

**TALENT MANAGEMENT AND EMPLOYEE PERFORMANCE IN THE
MINISTRY OF INFORMATION AND COMMUNICATION TECHNOLOGY,
INNOVATION AND YOUTH AFFAIRS IN NAIROBI CITY COUNTY, KENYA**

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DECLARATION

This is my original work, and it has not been submitted for a degree or other award at any other university. No element of this research should be replicated without my permission or that of Kenyatta University's.

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This research work is dedicated to all the people who inspired me during the period of my study; from family, friends and colleagues who extended their help in one way or another.

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OPERATIONAL DEFINITION OF TERMS

Career Management:	This is about giving employees opportunity to advance and improve their careers, as well as ensuring that the Ministry of ICT, Innovation, and Youth Affairs in Nairobi County, Kenya, has the talent it needs.
Employee Performance	This refers to the effectiveness, quality and efficiency of Ministry of ICT, Innovation and Youth Affairs employees' output. It shows how these employees fulfill their job duties and executes their required tasks.
Reward	This is a recompense for a service rendered; it is an action taken to reinforce acceptable employee behavior and is linked to achievements.
Succession Planning	This is an attempt to plan for the right number and quality of managers and important skilled individuals to cover retirement, death, serious illness, or promotion, as well as any new roles created as part of future Ministry of ICT, Innovations, and Youth Affairs plans.
Talent Attraction	This is a technique of pulling the most desirable of passive candidates to a specific employer and incentivizing them to apply for work with implied and envisioned benefits.
Talent management	This is the utilization of a coordinated set of initiatives to guarantee that the Nairobi County Ministry of ICT, Innovations, and Youth Affairs attracts, keeps, motivates, and develops the bright individuals it requires today and in the future.

ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
FCI	Farm Concern International
GDP	Gross Domestic Product
HCT	Human Capital Theory
HR	Human Resource
ICT	Information and, Communications Technology
KBC	Kenya Broadcasting Corporation
KCB	Kenya Commercial Bank
NHIF	National Hospital Insurance Fund
NSE	Nairobi Securities Exchange

ABSTRACT

The ICT, Innovation, and Youth Affairs sector's performance is seen as a critical pillar for attaining rapid and sustained economic growth. The sector has lost a significant number of staffs to organizations that are thought to have better working situations, welcome change, and have reasonable wage practices, in addition, firms that foster a performance management culture. This study was therefore considered with the purpose of clarifying the relationship between talent management and employee performance in the Ministry of ICT, Innovation and Youth Affairs in Nairobi County. This study was based on the theories of human capital, Vrooms expectation, resource-based theory, and talent-based theory. A descriptive study design was adopted. Three hundred and thirty two management officials from the Ministry of Information and Communications Technology, Innovation, and Youth Affairs at various levels were the study's target audience. A total of 175 persons were chosen using the stratified random selection method. The primary data for this inquiry was collected via both open and closed ended questionnaires. In order to determine the questionnaire's content validity, supervisors, and specialists were asked to remark on its adequacy. The Cronbach alpha was used to determine the dependability of the variable under consideration. The data from the field was filtered, processed, and cleaned in accordance with the study's goals. The information was coded and examined with the use of the Statistical Package for Social Sciences Version 25.0. It was necessary to observe the quantitative data using descriptive statistics such as the average and standard deviation. The study computed percentages, frequencies, averages, and standard deviations, among other statistics. In order to investigate inferential data, multiple regression analysis was performed. The findings were presented in the form of tables. Thematic analysis was used to assess the qualitative information supplied by the open-ended portions of the questionnaire. According to the findings of the research, rewards have a favorable and statistically significant influence on worker performance at the Ministry of Information and Communications Technology, Innovation, and Youth Affairs. The survey also revealed that the recruitment of talent has a positive and notable impact on the performance of employees in the Ministry of Information and Communications Technology, Innovation, and Youth Affairs. This was ascribed to the positive influence of a competitive total reward strategy, a competitive pay plan, and a competitive benefits package, as well as a fair recruiting method, all of which were implemented. Succession planning, talent attraction, and career management had the greatest influence on employee performance at the Ministry of Information and Communications Technology, Innovation, and Youth Affairs, while rewards had the least impact. Ministries should also give non-monetary rewards to their employees, such as rewards, recognition, and study leave, in addition to monetary compensation. A greater number of retirement payments should be provided to employees in order to increase job stability. Employees will be encouraged to put up more effort in order to reach their goals. According to the survey, in order to successfully harness and use intangible assets obtained during talent attraction, businesses must comprehend the notion of talent management. In order to reduce officers training on their own initiative and with their own resources, the Ministry should enhance money for professional development training opportunities. This will discourage workers depending on the frequency with which it is done. The findings of the study also advise that the Ministry organize career counseling sessions for all of its employees.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

In the world we live in today, difficult economic climate of globalization and fierce rivalry, organizations are under growing pressure to perform better than before. As a result, businesses are urged to train their staff so that they can develop and enhance their productivity (Kontoghiorghes, 2016). Employees that are motivated and pleased with their employment are more likely to perform well, resulting in a low turnover rate (Mary, Enyinna & Ezinne, 2015). Employee productivity, which includes the number, quality, and timeliness of output are all important factors in an organization's overall success (Ngamsirijit, 2019).

Employee productivity is impacted by regulations, working environment, training and development, and employee-employer relationships, according to Aktar et al. (2012). Employee productivity is crucial to an organization's success, and employees who are generally pleased with their employment and working conditions are more productive than those who are dissatisfied with their positions (Mokaya, 2014). Aptitude management is critical because it ascertains that a business has the right persons with the proper skills and awareness in place to meet its present and future needs. The concept of talent management has gained traction and significance in today's workplace as a result of the evolution of corporate human resource and training (Buil, Martnez & Matute, 2019).

In the United States and Western Europe, human capital is important to the growth and prosperity of enterprises and nations. These countries are known for their cultural, economic, and technical advancements, as well as their openness to adapt to new approaches and practices. Organizations in industrialized countries have found it easier to inspect the notion of administration of talent and its impact on the productivity of workers as a result of their growth. Elegbe (2016) discovered that African nations have struggled to recruit and retain talent owing to a variety of issues such as inadequate pay, bad working conditions, uncompetitive settings, and a lack of growth possibilities. Egypt, according to the study, has a higher demand for financial planners, communications engineers, data technicians, and investment bankers, amid other occupations.

Kenya, like every other country in Africa, struggles with the management of talent. Kenya faces problems with talent management, according to Mangusho, Murei and Nelima (2015), notably in recruiting procedures, talent development, and keeping and inspiring professional personnel. According to Muthina (2018), state companies' effective and efficient service delivery has been impeded by a lack of appropriate human resources. The public sector does not place a high value on talent management, which has resulted in a 30 percent drop in employee retention in over 60 percent of state businesses. Organizations are embracing a comprehensive approach to talent management, according to Karuri (2015), as they carry on to target great productivity and enhanced outcomes by means of talent management.

1.1.1 Employee Performance

Employee performance is defined as the summation of the expected values of a worker within certain duration of time. In other words, a person's expected work-related behaviors and how well they are carried out (Iqbal, Anwar & Haider, 2015). The performance of workers is measured by the eminence of their labor, employee engagement, motivation, productivity, and feedback. Employee performance can also be defined as how well a worker fulfills their work responsibilities and completes the responsibilities that have been given to them. It has to deal with the product's efficacy, quality, and efficiency. When determining an employee's value to the company, performance is also considered (Anitha, 2014).

Employee performance is comparable in most jobs in terms of timeliness and output quality, cooperativeness in addition to presence at work (Iqbal, Anwar & Haider, 2015). Employee performance is a metric for determining how successfully someone does their job. Many businesses assess their workers' performance once a quarter or once a year to see which areas need to be improved. The productivity of an employee has a straight influence on the output of a business; hence it must be taken into consideration. Elnaga and Imran (2013) define employee performance as the output provided by employees according to a precise job description that aids in the achievement of the company's goals. It encompasses all factors that impact and connect to the employees' job, whether directly or indirectly. This study will look at employee productivity, service delivery, and achievement of targets, skill competence, and employee satisfaction as indicators of employee performance.

One of the things that can be measured is the level of productivity of employees. Several studies have developed various methodologies for assessing organizational effectiveness in relation to the value of work produced, production amount, and individual invention and creativity (Iqbal, Anwar & Haider, 2015). This assists workers in completing tasks in line with the duties allocated to them over a set period of time. To put it another way, the evaluation processes used to choose new personnel to fill a job in a company must have some dependable standard characteristics (Ahmad, Iqbal, Javed & Hamad, 2014).

Three elements that enable employees to perform better than their counterparts may be seen through the perspective of employee performance. These aspects include declarative knowledge, procedural knowledge, and motivation. Human resource techniques have a beneficial influence on individual performance. According to Lindia and Morfe (2014), the efficacy of HR practitioners has an impact on employee behavior, demonstrating a favorable relationship. According to Atmojo (2015), evaluating employee performance is critical since it determines if the business is fully leveraging the employees' talents and abilities.

Following the filling of the position, the company should take a holistic approach to talent management in order to increase employee performance. According to Hameed (2018), the efficacy of human resource management will transfer to employee behavior, demonstrating a favorable relationship. The ideal employee possesses superior abilities and works in a productive atmosphere. Task management abilities, contingency management abilities, and work role abilities are all assessed (Nazir & Islam, 2017).

Further, employee satisfaction is derived from measuring the satisfaction of the management, colleagues and team (Ibua, 2014). The study further stipulated that employee's satisfaction in the work environment is majorly confined on the interest that the employees have on a particular work and the success expected out of that job. Employee commitment will be measured in terms of commitment in terms of affect, continuity, and normative commitment. As stated by Adhikari and Gautam (2011), there is a considerable effect on employee performance as a consequence of employees feeling more linked to the organization as a result of knowing the expenses involved in leaving the company and their dedication to the company. In this study, employee performance is measured using employee productivity, service delivery, achievement of targets, skill competence and employee satisfaction.

Employee performance indicates the employee efficiency, service delivery is the effectiveness of rendering services and skill competence is a cluster of associated commitments, abilities, skills and knowledge that enable employee to act successfully in a job or position. In this study, employee performance will be assessed using employee productivity, service delivery, achievement of targets, skills, and competence and employee satisfaction since they effectively gauge how employees are in terms of performance in any organization. Given the importance of employee performance in every company, it is necessary to assess how talent management influences employee performance in Nairobi County's Ministry of ICT, Innovation, and Youth Affairs.

1.1.2 Talent Management

The term "talent management" refers to a collection of organizationally designed recruiting, development, and deployment procedures and retention of employees, as well as career management to meet future needs, with the purpose of putting the qualified person in the precise role (Pfeffer & Sutton, 2015). Talent management techniques, according to Kenani (2011), are expanded as human resource development to achieve effectiveness, and it has now become a priority for organizations to manage talent successfully and competently. According to Ingram (2016), Management of talents is well-planned as the cornerstone of human resource administration in order for achievement of organizational goals through the use of talented individuals.

The discipline of talent management is the application of strategic human resource planning to produce economic value and assist businesses and organizations in achieving their objectives (Al Ariss, Cascio & Paauwe, 2014). Talent management, often known as strategic workforce planning, is the process of attracting, retaining, developing, rewarding and motivating people. A talent-management plan should be related to the corporate strategy as well as the local context in order to function more effectively (Collings, 2014).

In the age of globalization, talent management is a crucial topic. Organizations are struggling to discover ways to improve employee performance. As a result, resourcing talent is seen as one of the ways for businesses to stay ahead of the competition and improve performance (Oladapo, 2014). Recruiting, developing, and retaining people are becoming increasingly difficult for organizations throughout the world. As a result, talent

management has emerged as a critical component of the human resource department for companies looking to establish, strengthen, or preserve a competitive advantage over their competitors. As a result, talent management has become increasingly crucial for businesses, as the need for exceptional people continues to rise (Martin, 2015).

