gathoni, my husband Wachira, my son Ian and my sister Esther. They all inspired me to work hard.

May almighty God bless them all.

ACKNOWLEDGEMENT

I wish to express my sincere gratitude and appreciation to all those who in one way or another contributed to the success of preparation of this Research Project.

Special thanks go to my supervisor Dr. Hannah Bula who guided me in this Research Project My classmates at Parkland Centre have also encouraged me, I wish you all a fulfilling life.

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LIST OF ABBREVIATIONS

TM –Talent Management

KBC-Kenya Broadcasting Corporation

BCG-Boston Consulting Group

PSCK-Public Service Commission of Kenya

GOK-Government of Kenya

Operational definition of Terms

Talent Management

Talent management refers to integration of new workers, developing and retention of previous workers as well as attracting experienced and qualified persons to work for organization.

Reward management

Reward management is concerned with the formulation and / implementation of strategies and policies, the strategy of which is to reward fairly, equitably and consistently in accordance with the value to the organization to achieve its strategic goal.

State Corporation

A state corporation is a business that is owned and managed by the government. Section 2 of the state corporations Act, defines a state corporation as a body that is defined by the statute as a body established by an act of parliament, and whose shares or a majority of whose shares are owned by government.

ABSTRACT

In today's rapidly, dynamic, moving uncertain and highly competitive global markets, firms worldwide are facing major decisions and challenges in global talent management. The study sought to explore the challenges affecting talent management in the public sector with specific reference to Kenya broadcasting corporation. The study specifically aimed at investigating how organization culture affect talent management, determined how career management influenced talent management, assessed how the reward system affect talent management and evaluated how the working environment affected talent management. The study adopted descriptive survey research design. The study population in this study was the 159 management employees working at Kenya broadcasting corporation. Stratified random sampling technique was used. The study worked with a sample of 61 respondents. Questionnaire was the major research tool which was used in study. The data from the field was first coded according to the themes researched on the study implementation of talents at KBC. The completed questionnaires was reviewed for completeness and validity, coded and keyed into the computer for analysis using statistical package for social sciences (SPSS). The study found out that majority of the respondents strongly agreed that organizational culture is one of the factors affecting talent management secondly Career management was also a factor affecting talent management. In addition, the study found out that Reward system was a factors affecting talent management in Kenya broadcasting corporation. Finally the study found out that most of respondents strongly agreed that working environment is a factor affecting talent management.

CHAPTER ONE

INTRODUCTION

1.1 Background Information

In today's rapidly dynamic, uncertain and highly competitive global markets, firms worldwide are facing major decisions and challenges in global talent management (Schuler, Jackson & Tarique, 2011; Scullion, 2010; Tarique and Schuler, 2010). Organizations in the global arena, talent management of knowledge workers and high potentials is of increasing strategic importance.

A report by the Boston Consulting Group (BCG) highlighted talent management as one of five key challenges that was facing the HR profession in the European organizations and, interestingly, that it was also one of the areas which the function was least competent in (BCG, 2007). Talent management was likely to be a challenge for organizations in all the major economies right across the globe, research suggested that talent management challenges may even be more acute in the emerging markets.

Gupta (2006) indicated that in the era, where global business was the daily encounter, every employer has to be ready for meeting the future business demands by efficiently handling talent management. Talent management was common as a significant predictor of employee and business performance. It referred to integrating new workers, retaining existing and developing workers as well as attracting experienced and qualified persons to work for organization. Neglect of talent management was suicidal for the organization particularly in the current business scenario of high competition. Opportunities to qualified and talented employees are abundant

due to expansion of higher education and coming up of a large number of institutes promoting professional courses in various streams (JoerresandTurcq, 2007).

According to Sears (2003), innovations have swept through the world of management during the past two decades; talent management and knowledge management have probably aroused the greatest interest and made the biggest impact. The concept of talent management as a process has ensured that the organization has the talented people it requires only emerged in the late 1990s and now it has been recognized as a major resourcing activity Armstrong (2009). The development and implementation of a talent management strategy requires high quality management and leadership from the top and from senior managers and the HR function as suggested (Younger, 2007).

The approaches required involve emphasizing growth from within, regarding talent, development as a key element of the business strategy, being clear about the competences and qualities that matter, maintaining well defined career paths, coaching, taking management development and mentoring very seriously and demanding high performance. According to Pfeffer (2001), fighting the war of talent itself can cause problems. Companies that adopt a talent war mindset often wind up venerating outsiders and downplaying the talent already in the company. According to Armstrong (2009) attraction and retention policies were important elements of talent management for any organization that want to remain competitive.

These policies and programmes describe the approach to ensuring that the organization both gets and keeps the talent it needs. Attraction policies leads to programmes for external resourcing,

retention policies are designed to ensure that people remain as committed members of the organization. The outcome of retention policies is a talent flow that creates and maintains the talent pool (Younger, 2007).

1.2 Statement of the Problem

According to a report by Kenya information communication technology (ICT) action network, 2010, Kenya Broadcasting Corporation lost 410 highly skilled and talented employees to the local and international competitors between the year 2005 and 2008. This was attributed to mainly low salaries among other reasons. According to Mwaura (2012), KBC suffered a major blow when Royal media services poached the entire staff of NOSIM FM, a Maasai radio station on February 2012.

According to a report by GOK (2010) on strategic planning and economic survey, the public sectors was experiencing difficulties in recruitment and retaining employees particularly where they compete with private firms for skilled and talented workers. A survey by B CG. (2007) indicated that 87% of all authorities encountered difficulties in recruiting people with professional skills. Specifically, 72% of councils reported skills gap. OECD Survey (2007) on migration and the brain drain reported that only 20% of authorities had no any form of talent management in UK.

Veiman & Holder (2011) in their research on talent management in the public sector noted that although there was no doubt that talent management plays a greater role within public services, there was however little research and few guidelines on how government in practice can

implement effective talent management. Every organization has top performers employees, the workers who are head of others and shoulders above their coworkers in terms of the value they bring. Finding and keeping those workers by helping them grow in their careers, is a major challenge. Every organization has to align their workers' productivity so it directly supports corporate initiatives. This has therefore created a wide knowledge gap on talent management implementation and hence created a need to conduct a study on factors affecting implementation of talent management in the state corporations in Kenya.

1.3. General objective

The general objective of this study was to explore the challenges affecting talent management in the public sector with specific reference to Kenya broadcasting corporation.

1.3.1 Specific Objectives

- i. To establish how organization culture affect talent management in the public sector with specific reference to Kenya broadcasting corporation.
- ii. To determine how career management influence talent management in the public sector with specific reference to Kenya broadcasting corporation.
- iii. To assess how the reward system affect talent management in the public sector with specific reference to Kenya broadcasting corporation.
- iv. To evaluate how the working environment affect talent management in the public sector with specific reference to Kenya broadcasting corporation.

1.4 Research Questions

- i. How does organization culture affect talent management in the public sector?
- ii. How does career management influence talent management in the public sector?
- iii. How does reward system affect talent management in the public sector?
- iv. How does working environment affect talent management in the public sector?

1.5 Justification of the Study

Talent management is vital for the organization particularly in the current business scenario of high competition. Opportunities to qualified and talented employees are abundant due to expansion of higher education and coming up of a large number of institutes promoting professional courses in various streams. This study shall be of great benefit to the government of Kenya since it shall provide knowledge in implementation of talent management in its state corporation.

It shall also be of great benefit to the management of various organizations since it shall identify the challenges that hinder effective implementation of talent management. Finally, this study shall be of great benefit to the scholars since it shall increase the body of knowledge in the field of talent management. The government can get a further insight state Corporations through this research and will enable them to design appropriate policy on talent management.

