

**TALENT MANAGEMENT PRACTICES AND ENGAGEMENT OF  
ADMINISTRATIVE EMPLOYEES IN REGIONAL OFFICES OF THE  
DIRECTORATE OF CRIMINAL INVESTIGATIONS IN KENYA**

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## **DECLARATION**

This research project is entirely original to me and has never been submitted to any institution for a degree or other kind of acknowledgment. No portion of this research endeavor may be copied without the consent of the writer and Kenyatta University's approval.

Sign.....

Date:.....

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**D53/CTY/PT/21001/2020**

I have given my consent for this study project to be presented for examination as the university supervisor.

**Signed:** \_\_\_\_\_

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## **DEDICATION**

I dedicate this endeavour to my cherished family, in particular to my boys Linus Kariuki and Kelvin Kihoro, as well as to my parents, Mr. and Mrs. Kariuki, who have been instrumental in ensuring that I complete this course. It has been quite difficult, but I'm grateful they provided me motivation to keep going till I successfully completed it.

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## **ABBREVIATIONS AND ACRONYMS**

<b>ATPU</b>	Anti - Terrorism Police Unit
<b>BPO</b>	Business Process Outsourcing
<b>CBK</b>	Central Bank of Kenya
<b>DCI</b>	Directorate of Criminal Investigations
<b>E&amp;Y</b>	Ernst and Young
<b>HR</b>	Human Resource
<b>HRM</b>	Human Resource Management
<b>ICT</b>	Information and Communication Technology
<b>IPOA</b>	Independent Police Oversight Authority
<b>IT</b>	Information Technology
<b>KAPU</b>	Kenya Airports Police Unit
<b>NACOSTI</b>	National Commission for Science, Technology and Innovation
<b>NGO</b>	Non-Governmental Organization
<b>NPS</b>	National Police Service
<b>OCB</b>	Organizational Citizenship Conduct
<b>PWC</b>	Price Waterhouse Coopers
<b>RBT</b>	Resource-Based Theory
<b>RBV</b>	Resource-Based View
<b>RIASEC</b>	Realistic, Investigative, Artistic, Social, Enterprising and Conventional
<b>SACCO</b>	Savings and Credit Cooperative
<b>TVP</b>	Theory of Vocational Personalities
<b>TWA</b>	Theory of Work Adjustment
<b>US</b>	United States
<b>WET</b>	Work Engagement Theory

## OPERATIONAL DEFINITION OF TERMS

<b>Employee Engagement</b>	The state of emotional connection to a business that motivates employees to go the additional mile because they feel valued, thereby performing their jobs with passion. This can be in terms of loyalty, commitment and employee morale
<b>Talent Acquisition</b>	Constitutes the process by which organization ensures that people are recruited and constantly coached to fulfill critical jobs within the firm.
<b>Talent Attraction</b>	It entails talent identification, competence mapping, the recruitment process, and placement in various jobs.
<b>Talent Development</b>	Talent development is considered to be enabling employee learning, capabilities, performance, and change through engagement and management actions with the objective of increasing an organization's productivity.
<b>Talent Management</b>	This constitutes predicting an organization's human capital requirements and developing strategies to achieve those requirements through training, career development, talent recruitment, and talent retention.
<b>Talent Retention</b>	An organization's objective is to retain skilled people and reduce the pace of replacement by fostering a favorable work environment that encourages participation and showing appreciation for staff.

## ABSTRACT

Though the National Police Service has adopted standards for employee salaries, development, succession planning, and performance appraisal, minimal is known about how talent management affects employees' engagement levels. Talent management has to be able to adapt to changes in both the construct and management in order to realize a goal that is more realistic and more in line with reality. Therefore, this prompted this study on talent management practices and engagement of administrative employees in regional offices of the Directorate of Criminal Investigations Kenya. The specific objectives entailed determining the effect of talent attraction, talent acquisition, talent development and talent retention on employee engagement. The study is significant to management of directorate of criminal investigations, to the government and lastly to the other researchers. The study is pegged on Resource Based Theory, Theory of Vocational Personalities, Talent Based Theory and Theory of Work Adjustment. The study utilized descriptive research design. The target audience was administrative representative from 8 regional offices of directorate of criminal investigations with a combined population of 864. The sampling design for this study was stratified random sampling, thus, a sample size of 86 respondents were involved. The Data collection instrument involved use of questionnaires. The study exercised a pilot study and also carried out face and content validity. Lastly, reliability test was carried out by utilization of Cronbach's, Alpha Coefficient which was subjected to threshold of 0.7. For data collection procedure, a letter from the Kenyatta University was used to introduce the researcher to the respondents, while a study permit from National Commission for Science, Technology and Innovation was utilized to acquire authorization to collect data. The data was quantitatively analyzed aided by Statistical Package for the Social Sciences software for data analysis to generate mean, standard deviation, percentage ratings and frequencies. The study utilized multiple linear regression model to assess the strength of the relationship between the independent and dependent variables. Lastly, presentation was done in form of tables for ease of interpretations. As an ethical principle, informed consent implies that prospective study participants must provide their assent after being fully informed of the methods and hazards involved in the research. Findings of this study were useful to other researchers and the management of Directorate of criminal investigations. From the findings, the study established that talent attraction created opportunity for the organization to access employees who are innovative and full of creative ability needed to inject valuable ideologies for successful employee engagement to the organization. The findings showed that talent development strategies through training is achieved first by identifying training programs that matches the talents that needs to be developed into skills needed for the employees by specifying various skills that are affected and how they related to the employee engagement. Organizations that work to outperform their rivals in providing appealing employee remuneration, whether monetary or non-monetary, are more likely to retain highly valued, talented, and competent workers. The management of department of criminal investigation should ensure that they enforce appropriate methods of identifying best talents among the existing staff or new recruits. This can be achieved by ensuring that those employees showing unique talents should be given best platform to put into use such talents. In talent development, by establishing training needs, the management can be able to establish the training resources available and number of work force that requires such training. The study recommends that in order to ensure that there is fulfillment of talent acquisition for employees, the policy makers and the management of Directorate of criminal investigations needs to ensure that they create a solid talent acquisition strategy.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background to the Study**

Employee engagement is an emotional attachment to the organization that makes an employee to go an extra mile because they feel valued thereby doing their job with passion (El-nakhala, 2019). Kumar (2019), describes engaged employees as those that work with intense enthusiasm and connection to their company. Engaged employees go the extra mile in understanding their jobs and its importance. They actively seek knowledge and skills about how they can do their work better. It involves instilling and socializing workers towards commitment to the organization. Employee engagement is important as it inspires employees with a bias for action on behalf of the organization and pride.

Globally, there has been a recent upward trend in the number of Indian businesses developing cutting-edge methods to maximize the productivity of their personnel on an international scale. However, just 8% of workers in India are fully involved in the activities of their occupations (Franken & Cook, 2020). According to a Gallup research from 2016, actively dissatisfied employees are 10 times more probable (48%) than active staff members (4%) to indicate they would quit their employer in the next year. Only one-fourth of the 1000 workers polled in the United States and Canada in 2003 reported being actively interested in their work, but between 56 and 60 percent of those polled were not interested in their employment and 17 percent were actively disengaged. According to the findings of a study conducted by Gallupi, the annual loss of productivity caused by actively disengaged (uncommitted) workers in the United States costs businesses between \$270 and \$343 billion.

A corporation has a duty to identify the elements that affect a worker's degree of engagement with the business. Researchers from countries such as the Netherlands and the United States had already begun their investigations into employee engagement issues at the individual, group, industry and cross-industry levels. These investigations were being conducted in an effort to find solutions to employee engagement issues (Ghosh,

2019). As a direct consequence of this, Yaqub and Khan (2018) investigated the ways in which employer branding and talent management influence the success of organizations, in addition to the allure of positions and the advantages they provide.

According to Artyom and Nicola (2017), employee engagement and organizational performance were highly correlated. As a result of this association, Artyom and Nicola (2017) stated that the effectiveness of a company will decrease proportionately to the number of disengaged employees working there.

In South Africa Artyom and Nicola (2017) looked at how the reputation of a firm influences the level of employee engagement in that company. It was been demonstrated that both employee engagement and company reputation, which are both limited organizational resources, had a bearing on the competitive performance and profitability of South African banks. Both of these organizational resources were considered to be limited organizational resources. The findings of a theoretical model that was constructed after the hypothesis was tested provided support for the idea that an employee's level of involvement is significantly influenced by their perceptions of the reputation of their employer.

In addition, it was revealed that violations of psychological contracts had a negative effect on employees' perceptions of their reputation as well as their level of engagement in their work. Song and Kahn (2019) asserted that when formulating an engagement strategy for South Africa, it was imperative to take into account the specific objectives and norms of each organization. Engagement activities inside each company also required to be customized for specific business units, managers, and employees to help workers get closer to the ultimate objective of employee engagement across Soweto-area enterprises.

In Uganda interpersonal interactions with one's coworkers, bosses, and patients have been found as the most important factor in determining whether or not a nurse or midwife enjoys their work. This is true in both the public and private sectors. It is abundantly clear that positive relationships among Ugandan midwives stimulate professional engagement, whereas unpleasant relationships serve as impediments to such involvement in the

workplace (Perryman, & Hayday, 2014). Therefore, a lack of diversity (intrinsic reward) and poor compensation is one of the five main causes of disengaged personnel in organizations. Another one of these causes is poor management (extrinsic reward).

On the other side, Robinson (2016) underlines that people who operate with limited oversight and flexibility put in more effort, are more involved in their work, and produce more. Employee engagement has been identified as one of the most critical variables determining employee success in Gambia. It was demonstrated beyond a reasonable doubt that the factors that influence employee engagement, such as pay and salary, working conditions, coworker-team relationships, leadership, organizational structures, as well as policies and regulations, all have an effect on performance in service businesses.

In Kenya according to Waithiegeni (2019), employee engagement is stronger in organizations that have seen double-digit growth. This research, which was conducted with the participation of banks in Kenya, also demonstrated that there is no large link between workplace leisure and employee engagement, but that there is a significant link between performance management systems and employee engagement. Wachira (2017) further suggests the connection between commitment and employee engagement at Barclays Bank of Kenya in the banking industry. Engaged employees are said to have high levels of job satisfaction, which was attributed to enjoyable and fulfilling feelings caused by the support they received from the organization. As a result, engaged employees develop a sense of both appreciation and obligation towards the organization.

### **1.1.1 Employee Engagement**

According to Omogeafe and Osaruwmen (2019), employee engagement can be defined as a contented and pleasurable mental state that is related with one's employment and is characterized by liveliness, dedication, and concentration on one's task. They found that this was the case during the course of their inquiry of the relationship between organizational justice and employee engagement in tertiary institutions located in the state of Edo in Nigeria. Employee engagement increases when workers have the perception that their contributions are valued by the company and that the organization is concerned about their welfare. People's perceptions of the fairness of incentive structures,

such as those for promotions, pay, and bonuses, as well as workplace policies, have a direct impact on this belief (job security, training, autonomy and working hours, work allocations and provision of feedback).

Sun and Bunchapattanasakda (2019) note that Employee engagement is consistently shown as a quality that employees may contribute that will be advantageous to the business via commitment and devotion, advocacy, discretionary effort, employing abilities to the utmost degree, and being supportive of the firm's aims and values. Employees that are engaged feel a sense of dedication to their organization and take an interest in both their particular responsibilities and the success of the business as a whole.. Employee involvement, in accordance with McBain (2021), may boost overall revenue, facilitate organizational flexibility, and increase the effectiveness of change-related efforts. As a result, engaged workers completely commit to their job, increasing self-efficacy and having a beneficial influence on their health and well-being. This in turn inspires higher employee support for the company.

High levels of organizational engagement may also have a desirable employer brand, making the company an employer of choice that draws and keeps the best talent (Anitha, 2019). Additionally, these businesses often have lower staff turnover rates, greater levels of productivity, higher overall shareholder returns, and superior financial results. By fostering an environment where workers are encouraged to be involved in their work, businesses may benefit from having employees who are willing to go above and beyond and provide better financial results. Employee engagement, then, is the emotional dedication staff members have to their company and the initiatives they take to support that company success.

When Njuki, Nzulwa, and Kwena (2017) investigated the factors that affect employee engagement in the health sector with reference to Nairobi Women's Hospital, they found that personal development and progress, workplace entertainment, and compensation package all had an impact on employee engagement. Ngure and Saks (2016) conducted research into the factors that led to employee involvement in the Kenyan police force, as well as the effects of this engagement. It was mentioned that because there are benefits



for both the individual and the company associated with employee engagement, initiatives that improve job resources help in the process of increasing employee engagement.

Research conducted by Kariuki (2019) on the factors that influence employee engagement in Kenyan financial institutions focused on the Central Bank of Kenya as its subject of investigation. As per the findings of the study, talent acquisition, employee retention, employee training, and career management all had a substantial impact on employee outcomes such as teamwork, job satisfaction and employee engagement at the Central Bank of Kenya. Mokaya and Kipyego undertook study in 2016 to investigate the elements that influence employee engagement at the Cooperative Bank. According to the findings, employee engagement in their job was significantly influenced by performance management. Loyalty, commitment and employee morale are used in this study as indicators of employee engagement.

### **1.1.2 Talent Management Practices**

Talent management is the act of forecasting an organization's future human capital needs and putting plans in place to address those needs through training, career development, talent acquisition, and employee retention (Maragia, 2019). While Tyskbo (2019) defines talent management as the processes of managing performance, attracting and retaining people, managing careers, training, and acquiring new personnel. When a corporation employs talent management, it may ensure that its employees are competent and capable of meeting the company's objectives.

Vaiman (2019) defines talent management as the strategic, planned, and methodical process of attracting and retaining high-quality employees who contribute effectively to the achievement of the organization's goals. Wuriem (2018) aver that talent management, when strategically implemented, can help a company perform better overall and maintain its competitiveness by enabling employers to hire and develop a workforce that is both highly productive and likely to stick with the business for a long time.