The importance of training in talent management cannot be overstated. Employee training has a track record of ensuring that an organization's staff is skilled, motivated, and competent. Training and development are firmly knit into the fabric of personnel management processes, from early career orientation programs and specialized training classes to leadership development and executive coaching (Latukha, 2015). Employee performance and talent development help the organization in achievement of its goals and objectives by establishing a link between goals in employee performance and the organization's strategic goals, resulting in a clear understanding of the employees' performance anticipations and the establishment of a performance culture within the organization (Schiemann, 2014). In this research, talent management will include pay and benefits, talent attraction, career management, and succession planning.

Bonuses, profit sharing, overtime, and prizes that include monetary and non-monetary advantages such as housing rent and automobile facility against hired services of employees are all examples of rewards. This is critical in this research and a source of conflict in most businesses since it deals with compensating employees based on their contribution to the company. The process encompasses the strategies, attitudes, plans, and procedures used by businesses to establish and manage incentive systems, including both financial and non-financial benefits (Latukha, 2015).

On the other side, management of a career is concerned with creating chances for employees to advance and build their professions, as well as make sure that the institution has the talent it requires (Schiemann, 2014). As a result, this will be critical in the research. In order to manage talent, an organization's recruiting and selection processes must be followed. Furthermore, Alruwaili (2018) stated that there are many approaches to attract exceptional persons, but recruiting and selection is one of the most important. This is taken into account in this study since hiring a pool of talent and then selecting the best candidate from that pool to lead the company to success is a vital obligation for a corporation (Rabbi, Ahad, Kousar & Ali, 2015).

Succession planning is the process of selecting and grooming future leaders to take over when current leaders leave, retire, or pass away. The accessibility of knowledgeable and talented workers who are ready to adopt these jobs when they become obtainable is increased via succession planning (Latukha, 2015). This is critical in the research since it focuses on creating a succession of feeder groups that run the length of the leadership pipeline or progression, resulting in a successful talent management plan. This study assesses the talent management using rewards, talent attraction, career management and succession planning. These indicators were selected since for any organization to manage talents there must be effective reward strategy which attracts talent and supports career management and succession planning (Schiemann, 2014).

1.1.3 Ministry of ICT, Innovation and Youth Affairs

The Ministry of Information, Communications, and Technology formulates, administers, manages, and develops the Information, Broadcasting, and Communication Policy (ICT). Executive Order No. 1/2016, issued in May 2016, separated the Ministry into two state departments. According to Presidential Executive Command No.1/2016 of May 2016 and No.1/2020 of January 2020, the Ministry's mandate is to develop rules and regulations that govern values and amenities in the information, communication and technology (ICT) segment, as well as telecommunications and the broadcasting business. It's also in charge of creating and enforcing ICT standards, as well as mass media and ICT capacity building and public information distribution via the Kenya Broadcasting Corporation (KBC). It is also in charge of youth empowerment and young inclusion in national development (Ministry of ICT, 2020).

Although ICT strategy is adopted with the aim of enhancing employees' performance, much is yet to be achieved in terms of improved employees' performance (Karuri, 2015). There are still issues of transparency, quality and accountability in relation to employees' performance. These challenges are coupled with failure to attain set targets by employees (Muthina, 2018). To keep improving the performance of the employees, the Ministry of ICT has been coming up with various strategies. For instance, the government recognizes the innovative potential of the youth and will integrate them in leadership positions to tap their ability, ICT, Innovation and Youth Affairs. There are various talent management strategies to keep the employees' performance high. These strategies include salary

increase packages, performance-based promotions and succession planning programs (Muthina, 2018).

1.2 Statement of Problem

The ICT, Innovation, and Youth Affairs sector's performance is seen as a critical pillar for attaining rapid and sustained economic growth of at least 10% per year by 2030, as set forth in Kenya Vision 2030. Major actions must be made if Kenya is to accomplish its goal of increasing GDP contribution from 9.2 percent to 15 percent by 2025 (KAM, 2018). Employees are essential for the growth of this industry. It has been noted that the government is still struggling to digitize its services which has been tainted with dismal performance and the draining off of the national budget without corresponding results thus affecting the realization of the government goal of spurring economic development and bettering living standards of its citizens (National Broadband Strategy 2018-2023).

ICT, Innovation, and Youth Affairs sector has lost a significant number of staffs to organizations that are thought to have better working situations, welcome change, and have reasonable wage practices, in addition, firms that foster a performance management culture (Karuri, 2015). Each year, 38 percent of employees in the government sector, like the ICT, Innovation, and Youth Affairs sector, quit to join the private sector or start their own enterprises, leading state corporations to lose their most competent and talented personnel, putting their performance at risk (Muthina, 2018). The majority of research has overlooked the ICT, Innovation, and Youth Affairs sector poor employee performance (Ibua, 2014). To address these concerns, the ICT, Innovation, and Youth Affairs sector should use a number of methods, including talent management, to increase government revenue streams by making government organizations more competitive.

Several worker performance and talent management study have been done. Based on a case study of Suraya Property Group Limited, Knott (2016) analyzed the influence of management of talent techniques on member of staff performance across property investment enterprises in Kenya; Muthina (2018) looked into how talent management affects staff performance in Kenyan commercial state enterprises; Karuri (2015) focused on the effect of talent management on employee outcomes of Central Bank of Kenya; Mangusho, Murei and Nelima (2015) looked at the evaluation of talent management on employees performance of Delmonte Kenya Limited. Furthermore, the research did not directly address people management concerns like as rewards, talent attraction, career

management, or succession planning. Furthermore, several investigations contained errors in their setting and conceptualization. As a result of this, the research looked into the link between talent management and employee performance in the Ministry of ICT, Innovation and Youth Affairs in Nairobi County, in order to make up for the gaps.

1.3 Objectives of the Study

The following section consists of the discussions on the general objective and the specific objectives.

1.3.1 General Objective

The general objective of the study was to establish effect of talent management on employee performance in the Ministry of ICT, Innovation and Youth Affairs in Nairobi County, Kenya.

1.3.2 Specific Objectives

The research was guided by the following objectives;

- i. To determine the influence of rewards on employee performance in the Ministry of ICT, Innovation and Youth Affairs in Nairobi County, Kenya.
- ii. To examine the influence of talent attraction on employee performance in the Ministry of ICT, Innovation and Youth Affairs in Nairobi County, Kenya.
- iii. To establish the influence of career management on employee performance in the Ministry of ICT, Innovation and Youth Affairs in Nairobi County, Kenya.
- iv. To determine how succession planning influences the employee performance in the Ministry of ICT, Innovation and Youth Affairs in Nairobi County, Kenya.

1.4 Research Questions

- i. How do rewards influence employee performance in the Ministry of ICT, Innovation and Youth Affairs in Nairobi County, Kenya?
- ii. What is the influence of talent attraction on employee performance in the Ministry of ICT, Innovation and Youth Affairs in Nairobi County, Kenya?
- iii. Does career management influence employee performance in the Ministry of ICT, Innovation and Youth Affairs in Nairobi County, Kenya?
- iv. Does succession planning influence employee performance in the Ministry of ICT, Innovation and Youth Affairs in Nairobi County, Kenya?

1.5 Significance of the Study

Using the findings of this study, management teams will be better equipped to understand how to effectively use and harness the potential of available personnel in order to achieve organizational success. Also aided in understanding the many talent administration options available, allocating enough resources to these activities, and aligning these activities with their particular corporate objectives would be the employees.

The results of the research may assist the Ministry of Information and Communications Technology, Innovation, and Youth Affairs in determining how talent management influences employee satisfaction, competence, and devotion. In this period, the Ministry of Information, Communications Technology, Innovation, and Youth Affairs is becoming more aware of the importance of talent management, and this study emphasizes that employee performance and talent management are intertwined.

Scholars may gain from their contributions to the body of knowledge in the subject of performance as well as from their own research. In addition to allowing us to research new study subjects, it would also help us to improve our knowledge of the influence of people on the structure of enterprises as well as the impact of personnel on the performance of employees.

The research would be beneficial to policymakers because it would identify gaps that may lead to the adoption of new policies and procedures to enhance staff management and retention in the future. It might also assist lawmakers in making better-informed decisions on employee performance and talent management in the future.

1.6 Scope of the Study

The researcher's goal was to investigate the relationship between talent management and employee performance in the public sector. The probe focused on the Ministry of ICT, Innovation and Youth Affairs. The research was done in Nairobi County, Kenya which hosts the headquarters of Ministry of ICT. The study focused on the impact of rewards, talent attraction, career advancement, and succession management on employee performance. The Ministry of Information and Communications Technology was selected since it has successfully conducted a number of talent management projects in the past. For the purpose of gathering information from management employees at all levels within the Ministry of ICT, Innovation, and Youth Affairs, a questionnaire was developed. The inquiry took six months to complete.

1.7 Limitation of the Study

Respondents who took part in this research were wary of disclosing personal information for fear that it will be used against them or to depict them in a negative light in the future. Attempts were made to prevent this by ensuring participants that the information they contributed would suggest that it would be kept secret and that it would only be used for educational purposes.

The study's findings were also constrained by the respondents' willingness to provide correct information that was both fair and trustworthy, which limited the study's results. The researcher double-checked the data for quality and trustworthiness before releasing it.

1.8 Organization of the Study

This research is divided into five chapters. The first chapter of the study contains the research's introduction. It provides information on the study's background information, a problem statement, and a purpose, as well as information about the relevance of the research questions and the study's limits. A different approach is used in the second chapter, which examines the body of knowledge in light of the research's goals. In the next section, the conceptual underpinning is discussed before concluding with a summary. The third chapter is devoted to the study's research methodology, which is presented in detail. Research design, target population, and model methodology are all discussed in detail in this chapter, along with data collection methods, pre-testing procedures, and data analysis procedures, among other things. Chapter four presents the data analysis, data presentation, and results interpretation. In Chapter Five, the study comes to a close with a conclusion, a suggestion, and a proposal for additional research, all of which are presented in this report.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section explored related works from variety of studies in order to better understand the variable that is dependent, employee performance, and the uncontrolled variable, management of talent, which includes rewards, talent attraction, career development, and succession planning. The conceptual and theoretical framework that was applied to help lead the study was also detailed in this chapter.

2.2 Theoretical Framework

The research was built on the pillars of the theory of human capital, resource-based theory, talent-based theory, and Vrooms expectation theory.

2.2.1 Human Capital Theory

A few of the most prominent academics involved in the development of the human capital theory were Becker (1964) and Mincer (1964). An earlier generation of economists considered individuals and their talents to be a component of capital, and their worth was assessed using cost-of-production and/or capitalized-earnings approaches. In the opinion of Fagerlind and Saha (1997), human capital theory serves as a critical basis for high public expenditures on education in both developing and developed nations. The concept is consistent with the democratic and liberal development ideals that prevail in the majority of Western nations. Its reasoning was based on the alleged economic return on investment in both macroeconomic and local educational opportunities. It has been seen that attempts to boost human capital investment result in fast economic development in a society's economy. It was the belief of the participants that making such an investment would reap rewards in the shape of personal financial success and accomplishment.

Educating people increases the number of intellectually superior human beings with economic productive potential, which is a function of their inherent talents and investments in them, according to the human capital theory of education. It is widely believed that receiving formal education is an investment in human capital that is at least as important as, if not more valuable than, physical capital, according to those who support it (Wu & Chen, 2014). Human Capital Theory (HCT) states that investing in

human capital would result in superior economic results, despite the fact that its validity may be difficult to prove and inconsistent in its application. The key determinants of economic strength used to be tangible physical assets like land, industry, and machinery. Today, the primary drivers of economic strength are intangible intangibles like human capital. Despite the fact that more labor was required, capital equipment acquisitions increased the worth of the firm. Modern economists think that education and health care are the most important factors in generating human capital and, as a consequence, enhancing a country's economic outputs and productivity (Becker, 1964).

According to the human capital hypothesis, people and corporations invest in human capital for future monetary and non-monetary advantages rather than for immediate financial returns on their investments. The following are examples of investments: educational opportunities; training; information collecting; relocation; and health-related activities. Investment in human capital, as well as any other investment possibilities, can be considered on the basis of a comparison of return rates that match the current values of incomes following the rate of return investment that could be achieved somewhere else, regardless of the form of investment being considered (Andersson & Aggerholm, 2011). The theory of human capital is employed in this research because it may be connected to the factors that contributed to the acceptance of talent attraction, which is predicted to result in greater productivity and profitability for the company. According to the researchers, this notion is important since it underlines the significance of investing in employees via rewards and talent recruiting strategies in order for them to perform better.