1.6 Scope of the study

The research study was carried out Kenya broadcasting in Nairobi. The categories of employees that were targeted for the study included top management, middle management and lower level management staff.

1.7 Limitation of the Study

It was expected that apathy or unwillingness by staff to divulge important or correct information was to pose a major problem to the research study. However, efforts were made to convince the respondents that the information given was only meant to serve for study purposes. Equally, there were attempts to show the respondents how the research if it become successful, was to benefit them.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter sought to explore the major challenges affecting implementation of talent management. Specifically it was to cover the theoretical review which looked into some aspects on the subjects like economic and motivation theories. It relates the independent variables, reward system, working environment, organization culture and career development to the dependent variables, i.e. talent management. It looked at the conceptual framework, theoretical review, empirical review and the research gap.

2.2 Theoretical framework

2.2.1 McGregor's X-Y Theories

Theory X and Theory Y pertain to employee motivation and have been used in human resource management, organizational development and organizational behavior analysis .An Integrated Human Capital and Talent Management tool is based on such theories and helps organizations to transform their human resource practices Cole, (2007).Theory X and Theory Y, created and developed by Douglas McGregor at the MIT Sloan School of Management in the 1960s, relate to employee motivation and have been used in human resource management, organizational development and organizational behavior analysis. They describe two very different attitudes towards employee's motivation. McGregor suggest that companies should follow either one of these approaches (Otokiti, 2000).

2.2.2 Theory X

In this theory management assumes employees are inherently lazy and will avoid work if they can. Because of this, workers need to be closely supervised and comprehensive systems of control set up. A hierarchical structure is needed, this narrow span of control at every level for effective management. According to this theory employees will show little ambition without an enticing incentive program and will avoid responsibility whenever they can (Alloy, 2000).

The managers influenced by Theory X believe that everything must end in accusing someone. They ponder most employees are only out for themselves and their sole interest in the job is to get paid. The employer tends to blame employees in most situations, without questioning the systems, lack of training or poor policies which could be the real cause of failures (Capel, 2005). Managers that subscribe to Theory X tend to take a rather pessimistic view of their workers. Theory X manager states that it is the manager's job to structure the work and energize the worker. The line of thought is that Theory X managers naturally adopt a more authoritarian style based on the threat of penalty. Critics believe that a Theory X manager could be an impediment to employee morale & productivity (Cole, 2007).

2.2.3 Theory Y

Management influenced by this theory assumes that employees are self-motivated, ambitious and anxious to accept greater responsibility and exercise self-control, empowerment, self-direction, autonomy. Management believes that employees enjoy their Job. They believe that, granted a chance, employees have the desire to be creative at their work place and become ambitious. There is chance for greater productivity by giving employees the freedom to perform to the best of their abilities without being bogged down by rules of the organizations (Aloy, 2000),

Theory Y manager believes granted the right conditions, most people will want to do well at work and that there is a pool of unused creativity in the labor force. The scholars believe that the satisfaction of doing a good job is a strong motivation in itself. Theory Y manager remove the barriers that prevent workers from fully actualizing themselves .Many people interpret Theory Y as a positive set of assumptions about workforces (Madumere, 2000).

Theories X and Y seem to represent unrealistic extremes. Most employees (including managers) fall somewhere in between these poles. Recent research have questioned the rigidity of the model, yet McGregor's X-Y Theories remain guiding principles to the management to evolve processes which aid in organizational development. A mix of practices which ensure a good of systems and the freedom to perform at the work place is likely to motivate the employees more. The practices call for induction of technology into HR (NyiAkeke, 2005).

2.3 Empirical Review

A research carried out by AlicjaMiś (2007) to diagnose the status of the talent management practice in Polish companies, received replies from 36 companies, including predominantly private firms (29), 14 of them had a share of foreign capital. 7 of the firms surveyed are small, employing up to 50 people; 10 are medium-sized companies employing from 50-250 people and 19 are larger companies with a number of employees of over 250.the result of the research indicated that, In over 50% of the companies diagnosed, problems of talent and talent management are included in the company's strategy.

Research on talent management in a changing business environment based on interviews with 540 managers carried out by Kniveton (2004) indicated that younger managers were more oriented towards their own skills and what they could contribute, whereas older managers were

more inclined to be aware of the limitations of their role in the organization. It was stressed that this difference needed to be taken account by those involved in career planning within organization.

2.4 Organization Culture

The CEO is the catalyst in strategic management. He or she is most closely identified with and ultimately accountable for a strategy's success. In most firms, CEOs spend 80% of their time in developing and guiding strategy (Armstrong, 2007). The nature of the CEO's role is both symbolic and substantive in strategy implementation. First, the CEO is a symbol of the new strategy. His or her actions and perceived level of commitment to a chosen strategy, particularly if the strategy represents a major change, exerts significant influence on the on intensity of subordinate managers' commitment to the implementation process (Michael, 1998).

Secondly, the firm's mission, strategy and key long term objectives are strongly influenced by the personal goals and values of its CEOs. The CEO represents an important source for clarification, guidance and adjustment during implementation. The Paul (2005) asserts that, successful strategy implementation is directly linked to the unique characteristics, orientation and actions of the CEO. According to Bartlett (1998), a key concern of top management in implementing strategy, particularly if it involves a major change, is that the right managers are in the right positions for the new strategy. Confidence in the individuals occupying pivotal managerial positions is directly and positively collated with the top management's expectation that the strategy can be successfully executed. Some of the characteristics to look out for include ability and education, previous track record and experience, personality and temperament. These, combined with gut feeling and top managers' confidence in the individual, provide basis for this

key decision. One practical consideration in making key managerial assignments when implementing strategy is whether to emphasize current (or promotable) executives, or bring in new personnel. This is obviously difficult, sensitive and a strategic issue.

According Johnson and Scholes, (2010), within any organizational culture, what makes organizations work are the formal and informal organizational processes. These processes can be thought of as controls on the organizational operations and can therefore help or hinder the translation of strategy into action. Processes range from formal controls (systems, rules and procedures) through social controls (culture and routines) to self controls (personal motivation of individuals). According to Ford and Fisher (1998), the culture is not the only means of getting things organized to implement a strategy. Reward systems, planning procedures, information and budgetary systems are other examples that should be employed. Culture is learnt over a period of time. Kirkpatrick (1998) suggest that there are two ways in which this learning takes place. First, the trauma models, in which members of the organization learn how to cope with some threat by erection of defense mechanisms. Second the positive reinforcement model where things seem to work to become embedded and entrenched. Learning takes place as people adapt to and cope with external pressures, and as they develop successful approaches and mechanisms to handle the internal challenges, processes and technologies in their organization.

Mindak and Anderson (2001) stated that complex attitudes could be understood better by recognizing that every attitude has three distinct components, which are cognitive, affective and behavioral tendencies. Each of this type of attitude towards change may induce a person to support or not to support changes occurring in an organizational setting. Nonetheless, for any

change to be effective, it is crucial to challenge and clarify people's beliefs, assumptions, and attitudes because the most potent leverage for significant and sustainable change resides within the human system at the core of every business system (Nixon, 2004). Few studies have investigated the relationship between attitudes towards organizational change and organizational outcome such as organizational commitment, job satisfaction and work ethic.

These studies showed the importance of those factors with attitudes toward change. It was also known that organizational culture played an important role in the change process (Rae, 2002). Therefore, the fundamental issue guiding this research paper is whether organizational culture has an impact on organizational change. This study is particularly important as it provides better understanding of the relationship between organizational culture and attitudes toward organizational change, as the dynamics of the business environment is changing rapidly. Tyson and York (1996) have noted the diversity of traditions in which corporate culture has been featured, including high trust work relations, empowerment and employee involvement, innovative team working organizational learning and transformational leadership.