Enhancing productivity is one of talent management's primary goals. According to Nilsson and Ellström (2018), its primary objectives are to increase productivity by

boosting worker enthusiasm, commitment, and loyalty. This highlights why talent management is so crucial. An integrated system of talent management techniques that are difficult to duplicate and/or replicate enables businesses to create a long-lasting competitive edge and surpass the competition when implemented properly. Therefore, according to Lockwood (2017), talent management is a process that aims to drive performance through unified people management techniques.

Kaleem (2019) defines talent attraction as the process of actively seeking out, assessing, and retaining individuals who may one day step forward to fill available roles within an organization. The goal is to have an available pool of talented people to choose from when openings arise. Kahn (2019) argues that talent acquisition is the strategic process by which organizations assess their long-term talent needs in light of their business objectives, discover and cultivate the most promising talent sources, and put these plans into action through the recruitment, assessment, and on-boarding of new employees.

Talent development refers to the company's efforts to foster its employees' professional development. The organization's needs and the employees' motivations and aspirations must be taken into account when designing processes and programs for talent development (Ghosh, 2019). Through the company's talent development programs, any person can increase their knowledge and expertise, climb the corporate ladder, and realize their career ambitions. Talent retention, for instance, is defined as the measures put in place to maintain talented and skilled workers within the organization (Anwar, Nisar, and Sana, 2018). Employees are a company's most precious resource, making it essential to do all possible to keep them on staff and to foster a productive relationship between management and staff.

### **1.1.3 Directorate of Criminal Investigations**

There are about 297 sub-counties spread out over the country in addition to eight regional offices, forty-seven county directorate offices, three formations (ATPU, KAPU, DCI Academy, and Railways). The primary responsibilities of the Directorate of Criminal Investigations include: gathering and disseminating criminal intelligence; investigating major crimes like murder, drug trafficking, money laundering, and economic crimes;

keeping the peace; identifying and apprehending criminals; and keeping track of criminal records. Handles issues raised by the Independent Police Oversight Authority-IPOA and coordinates national Interpol activities (DCI Kenya, 2022).

The administrative duties are as follows: The administration and financial tasks for the Directorate of Criminal Investigations are coordinated and carried out by this division (DCI). In particular, it focuses on aiding the Directorate in its pursuit of the National Police Act's four enumerated goals of policing (detection, prevention, investigation, prosecution) (DCI Kenya, 2022).

The mandate of the Directorate of Criminal Investigations outlines the agency's primary responsibilities as well as its vision, mission, and guiding principles. Article 247 of the Kenyan Constitution and the National of Kenya Police Service Act 2011 creates DCI as division of the NPS answering to the Inspector General, respectively. The Directorate's primary responsibilities in the fields of crime detection, prevention, and investigation are laid forth in Part V, Sections 28 and 35 of the National Police Service Act 2011. (DCI Kenya, 2022). The DCI's Vision is "Excellence in Criminal Investigations for a Safe and Prosperous Kenya. The mission is to take a proactive and professional attitude to investigating crimes, protecting life and property, apprehending offenders, and assisting in the prosecuting process.

## **1.2 Statement of the Problem**

There has been initiatives and investments have been made in Kenya's National Police Service- Directorate of Criminal Investigation to enhance employee engagement, there has been little improvement in employee overall engagement. Inadequate working conditions, a lack of recognition, and insufficient training, career growth and professionalism all contribute to the everyday escalation of criminal activity. An example of the challenges that come with maintaining overall employee engagement could be cases such as post-election violence and conflict, fatalities and property destruction which occurred in 2007, 2008, and 2017 (Mukanda, 2019).

Despite the fact that the police service has implemented standards for employee remuneration, training and development, succession planning and performance appraisal,

little is known about how talent management affects the levels of employee engagement. According to research conducted by Kaleem (2019), the level of employee engagement in many companies is not being properly managed, and as a direct consequence, these businesses lose anywhere from 5% to 15% of their overall output or productivity. This demonstrates that established procedures for controlling employee engagement are extremely important instruments for the organization.

Regarding the subject of employee engagement, a number of research initiatives have been carried out. According to the findings of Mutunga (2019), who conducted an analysis into the factors that influenced employee engagement at Zain Kenya, a telecommunications firm, discovered that monetary remuneration and other benefits had the most significant role in the motivation of workers. Ndugo (2015) explored the level of employee engagement at Afya SACCO. According to the findings of the studies, factors such as wage increases, promotions, training and seminars had the greatest impact on employee involvement. Wachira (2016) carried out research within the Barclays Bank of Kenya to ascertain the link between commitment and employee engagement.

Mokaya and Kipyegon (2018) conducted a study to investigate the factors that influence employee engagement among the administrative staff working at the Sacco Police Station in Nairobi. According to the findings of the report, employee turnover at organizations rose from 7% to 16% in 2017 in comparison to 2016. The administration of the organization confronts difficulties due to the fact that they must continuously search for qualified staff members. As a direct consequence of this, the company experienced an increase in the expense associated with the recruitment and education of new personnel. Exiting employees have been associated to low levels of involvement, notably in the form of voluntary absences.

Despite the studies done which addressed the aspects of employee engagement, there exist research gaps considering that some of the studies did not primarily focus on security organ being Directorate of Criminal Investigations. Still, they did not specifically link their study on talent attraction, talent development, talent retention, and talent acquisition which this study attempted to address. This study filled the research gap by

conducting a study on the talent management practices and engagement of administrative employees in regional offices of the Directorate of Criminal Investigations in Kenya.

### **1.3 Objectives of the Study**

This research adopted the objectives as stated;

#### **1.3.1 General Objective**

The overarching purpose of this research was to ascertain the influence of talent management practices on engagement of administrative employees in regional offices of Directorate of criminal investigations in Kenya

#### **1.3.2 Specific Objectives**

- i. To determine the effect of talent attraction on engagement of administrative employees in regional offices of Directorate of Criminal Investigations in Kenya.
- ii. To ascertain the effect of talent acquisition on engagement of administrative employees in regional offices of Directorate of Criminal Investigations in Kenya.
- iii. To analyze the effect of talent development on engagement of administrative employees in regional offices of Directorate of Criminal Investigations in Kenya.
- iv. To ascertain the effect of talent retention on engagement of administrative employees in regional offices of Directorate of Criminal investigations in Kenya.

### **1.4 Research Questions**

- i. How does talent attraction affect engagement of administrative employees in regional offices of Directorate of Criminal Investigations in Kenya?
- ii. To what extent does talent acquisition affect engagement of administrative employees in regional offices of Directorate of Criminal Investigations in Kenya?

- iii. What effect does talent development have on engagement of administrative employees in regional offices of Directorate of Criminal investigations in Kenya?
- iv. How does talent retention affect engagement of administrative employees of Directorate of Criminal Investigations in Kenya

### **1.5 Significance of the Study**

To the management of Directorate of Criminal Investigation, this study will provide relevant information on talent management and employee engagement. This study will also provide prudent information that can be used to improve on managerial support, learning and development, talent acquisition and career development to enhance staff engagement.

The policy makers in government will acknowledge the significance of talent management in the expansion process in order to realize its strategic objectives and contribute to the expansion of the economy. The report will provide assistance to executives in proactive personnel management and will create improvements in employee engagement in a variety of businesses.

The research is useful for national police management because it reveals new perspectives on personnel management strategies and how they may be put to use to boost morale and productivity.

Research findings could be used by government departments like the State Department and the Ministry of the Interior to improve HR practices and boost civic involvement. Researchers hope that officials will use their findings to better secure the country.

To better understand how changes in talent management might affect employee engagement in government institutions, this research will enlighten Human Resource Practitioners from different firms on some of the most crucial concerns that may affect the human asset, both favorably and adversely. The research will focus on human capital management's most valuable asset: its people.

Researchers will benefit from this study by learning more about the relationship between personnel management methods and civic participation. If one is interested in conducting research in this field, the researchers will find this study to be a useful resource.

### **1.6 Scope of the Study**

This research study addressed talent management practices and engagement of administrative employees in regional offices of DCI. This research targeted 864 administrative staff from 8 regions of Directorate of Criminal Investigation Offices and a sample size of 86 respondents. The study centered on public sector organizations. The respondents were expected to address how talent attraction, talent acquisition, talent development and talent retention affected employee engagement. The methodological scope constituted the descriptive research design, while the sampling design constituted the convenience sampling and analysis of data involved use of descriptive statistics such regression and correlations analysis. The research was covered in duration of 6 months to completion.

### **1.7 Limitations of the Study**

In this research, the initial stages in the process of collecting data, there were cases of resistance from participants to fully participate in this research. The hesitance arose from the assumption that the senior management could not allow indulgence of all the staff to participate in the research exercise. The researcher was able to solve this issue by providing the responders with an institution's letter of introduction. The recipients of this letter were given the assurance that any information they provided would be kept in strict confidence and used solely for academic research.

There were initial cases of constraints in collecting data because some respondents were suspicious and did not want to give information. They were worried where the information gathered would be used. This is related to concerns regarding aspects of talent management and employee engagement. Respondents were informed that the data acquired would only be utilized to satisfy academic requirements, which alleviated their concerns.

There were cases of slow response to the questionnaires considering that some of the respondents were working remotely. However, the researcher overcame this limitation by scanning the questionnaire and sharing with respondents through the email and making regular follow-ups for adequate responses.

### **1.8 Organization of the Study**

This research was categorized into five separate chapters. The research covers the significance of the investigation; the limitations of the study, the objectives, research hypothesis, background of the study, the problem statement, the objectives, the scope of the inquiry and a summary of the chapter were all covered in the first chapter. In chapter two of the project, the study is broken down into a theoretical review, an empirical review, a description of the relevant literature and research gaps, and finally, the conceptual framework of the research study. In chapter three, the methodology is broken down into various sections: an introduction, research design, target population, samples and sampling techniques, a sample frame, a data collection instrument, data collection procedures, a pilot study, operationalization of study variables, data analysis and presentation and ethical considerations in the research study. Each of these sections was followed by a brief explanation of its purpose. The study results and analyses are highlighted in Chapter 4. The summary, conclusions, suggestions, recommendations and suggestions for further studies are presented in Chapter 5.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The literature reviews from several different research was the primary emphasis of this chapter. This chapter comprises of the theoretical review, the empirical review, and the conceptual framework.

#### **2.2 Theoretical Review**

In this study, the theories comprise of analytical tools which are used for comprehending, explaining, and generating forecasts on a specific topic (Hawking, 2020). The following theories will serve as the foundation for the investigation.

##### **2.2.1 Work Engagement Theory**

Kahn's (1990) work engagement theory proposes that a person's level of cognitive, emotional, and physical self-investment in their role can increase their performance to the extent that they show self-preference in professional tasks, thereby forging personal connections to their work. The authors of this study suggest that the three types of engagement—cognitive, emotional, and physical—are consistent with work engagement theory (WET). A person may or may not also use emotional or physical resources in their work (for instance, should be excited about their employment) in order to boost cognitive performance (for instance, should work hard).

Effective talent management practices, as advocated by the theory's proponents, show a dedication to human capital, which may inspire workers to work harder. Businesses adopt talent management strategies to increase employee loyalty and decrease turnover (Clake & Winkler, 2014). Employees that are actively engaged at work are more likely to provide excellent customer service thinks that in order for individuals to be fully engaged, organizations must provide them with the tools, guidance, management approaches, and support they require. Overall employee engagement, in particular, is dependent on talent initiatives such as skill training, competence development, career development plans, and solid performance appraisal systems (Mellahi & Collings, 2010).

The employee engagement model is a strategy for empowering employees, supporting their in-house competencies, and making them feel appreciated at work. It is the cornerstone of business culture. It requires putting policies into action as well as displaying appropriate managerial and senior leadership behaviors. As a result, policies range from basic welfare to career opportunities, all with the purpose of improving an employee's quality of life at work. Employee engagement models define the methodology required to maximize employee experience, ensure job happiness, and foster a vibrant workplace culture (Clake & Winkler, 2014).

Hirsh (2016) cast doubt on the work engagement theory and asserted that measuring the current level of knowledge regarding employee engagement is difficult because each study evaluates employee engagement in a different way. He stated that this is due to the fact that there are so many different definitions of employee engagement. It is impossible to effectively manage employee engagement, and it would be a waste of time to try to cultivate it before thoroughly defining and assessing it.

Haskins and Shaffer (2010) point out the problems that arise when comparing things that have various definitions. In addition, the term "employee engagement" has been defined in a number of different ways; however, many of these interpretations have a tone that is comparable to that of other, more well-known and well-established concepts, such as "organizational commitment" and "organizational citizenship behavior" (OCB). As a direct consequence of this, Koranteng (2016) defined engagement as "one step above commitment." As a consequence of this, employee participation looks to be merely another trend, or, as some people may put it, "old wine in a new bottle."

The theory can be applied in this research since it advances the comprehension of the various components of talent management and employee engagement. The benefits of employee engagement accrue to businesses that have high levels of worker motivation and loyalty. These benefits include lower rates of staff turnover and absenteeism, higher levels of customer satisfaction, larger bottom lines, and enhanced levels of creativity and innovation. The theory holds that the executives and managers of an organization have a responsibility to communicate their expectations to employees in a way that is both clear

and thorough, as well as to empower employee talents at the right levels of competency, and to create a working environment and corporate culture in which engagement can flourish.

### **2.2.2 Resource Based View Theory**

This theory originated from works of Penrose (1959), Penrose described organizations as a set of resources that are unique in a way that the firms can differentiate themselves and manage to be successful. According to the resource-based theory (RBT) of competitive advantage, the key to the success of any company or organization over the long term is to identify the firm's internal resources (talented employees in this example), as well as the firm's abilities with using this manpower to devise a strategy that gives it an advantage over its competitors in the industry. This will allow the company to maintain its market leading position. The innovation, in turn, helps the company's employees achieve a solid financial performance in the market.