2.2.2 Expectancy Theory

The expectation theory of Vroom was created in 1964 and is based on the idea that workers' drive would lead to increased output, and that success will result in more rewards. It is possible to earn rewards that are either good or negative in nature. An employee is more likely to be highly motivated if the reward is appealing to him or her. An incentive that is unpalatable, on the other hand, is less likely to inspire motivation in the employee. The attractiveness of the consequence, in essence, determines the incentive to engage in a certain activity. The cognitive process by which a person analyzes multiple motivational components, on the other hand, is at the core of the notion, according to the authors. This is completed prior to reaching a final decision.

When deciding how to proceed, the result is not the only aspect to take into consideration. The emphasis of expectation theory is on the mental processes that take place throughout the decision-making process. It outlines the steps that lead up to a person's decision-making process. When Victor Vroom, a professor at Yale University's School of Management, created the concept of expectancy theory, it revolutionized the study of organizational behavior.

In addition, the notion of expectancy is considered to be a highly logical strategy in terms of work motivation. According to Robinson and Morrison (2010), employees will be motivated to put forth significant effort if they believe that their efforts will result in a positive performance evaluation; a positive performance evaluation will result in organizational rewards, such as bonuses, raises in pay, or promotions; and the rewards will be tailored to the individual goals of employees. Job fulfilment theory, developed by Vrooms (1964), states that the strength of a tendency to behave in a specific way is impacted by the power of one's expectation that the act will result in a particular outcome, and by how appealing the individual finds that outcome to be. According to the primary premise of this idea, people will be compensated more if they put in more effort and do better at work. This hypothesis so contributes to the understanding of why individuals choose to work or not work based on their perceived capacity to complete the duties and earn a decent income. Furthermore, the theory is significant to the study since it demonstrates what the Ministry of Information and Communications Technology (ICT) has to accomplish in terms of talent management in order to improve employee performance.

2.2.3 Resource Based View Theory

Barney (1991) came up with the idea of a Resource Based Concept. Also known as the firm's Resource Based View (RBV), it is concerned with the relationships that exist between internal assets (such as human resources), tactical decisions, and overall company performance. In contrast to merely matching human resources to current strategic goals, it is concerned with attaining long-term competitive advantage via human capital development. As stated by Beger (2010), a firm will get a competitive advantage if it adopts a value-creating strategy that no one else is pursuing simultaneously. On the other hand, if a firm develops a strategy for adding value that is not implemented by

rivals at the same time and that competitors are unable to replicate the strategy's benefits, the company will have a long-term competitive advantage.

Using four empirical indicators, Barney (1991) attempted to determine if there was a relationship between corporate resources and long-term competitive advantages: valuations; rarity; imitability; and substitutability. As a result of his study, he was able to develop the ideas of corporate resources, sustainable competitive advantage, and competitive advantage. The three kinds of corporate resources studied in this research are physical (Williamson, 1975), organizational (Tomer, 1987), and human capital (Beger, 2010). Physical resources are defined as those that can be physically moved.

Barney (1991) believes that a company's resources are varied and fixed, with four distinct characteristics, and that it is possible to determine the source of its competitive advantage by examining these qualities. According to the first characteristic, the supply must be beneficial in terms of effectively and professionally fulfilling the company's strategic strategy and objectives. The second criterion of the supply is that it should be unusual and unavailable to rivals, both current and prospective. The third supply's characteristic is imitability, which means that rivals not only do not possess them, but they are also unable to get them. It is impossible to reproduce the supply, and no other firms are able to give a substitute, according to the fourth criterion, repeatability.

According to Barney (1991), a competitive advantage is the result of the interaction between a company's limited immobile resources and the firm's long-term competitive advantage in order to emphasize the relationship between corporate assets and long-term competitive advantage in the marketplace. It is possible to utilize this strategy to assess the resources of a company in terms of their ability to give long-term competitive advantage. The ability to perceive, define, and assess all types of resources and their application to the evaluation criteria is only available to those who possess the necessary competencies; consequently, this notion is essential for effectively implementing career management as a human factor.

2.2.4 Talent-Based Theory

Aptitude, according to the aptitude-predicated business technique, is the only supply that can provide a long-term competitive advantage; as a result, the primary emphasis of the company's attention and decision-making should be on aptitude and the competitive

skills that the firm develops through time (Roberts, 2008). The organization is regarded as a hub for the development of new talent. It is not the organization's role to identify or nurture organizational talent; this is the work and responsibility of the individual. In the end, individuals are responsible for and in charge of their own talent; the firm simply integrates that talent by providing institutional channels for coordination and collaboration among workers with specific skill sets. As a result, the business pays close attention to all of the administrative activities that take place inside these structural arrangements and are utilized by people to generate, store, and deploy talent (Roberts, 2008).

Many firms are significantly weak in the concept of talent, particularly as it pertains to a talent-based strategy. When it comes to talent, it is not considered something extraordinary, but rather something that fulfills a set of standards. Many different types of initiatives that have been formed and executed in various organizations' programs have caused concerns. They draw attention to the hazards of inconsistency in talent management. Companies that foster talents are those who are concerned with the development of organizational culture while simultaneously generating results, since talented individuals are more likely to find opportunities for self-discovery in such environments. Individuals must have a desire to give all they have, and then some, of themselves in order for the processes to become successful parts in their lives (Lepak & Snell, 2012). As a consequence, this idea is important to the study since it assists in the planning of future generations. A management style that advocates for continuous improvement in the workplace and in management is sometimes referred to as continuous improvement management.

2.3 Empirical Review

This segment contains an empirical review that entails the previous studies reviewed in relation to talent management as discussed below.

2.3.1 Rewards and Employee Performance

Using data from a survey of carefully selected commercial banks in Awka Metropolis, Chikumbi (2012) evaluated the impact of rewards on employee performance in businesses. To the employees of banks that do business in the Awka Metropolis, a questionnaire with a Likert scale was administered. The questionnaire was presented and analyzed with the use of expressive statistics and regression methods, as well as two-way

analysis of variance (ANOVA). It seems that there is a link between employee rewards and employee performance, and the impacts of intrinsic vs external rewards on employee performance are very variable.

In a sample of industrial enterprises in Cameroon's Littoral Region, Mokaya (2014) evaluated the impact of an incentive system on employee performance. This research is based on a survey of 538 employees from ten different industrial enterprises in Cameroon's Littoral Region, who were chosen from a total of 5146 employees. The sample was chosen using Cochran's method for limited population sample with a 95% confidence level. The study's used primary data source was a questionnaire, which was used to collect the information. Benefit-sharing had a significant positive impact on employee engagement in manufacturing companies, flat rate systems had a significant negative impact on employee values in manufacturing companies, and collective bargaining rewards systems had a significant positive impact on employee cohesion in manufacturing companies, according to the findings.

An exploratory survey methodology was employed by Mokaya (2014) to investigate the impact of rewards on employee performance in the hotel industry. It was decided to conduct this research in Nairobi's Serena Hotel. Participants in the research included 467 individuals, with a target population of 100 individuals and an 80-person sample size. A stratified sample strategy was used by the researcher, which resulted in a response rate of 65 percent. According to the findings of the study, workers' ability, managers' trust in employees, recognition, and employees' sense of success all contribute significantly to improved employee performance. According to the findings of the research, income and remuneration, paid vacations and leaves, travel stipends, and plusses are all important systems of extrinsic rewards that help employees achieve higher levels of productivity.

Njanja, Maina, Kibet and Njagi (2013) based his study on a case study of Kenya Power and Lighting Company Ltd., Nakuru, Kenya on the effect of Reward on Employee Performance. In this investigation, the correlational study design was authorized. There were 68 management personnel that responded. Data was gathered via surveys. The information was presented using descriptive statistics (frequency tables, percentages). Inferential data were used to investigate the association between monetary bonuses and staff performance (chi-square). The information was examined using the Statistical Package for Social Sciences (SPSS) computer program. According to the findings of the

study ($p=0.8$), bonuses in cash had no effect on staff performance. This is due to the fact that both those who received cash incentives and those who did not approve that the financial bonus had similar impact on their performance. The company should concentrate on altering the type and substance of work on a fundamental level. Employee motivation will rise when employees are given greater autonomy and more demanding job assignments and tasks. Other benefits, such as holding shares, can be studied further to see how they affect performance. Other elements that may impact performance can also be identified through research. Findings like this can help with performance management.

Tunje (2014) evaluated the impact of incentives on employee performance with a focus on ElectriCo. To accomplish the study goals, the quantitative study design was implemented utilizing a reducing method. A self-designed survey form was the main method of collection of information. The information was analyzed making use of descriptive and inferential indicators. According to the data, extrinsic reward, intrinsic reward, and worker productivity all have a favorable link. The study's findings can be utilized as a guide for establishments in the public sector in Sri Lanka to enhance understanding of the impact of incentive systems on employee performance and to design and implement strategic reward systems that would provide them a competitive advantage. Because the current study focused on one public sector institution in Sri Lanka, the results are limited in their generalizability to a larger population.

Armstrong (2017) used the Kenya Pipeline Company's Kisumu Depot as a case study to explore the effect of a reimbursement system on staff productivity. The study employed a case study design, which included an in-depth inspection of the phenomena under inquiry. A total of 823 personnel were studied, with supervisory, confidential, and unionisable cadres represented. Based on the findings of the research, the scholar offered a strategy of action for developing the relationship between management and employees, as well as their level of satisfaction. Employees were underpaid and pleased with services such as security, health, housing, and sanitation, according to the research. The fact that management provided personal protection equipment showed that it cared about the employees' well-being. There was enough ventilation, lighting, and working space. Employee meetings with management were frequent, indicating that management was interested about their well-being.

Knott (2016) investigated the impact of incentive schemes on agricultural concern international's employee performance in Kenya. The study focused on FCI staff who were classed as senior authorities, middle, and support staff. The research, which also included 152 FCI workers, used a case study methodology. Because the research population was so tiny, the census method was utilized. The findings indicated that, first, most employees were dissatisfied with their pay, and that it was unclear if the firm's present monetary incentives boosted the performance of employees. It was also determined that the company's non-monetary incentives were well received and had a beneficial impact on employee performance. The company's promotion strategies were also shown to be beneficial in improving employee performance.

2.3.2 Talent Attraction and Employee Performance

Cherai and Busolo (2020) examined the influence of talent recruiting on business performance using a study of the case of hotels in Kenya's South Rift Region. Due to the limited size of the target population (40), a census was conducted and standardized questionnaires were issued to all Human Resource Managers and Hotel Managers in South Rift Region hotels. Previously, the Cronbach Alpha Reliability Coefficient was used to assess the dependability of an exploration instrument's performance. The dependability of the study tool was evaluated to be 0.946, which is judged trustworthy in the research. At a significance threshold of 0.05, the Pearson correlation coefficients as well as multiple Linear Regression analyses were used. The Statistical Package for Social Sciences (SPSS) version 24 was used to examine the information. Talent attraction had a noteworthy beneficial result on hotel organizational productivity in the South Rift Region, according to the study, with association values of ($r=0.810$, $p<0.05$). More study on the effect of innovation organization on organizational profitability is recommended in the report.

Rita, Namusonge, and Karanja (2017) evaluated the impact of aptitude acquisition on the administrative performance of enterprises registered on the Nairobi Securities Exchange. The goal of this study was to see how talent acquisition, the performance of Nairobi Securities Exchange-listed firms was impacted. The survey research designs used by the researchers were descriptive and correlational. A stratified simple random sample was utilized to choose respondents from the 10 strata of NSE listed enterprises. 534 senior executives from NSE-listed companies made up the target demographic. A total of 224 replies were picked as a group from the aforementioned companies. According to the

information, talent enrolment is statistically important in explaining listed business performance. Talent attraction explains 7.6% of organizational performance, according to a R square of 7.6 percent. Managers should recognize that acquiring and developing skilled employees is crucial to attaining their company's goals, according to the research. This means that managers should look for people with the skills and abilities to contribute meaningfully to their teams.