Conspicuously are highly critical conceptions of culture and change management and some references to case studies conducted within a labour process research tradition (Reed and Buckley, 2008). These empirical accounts have demonstrated how, especially when combined with participatory and skill-enhancing schemes, the project of changing the culture of an organization can discourage employees or encourage their resistance by strengthening managerial control and increasing effort intensification in the name of progressive organizational development and the more effective management of human resources. This is not to assert that cultural interventions are never appreciated because Birgen (2008) also describe organizations in

which employees are willing participants in the cultural process. A variety of lessons can be drawn from such empirical work on culture: as Garvin (1993) note, these analysts sought to analyze human subjects at the workplace as knowledgeable agents who draw on symbolic resources in their relations of contestation and cooperation. Other academics have shown interest in the discursive and potentially totalitarian features of the mobilization of corporate culture and claim that the fundamental rules underlying the approaches of excellence, empowerment, total quality and human resource management are effective by means of cultural ideologies and discursive practices.

2.5 Career Management

Organizational career management is a risk management process (Jeffrey, 2008). Therefore, examining the relative contribution that Organization Support for Career Development makes to employee career satisfaction can assist organizations in determining whether to invest in supporting employee career development and derive adequate benefits and enable organizations to better design career development strategies to achieve desired outcomes. Employee perspective, behavioral, understanding how personality and environmental factors function together may offer the opportunity to assist people to become as satisfied with their careers as nature and environmental factors support (Lent and Brown, 2006).

This model has been used to explain career satisfaction for example, in social cognitive model aimed at understanding vocational and educational satisfaction. The model predicts paths by which social cognitive variables (e.g. self-efficacy, goals) function jointly with personality and environmental variables to impact work satisfaction (Lent and Brown, 2006). While organizational and vocational psychology researchers focus on work satisfaction, it is every so

often with different perspectives. Vocational psychology tends to be clearly focused on the individual and work satisfaction is treated as an end in itself, or as a component of work adjustment (Murry, 2007). Organizational psychology, alternatively, tends to focus more on the organizational consequences of work satisfaction, engagement, productivity, and turnover (Lent and Brown, 2006). Different perspectives have led to largely different literatures, with concerns that researchers will reinvent areas of inquiry if they do not draw together learning from multiple disciplines (Mullins, 200). Distinction has been made between objective and subjective indicators of career success. Objective career success is to the work experience outcomes, such as status and salary promotions that are objectively observable (Cantalanello and Kirkpatrick, 2004). Traditional career research focused predominantly on objective measures of career success. This focus was consistent with the predominance of hierarchical organizations where employees' career success was largely promotion, rank and retention.

Measuring only objective criteria of career success, since people also value subjective outcomes deficient, development of new skills, challenge and purpose, work-life balance (Heslin, 2005). Also, having achieved objective career success does not necessarily mean that people are satisfied with their career .Lastly, some objective career success measures appear less relevant today, organizations are constrained in providing these opportunities (Cantalanello and Kirkpatrick, 2004). One way to deal with the limitations of defining and measuring career success using objective criteria is to supplement these with measures of subjective career success. Participating in career management behaviours that are directed at achieving personally valued goals in the career domain are also expected to promote an individual's career satisfaction and success. Pursuing personally relevant goals is a key way that people can contribute to their

own wellbeing and enables the exercise of personal agency in career satisfaction. To the extent that an individual can set and work towards their own goals and perceive that they are making progress, promoting their own career satisfaction. OSCD indirectly impact satisfaction via goal pursuit (career management behaviours). The model of proactive behaviours also predicts that the presence of contextual factors, resources and organizational support, will facilitate an individual's proactive career behaviours and career success (McGhee and Thayer, 2005).Based on proactive behavior, Individuals will be more likely to take activities to achieve their career goals and career satisfaction if they have access to organizational (environmental) support and resources to pursue these goals.

2.6 Reward System

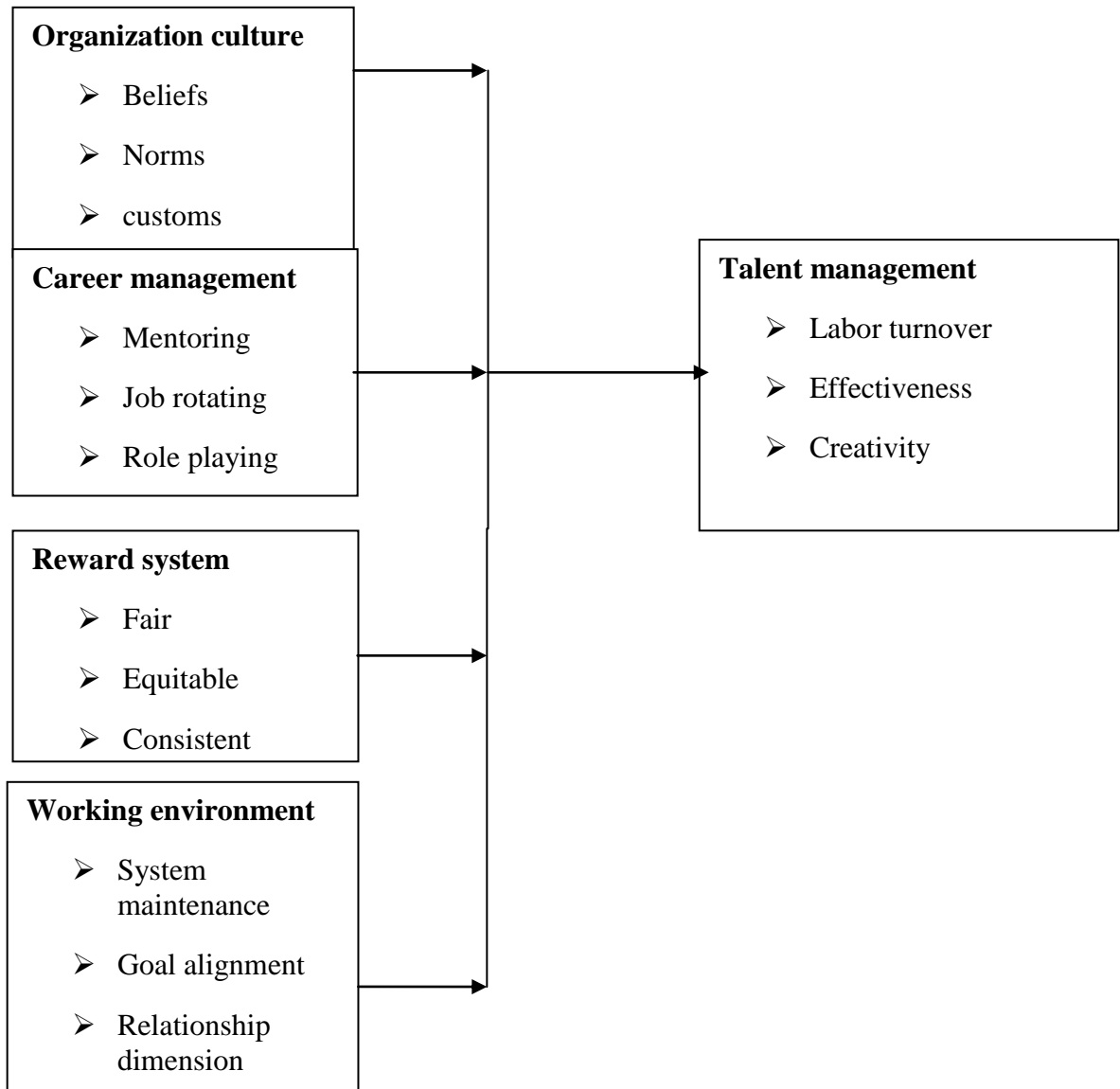
The opposition of intrinsic and extrinsic rewards was initiated by Crant, (2000) who labelled the achievement, advancement and recognition as an intrinsic reward that motivate the employees more than the extrinsic rewards, that is job security, salary, working environment among others. Mullins(2007) states that the philosophy of extrinsic rewards is originated from the term” utilitarianism” and suggests that people’s behaviours are modifiable, by in case extrinsic rewards their performance could be enhanced, while in comparison with “utilitarianism”, the term “Romanticism” refers to intrinsic motivation that boosts the innovation and creativity of the workers. The two intrinsic-extrinsic dimensions are mostly kept separate according to the expectancy theory and dealt in an entirely distinct psychological perspective and according to the other versions of expectancy theory there is not any difference between the intrinsic and extrinsic rewards and both serves the same psychological process by indulging motivation in employees.