The evolutionary perspective shown that there is still some controversy regarding the proper name to give to the theory, with the terms resource-based theory (RBT) and resource-based view both being used interchangeably (RBV). Some academic articles refer to it as RBT in light of the growing evidence that this viewpoint has developed into a theory, while others continue to use the previous word, RBV. On the other hand, a number of research analyses support the RBT in a manner that is consistent with the consensus of the scientific community (Kozlenkova, Samaha & Palmatier, 2014).

The proponents of this theory contend that an organization may often turn a profit in a very, very competitive market as long as it will take benefit of favourable resources. Despite the fact that this might not necessarily be the case, the proponents of the theory continue to maintain that this belief exists. It does not take into account any external elements that may have an effect on the company as a whole; a company should also include Porter's business structure analysis (also known as Porter's 5 Forces). Semi-permanent implications that ensue its premises: One of the most notable sources of competitive advantages for properties is ambiguity in the causes. Despite the fact that this may be unquestionably accurate, it still allows a clumsy possibility: the company may not

be prepared to handle a resource that it is unaware even exists, despite the fact that a changing environment necessitates doing so (Nilsson & Ellstrom, 2018).

Critics of RBT argue that the theory's failure to produce empirical research measuring performance is a major flaw. Because of the diversity of the businesses involved, it is extremely challenging, if not impossible, to collect a representative sample. When trying to explain how and why some companies are successful in today's volatile and ever-shifting business climate, the classical RBT falls short. There may be a correlation between low-quality RBT studies and the claimed value creation idea based on this theory because the theory is self-verifying and cannot be empirically tested (Kozlenkova, Samaha, & Palmatier, 2014).

This theory can be applied to the ongoing research because it assists in elaborating on the goal of attracting talented individuals within the organization. The resource-based view, also known as RBV, examines and interprets an organization's internal resources, which are typically comprised of its talented workforce. The RBV also places an emphasis on an organization's resources and capabilities when formulating a strategy to achieve a high level of employee engagement. The resource-based theory provides a good platform for understanding the value that human resource management gives to talented people in order to boost the level of engagement that these employees have with their organization.

### **2.2.3 Theory of Vocational Personalities**

A theorist named John Hollands came up with the concept of "vocational personalities" (1966). According to personality theory, there are six distinct sorts of people, each with their own distinct set of traits, habits, and passions. Six distinct categories can be distinguished, including the realistic, fact-finding, artistic, social, entrepreneurial, and conventional perspectives. Each profile illustrates the characteristics of a person who is more likely to choose, succeed in, and appreciate a certain career path.

In a similar vein, the hypothesis acknowledges that the RIASEC typologies can be applied to the organization of workplaces as well as other places where people live, work, and play. A career counselor's description of a profession as "normal" or "useful" makes logic, at least in theory. Career mentors employ the typological system and the strategy of

pairing those who represent specific types with similar writing environments to improve their clients' chances of making satisfying career decisions that lead to career stability and, eventually, career success and action (Kahn, 2019).

Those that support the Theory of Vocational Personalities, such as Barney (2018), have continuously backed the Dutch concept of occupational personalities; nonetheless, it has been determined that the actual polygon is much less symmetrical and precise than the drawings could logically suggest. Nonetheless, the RIASEC ranking was reliable because it is based on a methodology that is easy to understand, practically applicable, and superbly well-suited to evaluating professions. Other important aspects of the theory, such as distinction and consistency, have received less persuasive support due to inconsistencies in the study results. Since environmental models have received the least attention from researchers, classifying employment by type remains a complicated strategy that is subject to change depending on the approaches taken to study the workers and their work.

Lowman and Krumboltz (2015) presented their arguments against the Theory of Vocational Personalities. In their perspective, the criticisms leveled against Holland's theory stem from the fact that trait component theories contain intrinsic flaws, such as the fact that individuals are subject to both genetic and environmental influences. Of course, the characteristics of jobs and people that the theory tries to match up with can and do change throughout time.

The theory of Vocational Personalities (TVP) is appropriate in this study since it's important for staff to carefully examine each person's personality to evaluate whether they may be subjected to talent acquisition programs. Therefore, career progression, training, and development should be implemented after an organization is aware of the personality type of its management to help match those personalities to the work surroundings and achieve overall employee engagement. From this point forward, talent acquisition can be accomplished when an employee's personality type fulfills the requirements of the position, enabling them to have precise, quantifiable, achievable, realistic, and time-bound leading goals.

#### **2.2.4 Talent Based Theory**

Initially, De Cenzo and Robbins proposed the talent-based theory in the year 2000. The authors indicated that organizations use staff training and talent development as strategies to strengthen the knowledge and skills of their employees in order to improve their capacity to carry out a variety of tasks. Similar to this, training is put into practice as part of a talent development plan to provide enough people with the information and abilities they need to fulfill their tasks successfully and contribute to the fulfillment of the organization's goals (Mullins, 2007).

Tiwari and Shrivastava (2019) define talent-based training as the process through which businesses implement numerous techniques to raise employee performance by upgrading their skills and knowledge. Companies use training and development as a tool to grow, cultivate employee abilities, and improve employee performance.

The idea proposes that a company's resources and efforts should be prioritized in such a way that this competitive advantage is best leveraged, with the proponent believing that talent is the only resource that can create a sustainable competitive advantage. A reputation for talent integration has been established for the company. Talent acquisition and development are not the organization's job; rather, they are the individual's duty. Businesses only facilitate the coordination and collaboration of personnel with specific talents by providing the necessary structural frameworks (Vaiman, 2019).

The Talent Based Theory was criticized by Yaqub and Khan (2018), wherein an individual has to compromise with the environment to discover the most palatable responses and possibilities in order to optimize self-fulfillment and professional acceptability. Additionally, selecting and developing talent takes compromise and concessions between the individual and the environment rather from being a simple process of altering self-concept. Positive and negative self-perceptions may influence career decisions. On the other hand, a low self-esteem makes workers believe they have little potential, which can be self-defeating. Or, if someone feels they can't advance in their current position.

The theory is pertinent to this research since it advances the objectives of developing talent by showing that an individual's talent is legitimately influenced by their need for a reward, belief that their effort will lead to a typical level of training and be developed, and belief that their presentation will lead to a benefit they need as a reward. The talent-based theory can help managers understand how specific employees choose their talents based on social opportunities at work that improve their level of engagement and recognition through training and the talent development.

### **2.2.5 Theory of Work Adjustment**

Dawis and Lofquist (1984) postulated the theory of work adjustment while engaged in work on the work remodeling project at the University of Minnesota. The theory of work adjustment (TWA), on the other hand, defines and explains why workers are suited to their workplaces. It depicts adjustment as a person's (P) response to the environment (E). Reaction refers to P and E functioning on and still responding to each other. P and E act as a result of, to start with, every one of these has needs that the opposite will fill, and every one of these has capabilities to fill the other's needs. As far as every one of these is happy with the outcomes, the reciprocity was maintained. However, once one or each area unit discontent with the outcomes, adjustment was tried.

According to Tyskbo (2019), the study asserted that the theory of labour adjustment's primary aim is on individual competences, and as a result, the environment's talent requirements. Further, it is assumed that the person searches for work environments that will satisfy his or her needs, and that the environment then looks for those that will ease the organization's stress. Therefore, it is argued that career development is a never-ending process of labour adjustment brought on by the dissatisfaction of all parties.

The proponent of Theory of Work Adjustment showed that due to its focus on satisfaction and the availability of career mentoring, theory of labour adjustment has been linked to a good scientific field in the modern world (Beck & Nesmith, 2019). Workplace stress is reduced and worker well-being is promoted by satisfaction. According to Hirsh (2019), the theory of labour adjustment is also connected to actual job employee performance in addition to profession choice. The author suggested that when career mentoring is taken into account, there is a matching of the private and professional

environments, which improves employee performance by increasing job satisfaction for associate degree workers.

Wurium (2018) criticized theory of work adjustment in the context that the human of theory of labor adjustment believes that whereas the structural model delineated on top of seems to explain a static state, work adjustment is viewed as associate degree current method within which the employee and therefore the work atmosphere frequently answer one another to take care of correspondence. They selected the term correspondence to point the degree of employee-work atmosphere match to stress the co responsiveness of the worker and work atmosphere. Work adjustment is that the dynamic method by that the person and work atmosphere obtain to realize and maintain correspondence with one another. The temperament type of every person determines however they answer the opposite. The TWA identifies four aspects of temperament vogue.

The theory relates to the current study by addressing the subject of talent retention. The theory helps in understanding that advancement of one's career coming up with, coaching and development that assist the organizations in placing of workers in jobs that match their individual career preferences. This is likely to aid in retaining the talented workforce in the organization. Through building the confidence of the staff, there is likelihood that their engagement level if likely to improve.

## **2.3 Empirical Review**

### **2.3.1 Talent Attraction and Employee Engagement**

Karuri (2019) carried out a research to ascertain the influence that talent management and attractiveness have on the performance of workers at the CBK. The participants in this study were randomly selected from a larger group of around 700 employees working at CBK's headquarters. In order to gather the primary data for the study, a descriptive survey and questionnaires were utilized. A regression model was utilized so that predictions could be made regarding the connection that exists between the outcomes of employees and the various other aspects of talent management. The analysis of the data from this study revealed that talent acquisition, retention, employee training programs, and employee engagement at CBK had a substantial influence on employee outcomes



(teamwork, job satisfaction, and employee performance). In a similarly, it was demonstrated that each of the five criteria had a positive impact on the results experienced by CBK employees. However, a gap arose considering that the study majored in a financial establishment as opposed to current study which majors on police security organization.

Manyasi (2018) conducted an investigation of the ways in which academics at Kenyan public universities responded to opportunities for career growth and advancement during talent acquisition. The research was based on scholarly literature that discussed various approaches universities used for talent management. According to the findings of the study, in order for an organization's performance to be improved, it is vital to successfully apply methods of talent management, particularly talent recruitment. It was proposed that organizations should exercise extreme caution while hiring talent because this effects both future performance and the engagement of employees. This research relied entirely on previously collected information.

According to Thiriku and Were (2020), research was done on the impact of management strategies and talent acquisition on employee retention among Kenyan private companies. The study focused on Data Centre Limited – Kenya. Employing a qualitative approach to the research design in order to collect data, six different informants from five different companies that already had talent management practices in place were interviewed. Every single informant was a subject matter specialist in HR-related issues. According to the findings of the research, talent attraction made it easier to position employees with the relevant abilities in the proper places and highlighted the crucial qualities that helped businesses to be successful. There was a strong connection between the recruitment of talented individuals and the performance of the workforce. The study findings revealed that one way for businesses to ensure their success is by employing suitable strategies for talent acquisition.

### **2.3.2 Talent Acquisition and Employee Engagement**

Kanengoni (2019) explored the influence of talent acquisition strategies on staff retention rates in order to gather data for their research. This was in sugar industry in Kenya's

Western Province, twenty-five people made up the study's population at any given time. The information was gathered by way of questionnaires and in-person interviews. When doing the analysis of the data, we relied on both descriptive and inferential statistical methods. According to the conclusions of the study, there is a possibility that a candidate shortage will result in a drawn-out process of talent acquisition. It is possible that the hiring process may take an excessive amount of time, or that the hiring teams was unable to achieve an agreement, which will cause the most qualified individuals to look for work elsewhere.

Muchiri, Makokha, and Gichuhi (2018) explored the factors that influence effective talent acquisition in SACCOS in Nyandarua County, with a particular focus on Tower SACCO. Descriptive design was adopted, the board members and staff members of Tower SACCO made up the 84 individuals that were included in the study's population. The census method was utilized and questionnaire was utilized in the study. A regression model was utilized. According to the findings of the study, the manner in which prospective employers interact with applicants is predictive of how those individuals was treated once they have been hired. People have a lower likelihood of accepting new experiences if they have previously been subjected to a negative one. However, the study only majored in one particular independent variable of the current study and went further to involve SACCOs

Research on the impact of talent acquisition on employee performance was carried out by Syeda and Abida (2018) in the Kenyan telecommunications industry. There, were a total of 250 people included in this study's population. The study adopted measures of central tendency, variance, and correlation, descriptive statistics was chosen. According to the findings, having a strong employer brand is beneficial to an organization's capacity to recruit and keep talented employees. This is because a strong employer brand makes it easier to compete for talent. Increasing the investment in employer branding by one factor of three will improve the likelihood that one will make a great hiring. However, the study focused on one particular aspect of talent management leaving out a number of talent management practices.

### **2.3.3 Talent Development and Employee Engagement**

Oyaro (2019) conducted research that investigated the influence that talent development programs had on the overall employee performance at a number of different financial institutions in Nairobi, Kenya. Methodology constituted descriptive research design, target population totaled to 2000 management and clerical staff members from several commercial banks located in Nairobi. The questionnaires were used for data collection. In order to generate reports on measures of central tendency, variance, and correlation, descriptive statistics was chosen aided by SPSS. According to the findings of the study, training is an important method that should be utilized to improve employees' and managers' understanding of how an organization function. The study majored in banks while the current one focused on public organization being a security organ.

Research was carried out by Njagi (2019) on the topic of talent development management and employee performance of teaching professionals in the public secondary schools located in Kenya's Kiambu County. The sample for this study consisted of 581 teachers and administrators from secondary schools. In order to acquire the necessary information for this study, a quantitative questionnaire served as the instrument of choice.. Both descriptive statistics and inferential statistics were utilized in process of analysis of data. Findings indicated how employers should offer sufficient possibilities for employee talent development in order to boost workers' levels of engagement in their jobs. Despite the study focusing on talent management, the dependent variable was on performance of teachers whereas the current study is on employee engagement.

Rukunga (2018) conducted an investigation on the influence that the formulation of a talent management strategy has on the performance of an organization by way of a case study of Kenyan telecoms firms. The sample included 269 individuals working in diverse departments and capacities across a variety of Kenyan telecoms enterprises. For the purpose of collecting data in accordance with an analytical descriptive methodology approach, a questionnaire was utilized. The research findings demonstrated that the development of employees' talents has a significant bearing on their overall performance. As per the findings of the study, increasing the amount of training opportunities available to employees is one way to foster greater levels of engagement among those workers.