Employee performance in Kenyan commercial state-run firms was researched by Muthina (2018), who looked at the impact of talent management on employee performance. The descriptive study design was used for this investigation. The research's target audience comprised of 55 state-owned commercial enterprises engaged in pure and strategic commercial activities. A simple random selection procedure was used to choose the 48 parastatals that were included in the study. As a result of the research, it was discovered that aptitude development had a statistically significant favorable impact on the performance of Kenya's Commercial State Corporations personnel. Employee performance was improved as a result of well-designed talent management activities. They also had a talent development plan that was aligned with organizational goals, in-house talent development programs for effective talent development, and line manager mentoring to develop effective talents. The professional development of Kenya's Commercial State Corporations employees has a substantial impact on their ability to do their jobs well.

2.3.3 Career Management and Employee Performance

Knott (2016) examined the example of Suraya Property Group Limited in order to determine the effect of implementing talent management practices on the productivity of the company's employees. The impact of talent management methods on employee performance in Kenyan real estate firms has been studied extensively. An exploratory descriptive survey strategy was employed in this investigation. Participants in the research were mostly Suraya Property Group Limited employees, who accounted for 95 percent of the total. For this inquiry, a stratified sampling approach was employed to choose a sample size of 76 respondents from a larger pool of candidates. According to the findings of a research on the influence of training and development on employee performance, there is a statistically significant relationship between employee training and development and performance. Employee training and development is associated with improved performance. For enhancing employee performance, the vast majority of

respondents believed that systematic training, as well as a positive work atmosphere that encourages employee creativity, are essential.

It was the investigation of the influence of career management on organizational performance that Rita, Namusonge and Karanja (2017) conducted on the Nairobi Securities Exchange-listed firms. The purpose of the study was to determine if career management, which is a component of talent management, had an impact on organizational performance in Kenyan companies that were publicly traded on the Nairobi Stock Exchange (NSE). The respondents were selected from among the 10 strata of NSE-listed firms using descriptive, qualitative, and quantitative research methodologies, as well as a stratified simple random sampling methodology, to participate in the study. The target group consisted of 534 senior executives from firms that were publicly traded on the NSE. A total of 224 responses were obtained from the 10 strata of NSE-listed businesses, which constituted the sample size. Questionnaires were the most often used data gathering techniques, with the NSE handbook (2013) acting as the major source of secondary data for the study. As part of talent management, it has been discovered that career management has a positive and statistically significant influence on organizational performance.

Lydia and Nzulwa (2018) conducted an investigation of the influence of career development programs on employee performance in Kenya, utilizing the National Hospital Insurance Fund as a case study to conduct their research. The Fund's Nairobi offices offered a sample of 120 respondents, which represented 30 percent of the target population, according to the survey. A stratified sampling approach was employed to choose the participants for the study. A questionnaire was used to gather primary information for the study. The results of regression analysis revealed that career development programs were responsible for 34.9 percent of employee performance. According to the results of the research, employee training, career counseling, employee mentoring, and career development all had statistically significant favorable interactions with one another. As a consequence of the results, the research came to the conclusion that career development programs have an influence on employee performance and that the NHIF should put a greater focus on career development programs in order to boost the performance of its employees. Following the report's findings, it is recommended that similar investigations be carried out in other state-owned enterprises other than the National Hospital Insurance Fund. The findings of this study also recommended that

future researchers investigate other factors that influence employee performance that were not addressed in this research.

2.3.4 Succession Planning and Employee Performance

Tunje (2014) looked into the relationship between succession planning techniques and employee performance in Kenya's major media firms. There is a correlation between various succession planning tactics and employee performance, according to the study's findings. Employee happiness is improved by succession planning approaches, which allows employees to stay motivated to perform better at their current job and prevent the prospect of leaving.

Ali (2014) looked into the impact of succession planning on employee performance in Pakistani commercial banks. The goal of this study was to see if there was any empirical evidence of a link between succession planning and employee performance in Pakistani commercial banks. This study utilized a survey to examine a conceptual model in Pakistani commercial banks that integrates succession planning, performance evaluation, and staff performance. A quantitative method entailed gathering empirical information in order to comprehend the influence of research predictors on criteria. Respondents' responses were measured using five-point likert ratings. The questionnaires were completed by 127 banking professionals, with an 85 percent response rate. To see if predictors had an effect on the criterion variable, two hypotheses were explored. ANOVA Table shows a well-fitting model. There was a clear correlation between succession planning, performance review, and employee performance, according to the data.

Eshiteti (2013) investigated how succession planning programs in Kenyan sugar companies influenced staff retention and performance. Employee retention and performance are positively impacted by succession planning initiatives, according to the study. This is due to the fact that it improves employee growth possibilities as well as job happiness, resulting in increased employee performance. A range of efforts, such as mentorship, work rotation, learning, and coaching, were used to make this possible. As a result of various internal organizational tactics being applied, employee satisfaction at work encourages individuals to perform better since they are able to fully utilize their potential.

Chikumbi (2012) conducted study at the Bank of Zambia on talent management and employee retention. In the study's findings, employees are more motivated if they are given realistic objectives, have access to continual learning opportunities, and are encouraged to be innovative. They hope that by improving their individual performance levels, they would be able to retain more of their current employees. Because of this, the company will be able to keep its most productive personnel on board.

Nicholas (2012) looked on the relationship between people management methods, succession planning, and corporate strategy in Kenyan commercial banks. A survey of all banks was conducted by the study team. The research discovered that the companies under investigation have used talent management strategies as part of their growth plan. As a result, personnel management, including succession planning, has been determined to be important in ensuring long-term company continuity. According to the research, succession planning, personnel management, and business strategy are all linked.

Lempaka (2018) looked into the effect of succession planning on employee retention at Kenya Commercial Bank Ltd. The research was carried out in a descriptive approach. The population of the study is made up of KCB bank employees. In December 2017, Kenya Commercial Bank employed 6483 workers on average, down from 7500 the previous year. According to the findings of the study, KCB uses simple succession planning strategies. Employee retention is clearly influenced by succession planning. Employee loyalty is necessary for a company to remain competitive. An organization that has effective staff retention policies reaps several benefits.

2.4 Research Gaps

Various researches on talent management and employee performance have been undertaken. However, as indicated in Table 2.1, these investigations had methodological and contextual shortcomings that this study aims to fill.

Table 2. 1: Summary of Empirical Literature Review and Research Gap

Author (Year)	Title of Study	Methodology	Findings	Knowledge Gaps
Cherai and Busolo (2020)	Attracting top personnel has a positive impact on an organization's performance.	Descriptive research	Attraction of talent is of importance to organizational performance	The study focused on the aspect of organizational performance
Lydia and Nzulwa (2018)	Employee performance and career development initiatives in Kenya, including a case study of the National Hospital Insurance Fund (NHIF).	Descriptive survey	The study found that career development programs have an impact on employee performance, suggesting that the NHIF allocate more resources to these programs in order to increase employee performance.	The study did not look into talent management or employee performance specifically.
Lempaka (2018)	Employee retention and succession planning	Descriptive survey design	According to the findings of the study, KCB uses simple succession planning strategies.	Employee retention was found to have a moderate impact on succession planning, according to the study.
Muthina (2018)	Kenyan commercial state businesses use talent management to improve employee performance.	Talent management is used by Kenyan commercial state firms to improve employee performance.	Talent development has a significant positive impact on staff performance.	The study examined organizational performance rather than employee performance, which was the study's main focus.
Armstrong (2017)	Employee performance and the impact of incentive structures, including a case study of the KPC Kisumu Depot.	Case study design	The study concluded that employees were underpaid and pleased with services such as security, health, housing, and sanitation	The research recommended improving relationships in the firm which is not related to talent management strategies.

Rita, Namusonge and Karanja (2017)	The impact of career management on NSE companies' organizational performance	Descriptive, qualitative and quantitative study	Career management has been found to have a favorable and significant impact on organizational performance as part of talent management.	The research did not look at employee performance as its dependent variable
Rita, Namusonge and Karanja (2017)	The impact of talent acquisition on the organizational performance of companies listed on the Nairobi Securities Exchange	The researchers utilized descriptive and correlation survey research designs.	Attracting top talent explains a lot about a company's performance.	The study examined organizational performance rather than employee performance, which was the study's main focus.
Knott (2016)	Employee performance and the impact of reward strategies	Case study design	The findings indicated that, first, most employees were dissatisfied with their pay, and that it was unclear if the company's present monetary rewards benefited employee performance.	There was no employee performance problem in the research scope. The study found that the employees were very satisfied.
Knott (2016)	In Kenyan real estate, the effects of talent management practices on employee performance firms: A case study of Suraya Property Group Limited	Descriptive survey	There is a statistically significant link between employee training and development and employee performance, according to the research on the impact of training and development on employee performance.	The research focused on real estate firms, which may have different personnel management techniques than government agencies.
Mokaya (2014)	In a sample of industrial enterprises in Cameroon's Litoral	Study adopted cross sectional survey design	Profit sharing has a substantial beneficial influence on employee engagement in	Cross sectional research design gives varying results from descriptive

	Region, the impact of a remuneration system on employee performance was investigated.		manufacturing businesses, according to the data.	research design. In addition the study focused on manufacturing firms.
Mokaya (2014)	The impact of incentives on employee performance at Serena Hotel as an example in hospitality industry	A descriptive survey design was used in this investigation.	Workers' ability, managers' faith in employees, recognition, and employees' perceptions of success all greatly improve employees' performance, according to the research.	The study focused on hospitality industry which may have different talent management strategies from those in state ministries
Tunje (2014)	A case study demonstrating ElectriCo's impact on staff performance.	Quantitative research design	Intrinsic reward, extrinsic reward, and employee performance all have a favorable link, according to the findings.	The study was not done in Kenya and therefore applied different talent management strategies
Tunje (2014)	Employee performance and succession planning practices	Descriptive	There is a correlation between various succession planning tactics and employee performance, according to the study's findings.	The research did not examine specific markers of succession planning.
Ali (2014)	Succession planning and employee's performance	A quantitative approach	Succession planning is linked to performance evaluation, and employee performance.	The study was done in Pakistan. The study was also based on empirical studies
Njanja, Maina, Kibet and Njagi (2013)	Based on KPLC ltd., the Effect of Reward on Employee Performance	Correlation research	The study's findings revealed that monetary bonuses had no impact on employee performance.	The study did not have similar variables like in the current study
Eshiteti (2013)	Programs for succession planning have a positive	Descriptive survey design	The researchers came to the conclusion that succession planning	The study discusses mostly on the aspect of employee

	impact on employee retention and performance.		significantly impacts staff performance.	retention
Chikumbi (2012)	A study of a few commercial banks in the Awka Metropolis to see how incentives affect staff performance.	A descriptive research design was used in this study.	Rewards and employee performance are related, according to the study, and the impact of intrinsic and extrinsic rewards on employee performance varied significantly.	The research was conducted in the banking industry, which may have different talent management techniques than government ministries.
Nicholas (2012)	Kenyan commercial banks' people management methods, succession planning, and corporate strategy are all linked.	Descriptive survey design	According to the findings, the organizations under review implemented talent management tactics as part of their growth strategy. As a result, it has been decided that staff management, particularly succession planning, is critical to guaranteeing long-term firm continuity.	The studies' dependent variable was corporate strategy
Chikumbi (2012)	At the Bank of Zambia, talent management and employee retention are top priorities.	Descriptive survey design	Employees are driven, according to the study, when they are given realistic goals, have access to ongoing learning opportunities, and are encouraged to be creative.	The research was carried out in Zambia and focused on the banking industry.

2.5 Conceptual Framework

Employee performance is the dependent variable, and the conceptual framework depicts the perceived link between the independent variables of compensation, talent attraction, career development, and succession planning and the dependent variable of employee performance.