2.7 Working environment

Working environment refers to circumstances, stresses, influences, cultural, economic, natural, political, and competitive, demographic, regulatory, and technological factors (called environmental factors) that effect the survival, growth of an organization and operations. Research has shown that environment has a direct impact on the organization's financial and non-financial performance Boudreau and Ramstad (2007). There are two components to this environment; one is the organization's culture: the other is the climate within individual teams or work groups and; Organizational culture loosely defined as the way we do things around here is comprised of formal and informal factors that are constantly in tension. The need to do things differently and the need for consistent processes and procedures; the need to pay attention to the external environment when making decisions and at the same time to attend to the organizations internal needs. Organizations that understand such "creative tension" effectively are more able to achieve performance goals in; profitability, quality, innovation, market share and Sales growth and employee satisfaction (Younger, 2007).The second connection between environment and performance is at the team or work group level. The majority of work occurs in information-driven or knowledge-driven organizations. Much more than persons, groups are responsible for innovation and for processes and practices that have the ability to move the organization forward (Vaiman and Holden, 2011). Recent global research has shown that there are only three things that have a material impact on the ability of groups of qualified people to perform at high levels. Related to the environment or culture in which the team operates. Components teams can achieve at unexpected levels. Deprived of them, energetic people lose focus, even the brightest and energy (Tymon, 2010).

To keep employees satisfied, it takes different approach than it did just a few years ago. One-third of the executives surveyed by Robert Half International Inc. have different in their opinions and now say the work environment is the most critical factor in keeping an employee satisfied in today's business world. According to Yeung (2008), work environment preferences can be measured using three dimensions of work environment settings: goal orientation, relationship dimensions and system maintenance. System maintenance refers to how orderly and organized the work setting is, how much control it maintains and how clear it is in its expectations. Goal alignment assesses the degree to which an environment encourages or stifles growth through providing for participation in decision making and autonomy, providing job challenge maintaining a task orientation and expectations for success and accomplishment (Collings, 2011). It is felt in general that improving the work environment increases productivity (McDonnell, 2011). Any quantitative proof of this statement is sparse and controversial. There are interacting factors which affect productivity, including privacy, social relationships, communications, office system organization, management and environmental matters. It is a much higher cost to employ people who work than it is to maintain and operate the building, hence spending money on cultivating the work environment may be the most cost effective way of improving productivity. The results indicate that a highly rated physical working environment results in greater job satisfaction (Scullion, 2010).

2.8 Conceptual Framework



Independent variables

Dependent variable

Figure 2.1conceptual framework

Researcher, 2013

The above figure represented the relationship between the independent and the dependent variables of the study. Independent variables comprised of the organization culture, career management, rewards system and working environment. On the other hand talent management made for dependent. This study therefore sought to establish how the independent variables influence the dependent variable (talent management).

2.9 Research gaps

Armstrong (2009) indicates that money in itself may have no intrinsic meaning this acquires important motivating power because it comes to symbolize so many intangible goals. A research carried out by Alicja Miś (2007) to diagnose the status of the talent management practice in Polish companies, received replies from 36 companies, indicated that, In over 50% of the companies diagnosed, problems of talent and talent management are included in the company's strategy.

More than 25% of respondents pointed out that the issue of talent is addressed and resolved on ad-hoc basis. In 15% investigated organizations-no talent action was taken. In few companies a perception of only some elements of talent management as components of the company's strategy can be observed; others were subject to ad-hoc action.

About 25% companies are in the process of developing talent management strategy, 30% investigated companies were planning to develop mentioned strategy in the near future and 22% of the company's participating in the study were not planning to develop talent management strategy. This study does not indicate the challenges hindering the implementation of talent management in the organizations.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlined the method and the design that was adopted by the study in conducting the research. It indicated the target population, sampling decisions, the methods used in data collection and data analysis techniques.

3.2 Research Design

The study adopted descriptive research design because it enables the researcher to summarize and organize data in an effective and meaningful way. It provides tools for describing collections of statistical observations and reducing information to an understandable form. Kothari (2004), defines research design as a conceptual structure within which research is conducted. Further, according to Singh et al, (2006), descriptive research design is suitable where the study sought to describe and portray characteristics of an event, situation, and a group of people, community or population which is the case adopted in this study.

3.3 Study Population

The target population of the study was 159 employees working for Kenya Broadcasting headquarters; and comprised of Top Management, Middle Management and Lower Level Management. .

3.4 Sampling Technique

Stratified random sampling technique was used in this study. Stratified random sampling population is divided into two or more groups using a given criterion and then a given number of cases are randomly selected from each population subgroup, Mugenda and Mugenda (2003). For the purpose of this study the population is divided into three major categories. These are top management, middle level management and lower level management. This was to help get the views of employees in all the categories in the target population.

3.5 Sample Size

A sample must represent well the characteristics of the population. It has to be accurate as studying the entire population, (Kothari, 2004). According to Mugenda & Mugenda (2003) the sample size is a function the total population and is acquired as follows:

$$n = N / (1 + Ne^2)$$

Where; n is the sample size.

N is the total target population

e is the acceptable significance level and 10% will be used.

$$n = 159 / \left\{ 1 + 159(.1)^2 \right\}$$

$$n = 159 / (1 + 1.59)$$

$$n = 159 / (2.59)$$

$$n = 61$$

The sample size is approximately 38% of the target population.

Table 3.1: Table of sample size

Categories of number of employees		sample size	percentage
management			
Top management	15	5	33%
Middle Management	40	16	40%
Lower Management	104	40	38%
Totals	159	61	38%

Source: Researcher, 2013

3.6 Data Collection Procedure

Primary data was used in this study. Primary data is what is collected directly by the researcher for the purpose of the study. Data collection called for administration of questionnaires and collecting the same. The questionnaires were formatted in a way that was easier to analyze the collected data. The questionnaire contained both open ended and closed ended questions to allow flexibility.

3.6.1 Instruments Validity

Validity can be defined as the degree to which results obtained from an analysis of data actually Represents the phenomena under study Mugenda &Mugenda, (1999).Validity of a data Collection tool ensures that the items in the instrument are representative of the subject area while the content validity ensures that the tool actually measures what it is supposed to measure (Fraenkel&Wallen, 2000).

Validity was ensured by having objective questions included in the questionnaire. The Questionnaire was pre-tested by asking colleagues whether the questions are clearly worded and easily understood, the validity of the research instruments was established by

Seeking opinions of experts in the field of study.

3.6.2 Instruments Reliability

A reliable instrument consistently yields the same results when used repeatedly to collect data from the same sample drawn from a population (Orodho, 2005). Reliability is therefore the degree to which research instruments yields consistent results when administered a number of times (Shaw& wright, 1969). An instrument is reliable when it measures a variable accurately and consistently is used repeatedly under similar conditions. Reliability of a questionnaire is concerned with the consistency of responses to the researcher's questions (Mitchell ,1996).Reliability was ensured by pre-testing the questionnaire with a selected sample that was not be included in the main study.