#### **2.3.4 Talent Retention and Employee Engagement**

Alias, Nurul Ezaili (2019) investigated the influence that employee performance had on the link between talent management practices and employee retention in the context of Information and Communication Technology (ICT) businesses in Kenya. Specifically, they looked at how employee performance mediated this relationship. In order to collect information for the research, the questionnaire was used. A total of 232 people participated in the study and were included in the sample. The study's findings indicate that employee performance and talent retention have a favorable relationship. The study's conclusions suggest that more research be done to determine and examine the link between employee performance and employee retention.

Analysis of Talent Retention Strategies and Employee Performance: A Meta-Analysis of Their Impact on Talent Retention in Manufacturing Firms in Nairobi's Industrial Areas was published in 2018 by Pandita. The methodology used in the study was referred to as Mixed Methods. In the first phase of the project, a sample of 272 workers participated in a poll conducted by Gallup Workplace Audit. The results showed a connection between employee performance and retaining talent. It has been suggested that this topic undergo more investigation in order to build an independent scale of employee performance. This scale would concentrate on the factors that have been outlined above and test them for conceptual support.

Njoroge (2018) researched on the development of talent retention strategies in Kenyan financial institutions. The participants in the study totaled 72 people, each of whom was a representative worker for the State Corporation in Nairobi. For the purpose of collecting data in accordance with an analytical descriptive methodology approach, a questionnaire was utilized. The findings suggested that employee engagement had a significant impact on managing employee retention, while it was not possible to conclude that employee performance alone would be sufficient to retain personnel. This was due to the fact that it was not possible to conclude that employee performance alone would be sufficient to retain personnel. According to the findings of the study, further investigation into the relationship between employee performance and staff retention is recommended.

Tiwari (2019) conducted a research with the aim of determining the factors that influence staff retention and turnover in the hotel industry in Ireland. There, were a total of 42 people who took part in the experiment. Utilizing questionnaires to obtain data. According to the findings of the poll, factors such as a healthy work-life balance, incentive and recognition programs, opportunities for professional growth, and training all play an important role in retaining employees. Employers who fall short of meeting these requirements run the danger of having high rates of employee turnover. The study recommended that qualitative analysis be utilized in the future by researchers so that they may gather the responses of survey takers.

Mwangi and Waithaka (2018) investigated the ways in which talent management and retention influence productivity in Kenya's public sector. The survey included participation from a total of 385 HR managers and department heads from a variety of different firms. Questionnaires were utilized to collect information for this search. In order to properly analyze the data, both descriptive and inferential statistics were required. The findings demonstrated that talent management is a significant contributor to the loyalty and retention of employees. A few of the suggested methods for keeping top staff in Kenya's state-owned companies include career mapping, employee engagement in decision-making, performance management, and talent development. These are only a few of the methods.

### **2.3.5 Talent Management Practices and Employee Engagement**

Employee engagement can be maintained by talent management initiatives such as training and education, public acknowledgment, creating a supportive organizational culture, and providing assistance to leaders, as reported by Onday (2016). According to the survey's findings, an organization's financial line may benefit from enhancing employee engagement and reducing turnover rates via sound people management strategies. Marachi and Wario's (2018) research reveals that talent management practices that prioritize workers' professional development, awards, and recognition have a substantial impact on staff morale and productivity.

Kigo (2016) explored the effects of various talent management strategies and found that an organization's talent management should contribute to both the successful execution of projects and the employee engagement of its workforce. It should come as no surprise that a company that possesses a competitive advantage is one that is able to completely engage its workforce by using effective people management methods. An efficient employee engagement strategy creates a dynamic atmosphere that is beneficial to talent management initiatives, such as the development and education of staff members, the assistance of supervisors, the provision of incentives, and the acknowledgment of achievements.

Kirinyet, Karanja, and Odhiambo (2019) investigated the effects of talent retention and discovered that the only business that would be able to effectively win the hearts and minds of employee talent would be the one that mastered the ways of talent management. As a consequence of this, businesses need to reconsider their approach to talent management and how it affects the dedication of their workforce. Methods of talent management that clearly reflect a dedication to the management of human resources may result in a lower turnover rate and a greater level of commitment from workers. According to the findings of Njoroge (2020), proper talent management is required to keep employee engagement at a high level in the workplace. If talent management is in place, this can become an important factor in the performance of the business and perhaps its continued existence.

One of talent management's most important functions is ensuring that interested candidates stick around. Talent management is advantageous to both the business and its employees since it encourages people to take on more challenging roles while also providing them with opportunity to learn and grow in their current positions (Mwangi, 2019). Losing an employee might cause problems in the workplace, as stated by Ambrosius Kibui, Gachunga, and Namusonge (2018). Some of the negative outcomes of these types of changes include less diversity, loss of a mentor, lower productivity, and poorer customer service. Additionally, other valuable employees often follow the retiring staff.

## 2.4 Summary of Literature and Research Gaps

**Table 2.1 Summary of Literature and Research Gaps**

Author(s)	Title	Methodology	Key Findings	Research Gaps	Focus of the Proposed Study
(Karuri (2019)	Influence of talent management and attractiveness on the performance of workers at the Central Bank of Kenya	A descriptive survey and questionnaires were utilized. A regression model was utilized	Talent acquisition, retention, employee training programs, and employee engagement at CBK had a substantial influence on employee outcomes	The study specialized in the banking sector as opposed to the present research, which focuses on police security organization	However, the current study seeks to address the talent management practices at Directorate of Criminal Investigation
Muchiri, <i>et al</i> (2018)	Factors that influence effective talent acquisition in DT-SACCOs in Nyandarua County, with a particular focus on Tower SACCO- Ol Kalou	descriptive design was adopted- board members and staff members of Tower SACCO made up the target population	the manner in which prospective employers interact with applicants is predictive of how those individuals was treated once they have been hired	The study only majored in one particular independent variable of the current study and went further to involve SACCOs	However, the current study seeks to address various talent management practices in totality and also by involving a government institution- Directorate of Criminal Investigation
Syeda and Abida	Impact of talent	measures of central tendency, variance, and correlation, descriptive	Having a strong employer brand is beneficial to an organization's capacity to	The study focused on one particular aspect of talent management	Because this study will only concentrate on a small number of

(2018)	Acquisition on employee performance in telecommunications industry in Kenya	statistics was chosen	Recruit and keep talented employees. This is because a strong employer brand makes it easier to compete for talent	leaving out a number of talent management practices	talent management techniques at a government institution and not telecommunication enterprises, there are still a number of research gaps that need to be filled.
Njagi (2019)	Talent development management and employee performance of teaching professionals in the public secondary schools located in Kenya's Kiambu County	The sample for this study consisted of 581 teachers and administrators from secondary schools: Both descriptive statistics and inferential statistics were utilized in the process of data analysis	The results showed a favorable link between employee performance and the talent development nt.	Despite the study focusing on talent management, the dependent variable was on performance of teachers whilst the current study is on employee engagement	The study's focus is on talent management strategies and how they affect worker engagement outside of public secondary schools.
Kanengoni (2019)	The impact of talent acquisition strategies on employee retention in sugar firms in the Western Province of Kenya	Gathering data methods included surveys and interviews. The acquired data was analyzed utilizing descriptive and inferential statistical methods.	The study found that more employees reported high levels of job satisfaction following the completion of the talent acquisition process with the goal of being promoted to the next level of management	There were just a few participants in the research.	In order to conduct the study successfully, a large sample size is necessary

Source: Research Data (2023)

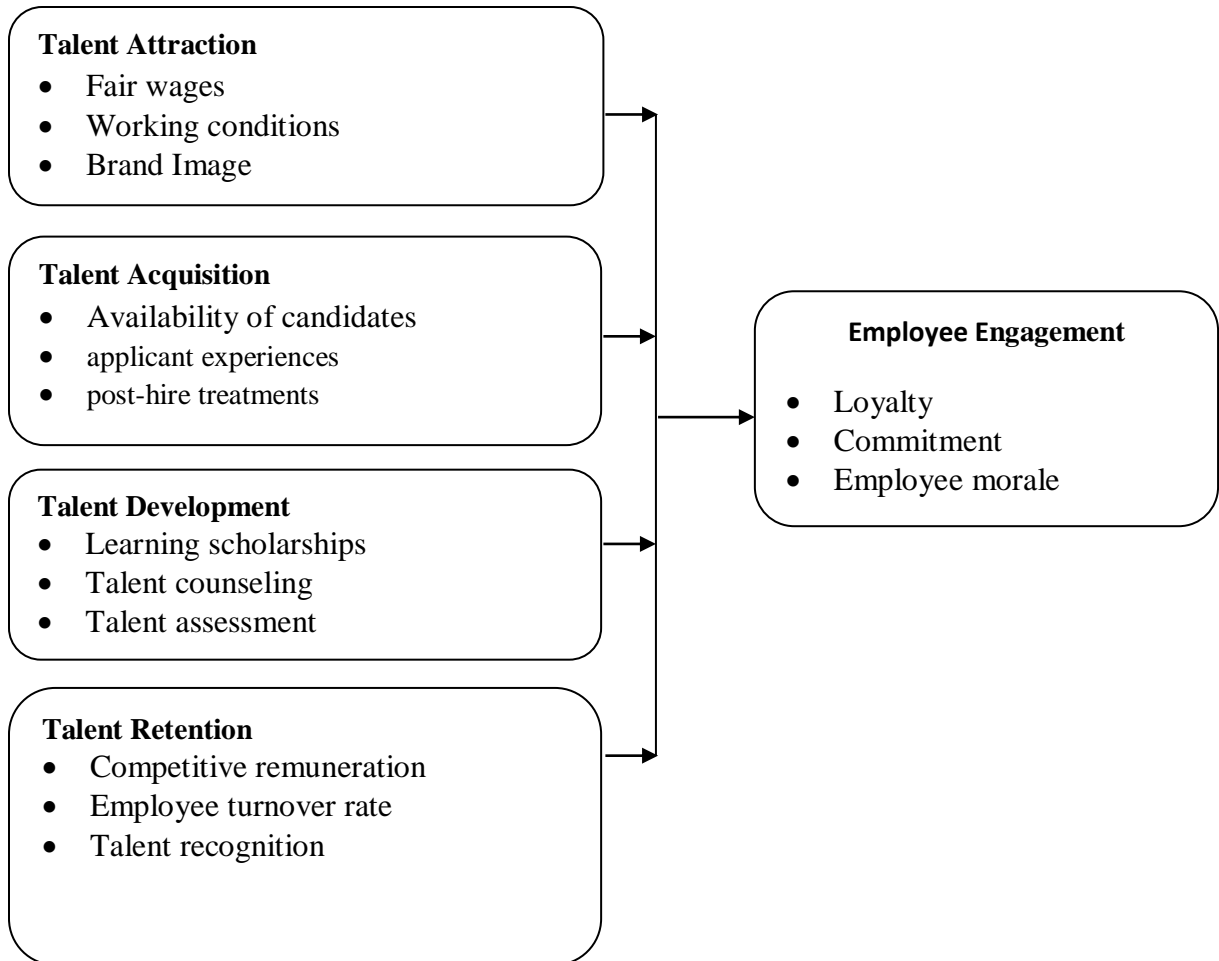


## 2.5 Conceptual Framework

The conceptual framework explains the connection between the independent variables and dependent variables.

### Independent Variables

### Dependent Variable



**Figure 2.1 Conceptual Framework**

**Source: Author (2023)**

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter explains the approach that was applied to carry out the research. This comprises the research design, the study population, the sampling design, the tools and methods for gathering data, the exercise for the pilot study, the operationalization of the variable, the data analysis and presentation, and ultimately, the ethical issues.

#### **3.2 Research Design**

Descriptive research design was utilized for this study. Descriptive research designs, as defined by Kothari (2008), is a scientific method of inquiry that involve collecting and analyzing data to provide a description of a phenomena in its present form or setting, hence, an exact description of the phenomenon under study is what this research strategy is all about.

According to Krishnaswami (2018), the descriptive research design is recommended since it enables the researcher to rapidly and readily acquire current factual information from respondents in the specified research topic. This is one of the reasons why the descriptive research design is recommended. The fundamental objective of descriptive research is to provide a description of the aspects of the topic that are being investigated, including its facts and characteristics. This kind of study seeks to determine, the use of frequency analysis, means, and other statistical computations about talent management practices and engagement of administrative employees in county and regional levels of Directorate of Criminal Investigation.

#### **3.3 Target Population**

Ngechu (2018) posit that population a clearly established sample from which inferences about the topic under inquiry can be drawn. It is estimated that as many as 100,000 police and paramilitary personnel are employed by Kenya's National Police Service. According to table 3.1, a total of 864 administrative staff members from the eight regions of the Directorate of Criminal Investigation were targeted in this research exercise.

**Table 3.1 Target Population**

<b>Category</b>	<b>Administrative Staff</b>	<b>Percentage%</b>
Nairobi Region	105	12
Central Region	119	14
Eastern Region	105	12
Western Region	102	12
Coastal Region	96	11
Nyanza Region	107	12
Rift Valley Region	126	15
North Eastern Region	104	12
Total Population	864	100

**Source: Directorate of Criminal Investigation (2022)**

### **3.1 Samples and Sampling Techniques**

The sampling strategy was used to make decisions concerning the study's sampling unit, sampling frame, sampling methodology and sample size, among other related matters. In the sampling frame, the population units that serve as the source of the sample were identified and listed (Cooper & Schindler, 2013).

#### **3.3.1 Sample Frame**

The term sampling frame as stated by Cooper and Schindler (2013), is defined as a list of the entire population from which the sample is derived. Participants comprising of sampling frame for this study consisted of administrative workers and were obtained from eight different regional offices, including the Central Region, Nairobi Region, Rift Valley Region, Western Region, Nyanza Region, Coastal Region, Eastern Region, and North Eastern Region.