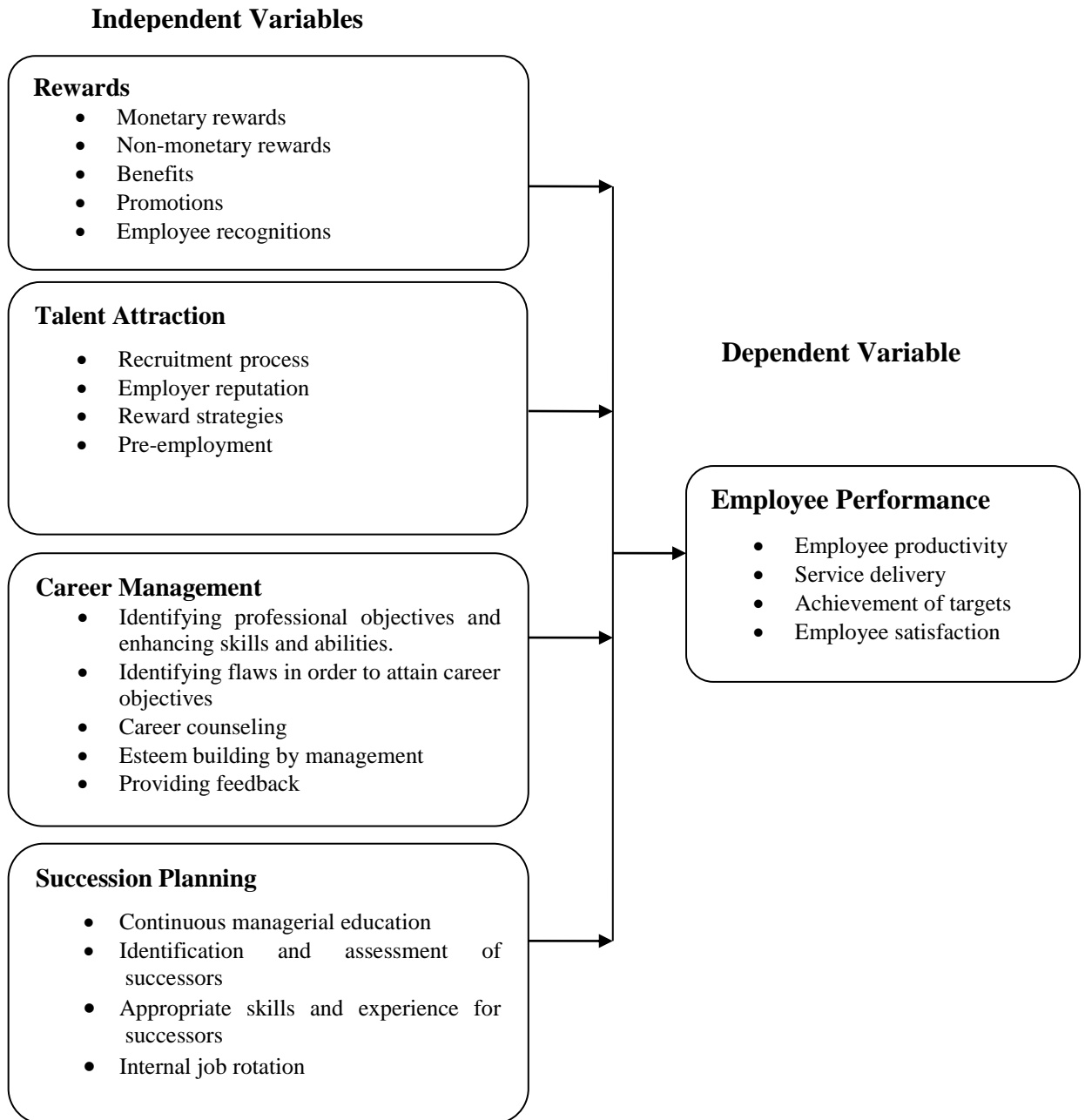


Figure 2.1: Conceptual Framework

Source: Author (2020)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter highlights the methods and procedures used in undertaking the study and establishing conclusions on the effect of talent management on employee performance. It discusses the research design, the target population, sampling design, data collection instruments used, data collection procedures, pilot testing, the data analysis and presentation and ethical considerations.

3.2 Research Design

A research design is the overarching strategy you use to bring all of the study's elements together in a logical and cohesive way, ensuring that the research issue is appropriately addressed; it's the blueprint for data collecting, measurement, and analysis (Gorard, 2013). The features of the variables of interest were determined and characterized using a descriptive research approach in this study. Descriptive research design is a method of obtaining data in order to reply to queries regarding the present rank of the study's topic. This research used an expressive research strategy. This form is very useful for examining the interrelationships between the variables in the conceptual framework (Kumar, 2019). It's analytical, and it typically distinguishes a changeable component or a specific issue and looks into great detail about it.

3.3 Target Population

The target populace is a collection of components or substances that hold the information sought by the researcher (Bresler & Stake, 2017). The target population is the population for which data is sought in statistics. According to Fletcher (2017), a population is a well-defined or studied group of people, elements, services, objects, events, or houses. The study's target population was 332 management people from various levels at the Nairobi headquarters of the Ministry of ICT, Innovation, and Youth Affairs.

Table 3.1: Target Population

	Frequency	Percentage (%)
Management at Top level	89	26.8
Management at Mid-level	106	31.9
Management at Low level	137	41.3
Total	332	100

Source: Ministry of ICT, Innovation, and Youth Affairs (2021)

3.4 Sampling Design

The process of choosing a group of people for research in such a way that the persons picked are representative of the larger population from which they originated is known as sampling (Ledford & Gast, 2018). A stratified random sampling strategy was used to choose the sample. The stratified proportional unsystematic sampling strategy, according to Wiek and Lang (2016), yields more exact estimates of general population characteristics and ensures that a greater representative sample is generated from a suitably similar population. The population was separated into strata based on their research departments. Simple random selection was used to select 175 respondents from each stratum for the investigation. Using Kothari's method, a sample size of 175 was estimated with a 95 percent confidence level and a 0.05 error using the target population

$$n = \frac{z^2 \cdot N \cdot \partial_p^2}{(N - 1)e^2 + z^2 \partial_p^2}$$

of 332. (2004).

Where; n = Scope of the sample,

N = Population size (332),

e = Acceptable error (0.05),

∂_p = the average deviation of the populace (0.5 where unknown),

Z = Standard variate at a confidence level (1.96 at 95% confidence level).

The research enlisted the participation of 175 persons. To assess how the sample is distributed among the targeted respondents, the sampling ratios were determined and then multiplied with the aim populace for the targeted group. As seen in Table 3.2, the ratios used was $175/332=0.527$.

Table 3.2: Sampling Frame

	Frequency	Sampling Ratio	Sample Size
Top level managers	89	0.527	47
Mid-level managers	106	0.527	56
Low level managers	137	0.527	72
Total	332		175

3.5 Data Collection Instrument

Questionnaires were employed to gather the majority of the data for this study. The questionnaire was both structured and unstructured. The questionnaires were chosen because they are simple and time-saving for both the researcher and the subjects. The

Questionnaires contained a number of sub-sections that were sub-divided depending on the primary research topics, with the exception of the initial sub-section (section A), which was created to collect information about the participants' backgrounds, such as gender, age, work experience, and educational level. Other portions of the report go through the study's main points. Questionnaires were great for study because they collect non-observable data by enquiring about people's feelings, intentions, views, achievements, and experiences. The questionnaires were distributed to the sampled population using a drop-and-pick procedure.

3.6 Data Collection Procedures

The investigator was provided with an introduction letter by the institution, which he sent to each stakeholder in order to get the information he required from them. The drop and select technique was chosen for questionnaire administration in order to provide respondents with adequate time to compose meaningful responses. The researcher scheduled a meeting with the respondent corporates at least two days in advance of the survey delivery date to ensure that the surveys were delivered on time. The instruments for the study were delivered to the respondents directly by the researcher. According to Gorard (2013), this enabled the investigator to establish a rapport with the participants, explain the goal of the study, and clarify the meaning of any questions that were unclear.

3.7 Pilot Testing

An effective questionnaire must have high levels of validity and reliability to provide meaningful results. Validity refers to whether or not a questionnaire can be used to test the purpose for which it was designed, while reliability refers to how relevant a questionnaire is to the reason for which it was designed. Pilot testing is the process of putting the research questions to the test on a different study group that has characteristics that are comparable to those of the group being researched (Bryman & Bell, 2011). Sixteen questionnaires were administered to the defendants in the experimental investigation, who were selected in an ad hoc manner. Afterward, the same individuals were asked to complete the same surveys without being notified of the results of the first survey, in order to determine whether there was a difference in responses between the first and second surveys. This is significant in the study procedure because it assisted in identifying and correcting any unclear queries or directions that were encountered. It was also an excellent opportunity to solicit feedback and ideas from a critical audience. This contributed to the improvement of the instrument's efficiency.

This procedure was repeated several times until the researcher were satisfied that the instrument contained no variances or ambiguities.

3.7.1 Validity of Data Collection Instrument

According to Taherdoost (2016), the validity of a study's findings is determined by the accuracy and relevance of the conclusions drawn from the study's findings. As part of the pilot research, one of the primary objectives was to ensure that the questionnaire questions were legitimate. The validity of the questionnaires was determined by the researchers using content validity. In order to determine whether or not a large number of items that are similar to those on the exam are legitimate, the exam results must be used (Wang, 2015).

It entailed accurately analyzing the research variables and ideas in the manner in which they were intended to be examined through the matching of the questions. The researcher enlisted the assistance of colleagues who were also conducting research, as well as experts, to ensure that the questionnaire's content was legitimate (Kumar, 2019). In addition, to validate the questionnaire, the researcher enlisted the assistance of others who had completed successful research projects, as well as supervisors and other university professors.

3.7.2 Reliability of Data Collection Instrument

Pilot testing refers to testing the questions in the questionnaires with a population not targeted in this study but having the same features as the targeted population in the current study (Kumar, 2019). The researcher distributed 17 questionnaires randomly and after a day the same researcher requested the same respondents to answer the same questionnaires without any notification so as to make sure that the responses are valid. This is a significant process since it helped in identifying and correcting the questions which are vague and not clear. It also presented a chance of capturing the significant views and recommendations of the respondents. This assisted in enhancing the instrument efficiency. The same process was done again and again up to when the researcher was sure that the research tool was not vague.

The reliability of a research tool is the extent of generating the same findings on different occasions under similar situations or circumstances (Fowler, 2013). The basis of Reliability is the repeatability of the study findings. 17 respondents randomly selected were issued with questionnaires and the opinions they gave were utilized in checking the

research tool reliability. Cronbach alpha (α) of 0.7 or more was used in assessing the variables' reliability (Taherdoost, 2016).

3.8 Data Analysis and Presentation

Consistent with the study's objectives, data from the field was filtered, analyzed, and cleaned. The data was then coded, entered into statistical software, and assessed (SPSS Version 25.0). To evaluate quantitative data, descriptive statistics were utilized. The study calculated percentages, frequencies, averages, and standard deviation. The procedure of thematic analysis included the establishment of themes related to the research variables. This was done with the qualitative data supplied by the questionnaire's open-ended sections. The findings were presented in tables.

Multiple regression examination was employed in the examination of inferential data. The association amid the self-determining and determining variables was determined using a multivariate regression analysis model. In the multiple regression model, the equation below is widely employed;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where: Y = Employee performance

β_0 = Constant Stint

$\beta_1, \beta_2, \beta_3$ and β_4 = Beta factors

X_1 = rewards

X_2 = talent attraction

X_3 = career organization

X_4 = succession planning

ε = Error stint

3.9 Ethical Considerations

In respect to the rights of people who became subjects of the study or were impacted by it, the researcher observed the following norms of behavior: the participants were first given a letter notifying them of the study's objective and the confidentiality of the data collected, allowing them to give informed permission. After consent was gained, participants had the option to withdraw or refuse to engage in various aspects of the study, including the opportunity to refuse to respond to any query or set of queries and/or submit any information asked for, as well as the option to delete data they had already submitted.

The researcher took care to guarantee that no one was forced to participate in the study, and he tried to get the information with the least amount of time and resources possible. Second, quantitative research approaches were utilized to ensure objectivity, trustworthiness, and individuality of the investigator. During the research, the investigator guaranteed that study principles were followed. Contribution to the research was purely charitable. Confidentiality and privacy were upheld as well. The contributors were knowledgeable of the research's objectives, and they were guaranteed that the information they provided would only be used for academic purposes.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This part presents the findings of the research, which were drawn from information gathered by questionnaires. The subsections included demographic data as well as respondents' thoughts on talent management and employee performance at the Ministry of ICT, Innovation, and Youth Affairs in Nairobi County, Kenya. The aggregated opinions of the respondents were displayed in tables.