3.7 Ethical Issues

Ethics as noted by Minja (2009) is referred to, as norms governing human conduct which have a significant impact on human welfare. A research permit was obtained from the department before embarking on the data collection. The respondents were informed of their rights to participate or not to participate in this study. In this study, confidentiality was of concern as the information relevant to the study is of strategic importance. In this regard, the names of the respondents were not disclosed. In addition, where a response could have been attributed to specific individuals, the said information was maintained in strict confidence

3.8 Data Analysis

The research was both quantitative and qualitative in nature. Thus, descriptive statistics and inferential statistics were employed. Once the data was collected it was checked for

completeness ready for analysis. The data from the field was first coded according to the themes researched on the study. Analysis was done with aid of the statistical package for social sciences (SPSS) package. Descriptive statistics generated such as percentages, mean scores and proportions was presented in tables and figures. The data was presented in tables and graphs. Descriptive statistics enables the researcher to meaningfully describe a distribution of measurements and also describe, organize and summaries data (Mugenda &Mugenda, 2003). The study used multivariate regression analysis to establish relationship between the independent variable and dependent variables. The following regression was used to analyze data.

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

Where: Y = Talent management

X₁= Organization culture

X₂=Career management

X₃=Reward system

X₄=Working environment

β₀ = the constant

ε = error term

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.0 Introduction

This chapter presents data analysis, interpretations and discussions. Information in this chapter divided into two sections. The first section gives demographic information of the respondents which helps to depict the characteristics of respondents in relation to challenges affecting implementation of talent management in state corporations. The second section deals with analysis of data on each of the four objectives based on descriptive and inferential statistics.

4.1 Respondents Age

The respondents were required to indicate their age where the study findings indicated that majority (40%) indicated that their age bracket was between 41 and 50 years. Analysis of findings also indicated that 28% of the respondents were between 31 and 40 years of age. 15% indicated that respondents were between 51 and 60 years of age while 7% were between 21 and 30 years of age.

Jenster& Hussey (2001) in their study of Determining Strategic Capability in organizations associated age with employee efficiency in service delivery where they indicated that there is a positive correlation between age and employee performance. He argued the older an employee was the higher the performance up to a certain age where performance would start declining.

The finding therefore implies that the respondents were old enough to provide valuable responses that pertain to talent management instate corporations. This fact is further reinforced by the fact that some of the respondents had stayed in the state corporation for long hence conversant with the talent management in Kenya broadcasting corporation. The findings of the study are illustrated in figure 4.1

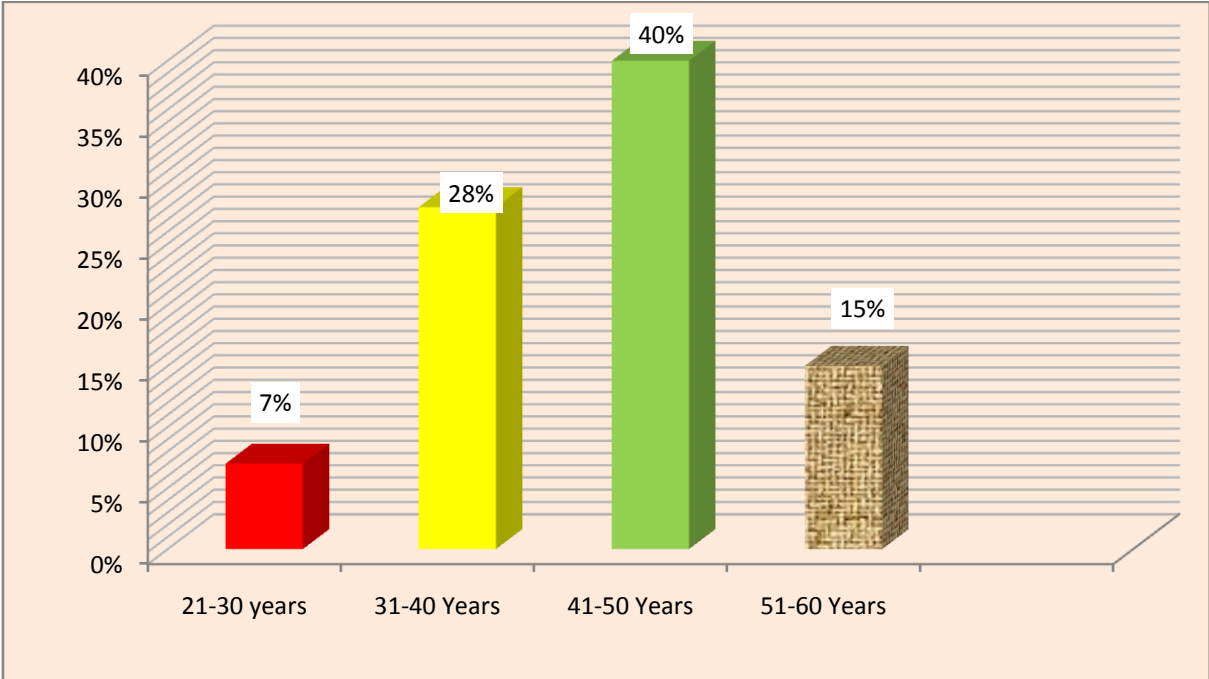


Figure 4.1 Respondents Age

Source: Researcher, 2013

4.2 Gender

The study found it paramount to determine the respondents’ gender in order to ascertain whether there was gender parity in the positions indicated by the respondents. The findings of the study are displayed in figure 4.2. According to the analysis it was evident that majority of the respondents were male which represented 57.89% while 41.13% were female.

Acker, (2006) observed that gender equality was very important as a trait as it can be used to improve talent management of all the staff involved. He argued that it fosters teamwork and also creates a sense of unity and an aspect of working together for a common goal with every individual effort whether male or female being important to the attainment of the overall objectives. A gender sensitive firm provides a conducive working environment where a top level management is supposed to interact with other colleagues of the opposite gender in pursuit of excellence and achievement of set targets.

It can therefore be deduced that male dominated in the various cadres that fall within Kenya broadcasting corporation and therefore are the major players in talent management. However given that the difference was very small it can be inferred that Kenya broadcasting corporation is a gender sensitive institution that provides equal opportunity to both male and female employees.

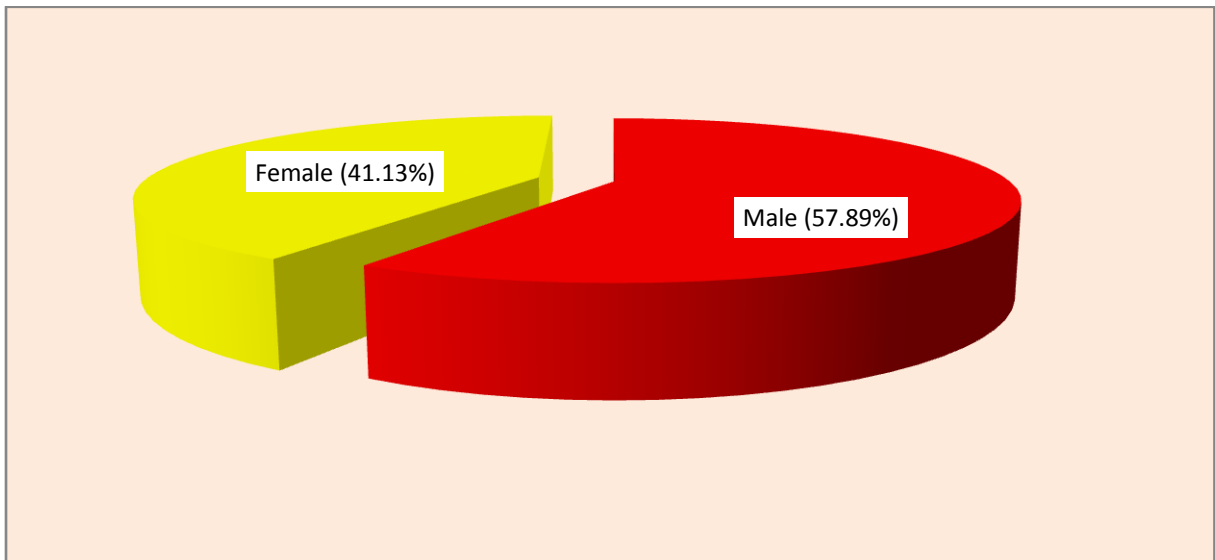


Figure 4.2 Respondents Gender

Source: Researcher, 2013

4.3 Terms of employment

The study found it paramount to determine the respondents' terms of employment in order to ascertain terms of employment in the Kenya broadcasting corporation. The findings of the study are displayed in figure 4.3. According to the analysis it was evident that majority of the respondents were permanently employed 55% while 45% were on contract employment basis.