#### **3.3.2 Sampling Technique**

The method of sampling was a stratified random sampling. Peil (2014) identifies this method of probability sampling as one in which the researcher splits the population of interest into strata before randomly choosing people from each stratum. According to Holborn and Langley (2015), stratification is the process of splitting a population into

homogenous subgroups prior to sampling. Each member of the population should belong to exactly one of these categories; the categories themselves should be mutually exclusive. Collectively, they must be exhaustive; no segment of the population should be left out.

According to Glass and Hopkins's (2014) research, a sample size of 10% or more is considered to be appropriately representative of the population being studied. Therefore, 10% of the target population made up the sample that was taken from each stratum. For the purposes of this investigation, the samples were taken from the administrative employees of Kenya's 8 Regional Directorate Offices. As a result, a total of 86 respondents were chosen and each of them was given a questionnaire to fill.

**Table 3.2 Sample Size**

<b>Category</b>	<b>Administrative Staff</b>	<b>Sample Size</b>
Nairobi Region	105	10
Central Region	119	12
Eastern Region	105	10
Western Region	102	10
Coastal Region	96	10
Nyanza Region	107	11
Rift Valley Region	126	13
North Eastern Region	104	10
Total Population	864	86

**Source: Research Data (2022)**

### **3.4 Data Collection Instrument**

At the Directorate of Criminal Investigation in Nairobi, the researcher collected primary data in order to conduct an analysis of the effect that talent management strategies had on employee engagement. According to Mugenda and Mugenda (2008), one of the benefits of using questionnaires is that the procedure is relatively less time consuming because the researcher must wait for the respondents to return the completed questionnaires at their own pace.

Both open-ended and closed-ended questions were utilized in the surveys to ensure accurate data collection. In the case of closed-ended questions, responses were rated on a five-point Likert scale, with 1 indicating strong disagreement, 2 moderate disagreements, 3 neutral, 4 agreement, and 5 strongly agree. In addition to using multiple-choice questions, the study also included open-ended questions so that participants could share their thoughts on the subject of talent management and employee engagement.

### **3.5 Data Collection Procedures**

The researcher used an introductory letter from Kenyatta University which was considered an official identification approach in order to secure approval. Still, a study permit from NACOSTI was used as well for official purpose. By satisfying the approval requirements, questionnaires were sent to Directorate of Criminal Investigation, Nairobi specifically their individual offices and via electronic mail to those who were not be in the office. Within the organization, convenient drop-off locations for completed questionnaires were established to accommodate workers with frequent field travels and hectic schedules. Each department designated a representative to facilitate the exercise. This strategy helped to ensure that the study is completed within the allotted time frame. According to Mugenda & Mugenda (2003), this approach is relatively less expensive.

### **3.6 Pilot Study**

The pilot study, which is often a smaller-scale study designed to aid in the planning and modification of the larger study, is the first a stage of any research technique. A questionnaire was devised and pilot-tested among 9 respondents in Kahawa Barracks. This was 10 percent of the 86 respondents involved in the entire study. However, after the conclusion of the exercise, the pre tested questionnaires were not employed in the ultimate exercise of data collection. The primary questionnaires were modified as needed when the exercise is completed in order to make them ready for delivery to each respondent at the Directorate of Criminal Investigation's headquarters.

### **3.6.1 Validity of Research Instruments**

Validity determines how well a research instrument gauges what it claims to do or how accurately a survey approach analyzes what it claims to evaluate (Kothari, 2008). The researcher and the supervisor discussed the instrument to ensure that it has content validity before starting the data collection process. This was done so that the questionnaires' content validity down to the level of sophistication of the questions asked and the language used can be assessed.

### **3.6.2 Reliability of Research Instruments**

Kothari (2008) asserts that reliability is how often the same group of people who take the same test get the same results. Researchers might find missing or confusing parts of data collection tools by making sure they are reliable. At the Vigilant House in Nairobi, one of the security organs, there was a pilot test of a questionnaire with 15 people. This represents 10 percent of the 150 research participants. But the pre-tested questions were not used in the final exercise to gather data. At the end of the process, the primary questionnaires were updated and sent to all respondents at the regional offices of the Directorate.

The researcher assessed the internal consistency of the instruments to establish how reliable they were. Ary, Razavieh, and Soorensen (2020) concluded that a tool has strong internal consistency if its Cronbach alpha value is over 0.7. With 95% certainty, the researcher figured out the Cronbach's Alpha Coefficient by looking at the results of the pilot study. Cronbach's alpha was determined. by inputting the findings of the pilot research onto a computer and using SPSS version 26. The questionnaires were deemed reliable if it could be used with the sample without any changes and has a Cronbach's alpha score of 0.7 or higher.

### **3.7 Data Analysis and Presentation**

The process of organizing and arranging raw data so that it can be used to derive meaningful information is known as data analysis. The data must be cleansed and coded in order for the researcher to produce results (Glass & Hopkins, 2019). The data were checked for accuracy, homogeneity, logic, and consistency before analysis. Descriptive

statistics like mean, mode, percentage, and stan dev were employed with the assistance of SPSS to analyze. To make the analysis' findings easier to understand, the results were presented in tables.

As a statistical technique, correlation analysis was employed to determine how closely the variables were related. A correlation matrix was created to show how the independent and dependent variables are related to one another. When the correlation value is 0, there is no connection between the two variables. On the other hand, a correlation of 1.0 indicates a positive or negative association. Therefore, between 0 (no relationship) and 1.0 (perfect relationship) denotes how the data was interpreted in this research work.

The Directorate of Criminal Investigations in Nairobi was studied using regression analysis to investigate how talent management practices affect employee engagement. The regression analysis was utilized to ascertain how they affect all of the research variables. The regression analysis model is described below;

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where;

Y = Employee engagement

X<sub>1</sub> = Taleny attraction

X<sub>2</sub> = Talent acquisition

X<sub>3</sub> = Talent development

X<sub>4</sub> = Talent retention

a = constant term

β<sub>1</sub> – β<sub>4</sub> = Regression coefficents

ε = Error term

### **3.8 Ethical Consideration in the Research Study**

Aforementioned areas were subjected to ethical considerations;

The ethical concept of voluntary participation states that study participants must be free to decline involvement. In order to collect data, a researcher needs to ask potential respondents to choose them as responders. For a study to adhere to the ethical ideal of "informed consent," potential respondents must provide their approval after being given detailed information about the procedures and risks associated with the study. According to accepted ethical principles, researchers must ensure that their study's subjects are not put in danger.

Participants were given the assurance that their information would be kept secret and not be disclosed to anybody who was not a part of the research. Therefore, the researcher followed his or her commitments and agreements, acted with integrity and sought for mental and behavioral consistency in relation to the study being addressed. The researcher worked to guarantee that all scientific communications were truthful. Sincerity in the reporting of data, results, techniques, and publishing status. No data was faked or altered. As a result, the researcher did not misrepresent the study's findings to peers, research funders, or the public at large.



## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSIONS

#### 4.1 Introduction

The chapter discusses the study response rate, reliability tests, descriptive statistics, and inferential analysis.

#### 4.2 Response Rate

The response rate is exhibited below;

**Table 4.1 Response Rate**

<b>Response</b>	<b>Frequency</b>	<b>%</b>
Responded	78	91
No Response	8	9
Issued	86	100

**Source: Research Data (2023)**

As demonstrated in Table 4.1 above, a total of 86 questions were distributed from which 78 were answered and returned while 8 questionnaires were not returned. The percentage response showed that 91% returned and 9% not returned. The percentage response for returned questionnaires were adequate to warrant final analysis.

#### 4.3 Reliability Test Results

The reliability tests results are exhibited on Table 4.2.

**Table 4.2 Reliability Test Results**

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Items</b>	<b>Rule</b>
Employee engagement	0.968	6	Accepted
Talent Attraction	0.981	6	Accepted
Talent Acquisition	0.946	6	Accepted
Talent Development	0.975	6	Accepted
Talent Retention	0.975	6	Accepted

**Source: Research Data (2023)**

The presentation illustrated on table 4.2 comprised of reliability test result by use of Cronbach's Alpha as a metric that is used to gauge and analyze the item's internal consistency where a score of over 0.7 is considered reliable. The result showed that employee engagement had a score of 0.968, talent attraction had a score of 0.981 whereas talent attraction had a score of 0.946. Further tests revealed that talent acquisition had a score 0.975 same as talent retention with a score of 0.975. From the findings shown, all the variables had a score that was over 0.7, implying that they were all reliable and therefore, acceptable. This shows that the instrument was reliable based on the recommendation made by Mohamad, Sulaiman, Sern and Salleh (2015), who stated that Cronbach's alpha value alpha ranging between 0.70 and 0.90 shows that a high reliability of research instruments.

#### **4.4 Demographic Analysis of the Respondents**

The respondents' demographic analysis was based on their gender, marital status, level of education and work experience.

##### **4.4.1 Gender**

The table 4.3 comprises of response on gender.

**Table 4.3 Gender Response**

<b>Category</b>	<b>Frequency</b>	<b>Percent</b>
male	43	55.1
female	35	44.9
<b>Total</b>	<b>78</b>	<b>100.0</b>

**Source: Research Data, (2023)**

Table 4.3 comprised of study findings based on establishing the gender response. The analysis showed that 55% of respondents involved in the study were male and 45% were female. The response with small margin different implied that there was good gender representation in this study. Gender diversity, according to Chaudhry & Sharma (2016), has the greatest impact on employees' performance in an organization.

#### **4.4.2 Marital Status**

Table 4.4 displayed the respondents' marital status.

**Table 4.4: Respondents' Marital Status**

<b>Category</b>	<b>Frequency</b>	<b>Percent</b>
Married	43	55.1
Single	18	23.1
Separated	8	10.3
Divorced	6	7.7
widowed	3	3.8
<b>Total</b>	<b>78</b>	<b>100.0</b>

**Source: Research Data, (2023)**

Presentation on table 4.4 showed that 55% of respondents involved in the study were married, 23% were single while 10% were separated. Other respondents who were 7% indicated that they were divorced and lastly, 3% claimed that they were widowed. The result going by the majority revealed that majority were married, however, all respondents regardless of their status, were expected to fully participate in the study by addressing the subject of talent management practices and employee engagement. The influence of marital status on workers' job performance was examined by Ahmad, Khan, Aslam, and Muhammad (2020) and they discovered a substantial positive association between marital status and job performance.

#### 4.4.3 Educational Level

Table 4.5 constitute presentations on respondents' level of education

**Table 4.5 Respondent's Educational Level**

Category	Frequency	Percent
O-level	7	9.0
Diploma Level	32	41.0
bachelor's degree	29	37.2
postgraduate degree	7	9.0
other qualification	3	3.8
<b>Total</b>	<b>78</b>	<b>100.0</b>

**Source: Research Data, (2023)**

Table 4.5 comprised of study findings based on education level of respondents that were involved in this study. The percentage response revealed that 9% of staff had only o-level of education, a total of 41% had diploma level whereas 37% had bachelor's degree as 9% of other respondents had postgraduate degree. The study showed that 3% had other qualification in terms of postgraduate certifications. Majority of respondents were an indication that they were knowledgeable and could respond well with appropriate data about talent management practices and employee engagement at DCI. Educational achievement is positively correlated with employee performance, according to a research by Faith (2017) that looked at how employers evaluate the link between employees' academic credentials and work success.

#### 4.4.4 Work Experience

The 4.6 provides presentation on work experience of staff involved in the study.

**Table 4.6 Respondent's Work Experience**

Category	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 1 year	7	9.0	9.0	9.0
1-4 years	17	21.8	21.8	30.8
5-7 years	16	20.5	20.5	51.3
8-10 years	25	32.1	32.1	83.3
11 years and over	13	16.7	16.7	100.0
<b>Total</b>	<b>78</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Research Data, (2023)**

Results from the survey are displayed in Table 4.6, where 9% of respondents had less than a year of job experience. However, 21% of respondents had 1-4 years work experience whereas 20% had 5-7 years of work experience. Majority being 32% had 8-10 years of work experience and lastly, 16% of respondents had 11 years and over. The study findings implied that at least all the respondents had some period of service in the organization, hence, considered to be able to understand the aspect of talent management practices and employee engagement at DCI. Iyiade, Moses and Julius (2022) did a comparative research on the influence of age diversity on employee performance and discovered that employee performance in public institutions is positively and significantly impacted by age.

#### **4.5 Descriptive Statistics**

The descriptive statistics were based on the independent and dependent variables in this study.

##### **4.5.1 Talent Attraction and Administrative Employee Engagement**

The study aimed to establish the influence of talent attraction on employee engagement at the Directorate of Criminal Investigation. The presentations were provided on table 4.7.

**5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree**

**Table 4.7 Talent Attraction and Administrative Employee Engagement**

<b>Assertion</b>	<b>5 %</b>	<b>4 %</b>	<b>3 %</b>	<b>2 %</b>	<b>1 %</b>	<b>Mean</b>	<b>Std Dev</b>
This organization has been able to attract the most qualified candidates based competitive wages	35.3	49.4	4.7	4.7	5.9	4.56	0.437
The good environmental working condition has enabled to attract the right talents	45.9	44.7	0	5.9	3.5	3.91	1.088
My organization works hard to preserve a great reputation in order to draw in skilled workers.	38.8	55.3	3.5	2.4	0	4.63	0.367
The Employer image is strong and compelling among prospective employees	41.2	34.1	12.9	8.2	3.5	4.52	0.478
The organization has a reputation of awarding substantial wages and salaries which attracts potential candidates	36.5	49.4	11.8	2.4	0	4.11	0.886
The regular upward improvement of environmental working conditions has spurred interest among potential candidates towards this organization	39.5	46.6	6.8	4.7	2.6	4.57	0.427
Aggregate Score	39.6	46.9	6.2	9.0	1.9	4.38	0.614

**Source: Research Data, (2023)**

Table 4.7 demonstrate that the participants agreed that talent attraction influences the engagement of administrative employees in regional offices of DCI in Kenya as demonstrated by an aggregate mean score of 4.38 and aggregate stan dev of 0.614. 39.6% of the participants strongly agreed with the claim, while 46.9% agreed, 6.2% were indifferent, 4.9% disagreed, and 1.9% strongly disagreed. The outcomes are consistent with those of a research done by Karuri (2019) to ascertain the impact of talent

management and attractiveness on the performance of employees at the CBK. The analysis of the data from this study revealed that talent acquisition, retention, employee training programs, and employee engagement at CBK had a substantial influence on employee outcomes (teamwork, job satisfaction, and employee performance).