4.1.1 Response Rate

The researcher administered 175 questionnaires but only 134 were returned fully filled. According to Appleby (2014), this resulted in a 76.6 percent return rate, which is in the mandated important answer rate for statistical examination, which is set at least 50%.

Table 4.1: Response Rate

	Frequency	Response Rate
Response	134	76.6
Non-response	41	23.4
Total	175	100.0

4.1.2 Reliability Analysis

Cronbach's Alpha, a tool for identifying whether or not certain items on a scale assess the same notion, was used to conduct a reliability analysis (Eshiteti, 2013). Table 4.2 summarizes the findings.

Table 4.2: Reliability Analysis

	Alpha value	Comments
Rewards	0.768	Reliable
Talent attraction	0.886	Reliable
Career management	0.702	Reliable
Succession planning	0.773	Reliable
Employee performance	0.792	Reliable

As indicated in Table 4.2, the Cronbach Alpha for each purpose revealed that all of the five non-constants were dependable because their dependability figures surpassed the specified verge of 0.7. That is, rewards (0.768), talent attraction (0.886), career management (0.702), succession planning (0.773) and employee performance (0.792).

As a result, the research apparatus was determined to be reliable, and no modifications were required.

4.1.3 Validity Analysis

Investigative issue examination was used to determine the questionnaire's concept rationality. The factors that explain the most variance among the variables should be used to represent the fundamental concepts. The rationality test outcomes are shown in Table 4.3.

Table 4.3: Component Matrix

	Component					
	1	2	3	4	5	6
Monetary rewards	.687	.099	.534	.111	.020	.198
Non-monetary rewards	.847	.272	.129	.114	.182	.030
Promotions	.927	.132	.014	.114	.144	.059
Employee recognitions	.887	.303	.069	.113	.043	.147
Recruitment process is fair	.925	.142	.075	.100	.054	.016
Employer reputation	.884	.218	.174	.028	.008	.105
Attractive benefits offer	.211	.141	.488	.130	.538	.089
Competitive total reward strategy	.534	.560	.157	.116	.042	.192
Attractive compensation package	.074	.001	.242	.513	.239	.753
Identifying career goals, developing skills and strengths	.905	.198	.152	.137	.011	.064
Identifying weaknesses to achieve career goals	.929	.015	.094	.133	.036	.064
Career counseling	.847	.141	.037	.258	.221	.085
Esteem building by management	.411	.412	.567	.065	.225	.216
Providing feedback	.905	.129	.022	.149	.070	.083
Continuous managerial education	.032	.860	.225	.229	.094	.019
Identification and assessment of successors	.328	.064	.242	.209	.674	.108
Appropriate skills and experience for successors	.057	.253	.706	.355	.369	.063
Internal job rotation	.830	.070	.023	.212	.227	.020
Employee productivity	.935	.098	.045	.127	.050	.099
Service delivery	.117	.297	.488	.187	.234	.080
Achievement of targets	.847	.221	.140	.010	.042	.102
Skill competence	.018	.097	.122	.761	.103	.447
Employee satisfaction	.887	.201	.045	.250	.009	.026

Withdrawal Method: Main Component Examination.

a. 6 components removed.

The metrics that come under each of the 6 key extracted variables were determined based on the validity test findings. The 23 parameters were examined and assigned to among the six elements based on the proportion of changeability clarified by each factor's overall variability. All of the variable's parameters showed excellent construct validity based on the factor analysis, as they all above the mandated a 0.40 threshold (Rothwell & Kazanas, 2013).

4.2 Demographic Information

The investigator desired to determine if the people who filled out the surveys were qualified to do so. The respondents were asked to identify their peak academic requirement and also the number of years they had worked for the Ministry of Information, Communications, and Technology, Innovation, and Youth Affairs.

4.2.1 Highest Academic Qualification

The participants were asked to state their highest academic achievement level. Table 4.4 contains their responses.

Table 4.4: Highest Academic Qualification

	Frequency	Percent
Diploma	39	29.1
Bachelor's degree	64	48.1
Post graduate	31	22.8
Total	134	100

It was found out that 48.1 percent of respondents had a bachelor's degree, 29.1 percent have a diploma, and 22.8 percent have a postgraduate degree. This confirms that all of the defendants have the appropriate academic qualifications to comprehend and accurately answer the questions in the surveys. As a result, the researcher was able to collect reliable information.

4.2.2 Years of Service at Ministry of ICT, Innovation and Youth Affairs

The researcher also wanted to know how long respondents had worked for the Ministry of Information Communications Technology, Innovation, and Youth Affairs. As a result, respondents were asked how long they had worked for the Ministry of ICT, Innovation, and Youth Affairs, and their answers are presented in Table 4.5.

Table 4.5: Years Served in Ministry of ICT, Innovation and Youth Affairs

	Frequency	Percent
Less than 5 years	5	3.8
5 – 10 years	34	25.3
11 – 15 years	8	6.3
16 – 20 years	61	45.6
Over 20 years	25	19
Total	134	100

The majority of respondents (45.6 percent) had worked at the Ministry of ICT, Innovation, and Youth Affairs for sixteen to twenty years, according to data on years of service. Furthermore, 25.3 percent of defendants had obliged for five to ten years, 19 percent for over twenty years, and 3.8 percent for below five years. This demonstrates that the widely held number of defendants have spent enough time in the Ministry of ICT, Innovation, and Youth Affairs to be able to answer questions about talent management and its impact on employee performance.

4.3 Rewards

In the Ministry of ICT, Innovation, and Youth Affairs, the researcher wanted to see if rewards had an impact on staff performance.

4.3.1 Extent of Rewards Effect on Employee Performance

The investigator enquired from defendants to rate the influence of rewards on employee performance at the Department of Innovation, Youth Affairs and ICT. Table 4.6 summarizes the results.

Table 4.6: Extent of Rewards Effect on Employee Performance

	Frequency	Percent
Little extent	14	10.1
Moderate extent	19	13.9
Great extent	70	51.9
Very great extent	32	24.1
Total	134	100.0

Rewards have a significant impact on employee performance in the Ministry of ICT, Innovation, and Youth Affairs, according to the study's findings, with 51.9 percent indicating a large impact, 24.1 percent indicating a very large impact, 13.9 percent indicating a moderate impact, and 10.1 percent indicating a small impact. Rewards have a considerable impact on employee performance in the Ministry of ICT, Innovation, and Youth Affairs, according to the data. Extrinsic rewards that boost employee performance include salaries and earnings, paid vacations, paid leave, travel allowances, and bonuses, according to Mokaya (2014).

4.3.2 Extent of Rewards Aspects Effect on Employee Performance

Respondents were also asked to rate the influence of numerous components of rewards on employee performance at the Department of Innovation, Youth Affairs and ICT. The outcomes of their responses are shown in Table 4.7.

Table 4.7: Extent of Rewards Aspects Effect on Employee Performance

	Mean	Std. Dev.
Monetary rewards	4.0253	.5768
Non-monetary rewards	3.5823	.6526
Promotions	2.1139	1.0620
Employee recognitions	2.0000	.8165

Employee performance at the Ministry of ICT, Innovation, and Youth Affairs is affected by monetary rewards (mean score of 4.0253) as well as non-monetary rewards (mean score of 3.5823), according to the data. Promotions (averaging 2.1139) and employee recognition (averaging 2.0000) also had a slight impact on employee performance in the Ministry of ICT, Innovation, and Youth Affairs, according to respondents. This agrees with Mokaya (2014), who claims that profit sharing has a significant positive impact on employee commitment in industrial businesses; flat rate systems have a significant negative impact on employee work values in industrial businesses, but collective bargaining incentive systems have a significant positive impact on staff cohesion.

Officers who perform well are rewarded, are typically motivated, and ready to operate under minimum supervision, according to respondents in Nairobi County's Department of Innovation, Youth Affairs and ICT. Rewards affect performance positively by boosting morale of employees requiring in higher levels of job performance, rewarding employees by giving a better salary improves performance, efficiency and effectiveness, it motivates and encourages diligent and hard work, rewards positively and encourages staff to improve on their performance of duties in punctuality, satisfaction, justifications and job subscription.

4.4 Talent Attraction

In the Ministry of ICT, Innovation, and Youth Affairs, the researcher also wanted to know how talent attraction affects employee performance.

4.4.1 Extent of Talent Attraction Effect on Employee Performance

In addition, the researcher questioned respondents in the Ministry of ICT, Innovation, and Youth Affairs to rate the impact of talent attraction on employee performance. Their responses are listed in Table 4.8.

Table 4.8: Extent of Talent attraction Effect on Employee Performance

	Frequency	Percent
Little extent	12	8.9
Moderate extent	51	38
Great extent	53	39.2
Very great extent	19	13.9
Total	134	100

According to the data, talent attraction has a major impact on employee performance in the Ministry of ICT, Innovation, and Youth Affairs, as indicated by 39.2 percent, a moderate impact on 38 percent, a very large impact on 13.9 percent, and a minor impact on 8.9 percent. This indicates how talent attraction has a significant impact on the Ministry of ICT, Innovation, and Youth Affairs' employee performance. This is in line with Rita, Namusonge and Karanja (2017), who assert that talent attraction is statistically important in explanation of the success of publicly traded businesses.

4.4.2 Extent of Talent attraction Aspects Effect on Employee Performance

Respondents in the Ministry of ICT, Innovation, and Youth Affairs were also asked to estimate the impact of specific talent attraction variables on employee performance. Table 4.9 has the responses.

Table 4.9: Extent of Talent attraction Aspects Effect on Employee Performance

	Mean	Std. Dev.
Recruitment process is fair	3.8734	.8824
Employer reputation	2.7722	.4221
Attractive benefits offer	3.9873	.8396
Competitive total reward strategy	4.1899	.6420
Attractive compensation package	4.0253	.8002

According to the findings, a competitive total reward strategy with a mean score of 4.1899, an attractive compensation package with a mean of 4.0253, and attractive benefits offer with a mean of 3.9873 all have a great influence. In the Ministry of ICT, Innovation, and Youth Affairs, this has had a substantial impact on employee performance. Furthermore, respondents claimed that a fair recruitment process had a considerable impact on employee performance in the Ministry of ICT, Innovation, and Youth Affairs, as evidenced by an average of 3.8734. Employer reputation, as assessed by an average of 2.7722, had a minimal impact on employee performance, according to respondents at the Department of Innovation, Youth Affairs and ICT. This is consistent with Muthina (2018) who stated that talent development improves the performance of Kenyans employed by Commercial State Corporations. Talent management activities that were well-designed in the businesses examined increased employee performance, they made sure that talent development and organizational strategy were in sync, for successful talent development, they established in-house development programs and they developed excellent talent development strategies through line manager coaching.

Regarding how talent attraction affect performance of an employee in the Department of Innovation, Youth Affairs and ICT, the respondents opined that through talent attraction the ministry is able to tap the available talents which could help nature the talents of employees, talent attraction builds on confidence of employee and as a result improves of performance, employees are able to showcase their talent and encourage others to become better, it gives confidence and competence in work performance, one is supposed to be placed where he/she is good at to be able to deliver good results, talent attraction affects performance by retaining top talent which improves the ministry's culture, it has made the ministry more innovative, employees with ICT talents perform better given that the Ministry is expert oriented, by attracting talent during hiring, an organization is placing itself in higher performance by the employees since their skills and talent to work improves productivity and also it ensures that employees enjoy what they do and therefore are creative enough to ensure productivity.

4.5 Career Management

In the Ministry of ICT, Innovation, Youth Affairs, the researcher wanted to see how career management affects employee performance.

4.5.1 Extent of Career Management Effect Employees Performance in the Ministry of ICT, Innovation and Youth Affairs

In the Ministry of ICT, Innovation, Youth Affairs, respondents were requested to comment on the degree to which career management impacts on employee performance. Table 4.10 summarizes the findings.