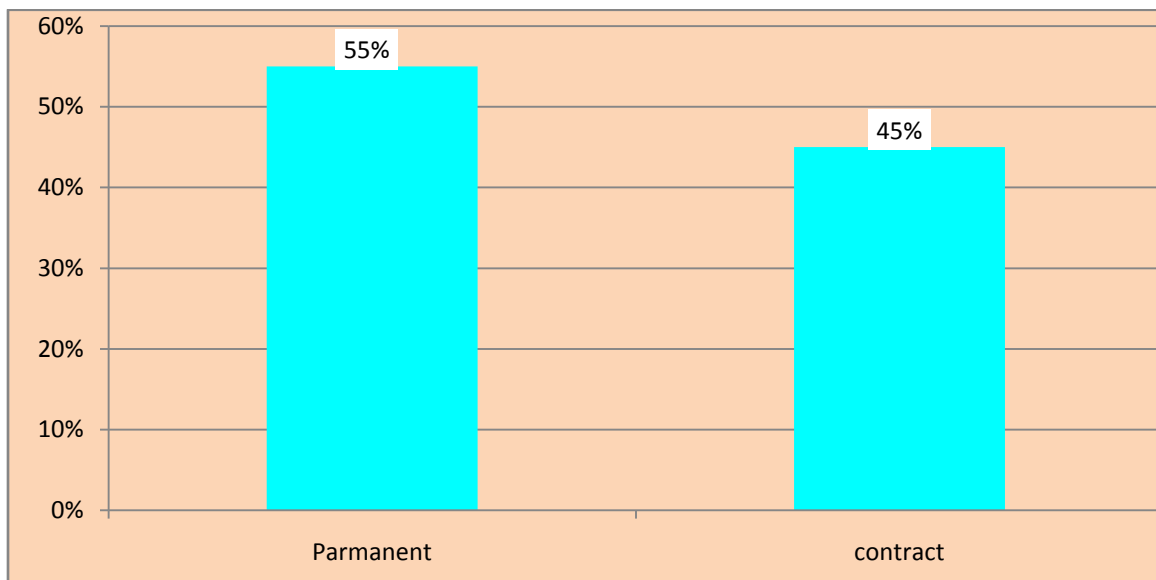


Figure 4.3: Terms of employment

Source: Researcher, 2013

4.4 Rating of talent management

The respondents were asked to rate talent management in their organization the findings of the study are displayed in figure 4.4. According to the analysis of the findings, majority of the respondents rated the talent management as being moderate followed by 26% who rated the current condition of talent management as being good. The findings further revealed that 21% of the respondents indicated that the current condition of talent management was very excellent however, 15% rated it as bad.

The findings coincide with the findings of a study by Ogbadu (2009) on talents through effective management of media where it was found that there was a positive significant relationship between talent management problems and the frequent breakdown of management of media. It can therefore be deduced that the current condition of talent management in Kenya broadcasting corporation though very few rated as bad is considerably unsatisfactory which could be the reason of ineffectiveness in public corporation management. Due to poor condition of the talent management, Kenya broadcasting corporation experiences numerous talent management problems hence leading to ineffective broadcasting.

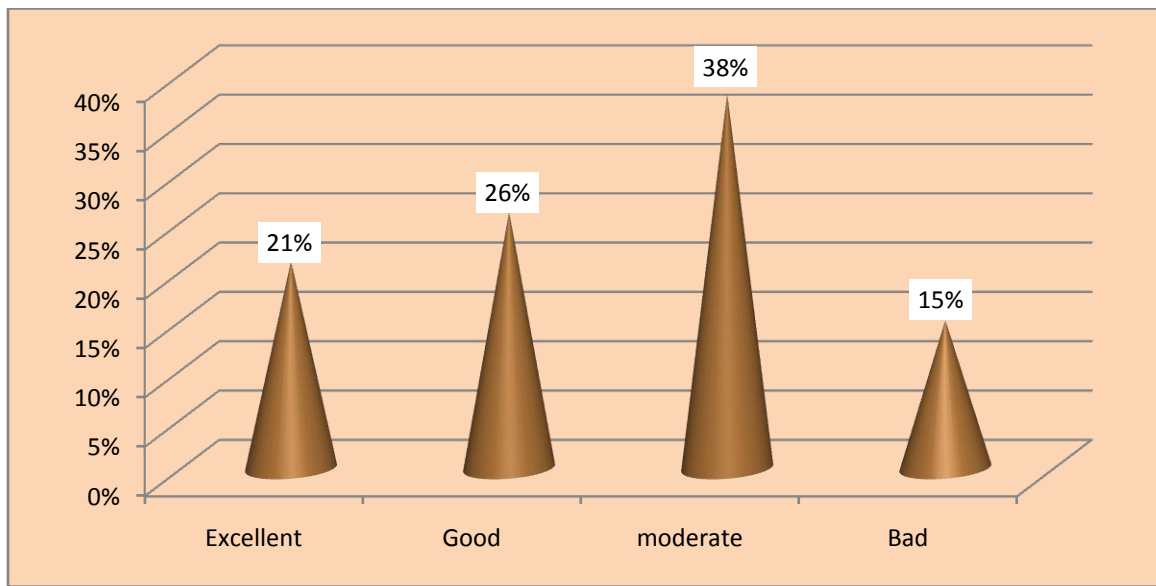


Figure 4.4 Rating of talent management

Source: Researcher, 2013

4.4.1 Talent management

The table 4.1 below study sought to investigate the extent to which the respondents agreed about the talent management in their organization. From the study, majority of the respondents strongly agreed that organizational culture is one of the factors affecting talent management as shown by a mean score of 4.3 Career management is also a factor affecting talent management as shown by a mean of 3.8. In addition, the respondents strongly agreed that Reward system is factors affecting talent management in Kenya broadcasting corporation as shown by a mean score of 4.4. Finally most of respondents strongly agreed that working environment is a factor affecting talent management as shown by a mean score of 4.8. This implied that most of the respondents agreed with the statements about the organizational culture, career management, reward system and working environment affects talent management in Kenya broadcasting corporation.

Table 4.1: Extent that the Respondent Agree with the Statement about the factors affect talent management in their organizations

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean
Organizational culture	10	10	20	10	50	4.3
Career management	10	10	20	40	20	3.8
Reward system	5	20	5	20	50	4.4
Working Environment	10	10	30	20	40	4.8

Source: Researcher, 2013

4.5 Organization culture

The table 4.2 below study sought to investigate the extent to which the respondents agreed about the organization culture as a factor affecting talent management in Kenya broadcasting corporation. From the study, majority of the respondents strongly agreed that organizations culture promotes employees talents as shown by a mean score of 4.8, the study also reveals that organizations culture is relevant towards enhancing talent management as shown by a mean of 4.0. In addition, the respondents strongly agreed that organizations culture has impacted positively on talent as shown by a mean score of 4.4. Finally most of respondents strongly agreed that organizations culture is employee growth oriented as shown by a mean score of 4.8. This implied that most of the respondents agreed with the statements about the organizations culture promote employees talents, organizations culture is relevant towards enhancing talent management, organizations culture has impacted positively on talent and organizations culture is employee growth oriented.