The respondents strongly agreed on the assertion that; their organization works hard to preserve a great reputation in order to draw in skilled workers employees ( $M=4.63$ ,  $SD=0.367$ ). 38.8% of the participants strongly agreed with this claim, while 55.3% agreed, 3.5% were indifferent, and 2.4% disagreed. The regular upward improvement of environmental working conditions has spurred interest among potential candidates towards this organization ( $M=4.57$ ,  $SD=0.427$ ). 39.5% of the participants strongly agreed with this claim, while 46.6% agreed, 6.8% were indifferent, 4.7% objected, and 2.6% disagreed. The organization has been able to attract the most qualified candidates based competitive wages ( $M=4.56$ ,  $SD=0.437$ ). This assertion was strongly agreed by 35.3% of the participants, 49.4% agreed, 4.7% neutral and disagreed respectively and that the employer image is strong and compelling among prospective employees ( $M=4.52$ ,  $SD=0.427$ ). The participants' responses on this claim were as follows: 41.2% strongly agreed, 34.1% agreed, 12.9% agreed, 8.2% disagreed, and 3.5% strongly disagreed. The findings are congruent with Manyasi (2018) who conducted an investigation of the ways in which academics at Kenyan public universities responded to opportunities for career growth and advancement during talent acquisition and according to the findings of the study, in order for an organization's performance to be improved, it is vital to successfully apply methods of talent management, particularly talent recruitment.

The participants agreed on the assertion that; the organization has a reputation of awarding substantial wages and salaries which attracts potential candidates ( $M=4.11$ ,  $SD=0.886$ ). This statement was strongly agreed by 36.5% of the participants, 49.4% agreed, 11.8% neutral and 2.4% disagreed. The good environmental working condition has enabled to attract the right talents ( $M=3.91$ ,  $SD=1.088$ ). Of the participants, 45.9% strongly agreed with this claim, 44.7% agreed, 5.9% disagreed, and 3.5% severely disagreed. The findings are in line with Thiriku and Were (2020), research that was done on the impact of management strategies and talent acquisition on employee retention

among Kenyan private companies. According to the findings of the research, talent attraction made it easier to position employees with the relevant abilities in the proper places and highlighted the crucial qualities that helped businesses to be successful.

#### 4.5.2 Talent Acquisition and Administrative Employee Engagement

The study sought to establish the influence of talent acquisition on employee engagement at the Directorate of Criminal Investigation. The presentations were provided on table 4.8. where

5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree

**Table 4.8 Talent Acquisition and Administrative Employee Engagement**

Statement	5 %	4 %	3 %	2 %	1 %	Mean	Std Dev
A lengthy talent acquisition process may be a side effect of a candidate shortage	30.6	31.8	15.3	7.1	15.3	3.94	1.060
The hiring process may be excessively lengthy leading the best employee prospects to seek employment elsewhere	50.6	42.4	5.9	1.2	0	4.57	0.427
A strong applicant experience can help build the employer brand, which encourages potential candidates to apply.	39.5	46.6	6.8	4.7	2.6	4.55	0.448
Positive applicant experiences inspire qualified individuals to apply for and accept employment offers	43.5	47.1	8.2	1.2	0	4.10	0.899
The way an employer handles candidates during the employment process is indicative of how they was treated post-hire	68.2	12.9	0	18.8	0	3.27	1.726
Post hiring treatments by employers determines future talent acquisition in this organization	36.5	34.1	11.8	4.7	12.9	3.44	1.558
Aggregate score	45.9	33.7	8.2	6.6	5.6	3.98	1.019

Source: Research Data, (2023)



The results exhibited in Table 4.8 indicate that the participants agreed that talent acquisition influences the engagement of administrative employees in regional offices of DCI in Kenya as indicated by an aggregate mean score of 3.98 and aggregate stan dev of 1.558. Of the participants, 45.9% strongly agreed with this claim, 33.7% agreed, 8.2% were indifferent, 6.6% disagreed, and 5.6% strongly disagreed. The results are consistent with Kanengoni (2019) who explored the influence of talent acquisition strategies on staff retention rates in order to gather data for their research. According to the conclusions of the study, there is a possibility that a candidate shortage will result in a drawn-out process of talent acquisition.

The participants strongly agreed on the assertions that; the hiring process may be excessively lengthy leading the best employee prospects to seek employment elsewhere (M=4.57, SD=0.427). Of the participants, 50.6% strongly agreed with this claim, 42.4% agreed, 5.9% were indifferent, and 1.2% disagreed. A strong applicant experience can help build the employer brand, which encourages potential candidates to apply (M=4.55, SD=0.448). 39.5% of respondents strongly agreed with this claim, compared to 46.6% who agreed, 6.8% who were indifferent, 4.7% who disagreed, and 2.6% who strongly agreed. The results concur with Muchiri, Makokha, and Gichuhi (2018) who conducted a study on the determinants effective talent acquisition in SACCOS in Nyandarua County, with a particular focus on Tower SACCO. According to the findings of the study, the manner in which prospective employers interact with applicants is predictive of how those individuals were treated once they have been hired.

The respondents agreed on the assertions that; positive applicant experiences inspire qualified individuals to apply for and accept employment offers (M=4.10, SD=0.899). 43.5% of the participants strongly agreed with this claim, 47.1% agreed, 8.2% were indifferent, and 1.2% disagreed. A lengthy talent acquisition process may be a side effect of a candidate shortage (M=3.94, SD=1.060). This claims was strongly agreed by 30.6% of the participants, 31.8% agreed, 15.3% neutral, 7.1% disagreed and 15.3% strongly disagreed. The results concur with the findings of a research on the impact of talent acquisition on employee performance was carried out by Syeda and Abida (2018) in the Kenyan telecommunications industry. According to the findings, having a strong

employer brand is beneficial to an organization's capacity to recruit and keep talented employees.

The participants indicated neutral on the statements that; post hiring treatments by employers determines future talent acquisition in this organization (M=3.44, SD=1.558). 36.5% of participants strongly agreed with this claim, compared to 34.1% who agreed, 11.8% who were neutral, 4.7% who disagreed, and 12.9% who severely disagreed. The way an employer handles candidates during the employment process is indicative of how they was treated post-hire (M=3.27, SD=1.726). 68.2% of respondents strongly agreed with this claim, 12.9% agreed, and 18.8% disagreed. The finding contradicts with Kanengoni (2019) who conducted a study to examine the influence of talent acquisition strategies on staff retention rates in order to gather data for their research. According to the conclusions of the study, there is a possibility that a candidate shortage will result in a drawn-out process of talent acquisition.

### 4.5.3 Talent Development and Administrative Employee Engagement

The study aimed to establish the influence of talent development on employee engagement at the Directorate of Criminal Investigation. The presentations were provided on table 4.9. where

5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree

**Table 4.9 Talent Development and Administrative Employee Engagement**

Statement	5 %	4 %	3 %	2 %	1 %	Mean	Std Dev
The organization offers partial scholarships to employees who want to further their studies	55.3	42.4	0	2.4	0	4.48	0.519
Employees have been having talent counseling opportunities at work to learn and grow.	29.4	49.4	1.2	20.0	0	4.56	0.437
The management regularly carries out talent assessment and updates employees on their progress	36.5	34.1	11.8	4.7	12.9	3.99	1.009
Learning scholarship programs provided by this organization are adequate for my talent development	56.5	18.8	0	18.8	5.9	3.76	1.237
There is a standby counselor at work who encourages employee development.	60.0	18.8	0	8.2	12.9	4.52	0.479
In my organization there is effective talent assessment and employer engagement aimed at identifying training needs.	63.5	27.1	0	4.7	4.7	4.08	0.918
Aggregate Score	52.9	31.3	0.2	10.8	4.7	4.23	0.767

**Source: Research Data, (2023)**

The results presented in Table 4.9 illustrate that the participants agreed that talent development influences the engagement of administrative employees in regional offices of DCI in Kenya as demonstrated by an aggregate mean score of 4.23 and aggregate stan dev of 0.767. 52.9% of respondents strongly agreed with this claim, compared to 31.3% who agreed, 0.2% who were neutral, 10.8% who disagreed, and 4.7% who strongly disagreed. The results concur with Oyaro (2019) who conducted research that

investigated the influence that talent development programs had on the overall employee performance at a number of different financial institutions in Nairobi, Kenya. According to the findings of the study, training is an important method that should be utilized to improve employees' and managers' understanding of how an organization function.

The participants strongly agreed on the assertions that; employees have been having talent counseling opportunities at work to learn and grow ( $M=4.56$ ,  $SD=0.437$ ). 29.4% of the participants strongly agreed with this claim, 49.4% agreed, 1.2% were neutral, and 20.0% disagreed. There is a standby counselor at work who encourages employee development ( $M=4.52$ ,  $SD=0.479$ ). 60.0% of respondents strongly agreed with this claim, 18.8% agreed, 8.2% disagreed, and 12.9% strongly disagreed. The organization offers partial scholarships to employees who want to further their studies ( $M=4.48$ ,  $SD=0.519$ ). Of the participants, 55.3% strongly agreed with this claim, 42.4% agreed, and 2.4% disagreed. The findings are consistent with studies conducted by Njagi (2019) on the topic of talent development management and employee performance of teaching professionals in the public secondary schools located in Kenya's Kiambu County. Findings indicated how employers should offer sufficient possibilities for employee talent development in order to boost workers' levels of engagement in their jobs.

The participants agreed on the assertions that; in their organization there is effective talent assessment and employer engagement aimed at identifying training needs ( $M=4.08$ ,  $SD=0.918$ ). 63.5% of the participants strongly agreed with this claim, compared to 27.1% who agreed, 4.7% who disagreed, and 4.5% who strongly disagreed. The management regularly carries out talent assessment and updates employees on their progress ( $M=3.99$ ,  $SD=1.009$ ). 36.5% of participants strongly agreed with this claim, compared to 34.1% who agreed, 11.8% who were neutral, 4.7% who disagreed, and 12.9% who strongly disagreed. Learning scholarship programs provided by this organization are adequate for my talent development ( $M=3.76$ ,  $SD=1.237$ ). 56.5% of respondents strongly agreed with this claim, 18.8% agreed, 18.8% disagreed, and 5.9% strongly disagreed. The findings agree with Rukunga (2018) who conducted an investigation on the influence that the formulation of a talent management strategy has on the performance of an organization

by way of a case study of Kenyan telecoms firms. The results show that an employee's total performance is significantly impacted by their ability to develop their abilities.

#### 4.5.4 Talent Retention and Administrative Employee Engagement

The study sought to establish the influence of talent retention on employee engagement at the Directorate of Criminal Investigations. The presentations were provided on table 4.10.

5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree

**Table 4.10 Talent Retention and Administrative Employee Engagement**

Statement	5 %	4 %	3 %	2 %	1 %	Mean	Std Dev
Competitive remuneration enables the organization to attract and retain talents	55.3	29.4	0	4.7	10.6	3.57	1.429
The staff at this organization's turnover is rather minimal.	38.8	28.2	1.2	9.4	22.4	4.60	0.399
The organization has competitive remuneration system which is motivating factor to the employees.	29.4	49.4	1.2	20.0	0	3.82	1.180
The organization's Human Resource policies and practices are effective in retaining skilled workforce.	34.1	61.2	0	0	4.7	4.03	0.967
The recognition of talented workforce by the management is satisfactory among employees	30.6	55.3	3.5	2.4	8.2	4.19	0.809
The regular nonmonetary rewards are meeting the employee satisfaction level contributing towards retaining work force	45.9	35.3	2.4	2.4	14.1	4.58	0.419
Aggregate Score	38.8	43.5	1.4	4.5	11.8	4.13	0.867

**Source: Research Data, (2023)**

The results exhibited in Table 4.10 indicate that the participants agreed that talent retention influences the engagement of administrative employees in regional offices of DCI in Kenya as demonstrated by an aggregate mean score of 4.13 and aggregate stan dev of 0.867. 43.5% strongly agreed, 38.8% agreed, 11.8% strongly disagreed, 4.5% disagreed, and 1.4% were neutral. The results are consistent with Alias, Nurul Ezaili's

(2019) research, which looked at how employee performance affected the connections between talent management strategies and employee retention in the context of Kenyan ICT enterprises. The study's findings show a connection between employee performance and talent retention that is favorable.

The respondents strongly concurred with the claims that there is a low percentage of staff turnover in this the organization ( $M=4.60$ ,  $SD=0.399$ ). 38.8% of the participants strongly agreed with this claim, followed by 28.2% who agreed, 1.2% who were neutral, 9.4% who disagreed, and 22.4% who strongly disagreed. The regular nonmonetary rewards are meeting the employee satisfaction level contributing towards retaining work force ( $M=4.58$ ,  $SD=0.419$ ). 45.9% of the respondents strongly agreed with this claim, compared to 35.3% who agreed, 2.4% who were indifferent, and 14.1% who strongly disagreed. The finding agrees with the results of a study on the creation of talent retention strategies in Kenyan commercial banks was carried out by Njoroge (2018). The findings suggested that employee engagement had a significant impact on managing employee retention, while it was not possible to conclude that employee performance alone would be sufficient to retain personnel.