Table 4.10: Extent of Career management Effect the Employees Performance

	Frequency	Percent
Little extent	19	13.9
Moderate extent	15	11.4
Great extent	78	58.2
Very great extent	22	16.5
Total	134	100

According to the outcomes, career management has an important influence on employee performance in the Ministry of ICT, Innovation, and Youth Affairs, with 58.2 percent indicating a large impact, 16.5 percent indicating a very large impact, 13.9 percent indicating a small impact, and 11.4 percent indicating a moderate impact. This reveals that career management has a major impact on employee performance at the Department of Innovation, Youth Affairs and ICT. These findings are similar to those of Knott (2016), who discovered a statistically significant link between staff development and performance.

4.5.2 Extent of Aspects of Career management Effect on Employee Performance

Respondents were also asked about the impact of career management on employee performance at the Department of Innovation, Youth Affairs and ICT. As seen in Table 4.11, their collective views were summed together.

Table 4.11: Extent of Aspects of Career management Effect on Employee Performance

	Mean	Std. Dev.
Recognizing career aims, growing skills and strengths	4.0380	.6293
Recognizing weaknesses to attain career aims	2.1013	.3036
Career counseling	3.9494	.7663
Providing feedback	3.0886	.9085

According to the study's findings, defining professional objectives, developing skills and strengths (a mean of 4.0380), and career counseling (a mean of 3.9494) have a significant impact on employee performance at the Ministry of ICT, Innovation, Youth Affairs. However, respondents observed that providing feedback, as demonstrated by a mean of 3.0886, has a moderate impact on employee performance at the Ministry of ICT, Innovation, and Youth Affairs, whereas recognizing shortcomings to achieve career objectives, as demonstrated by a mean of 2.1013, has a minor impact. Lydia and Nzulwa (2018) found a statistically significant beneficial link between employee training, career counseling, employee mentorship, and career progression on employee performance. Furthermore, when asked how career management affects an employee's performance in Ministry of ICT, Innovation, Youth Affairs, Nairobi County, Kenya respondents stated that guiding employees on their career growth and development improves productivity and promotion, determines work output and career passion, assists employees in moving into roles where their skills are best suited and their aspirations are best met, Career management influences performance by retaining highly skilled employees, allowing the organization to meet its objectives. It helps in developing employee skills and also identifying his/her strength and weakness, career management boosts employee morale, creates confidence as well as loyalty thus improving on the performance of the employee, it gives an employee an insight of what is expected of him/her in terms of career progression thereby implementing the skills, knowledge while performing duties under discipline he/she is undertaking in the organization thus improving performance. However, they intimated that training opportunities for career progression is underfunded officers training is more often on own initiative and resources and it encourages or discourages employee based on how often it is done.

4.6 Succession Planning

The researcher wanted to see how succession planning affected employee performance at the Ministry of ICT, Innovation, and Youth Affairs.

4.6.1 Extent of Succession planning Effect on Employee Performance

Defendants were requested to rate the impact of succession planning on employee performance at the Department of Innovation, Youth Affairs and ICT. Table 4.12 shows the results of the poll.

Table 4.12: Extent of Succession planning Effect on Employee Performance

	Frequency	Percent
Little extent	20	15.2
Moderate extent	22	16.5
Great extent	63	46.8
Very great extent	29	21.5
Total	134	100

According to the respondents, succession planning has a significant impact on employee performance (46.8%), a very significant impact (21.5%), a moderate impact (16.5%), and a little impact (15.2%). This demonstrates how succession planning affects staff performance in the Ministry of ICT, Innovation and Youth Affairs. These findings agree with those of Ali (2014), who discovered a link between succession planning, performance evaluation, and employee performance.

4.6.2 Extent of Succession Planning Aspects Effect on Employee performance in the Ministry of ICT, Innovation and Youth Affairs

In addition, respondents in the Ministry of ICT, Innovation and Youth Affairs were asked to indicate how much certain aspects of succession planning influence employee performance. Table 4.13 shows their responses.

Table 4.13: Extent of Succession planning Aspects Effect on Employee Performance

	Mean	Std. Dev.
Continuous managerial education	3.6962	.8375
Identification and assessment of successors	3.9873	.7070
Appropriate skills and experience for successors	2.1646	.8977
Internal job rotation	4.4177	.8103

Internal job rotation, as demonstrated by a mean of 4.4177, has a significant impact on employee performance in the Ministry of ICT, Innovation and Youth Affairs, according to the data. Furthermore, respondents reported that identifying and evaluating successors, as demonstrated by average of 3.9873, and continuing organization education, as demonstrated by an average of 3.6962, had a significant impact on staff performance in the Ministry of ICT, Innovation and Youth Affairs. Furthermore, respondents indicated that appropriate skills and experience for successors, as demonstrated by a mean of

2.1646, has a minor impact on employee performance at the Ministry of ICT, Innovation and Youth Affairs. According to Eshiteti (2013), succession planning programs have a significant impact on employee retention and performance. This is because it improves employee growth opportunities as well as job satisfaction, resulting in increased employee performance. This was made possible by the implementation of a number of initiatives, including mentorship, job rotation, learning, and coaching. Employee happiness at work, as a result of various internal organizational strategies in place, enables individuals to perform better because they are able to fully utilize their potential. On how succession planning affect performance of an employee in the Ministry of ICT, Innovation and Youth Affairs in Nairobi County, the respondents indicated that clear transition and job flow is guaranteed, it will create a gap whereby certain talents and skills will be lost hence the remaining employees will overwhelmed with tasks, thus not meeting targets which translates to poor performance, it helps in the career growth of the employee to transition from one job group to another, leaderships role are easily filled as senior executives retires, employees are well placed according to their skills, identifying the right talents and training them to prepare them take higher positions boost performance, it ensures there is a smooth and systematic transition in leadership of an organization, this helps organization create a pool of qualified candidates and help MOICT have a future plan and work continuity, it encourages employees to go for refresher courses and other related courses that pertain to promotion, succession planning will positively impact the performance of an employee as it will give a clear direction and road map on his /her progression, succession planning ensures employees have a clear focus on their next career step and motivates them and succession planning improves the performance of employees since there is no gap left due to continuous mentorship / training of junior officers. However, others felt it is only effective succession plan that has helped the organization to meet the desire objective or else there has been laxity in providing framework for replacement of key employees in future and intimated that a lot must be done to train staff who does not have the required opportunities in job evaluate and qualifications.

4.7 Employee Performance in the Ministry of ICT, Innovation and Youth Affairs for the Last Five Years

Finally, defendants were requested to provide feedback on the five-year tendency of several features of employee performance at the Ministry of Information,

Communications, Innovation, and Youth Affairs. Their points of view were evaluated, synthesized, and presented in Table 4.14.

Table 4.14: Trend of various Aspects of Employee performance in the Ministry of ICT, Innovation and Youth Affairs for the Last Five Years

	Mean	Std. Dev.
Employee productivity	4.3165	.6707
Service delivery	3.6203	.7562
Achievement of targets	2.5570	.6933
Employee satisfaction	3.1899	.8782

According to the study's findings, staff productivity, as measured by a mean of 4.3165, and service delivery, as measured by a mean of 3.6203, have both enhanced over the previous five years. According to the defendants, employee happiness, as measured by a mean of 3.1899, and target productivity, as measured by an average of 2.5570, have been consistent over the previous five years.

4.8 Inferential Statistics

To determine the measureable significance of the information, correlations and regression techniques were used to discover relationships and predictions among variables.

4.8.1 Pearson's Product Moment Correlation

Pearson's Moment Correlation coefficients were calculated for all changeable in the sample to determine how they are connected. Table 4.15 summarizes the findings.

Table 4.15: Correlation Matrix

		Employee performance.	Rewards	Talent attraction	Career management	Succession planning
Employee performance.	Pearson Correlation	1				
	Sig. (2-tailed)	.				
Rewards	Pearson Correlation	.701	1			
	Sig. (2-tailed)	.019	.			
Talent attraction	Pearson Correlation	.765	.522	1		
	Sig. (2-tailed)	.001	.017	.		
Career management	Pearson Correlation	.711	.742	.587	1	
	Sig. (2-tailed)	.018	.013	.018	.	
Succession planning	Pearson Correlation	.799	.543	.723	.521	1
	Sig. (2-tailed)	.016	.008	.003	.016	.

Table 4.15 shows that there is a substantial, positive, and important relationship amid rewards and employee performance (p value=0.019, r = 0.701). The study also discovers a positive and important association amid talent attraction and employee performance (r=0.765, p value=0.001). Furthermore, the study discovers a positive and important association between career management and employee performance (r=0.711, p value=0.018). Finally, the study discovered a very sturdy, favorable, and important relationship amid succession planning and employee performance. (p = 0.016, r = 0.799) This means that all of the factors were related to employee performance in a favorable and substantial way. These findings are consistent with Nicholas's (2012) conclusions that talent management, including succession planning, is important for long-term company continuity.

4.8.2 Regression Analysis

The investigator used a multiple linear regression (MLR) prototype in the Ministry of ICT, Innovation and Youth Affairs to assess the combined influence of talent management on employee performance.

Table 4.16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.862	0.744	0.730	0.739

According to an accustomed R square of 0.730, the sovereign factors used in the research (rewards, talent attraction, career management, and succession planning) accounted for 73 percent of the differences in staff productivity. The test prototype was unable to explain 27 percent of the variation in employee performance. As a result, more research is required to identify the additional factors that influence employee performance. These findings are consistent with Oladapo (2014), who believes that one of the ways for businesses to outperform the competition and improve performance is to resource talent. Martin (2015) also stated that as the demand for skilled workers has increased, talent management has become increasingly important for businesses.

Table 4.17: ANOVA Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	121.946	4	30.487	93.595	3.55E-37
	Residual	42.019	129	0.326		
	Total	163.965	133			

Based on the data, the Test model's possibility rate was 0.000, and F-calculated was 53.690. Because the p-value was under 0.05 and F-calculated was more than F-critical, which was 2.49, the general test prototype was important in forecasting the influences of talent management and employee performance in the Ministry. According to Martin (2015), talent management has evolved into a critical component of the human resource department for businesses seeking to establish, strengthen, or maintain a competitive advantage over their competitors.

Table 4.18: Unstandardized and Standardized Regression Coefficients

	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	1.236	0.255		4.847	.000
Rewards	0.723	0.293	0.701	2.464	.018
Talent attraction	0.789	0.142	0.765	5.479	.000
Career management	0.731	0.239	0.712	3.067	.004
Succession planning	0.824	0.281	0.793	2.861	.007

From the research outcomes, the subsequent reversion equation was: -

$$Y=1.236 + 0.723X_1 + 0.789X_2 + 0.731X_3 + 0.824X_4$$

Employee performance in the Ministry of ICT, Innovation, and Youth Affairs was calculated to be 1.236 if all talent management was kept constant. Furthermore, assuming all other components of talent management remain unchanged, an increase in rewards would boost employee performance by 0.723 percent at the Department of Innovation, Youth Affairs and ICT. Because the p-value (0.018) was less than 0.05, this variable was judged to be significant. These data support Tunje's (2014) assertion that there is a link between extrinsic and intrinsic rewards, as well as employee performance. Knott (2016) also discovered that the firm's non-monetary rewards were well-received and had a positive impact on staff performance. It was also discovered that the company's promotion programs were helpful in increasing employee performance.

Keeping all other elements of talent management at zero, a unit change in talent attraction results in a 0.789-unit alteration in employee performance at the Department of Innovation, Youth Affairs and ICT. This adjustable was deemed important since the p-value (0.000) was below 0.05. This is consistent with the findings of Cherai and Busolo (2020), who contend that talent attraction has a positive impact on hotel performance in the South Rift Region.

Furthermore, the researcher discovered that an increase in career management holding increases employee performance by 0.731 in the Ministry of ICT, Innovation and Youth Affairs. This variable is significant because the p-value (0.004) was less than 0.05. This is consistent with the findings of Knott (2016), who discovered a statistically significant relationship between staff development and performance. The majority of respondents

believed that systematic training is critical for improving employee performance, and that a good work environment that encourages employee innovation is also critical for improving employee performance. According to Rita, Namusonge and Karanja (2017), career management, as a component of talent organization, has an positive and important influence on organizational productivity.