Table 4.2: Extent that the Respondent Agree with the Statement about the organization culture

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean
This organizations culture promotes employees talents	15	15	20	40	50	4.8
This organizations culture is relevant towards enhancing talent management	10	10	20	30	40	4.0
This organizations culture has impacted positively on my talent	5	20	5	20	20	4.4
The organizations Culture is employee growth oriented	10	20	30	20	40	4.4

Source: Researcher, 2013

4.6 Employees Reward System

The table 4.3 below sought to investigate the extent to which the respondents agreed with organizations reward system. From the study, majority of the respondents agreed they were satisfied with the pay package offered to them as shown by a mean score of 4.5, the study also reveals that respondents receives other allowances and benefits along side their salary as shown by a mean score of 3.9.

In addition, the respondents strongly agreed that they were satisfied with the allowances and benefits offered to them as shown by a mean score of 4.6. Finally most of respondents strongly agreed that their pay package was enough to facilitate their talent development as shown by a mean score of 4.8. This implied that most of the respondents agreed with the statements about the satisfaction with the pay package offered to them, respondents receive other allowances and benefits alongside their salary, and most of respondents strongly agreed that their pay package was enough to facilitate their talent development.

Table 4.3: Extent that the Respondent Agree with the Statement about the organizations reward system

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean
I am satisfied with the pay package offered to me	10	10	20	40	30	4.5
I receive other allowances and benefits alongside my salary	10	20	20	40	50	3.9
I am satisfied with the allowances and benefits offered to me	15	20	5	30	50	4.6
My pay package is enough to facilitates my talent development	16	20	30	20	40	4.8

Source: Researcher, 2013

4.7 Career Development

The table 4.4 below study sought to investigate the extent to which the respondents agreed about the career development. From the study, majority of the respondents strongly agreed that their organization conducts activities that enhance employees career development as shown by a mean score of 4.6, the study also reveals that organization is committed towards

promoting employees career development as shown by a mean of 4.8. In addition, the respondents strongly agreed that they have experienced career development since they joined organization, as shown by a mean score of 4.4. This implied that most of the respondents agreed with the statements about the organization conducts activities that enhance employees career development, organization is committed towards promoting employees career development.

Table 4.4: Extent that the Respondent Agree with the Statement about the career development.

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean
My organization conducts activities that enhance employees career development	20	10	20	10	40	4.6
My organization is committed towards promoting employees career development	10	10	20	40	50	4.8
I have experienced career development since I joined this organization	15	20	15	30	55	4.9

Source: Researcher, 2013

4.8 Regression Analysis

The study presents a multiple regression analysis so as to test relationship among variables (independent) on the talent management. The statistical package for social sciences (SPSS) was applied to code, enter and compute the measurements of the multiple regressions for the study.

Table 4.5: Model summary

Model	R	R Square	Adjusted R Square
1	.951 ^a	.866	.756

Source: Researcher, 2013

From table 4.5, the study findings indicate a moderated relationship independent variables and dependent variable as demonstrated by the coefficient of multiple correlation (R=951). From Coefficient of the determination =756the study finding shows that 75.6% of variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (talent management) that is explained by all the four independent variables (organization culture ,reward system, career development and work place environment). The four independent variables that were studied, explain only 75.6% of the challenges affecting talent management in the public sector with reference to Kenya broadcasting corporation as represented by the R squared. This therefore means that other factors not studied in this research contribute 13.4% of the challenges affecting talent management in the public sector with reference to Kenya broadcasting corporation Therefore, further research should be conducted to assess the challenge affecting talent management in the public sector with reference to Kenya broadcasting corporation.

Table 4.6:ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.442	4	.360	45.6	.007 ^b
	Residual	3.492	10	.349		
	Total	4.933	14			

Source: Researcher, 2013

The significance value is 0.007 which is less than 0.05 thus the model is statistically significant in predicting how organization culture, reward system, career development and work place environment challenges affecting talent management in the public sector with reference to Kenya broadcasting corporation. The F critical at 5% level of significance was 2.65. Since F calculated is greater than the F critical (value = 45.6), this shows that the overall model was significant.

Table 4.7: Coefficient of determination

Model	Unstandardized Coefficients		standardized Coefficients	T	Sig.
	B	Std Error			
(Constant)	.563	.453		2.165	.002
Organization culture	.217	.160	.198	1.479	.004
reward system	.156	.126	.245	1.834	.001
career development	0.067	.145	.008	.065	.002
work place environment	0.03	.114	.031	.246	.003

Source: Researcher, 2013

From the table 4.7, the study findings indicates that β coefficient = provided direction of relationships (+ve or -ve). Secondly all coefficient are statistically significant ($t=xy2$, $p < 0.05$).

The study conducted a multiple regression analysis so as to assess the challenges affecting talent management in the public sector with reference to Kenya broadcasting corporation. The four variables as per the SPSS generated table above, the equation (talent management = $\beta_0 + \beta_1$ Organization culture + β_2 reward system + β_3 career development + β_4 work place environment + ϵ) becomes:

$$Y = 0.563 + 0.217 X_1 + 0.156 X_2 + 0.067 X_3 + 0.03 X_4$$

Where Y is the dependent variable (challenges affecting talent management in the public sector), X1 is the Organization culture variable, X2 is reward system variable, X3 is career development and X4 is work place environment variable. The possible value of Y when all independent variables are equal to zero is 0.563. At 5% level of significance and 95% level of confidence, Organization culture had a 0.002 level of significance, organization culture showed a 0.004 level of significance, career development showed a 0.002 level of significance and work place environment showed a 0.003 level of significance. Therefore it is concluded that Organization culture factors comes out as the factor which has more significant of them all.

CHAPTER FIVE:

SUMMARY OF FINDINGS CONCLUSION AND RECOMMENDATION

5.1 Introduction

This part covers the summary of findings, conclusion, and recommendations as per the general objective of the study which was to explore the challenges affecting talent management in the public sector with specific reference to Kenya broadcasting corporation.

5.2 Discussion of the findings

5.2.1 Organizational culture

From the findings, the study found out that 50% of the respondents strongly agreed that organizations culture promotes employees talents, the study also reveals that organizations culture is relevant towards enhancing talent management. In addition, the respondents strongly agreed that organizations culture has impacted positively on talent. Finally most of respondents strongly agreed that organizations culture is employee growth oriented. This implied that most of the respondents agreed with the statements about the organizations culture promote employees talents, organizations culture is relevant towards enhancing talent management, organizations culture has impacted positively on talent and organizations culture is employee growth oriented.

5.2.2 Employees Reward System

From the findings the study, found out that 40% of the respondents agreed they were satisfied with the pay package offered to them, the study also reveals that respondents receives other allowances and benefits alongside their salary. In addition, the respondents strongly agreed that

they were satisfied with the allowances and benefits offered to them. Finally most of respondents strongly agreed that their pay package was enough to facilitate their talent development. This implied that most of the respondents agreed with the statements about the satisfaction with the pay package offered to them, respondents receives other allowances and benefits alongside their salary, and most of respondents strongly agreed that their pay package was enough to facilitate their talent development.

5.2.3 Career Development

From the study, 40% of the respondents strongly agreed that their organization conducts activities that enhance employees career development, the study also reveals that organization is committed towards promoting employees career development. In addition, the respondents strongly agreed that they have experienced career development since they joined organization. This implied that most of the respondents agreed with the statements about the organization conducts activities that enhance employees career development, organization is committed towards promoting employees career development.

