

**EFFECT OF TALENT MANAGEMENT PRACTICES ON ORGANIZATIONAL
PERFORMANCE: A CASE OF HOTELS IN SOUTH RIFT REGION, KENYA**

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Requirements for the Master of Business Administration Degree in Human Resource
Management of Egerton University**


EGERTON UNIVERSITY

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DECLARATION AND RECOMMENDATION

Declaration

This research project is my original work and has not been submitted or presented for examination in this or any other University.


Signature.......... Date 03 | 2 | 2021

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Recommendation

This research project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

I devote this work to my Lord Jesus Christ who walked with me from the time I developed my proposal to the completion. I dedicate it to my husband Kipruto Chomboi who supported me morally and financially, enabling me to embark on this project. I bestow it to my children, Faith, Michelle, Moses and Joy for all the love and support they offered me during this period. Finally to my parents who are my greatest source of inspiration and strong pillars all the time.

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ABSTRACT

Hotel sector in the tourism Industry is progressively looking at human capital as a distinctive asset that can provide sustainable competitive advantage. This has made investors and administrators of hotels to look for ways of building talent and relating it with their hotels. It is hoped that talented employees would enable the hotels realize their objectives. South Rift Region which was the focus of the study, exhibits diversity of star rated tourist hotels classified by Tourism Regulatory Authority. The study was conducted in two to five star hotels, in South Rift Region. Therefore, the study aimed at investigating the effect of talent management practices on organizational performance of hotels in South Rift Region, Kenya. The following objectives guided the study; To determine the effect of talent attraction on organizational performance of hotels in South Rift Region, to determine the effect of talent retention on organizational performance of hotels in South Rift Region, to determine the effect of talent development on organizational performance of hotels in South Rift Region, to determine the effect of Career Management on organizational performance of hotels in South Rift Region and to determine combined effect of talent attraction, talent retention, talent development and career management of hotels in South Rift Region. Literature on talent management practices and organizational performance was reviewed and the study was guided by Resource Based View Theory. Given that the target population in this study was (40), a census method design was employed whereby all members of the target population participated in the study. The target population of the study comprised Human Resource Managers and Hotel Managers working in hotels in South Rift Region. Structured questionnaire was used to collect data. The study employed both descriptive (frequency distributions, means and percentages) and inferential statistics. Pearson correlation coefficient was used to determine the relationship between the variables and multiple Linear Regression analysis was used to determine the effect of Talent Management Practices and Organizational Performance. The results showed that talent attraction, talent retention and talent development showed a strong positive relationship respectively while Career Management had a moderate positive relationship on organizational performance of hotels. The findings of this study are significant to researchers, human resource managers and policy makers. The study recommends that further research could be conducted on other regions to determine whether they have a significant positive effect on organizational performance of hotels or not.

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LIST OF ACRONYMS AND ABBREVIATIONS

CEO	Chief Executive Officer
CIPD	Chartered Institute of Personnel and Development
CM	Career Management
GCC	Guest Comments Cards
GCC	Guest Comments Cards
HR	Human Resource
HRM	Human Resource Management
KPMG	Keiner Prueft Mehr Genau
OP	Organizational Performance
PWC	Price water Coopers
RBV	Resource Based View
SHRM	Society for Human Resource Management
SPSS	Statistical Package for Social Science
TA	Talent Attraction
TD	Talent Development
TM	Talent Management
TR	Talent Retention
TRA	Tourism Regulatory Authority
UK	United Kingdom
VRIO	Value, Rareness, Imitability, Organization

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In the contemporary difficult entrepreneurial set up, talent management practices assume a central role in driving success within organizations. The core objective of any enterprise is to meet its targets and fulfill its obligations effectively. Emerging technological advancements, evolving demographic patterns and globalization are impacting on hospitality institutions particularly in aspects of human resource (Karunathilaka et al.). These new trends have yielded not only scarcity of workers but are also posing a threat to availability of skilled and competent human capital. For institutions to maintain a competitive edge in the contemporary fierce market place, prominence must be shifted to talent management practices. Mc Kinsey and Company (2007) described talent as the summation of a person's abilities his or her intrinsic gift, skills, knowledge, experience, intelligence, judgment, attitude, character and drive. Further it encompasses an individual's capability to gain knowledge and develop (Michael et al., 2001).

Ulrich (1999) connected talent to an amalgamation of proficiency, dedication and involvement. Schuler (2015) distinguished talent or talented workers as persons with unique capabilities treasured by their employers whose attitudes were in coherence with organizations principals and standards. Such employees are rare, have the capacity to strengthen the company's value, have abilities to influence critical directions of the organizations they work for and retain options to quit employment at will. In the contemporary set up human resource is anticipated to spot potential talent, take cognizance of, rationalize and put in place appropriate measures to that will guarantee efficient achievement of organizational objectives. The success of any organization is inherently linked to employees' competencies and performance. In most institutions talent management systems have been unsuccessful owing to absence of proper management policies, programs and strategies. If properly implemented, management policies and strategies have the resultant positive effect of maintaining and developing talent which in turn gives an organization capacity to withstand fierce competition from its rivals (Onwuka et al., 2015).