The participants agreed on the assertions that; the recognition of talented workforce by the management is satisfactory among employees ( $M=4.19$ ,  $SD=0.809$ ). 30.6% of the participants strongly agreed with this claim; 55.3% agreed; 3.5% were neutral; 2.4% disagreed; and 8.2% strongly disagreed. The organization's Human Resource policies and practices are effective in retaining skilled workforce ( $M=4.03$ ,  $SD=0.967$ ). 34.1% of responders strongly agreed, 61.2% agreed, and 4.7% strongly disagreed with this proposition. The organization has competitive remuneration system which is motivating factor to the employees ( $M=3.82$ ,  $SD=1.180$ ). 29.4% of the respondents strongly agreed with this claim, while 49.4% agreed, 1.2% were neutral, and 20.0% strongly opposed. Competitive remuneration enables the organization to attract and retain talents ( $M=3.57$ ,  $SD=1.429$ ). 55.3% of respondents strongly agreed with this claim, compared to 29.4% who agreed, 4.7% who disagreed, and 10.6% who strongly disagreed. The results concur with a study that was carried out by Tiwari (2019) with the purpose of determining the factors that influence staff retention and turnover in the hotel industry in Ireland.

According to the findings of the poll, factors such as a healthy work-life balance, incentive and recognition programs, opportunities for professional growth, and training all play an important role in retaining employees.

#### 4.5.5 Administrative Employee Engagement

The study aimed to establish the state of employee engagement at the Directorate of Criminal Investigation. The presentations were provided on table 4.11.

5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree

**Table 4.11 Administrative Employee Engagement**

Statement	5 %	4 %	3 %	2 %	1 %	Mean	Std Dev
Employees are committed to work in this organization	47.1	43.5	1.2	0	8.2	3.57	1.430
Employees are self-driven full of moral in executing their duties	36.5	34.1	11.8	4.7	12.9	4.01	0.990
When employees get to participate in daily operations in organization, they become more loyal to the organization	38.8	43.5	1.4	4.5	11.8	3.90	1.097
I'm inspired to go above and beyond in this organization than I would in a comparable position elsewhere.	55.3	38.8	2.4	0	3.5	4.59	0.409
The management of talent practices develops and allocate human capital in the best possible ways in order to achieve great employees.	29.4	20.0	0	1.2	49.4	4.52	0.479
The manager is responsible for creating an improved environment where employees' talents are supported	30.6	55.3	3.5	2.4	8.2	4.63	0.370
Aggregate Score	39.6	39.2	3.38	2.13	15.7	4.20	0.796

**Source: Research Data, (2023)**

The results presented in Table 4.11 indicate that the participants agreed that talent management practices influences the engagement of administrative employees in regional offices of DCI in Kenya as demonstrated by an aggregate mean score of 4.20 and aggregate stan dev of 0.796. 39.6% of those polled strongly agreed with this claim, followed by 39.2% who agreed, 3.38% who were neutral, 2.13% who disagreed, and

15.7% who strongly disagreed. The finding agree with Maragia (2019) who observe that talent management is the act of forecasting an organization's future human capital needs and putting plans in place to address those needs through training, career development, talent acquisition, and employee retention.

The participants strongly agreed on the assertions that; the manager is responsible for creating an improved environment where employees' talents are supported (M=4.63, SD=0.370). 30.6% of the participants strongly agreed with this claim, while 55.3% agreed, 3.5% were neutral, 2.4% disagreed, and 8.2% strongly disagreed. The organization motivates them to go beyond what they would do in a similar role elsewhere (M=4.59, SD=0.409). The management of talent practices develops and allocate human capital in the best possible ways in order to achieve great employees (M=4.52, SD=0.479). 29.4% of those polled strongly agreed with this claim, 20.0% agreed, 1.2% disagreed, and 49.4% strongly disagreed. The results concur with Tyskbo (2019) who show that talent management as the processes of managing performance, attracting and retaining people, managing careers, training, and acquiring new personnel.

The participants agreed on the assertions that; Employees are self-driven full of moral in executing their duties (M=4.01, SD=0.990). 36.5% of those polled strongly agreed with this claim, compared to 34.1% who agreed, 11.8% who were neutral, 4.7% who disagreed, and 12.9% who strongly disagreed. When employees get to participate in daily operations in organization, they become more loyal to the organization (M=3.90, SD=1.097). 38.8% of those polled strongly agreed with this claim, while 43.5% agreed, 1.4% were neutral, 4.5% disagreed, and 11.8% strongly disagreed. Employees are committed to work in this organization (M=3.57, SD=1.430). 47.1% of those polled strongly agreed with this claim, 43.5% agreed, 1.2% were indifferent, and 8.2% strongly disagreed. 47.1% of those polled strongly agreed with this claim, 43.5% agreed, 1.2% were neutral, and 8.2% strongly disagreed.. Lockwood (2017) asserts that talent management is a process that aims to drive performance through unified people management techniques. Enhancing productivity is one of talent management's primary goals. According to Nilsson and Ellström (2018), its primary objectives are to increase productivity by boosting worker enthusiasm, commitment, and loyalty.



## 4.6 Inferential Statistics Results

The inferential analysis involving correlation and regression were addressed as shown;

### 4.6.1 Correlation Analysis

The study utilized the Pearson Product Moment Correlation coefficient to measure the strength of the linear relationship between the bivariate variables that are thought to have an impact on employee engagement. When the Pearson coefficient in a specific study is less than 0.3, the correlation is weak; nevertheless, when the correlation is greater than 0.5, it is a sign that the examined variables are strongly correlated. Thus, Table 4.12 exhibits the findings of the correlation study.

**Table 4.12 Correlation Analysis**

		Talent Attraction	Talent Acquisition	Talent development	Talent retention	Employee engagement
Talent attraction	Pearson Correlation	1				
	Sig. (2- tailed)					
	N	78				
Talent acquisition	Pearson Correlation	.884	1			
	Sig. (2- tailed)	.000				
	N	78	78			
Talent development	Pearson Correlation	.898	.918	1		
	Sig. (2- tailed)	.000	.000			
	N	78	78	78		
Talent retention	Pearson Correlation	.858	.923	.952	1	
	Sig. (2- tailed)	.000	.000	.000		
	N	78	78	78	78	
Employee engagement	Pearson Correlation	.847	.704	.668	.619	1
	Sig. (2- tailed)	.000	.000	.000	.000	
	N	78	78	78	78	78

**Source: Research Data, (2023)**

The results as presented in Table 4.12 infer that the Pearson  $r$  value of talent attraction on engagement of administrative employees in regional offices of DCI in Kenya was at 0.847 with a significance value of 0.000 which is less than 0.05. This shows that talent attraction had a very strong effect on the engagement of administrative employees in regional offices of DCI in Kenya. The finding concurs with Manyasi (2018) who conducted an investigation of the ways in which academics at Kenyan public universities responded to opportunities for career growth and advancement during talent acquisition and according to the findings of the study, in order for an organization's performance to be improved, it is vital to successfully apply methods of talent management, particularly talent recruitment.

The Pearson  $r$  value of talent acquisition on employee engagement was at 0.704 with a significance value of 0.000 which is less than 0.05. This shows that talent acquisition was strongly correlated with engagement of administrative employees in regional offices of DCI in Kenya. The results concur with the findings of a research on the impact of talent acquisition on employee performance was carried out by Syeda and Abida (2018) in the Kenyan telecommunications industry. According to the findings, having a strong employer brand is beneficial to an organization's capacity to recruit and keep talented employees.

The talent development variable had a Pearson value 0.668 with a significance value of 0.000 which is less than 0.05. This indicates a strong correlation between talent development and engagement of administrative employees in regional offices of DCI in Kenya. The findings agree with Rukunga (2018) who conducted an investigation on the influence that the formulation of a talent management strategy has on the performance of an organization by way of a case study of Kenyan telecoms firms. The results show that an employee's overall achievement is significantly impacted by their ability to develop their abilities.

The study also found that talent retention had a strong effect on the engagement of administrative employees in regional offices of DCI in Kenya as demonstrated by a Pearson value of 0.619 with a significance value of 0.000 which is less than 0.05. The

findings agree with Alias, Nurul Ezaili (2019) study which investigated the influence that employee performance had on the link between talent management practices and employee retention in the context of Information and Communication Technology (ICT) businesses in Kenya. According to the study's findings, talent retention and employee performance are positively correlated.

#### 4.6.2 Multiple Regression Analysis

The aim of this research was to assess the importance of the link between the dependent variable, employee engagement, and the independent variables, talent attraction, talent development, talent retention, and talent acquisition. In order to do this, multiple regression analysis was used. Finding out if the independent factors had any bearing on the dependent variables was the study's main goal. The outcomes are displayed as follows in Tables 4.13, 4.14, and 4.15.

**Table 4.13 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Durbin-Watson	
					R Square Change	F Change	df1	df2		Sig. F Change
1	.959 <sup>a</sup>	.920	.916	.39295	.920	209.764	4	73	.000	.548

a. Predictors: (Constant), Talent attraction, Talent acquisition, Talent development, Talent retention

b. Dependent Variable: Employee Engagement

**Source: Research Data, (2023)**

The results as presented in Table 4.13 show that the significance value was at 0.000 which was below the assumed level of significance value at 0.05. The model summary results showed that talent attraction, talent acquisition, talent development, and talent retention could account for 0.92 percent which in actual is (92%) of the variability in employee engagement in this organization. Consequently, other variables outside of the model may account for the 8.0% residual percentage.

ANOVA-Analysis of Variance is performed in this research to ascertain how well the model fits for application. Table 4.14 provides a summary of the results.

**Table 4.14 Analysis of Variance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	129.561	4	32.390	209.764	.000 <sup>b</sup>
	Residual	11.272	73	.154		
	Total	140.833	77			

a. Dependent Variable: Employee engagement

b. Predictors: (Constant), Talent attraction, Talent acquisition, Talent development and Talent retention.

**Source: Research Data, (2023)**

The factors Talent attraction, Talent development, Talent retention and Talent acquisition all had a substantial influence on employee engagement as provided in the table 4.14. The analysis revealed that the regression model's significance level was 0.000%, demonstrating that the study's data were sufficient for inferring information about the population parameters. The level of significance was less than 0.005, indicating that the regression model's significance level was less than 0.005. Employee engagement at DCI was the dependent variable, and the predictor variables of talent attraction, talent development, talent retention, and talent acquisition all had a substantial influence on it. The results were crucial to drawing inferences since the significance value of 0.000 was less than the estimated value of 0.005.

**Table 4.15 Regression Coefficients Results**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.217	.088		2.461	.016
Talent attraction	.741	.067	.756	11.059	.000
Talent development	.117	.059	.129	1.983	.000
Talent retention	.399	.150	.432	2.661	.001
Talent acquisition.	.500	.138	.546	3.620	.001

**Source: Research Data, (2023)**

From the above regression model, holding talent attraction, talent development, talent retention and talent acquisition to a constant, the engagement of administrative employees in regional offices of DCI in Kenya would be 0.217. In addition, the study revealed that a unit rise in talent attraction would result to an rise in engagement of administrative employees in regional offices of DCI in Kenya by 74.1%. A unit rise in talent development would result to an rise in engagement of administrative employees in regional offices of DCI in Kenya by 11.7%. A unit rise in talent retention would lead to an rise in engagement of administrative employees in regional offices of DCI in Kenya by 39.9%. A unit increase in talent acquisition would lead to an increase in engagement of administrative employees in regional offices of DCI in Kenya by 50.0%.

The following is the output of regression equation;

$$\text{Employee engagement} = 0.217 + 0.741 (\text{talent attraction}) + 0.117 (\text{talent retention}) + 0.399 (\text{acquisition})$$

The results in Table 4.15 also show that talent attraction had a positive significant effect on engagement of administrative employees in regional offices of DCI in Kenya as demonstrated by t-values ( $t= 11.059$ ;  $P<0.05$ ). The findings support Thiriku and Were's (2020) research on the effect of management strategies and talent acquisition on employee retention among Kenyan private companies, which discovered a significant relationship between the workforce's performance and the hiring of talented individuals.

The study revealed that talent development had a positive significant effect on engagement of administrative employees in regional offices of DCI in Kenya as demonstrated by t-values ( $t=1.983$ ;  $P<0.05$ ). The results are congruent with those of Rukunga (2018), who used a case study of Kenyan telecommunications companies to investigate the impact that developing a talent management strategy has on an organization's performance. The results show that an employee's total performance is significantly impacted by their ability to develop their abilities.

The research demonstrated that employee engagement at DCI's regional offices in Kenya was positively and significantly impacted by talent retention as demonstrated by t-values ( $t= 2.661$ ;  $P<0.05$ ). The findings concur with those of a study by Mwangi and Waithaka

(2018) which investigated the ways in which talent management and retention influence productivity in Kenya's public sector. The findings demonstrated that talent management is a significant contributor to the loyalty and retention of employees.

The research found that administrative employees engagement at DCI's regional offices in Kenya was positively and significantly impacted by talent acquisition as demonstrated by t-values ( $t= 3.620$ ;  $P<0.05$ ). The findings are congruent with the findings of a research on the impact of talent acquisition on employee performance which was carried out by Syeda and Abida (2018) in the Kenyan telecommunications industry. The study found that increasing the investment in employer branding by one factor of three will improve the likelihood that one will make a great hiring.

#### **4.7 Results of Qualitative Data Analysis**

The respondents were asked to indicate the talent attraction methods being used by the organization and indicated the following; focusing on employer branding, enhancing company culture, building testimonials, imparting positive candidate experience, making use of referrals.

The respondents were asked to suggest the best approaches to use during talent acquisition and indicated the following approaches; directly hiring top talent within the organization, implementing a referral program, creating an attractive internship program, attracting people a diverse background, attracting previous employees and attending job fairs and different job market events.

The respondents were asked to mention challenges being encountered while striving to develop talent among employees and indicated the following; encourage enthusiasm through adopting novel interests, paying well, providing interesting work, luring talent in the first place, and being open-minded.