5.2.4 Talent management

From the findings the study found out that, 50% of the respondents strongly agreed that organizational culture is one of the factors affecting talent management secondly Career management was also a factor affecting talent management. In addition, the respondents strongly agreed that Reward system is factors affecting talent management in Kenya broadcasting corporation. Finally most of respondents strongly agreed that working environment is a factor affecting talent management. This implied that most of the respondents agreed with

the statements about the organizational culture, career management, reward system and working environment affects talent management in Kenya broadcasting corporation.

5.3 Conclusion

Based on the findings, it can be concluded that in Kenya broadcasting corporation organizational culture is one of the factors affecting talent management. Tyson and York (1996) have noted the diversity of traditions in which corporate culture has been featured, including high trust work relations, empowerment and employee involvement, innovative team working organizational learning and transformational leadership. Secondly it was further concluded that Career management was also a factor affecting talent management in Kenya broadcasting corporation Lent and Brown, (2006) observed that Employee perspective, behavioral, understanding, personality and environmental factors function together may offer the opportunity to assist people to become as satisfied with their careers as nature and environmental factors support.

In addition, the respondents strongly agreed that Reward system is factors affecting talent management in Kenya broadcasting corporation Mullins(2007) states that the philosophy of extrinsic rewards is originated from the term “utilitarianism” and suggests that people’s behaviours are modifiable, by in case extrinsic rewards their performance could be enhanced, while in comparison with “utilitarianism”, the term “Romanticism” refers to intrinsic motivation that boosts the innovation and creativity of the workers. Finally most of respondents strongly agreed that working environment was a factor affecting talent management in Kenya broadcasting corporation. According to Yeung (2008), work environment preferences can be measured using three dimensions of work environment settings: goal orientation, relationship dimensions and system maintenance. This implied that most of the respondents agreed with the

statements about the organizational culture, career management, reward system and working environment affects talent management in Kenya broadcasting corporation.

5.4 Recommendations

The study recommends that proper Reward system should be practiced in Kenya broadcasting corporation, which is the practice of improving overall personal and organizational performance by developing and promoting responsible tools and professional expertise, and by advocating an effective enabling environment for people and organizations to embrace a culture of sustainable development. The opposition of intrinsic and extrinsic rewards was initiated by Crant, (2000) who labelled the achievement, advancement and recognition as an intrinsic reward that motivate the employees more than the extrinsic rewards, that is job security, salary, working environment among others.

In relation to organizational culture the study recommends that organizations culture of Kenya broadcasting corporation should promote employees talents, since it's relevant towards enhancing talent management, and also culture impacts positively on talent management. According to Johnson and Scholes, (2010), within any organizational culture, is what makes organizations.

On the basis of career development, the study recommended that Kenya broadcasting corporation should encourage more of its employees to further their education by enrolling in institutions of higher learning colleges in order to achieve the required development objectives and the range of competencies, knowledge and skills which are necessary to meet effectively the career development needs. According to Cantalanello and Kirkpatrick, (2004) objectives of

career success is the work experience outcomes, such as status and salary promotions that are objectively observable.

As pertains to working environment, the study recommended that Kenya broadcasting corporation should ensure that their work environment preferences can be measured using three dimensions of work environment settings: goal orientation, relationship dimensions and system maintenance. According to Tymon, (2010) to keep employees satisfied, it takes different approach than it did just a few years ago. One-third of the executives surveyed by Robert Half International Inc. have different in their opinions and now say the work environment is the most critical factor in keeping an employee satisfied in today's business world.

5.5 Recommendation for further study

The objective of the study was to explore the challenges affecting talent management in the state corporations with specific reference to Kenya broadcasting corporation. Further study should be carried out to investigate compliance of broadcasting policies in public sector in Kenya.

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APPENDICES

Appendix A: Introductory Letter

Kireru Jane Njeri

P.O Box 53060-00200

NAIROBI

Dear respondent,

RE: REQUEST FOR RESEARCH DATA

I am an MBA student at Kenyatta University, I am kindly requesting you to fill in this questionnaire, with an assurance that all information collected will be treated confidentially.

The information you give is intended for this study and will be collated with responses from other respondents without particular references to your responses, to satisfy the objective of this study. You have been chosen because you are better placed to tell us the challenges that are affecting implementation of talent management in your organization. This research is for academic purposes only. However, as a participant, you are free to request copy which can be sent to you via email.

Thanks for your time and efforts.

Yours faithfully,

Kireru Jane Njeri

Appendix B : Questionnaire

Section A: Employee Profile

Tick the appropriate boxes in each of the questions accordingly.

Age

20-30 yrs

31-40 yrs

41-50 yrs

51-60 yrs

1. Gender: Male Female

2. What position do you occupy in this organization?

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3. How long have you served in your current position?

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4. Please indicate your terms of employment?

Permanent contract

5. How long have you been employed in this organization?

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Section B: Talent management

1. How do you rate talent management of your organization?

Excellent []

Good []

Moderate []

Bad []

2. To what extent do the followings factors affect talent management in your organizations?

Item		Rating scale				
		Strongly disagree	disagree	neutral	agree	Strongly agree
a)	Organizational culture	1	2	3	4	5
b)	Career management	1	2	3	4	5
c)	Reward system	1	2	3	4	5
d)	Working environment	1	2	3	4	5

Section C: Organization culture

1. Please indicate by circling the number the degree to which you agree with each of these statements concerning your organization culture.

Item		Rating scale				
		Strongly disagree	disagree	neutral	agree	Strongly agree
a)	This organizations culture promotes employees talents	1	2	3	4	5
b)	This organizations culture is relevant towards enhancing talent management	1	2	3	4	5
c)	This organizations culture has impacted positively on my talent	1	2	3	4	5
d)	The organizations culture is employee growth oriented	1	2	3	4	5

2. What changes would you recommend on your organization culture in order to enhance talent development?

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Section D: Employees Reward System

1. Please indicate by circling the number the degree to which you agree with each of these statements concerning your organizations reward system.

Item		Rating scale				
		Strongly disagree	disagree	neutral	agree	Strongly agree
a)	I am satisfied with the pay package offered to me	1	2	3	4	5
b)	I receive other allowances and benefits alongside my salary	1	2	3	4	5
c)	I am satisfied with the allowances and benefits offered to me	1	2	3	4	5
d)	My pay package is enough to facilitates my talent development	1	2	3	4	5

2. What would you like to be improved in the reward system of your organization in order to enhance talent management?

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Section E: Career Development

1. Please indicate by circling the number the degree to which you agree with each of these statements concerning your organizations career development.

Item		Rating scale				
		Strongly disagree	disagree	neutral	agree	Strongly agree
a)	My organization conducts activities that enhance employees career development	1	2	3	4	5
b)	My organization is committed towards promoting employees career development.	1	2	3	4	5
c)	I have experienced career development since I joined this organization.	1	2	3	4	5

2. What would you recommend to be improved in this organization in order to improve employee’s career development towards enhancing talent management?

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SECTION F: Work Place Environment

1. Please indicate by circling the number the degree to which you agree with each of these statements concerning your organizations work place environment.

Item		Rating scale				
		Strongly disagree	disagree	neutral	agree	Strongly agree
a)	My organization work place promotes my talent.	1	2	3	4	5
b)	My organization management is committed towards improving my work place environment	1	2	3	4	5
c)	There has been improvement in the work place environment since I joined this organization.	1	2	3	4	5
e)	The work place environment has not changed at all since I joined this organization.	1	2	3	4	5

2. What would you recommend to be improved in your work place environment in order to enhance your talent development?.....