Furthermore, the research found that increasing succession planning would boost employee performance by 0.824 in the Ministry of ICT, Innovation, and Youth Affairs if all other components of talent management remained constant at zero. Because the p-value (0.007) was less than 0.05, this variable is significant. This is consistent with Tunje (2014)'s claim that there is a constructive association amongst succession preparation procedures and employee performance. According to the findings, succession planning techniques improve employee happiness, which allows employees to stay motivated to perform better at their current job and avoid the possibility of leaving.

Overall, the researcher discovered that succession planning, talent attraction, and career management had the greatest influence on performance of employee at the Ministry of ICT, Innovation and Youth Affairs, while rewards had the least. All of the variables were statistically important.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section reviews the outcomes gathered in accordance with the study's objectives. Following that, conclusions and recommendations were developed based on the research objectives.

5.2 Summary of the Findings

The aim of the research was to determine the effect of rewards on employee performance in the Ministry of ICT, Innovation and Youth Affairs in Nairobi County, Kenya. The research discovered that rewards have a significant impact on employee performance in the Ministry of ICT, Innovation and Youth Affairs. The research found that both monetary and non-monetary rewards have a significant impact on employee performance in the Ministry of ICT, Innovation and Youth Affairs. Furthermore, the research discovered that promotions and employee recognitions have a minor impact on employee performance in the Ministry of ICT, Innovation and Youth Affairs.

The research also aimed to determine how much talent attraction influences employee performance in the Ministry of ICT, Innovation and Youth Affairs. The Ministry of ICT, Innovation, and Youth Affairs' performance of employee was clearly influenced by talent attraction. A competitive total reward strategy, an attractive compensation package, and an attractive benefits package have a significant impact on employee performance in the Ministry of ICT, Innovation and Youth Affairs, according to the research. Furthermore, the research found that a fair recruitment process has an important influence on productivity of employee in the Ministry of ICT, Innovation and Youth Affairs. According to the research, defendants in the Ministry of ICT, Innovation, and Youth Affairs showed that employer reputation has a moderate impact on performance of employee.

The purpose of the research was to define the effect of career management of the employee performance in the Ministry of ICT, Innovation and Youth Affairs. In the Ministry of ICT, Innovation, and Youth Affairs, it was discovered that career management has a significant impact on performance of employee. This demonstrated that recognizing career aims, gathering skills and strong points, and providing career counseling have a significant impact on employee performance in the Ministry of ICT,

Innovation and Youth Affairs. Nevertheless, providing feedback moderately affected employees performance Ministry of ICT, Innovation and Youth Affairs while identifying weaknesses to achieve career goals lightly affected the Employee performance in the Ministry of ICT, Innovation and Youth Affairs.

The purpose of the research was to define the effect of succession planning on employee performance in the Ministry of ICT, Innovation and Youth Affairs. It was discovered that succession planning has a significant impact on employee performance in the Ministry of ICT, Innovation and Youth Affairs. The research discovered that internal job rotation has a significant impact on performance of employees at the Ministry of ICT, Innovation and Technology. Further the research found that identification and assessment of successors and continuous managerial education affects the employee performance in the Ministry of ICT, Innovation and Youth Affairs greatly. Moreover, the research revealed that appropriate skills and experience for successors affects the employee performance in the Ministry of ICT, Innovation and Youth Affairs.

5.3 Conclusion

The research finalized that rewards have a positive, significant, and large impact on employee staff in the Ministry of ICT, Innovation and Youth Affairs. This was due to the significant impact of financial and non-financial rewards on employee performance in the Ministry of ICT, Innovation, and Youth Affairs, as well as the minor impact of promotions and employee recognitions on performance of the employee

The research also found that talent attraction has a positive and significant influence on productivity of the employee at the Ministry of ICT, Innovation and Youth Affairs. This was attributed to the significant impact of a competitive total reward strategy; an attractive compensation package and attractive benefits package; and a fair recruitment process.

The research also concluded that employee performance in the Ministry of ICT, Innovation, and Youth Affairs is greatly influenced by career advancement. Recognizing career objectives, increasing skills and strong points, and career counseling were found to have a significant impact on employee performance in the Ministry of ICT, Innovation, and Youth Affairs.

Furthermore, the research concluded that succession planning has a positive, significant, and large impact on employee performance in the Ministry of ICT, Innovation and Youth

Affairs. This was attributed to the significant impact of internal job rotation, successor identification and assessment, and continuous managerial education.

Finally, the research concluded that succession planning had the greatest impact on employee performance in the Ministry of ICT, Innovation, and Youth Affairs, followed by talent attraction and career management, while rewards had the least impact.

5.4 Recommendations

According to the data and conclusions reached, the research advises that government ministries' incentive programs be competitive, since awards have been proven to be essential in attaining the organizations' goals and objectives. The ministries should also provide adequate and sufficient non-financial rewards to its staff, such as rewards, recognition, and research leave. To improve job stability, employees should be provided greater retirement benefits. This will encourage employees to work harder in order to meet their goals. Individual objectives should be set for employees, productivity should be assessed quarterly, and employees should be appraised at the end of the year with top performers being rewarded.

In terms of talent attraction, the research suggests that ministry managers recognize that employing and emerging talented workers is critical to achieving their goals, implying that managers should seek employees with the skills and abilities to make a significant contribution to their teams. As a result, the research suggests that businesses should comprehend the idea of talent management in order to properly harness and exploit intangible assets acquired during talent acquisition. Talented employees should be recognized so that their abilities are not wasted, and the talent acquisition process should be thoroughly scrutinized.

A strategic approach to training and development should be used in favor of the current tactical strategy, according to the findings of the study, which places an emphasis on long-term objectives and an organizational-wide viewpoint. Employees' understanding of compliance program operation, particular laws and regulations that influence a company, and the repercussions of noncompliance to both the organization and the person should be enhanced via strategic training and development. This will result in improved performance in both the long and short term by fostering high stages of competencies, capabilities, information, and skill expansion. The ministry should improve on funding of training opportunities for career progression to avoid officers training being on own initiative and resources which discourages employee based on how often it is done. The

research also suggests that all employees should have access to training plans and career routes. Employees should be motivated to work harder via appropriate training, which will increase their retention. All employees should have access to scholarships and sponsorships.

The research further recommends the ministry should organize career counseling sessions for all employees. The ministries should have formal succession planning framework to retain and acquire new talents and skills that would help the organization performance. This will get rid of the current laxity in providing framework for replacement of key employees in future. A lot must be done to train staff who does not have the required opportunities in job evaluate and qualifications. Also, there is need to advertise for senior positions internally before externally advertising them. In order to tap and utilize employees' full potential, roles should be assigned based on their talents and abilities. This will improve employee professionalism, creativity, innovation, and the quality of their work.

5.5 Recommendations for Further Research

According to the report, a comparable research should be conducted in state companies other than ministries. This research also recommended that future researchers investigate additional factors that influence employee performance that were not talked about in this research.

Because this research was limited to the Ministry of ICT, Innovation, and Youth Affairs, an additional research founded on other Kenyan government ministries should be conducted to determine the impact of talent management on employee performance.

More investigation is needed to define the influence of management of talent on the performance of Kenyan county governments. These organizations are also vital to Kenya's economic development. Because they were established less than five years prior to the date of this research, there has been little research.

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APPENDICES

Appendix I: Letter of Introduction

Dear Respondent,

I am a Masters Student in Business Administration from Kenyatta University in Kenya. I am conducting a research on the **TALENT MANAGEMENT AND EMPLOYEE PERFORMANCE AT THE MINISTRY OF ICT, INNOVATION AND YOUTH AFFAIRS IN NAIROBI COUNTY, KENYA**. The questionnaire's sole purpose is to collect information for educational purposes.

Please keep in mind that participation in this activity is entirely voluntary, and there will be no personal benefits or rewards for doing so. All information you provide will be kept strictly confidential and will only be used to collect data for research purposes.

Thanking you in advance for your cooperation.

Yours sincerely,

LYDIA ROTICH

Appendix II: Research Questionnaire

Kindly complete the fields below with your personal information. Please select just one option.

SECTION A: BACKGROUND INFORMATION

1. What is your level of education?
 Secondary school () Diploma () Bachelor’s degree ()
 Post graduate ()
2. How long have you been in the organization?
 Less than 5 years () 5 – 10 years () 11 – 15 years ()
 16 – 20 years () Over 20 years ()

SECTION B: REWARDS

3. To what extent do rewards affect employee performance in the Ministry of ICT, Innovation and Youth Affairs in Nairobi County, Kenya?
 Very great extent [] Great extent []
 Moderate extent [] Little extent []
 No extent []
4. To what extent do the following attributes of rewards affect employee performance in the Ministry of ICT, Innovation and Youth Affairs in Nairobi County, Kenya? Use a scale of 1-5 where 1= very great extent, 2= great extent, 3= moderate extent, 4= little extent and 5 = not at all

	1	2	3	4	5
monetary rewards					
non-monetary rewards					
promotions					
employee recognitions					

5. In your view, how does rewards affect employee performance in the Ministry of ICT, Innovation and Youth Affairs in Nairobi County, Kenya?

.....

SECTION C: TALENT ATTRACTION

6. To what extent does talent attraction affect employee performance in the Ministry of ICT, Innovation and Youth Affairs in Nairobi County, Kenya?

- Very great extent [] Great extent []
 Moderate extent [] Little extent []
 No extent []

7. To what extent do the following talent attraction aspects affect employee performance in the ministry of ICT, innovations and youth Affairs in Nairobi County, Kenya? Use a scale of 1-5 where 1= very great extent, 2= great extent, 3= moderate extent, 4= little extent and 5 = not at all

	1	2	3	4	5
Recruitment					
Employer branding					
Benefits					
Total reward strategy					
Compensation plan					
Pre-employment					

8. In your view, how does talent attraction affect employee performance in the Ministry of ICT, Innovation and Youth Affairs in Nairobi County, Kenya?

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SECTION D: CAREER MANAGEMENT

9. To what extent does career management affect performance in the Ministry of ICT, Innovation and Youth Affairs in Nairobi County, Kenya?

- Very great extent [] Great extent []
 Moderate extent [] Little extent []

No extent []

10. To what extent do the following attributes of career management affect employee performance in the Ministry of ICT, Innovation and Youth Affairs in Nairobi County, Kenya? Use a scale of 1-5 where 1= very great extent, 2= great extent, 3= moderate extent, 4= little extent and 5 = not at all

	1	2	3	4	5
Identifying career goals, developing skills and strengths					
Identifying weaknesses to achieve career goals					
Career counseling					
Esteem building by management					
Providing feedback					

11. In your view, how does career management affect employee performance in the Ministry of ICT, Innovation and Youth Affairs in Nairobi County, Kenya?

.....

SECTION E: SUCCESSION PLANNING

12. To what extent does succession planning affect performance in the Ministry of ICT, Innovation and Youth Affairs in Nairobi County, Kenya?

Very great extent [] Great extent []
 Moderate extent [] Little extent []
 No extent []

13. To what extent do the following attributes of succession planning affect employee performance in the ministry of ICT, innovations and youth Affairs in Nairobi County, Kenya? Use a scale of 1-5 where 1= very great extent, 2= great extent, 3= moderate extent, 4= little extent and 5 = not at all

	1	2	3	4	5
Continuous managerial education					
Identification and assessment of successors					

Appropriate skills and experience for successors					
Internal job rotation					

14. In your view, how does succession planning affect employee performance in the Ministry of ICT, Innovation and Youth Affairs in Nairobi County, Kenya?

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SECTION F: EMPLOYEE PERFORMANCE

15. What has been the trend of the following aspects of employee performance in the Ministry of ICT, Innovation and Youth Affairs in Nairobi County, Kenya for the last five years? Where; 5=Greatly Improved, 4=Improved, 3=Constant, 2=Decreased, 1=Greatly decreased

	1	2	3	4	5
Employee productivity					
Service delivery					
Achievement of targets					
Skill competence					
Employee satisfaction					

16. In your view, how can employee performance in the Ministry of ICT, Innovation and Youth Affairs in Nairobi County, Kenya be improved?

.....

.....

END
THANK YOU.