The respondents were asked to mention appropriate retention strategies that employees will find enticing and indicated the following; onboarding and orientation. Every new recruit should be given the best possible start, including mentoring programs, employee pay, benefits, and wellness options; efficient communication; ongoing performance evaluations; and training and development

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter offers a summary of the findings, recommendations for policies and practices, conclusions, and suggestions for further study.

#### **5.2 Summary**

The general objective of the study was to ascertain the talent management practices that are in place in the regional offices of Kenya's DCI as well as the level of employee engagement that exists in those offices. The talent management practices adopted for the study were talent attraction, talent acquisition, talent development and talent retention. Semi-structured questionnaires were utilized to obtain the data. The results of data analysis utilizing descriptive analysis and inferential statistics are summarized as follows.

##### **5.2.1 Talent Attraction and Administrative Employee Engagement**

The first research objective aimed to ascertain the effect of talent attraction on engagement of administrative employees in regional offices of DCI in Kenya. The research showed that administrative personnel engagement at DCI's regional offices in Kenya was positively and significantly impacted by talent recruitment. The organization strives to maintain a positive image in order to attract talented employees, the regular upward improvement of environmental working conditions has spurred interest among potential candidates towards this organization, the organization has been able to attract the most qualified candidates based competitive wages and that the employer image is strong and compelling among prospective employees.

##### **5.2.2 Talent Acquisition and Administrative Employee Engagement**

The second research objective aimed to determine the effect of talent acquisition on engagement of administrative employees in regional offices of Directorate of Criminal Investigations in Kenya. The study revealed that talent acquisition had a positive significant effect on engagement of administrative employees in regional offices of

Directorate Criminal Investigations in Kenya. The hiring process may be excessively lengthy leading the best employee prospects to seek employment elsewhere, a strong applicant experience can help build the employer brand, which encourages potential candidates to apply and positive applicant experiences inspire qualified individuals to apply for and accept employment offers.

### **5.2.3 Talent Development and Administrative Employee Engagement**

The third research objective aimed to analyze the effect of talent development on engagement of administrative employees in regional offices of DCI in Kenya. The research found that administrative staff involvement at DCI's regional offices in Kenya was positively and significantly impacted by talent development. Employees have been having talent counseling opportunities at work to learn and grow, there is a standby counselor at work who encourages employee development and that the organization offers partial scholarships to employees who want to further their studies.

### **5.2.4 Talent Retention and Administrative Employee Engagement**

The fourth research objective sought to establish the effect of talent retention on engagement of administrative employees in regional offices of DCI in Kenya. The study established that talent retention had a positive significant effect on engagement of administrative employees in regional offices of DCI in Kenya. is minimal employee turnover in this organization, the regular nonmonetary rewards are meeting the employee satisfaction level contributing towards retaining work force and that the recognition of talented workforce by the management is satisfactory among employees.

## **5.3 Conclusion**

The study concluded that in talent attraction, despite the costs involved, the managers who were in support for talent attraction engaged in identifying skills among the recruits that can be taken up so that they can be able to secure job opportunities within the organization. In talent development, the study concluded that engaging in training programs could be achieved by identifying training programs that matches the talented skills needed for the employees by specifying various skills that are affected and how they related to the employee engagement.



The conclusion drawn from the study showed that in talent retention, continuous learning to promote employees' individual skills was considered one of the best ways to retain talented work force. The study further concluded that in talent acquisition there could be presence of issues which may subject talent acquisition to experience issues, as noted in the study this may include a high number of applicants who do not meet the minimum qualifications, consequences of applicants being lost to competitors, constructing an unfavorable interview experience, a hiring delay and branding is insufficient in the organization.

## **5.4 Recommendation**

### **5.4.1 Talent Attraction and Administrative Employee Engagement**

The findings showed that talent attraction created opportunity for the organization to access employees who are innovative and full of creative ability needed to inject valuable ideologies for successful employee engagement to the organization. Therefore, the management of Directorate of Criminal Investigations should ensure that they enforce appropriate methods of identifying best talents among the existing staff or new recruits. This can be achieved by ensuring that those employees showing unique talents should be given best platform to put into use such talents for the benefit of the organization and strongly establishing increased level of employee engagement.

### **5.4.2 Talent Acquisition and Administrative Employee Engagement**

The study established that there could be a number of issues which may subject talent acquisition to experience issues, as noted in the study this may include a high number of applicants who do not meet the minimum qualifications, consequences of applicants being lost to competitors, constructing an unfavorable interview experience, a hiring delay and branding is insufficient in the organization. The study recommends that in order to ensure that there is fulfillment of talent acquisition for employees, the policy makers and the management of Directorate of Criminal Investigations need to ensure that they create a solid talent acquisition strategy, by keeping an eye on the competitors, create talent pipelines that are future-proof., consider involving the larger business community and the management need to make use of the power of employee referrals.

#### **5.4.3 Talent Development and Administrative Employee Engagement**

The study findings revealed that talent development strategies through training is achieved first by identifying training programs that matches the talents that needs to be developed into skills needed for the employees by specifying various skills that are affected and how they related to the employee engagement. However, respondents indicated that there are occasions where some training programs are not fully sustained because of limited resources. Thus, the study recommends that the policy makers and the management of Directorate of Criminal Investigations should embrace talent development programs in the organization. The management should consider carrying out training needs evaluation so that the management can identify weak points associated with talented skills of employees. By establishing training needs, the management can be able to establish the training resources available and number of work force that requires such training to fill the skill gap. Such approaches are expected to enable the management to undertake such exercise bit by bit in order to upscale various skills of the employees for them to contribute in improving organizational employee engagement.

#### **5.4.4 Talent Retention and Administrative Employee Engagement**

The study found that organizations that strive to offer competitive employee compensation, whether monetary or non-monetary, are more likely to hire highly sought-after, talented, and skilled workers whose contributions could have a significant impact on employee engagement. Based on the findings, the study recommends that for the purpose of attaining effective strategies of managing talents, the policy makers and the management concerned at Directorate of Criminal Investigations should exercise fair retention strategies. This may be accomplished within the workforce by properly compensating those workers who make a substantial contribution to the health of the company. Employees would likely feel strongly driven to perform even better when they do not encounter any difficulties with the manner of talent retention tactics that have been put in place by being appropriately rewarded and practicing quick compensation based on their feedback. This is likely to create a strong base for employee engagement.

## **5.5 Recommendation for Further Research**

This research showed a summary of the model that was adopted in this study. From the analysis, the R square model provided predictive power of the model in this study. The model showed that 0.920% which was actually 92.0% showed a variation on employee engagement at Directorate of Criminal Investigations was explained by the talent attraction, and talent acquisition, talent development and talent retention. The other remaining percentage could be explaining other factors that were not in the model which was representing 8.0%. Based on this response it was an indication that there were other factors that could be influencing employee engagement at Directorate of Criminal Investigations that called for further research.

This study had addressed the topic on the subject of talent management practices and employee engagement at Directorate of Criminal Investigations. However, from the analysis, there could be other factors that were not included and still form part of talent management practices. As a result, there would be need for other researchers to take up this similar study and consider other Organization since, this study only focused on one organization which may not be exact replica of findings obtained in this organization to other public institutions.

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## APPENDICES

### Appendix I: Request to Collect Data

Human Resource Department,  
Directorate of Criminal Investigation, Headquarters,  
P.O Box 30036-00100,  
Nairobi.

Jane Waihuini Kariuki,

#### Ref. **Request to Collect Data**

I am a student at KU. I am pursuing a MBA (Human Resource Management Option) Degree. I am carrying out research on **“talent management practices and engagement of administrative employees in regional offices of the Directorate of Criminal Investigations in Kenya.”**

To help this research study succeed, please complete the questionnaire honestly and completely. Your identity will be treated with extreme discretion.

I appreciate your consent to take part in this study.

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## Appendix II: Letter of Research Authorization



### KENYATTA UNIVERSITY GRADUATE SCHOOL

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)

Website: [www.ku.ac.ke](http://www.ku.ac.ke)

P.O. Box 43844, 00100  
NAIROBI, KENYA  
Tel. 8710901 Ext. 57530

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Our Ref: D53/CTY/PT/21001/2020

DATE: 17<sup>th</sup> March, 2023

Director General,  
National Commission for Science, Technology  
and Innovation  
P.O. Box 30623-00100  
**NAIROBI**

Dear Sir/Madam,

**RE: RESEARCH AUTHORIZATION FOR – JANE WAIHUINI KARIUKI REG. NO.  
D53/CTY/PT/21001/2020**

I write to introduce Ms. Jane Waihuini Kariuki who is a Postgraduate Student of this University. She is registered for MBA degree programme in the Department of Business Administration.

Ms. Kariuki intends to conduct research for a MBA Project Proposal entitled, "Talent Management Practices and Engagement of Administrative Employees in Regional Offices of The Directorate of Criminal Investigations in Kenya".

Any assistance given will be highly appreciated.

Yours faithfully,

  
PROF. ELISHIBA KIMANI  
DEAN, GRADUATE SCHOOL

DE/nn

### Appendix III: Data Collection Tool

I am undertaking academic research on “*talent management practices and engagement of administrative employees in regional offices of the DCI in Kenya.*”

Please answer the question in the manner specified by the instructions. The provided information will only be utilized for scholarly purposes and maintained in strict confidence.

#### SECTION A: GENERAL INFORMATION

Mark all the boxes or write in the areas given to indicate your response to each question.

##### 1. Gender

Male [ ] Female [ ]

##### 2. Marital Status

Married [ ] Single [ ] Separated [ ]

Divorced [ ] Widowed [ ]

##### 3. Highest Level of education

O – Level Certificate [ ]

Diploma level

Bachelors’ Degree [ ]

Postgraduate Degree [ ]

Other professional Qualifications [ ]

Others [Specify] ... ..

##### 4. Select your period of work experience

Less than 1 year [ ] 1 – 4 years [ ] 5 – 7 years [ ]

8 – 10 years [ ] 11 years and above [ ]

**SECTION B: TALENT ATTRACTION AND ADMINISTRATIVE EMPLOYEE ENGAGEMENT**

Please indicate your level of agreement with the following assertions about the talent attraction on engagement of administrative employees in Regional Offices of The Directorate of Criminal Investigations. On a scale of 1 to 5, mark the appropriate box.  
Where

5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree

Assertions	5	4	3	2	1
This organization has been able to attract the most qualified candidates based competitive wages.					
The state of environmental working condition has enabled to attract the right talents					
My organization strives to maintain a positive image in order to attract talented employees.					
Prospective employees have a positive impression of the organization that is strong and compelling.					
The organization has a reputation of awarding substantial wages and salaries which attracts potential candidates.					
The regular upward improvement of working conditions has spurred interest among potential candidates towards this organization.					
List common talent attraction approaches being used in this organization ..... ..... .....					

**SECTION C: TALENT ACQUISITION AND ADMINISTRATIVE EMPLOYEE ENGAGEMENT**

Please indicate your level of agreement with the following statements about the talent acquisition on engagement of administrative employees in Regional Offices of The Directorate of Criminal Investigations. On a scale of 1 to 5, mark the appropriate box. Where

5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree

Statement	5	4	3	2	1
Positive applicant experiences can help build the employer brand for candidates to apply.					
Positive applicant experiences inspire qualified individuals to apply for and accept employment offers					
The way an employer treats candidates during the hiring process is indicative of how they will be treated post-hire					
A lengthy talent acquisition process may be a side effect of a candidate shortage					
The hiring process may be lengthy leading the best employee prospects to seek employment elsewhere					
Post hiring treatments by employers determines future talent acquisition in this organization					
Suggest best approaches to use in during talent acquisition ..... ..... .....					



**SECTION D: TALENT DEVELOPMENT AND ADMINISTRATIVE EMPLOYEE ENGAGEMENT**

Please indicate your level of agreement with the following statements about the talent development on engagement of administrative employees in Regional Offices of The Directorate of Criminal Investigations. On a scale of 1 to 5, mark the appropriate box. Where

5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree

Statement	5	4	3	2	1
The organization offers partial learning scholarships to employees who want to further their studies					
Workers have had opportunities for talent coaching at work to develop and learn.					
The management regularly carries out talent assessment and update employees on their progress.					
Learning scholarship programs provided by this organization are adequate for the talent development.					
There is a standby counselor at work who encourages employee development.					
In my organization there is effective talent assessment and employer engagement aimed at identifying training needs.					
Mention challenges being encountered while striving to develop talents among employees					
.....					
.....					
.....					

**SECTION E: TALENT RETENTION AND ADMINISTRATIVE EMPLOYEE ENGAGEMENT**

Please indicate your level of agreement with the following statements about the talent retention on engagement of administrative employees in Regional Offices of The Directorate of Criminal Investigations. On a scale of 1 to 5, mark the appropriate box.  
Where

5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree

Statement	5	4	3	2	1
Competitive remuneration enables the organization to attract and retain talents					
There is low turnover rate among the employees in this organization					
The organization has competitive remuneration system which is motivating factor to the employees.					
The organization’s Human Resource policies and practices are effective in retaining skilled workforce					
The recognition of talented workforce by the management is satisfactory among employees					
The regular nonmonetary rewards are meeting the employee satisfaction level contributing towards retaining work force.					
Please mention appropriate retention strategies employees will find enticing ..... ..... .....					

**SECTION F: ADMINISTRATIVE EMPLOYEE ENGAGEMENT**

Please indicate your level of agreement with the following statements about the state of engagement of administrative employees in Regional Offices of The Directorate of Criminal Investigations. On a scale of 1 to 5, mark the appropriate box. Where

**5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree**

Statement	5	4	3	2	1
Employees are committed to work in this organization					
Employees are self-driven full of moral in executing their duties					
When employees get to participate in daily operations in organization, they become more loyal to the organization.					
This organization motivates employees to go beyond what they would do in a similar role elsewhere.					
The management of talent practices develops and allocate human capital in the best possible ways in order to achieve great employees.					
The manager is responsible for fostering a more positive work environment in which employees' abilities are encouraged and developed.					

**THANK YOU**