According to Muntean (2014), making available the requisite number of talents in an organization has morphed into a priority issue to human resource management. Heightened local and global competition has made it mandatory for organizations to invest in efficient workforce equipped with skills to satisfy emerging local and global trends. It is also

necessary for the workforce to be conversant with modernization trends within the organization.

1.1.1 Talent Management Practices

According to Society of Human Resource Management (2015), Talent Management practices is the implementation of integrated strategies or systems designed to increase workplace productivity by developing processes for attracting, retaining, developing and utilizing people with the required skills and aptitude to meet current and future business needs. Gelens et al. (2014) described talent management practices as anticipation of the required human capital for an organization and the panning to meet those needs through attraction, retention, development and career management. The notion of talent management was instigated during Second World War (Cappelli, 2008). Talent management practices is a course of action crafted to make certain that an organization has the precise individuals to discharge its objectives. It resurfaced in the late 1990's after McKinsey firm testified that company owners face a 'war for talents' exemplified by complicatedness in hiring of staff owing to stiff labour market (Hartman et al., 2010). The theme of talent management practices as a consequence assumed monumental significance and attracted interest equally in business practices and the literature. It is now a priority issue in organizational strategic planning. Talent management practices are tricky and recurrently evolving and are subjective to extraneous dynamics such as the mergers, acquisitions and global economy expansion.

Barney (1991), posits that there is a significant variance between Human Resource Management and Talent Management. Talent Management somewhat place more emphasis on the human aspect of the job and deems talented personnel as a viable advantage of organizations while Human Resource Management encompasses all organizational structures and operations. Talent Management (TM) endeavors to bolster human talent of the institution while HRM is in some way technical and deploys transactional approach. The focal point of Talent management is fostering the workforce stars, administrative, proficient and technical staff, with a unique exclusive weight, and exploits the wide array of human resource management (HRM) functions, notably human resource planning, recruitment, rewards and employee progression to accomplish its aspirations (Bhatnagar, 2008).

Petkovic and Dordevic (2013) indicates that Talent management practice goes beyond virtually all functions of Human Resource Management, ranging from recruitment, selection, hiring and developing. Talent Management is a developing business tactic that facilitates an

institution in identifying, developing and redistributing vital gifted employees (Stahl et al., 2007). According to Ashridge (2007) talent management is the supplementary administrative course of action and prospects that are offered to individuals in the organization who are regarded as 'talented'. Organizations are made up of diverse persons who yield value through their skills, knowledge and know-how on particular fields such as, innovation, consumer service and sales. According to Tansley and Tietze (2013), talent management encompasses tactics and procedure for the methodical attraction, retention, development maintenance and redistribution of individuals with high potential who are of exacting worth to organizations.

Manpower Group India (2016) laid bare that 67% of employers in India were experiencing complexities in staffing important positions within their institutions. Efforts were put in place to comprehend tactical impulsion of organizations in managing talent, and thereafter formulate relevant policies to be adopted by organizations. Consequently, exertions were crafted to streamline thoughts on the industry watchfulness to satisfy their talent needs. According to Manpower group Singapore (2018) 56% of employers are unable to find the skill they had and that 62 percent of firms with 50-249 employees singled out talent scarcity and insufficient number of proficient candidates as their biggest challenge.

In Africa, a report by Price water house Coopers, indicated that talent management practices have become a priority issue due to increasing shortage of proficient workers. It further revealed that 81 percent of Chief Executive Officers interviewed intended to refocus on managing talent and 73 percent of those sampled expressed concerns that shrinking talent was a threat to growth, (Price Water House Coopers Report, 2014). Kenya is staring at a scarcity of talented manpower in organizations (Business Management Review, 2013). Talent management practices have encountered numerous challenges due to high turnover of employees poached by rival companies. It is becoming increasingly difficult to attract, retain, train and manage professional and talented employees. In Kenya for instance, early retirement has birthed scarcity of employees as there are inadequate qualified personnel to fill these positions. Talent management practices has a number of aspects which revolve around inter alia; work force planning, recruitment, selection, attraction, retention, motivation, on boarding, career management, talent development, rewards structure, innovation management and performance management (Armstrong, 2014; Berger, 2004; Pattanayak, 2018; Thunnissen, et al., 2016).

This study focused on four Talent management practices which includes, talent attraction, talent retention, talent development and career management which have been extensively researched in other areas by many scholars but are yet to be researched in the hotel sector since there was a gap in knowledge (Armstrong, 2014). Talent attraction involves recruitment and selection, employer branding, and job security. Employees could either be obtained internally or externally or if an organization is in a position to have the right candidates through the use of talent search matrix then it is guaranteed of competing effectively in the market (Lyria, 2013).

Talent retention is a critical issue in many institutions. It is key to retaining proficient employees. Retention can be enhanced when employees are rewarded with incentives such as promotion, consistent improvement of remunerations and conducive working environment (Oladapo, 2014). According to Isfahani and Boustani (2014), employee retention is a central concern of Human Resource segment in any institution. They further established that the retention struggle is born at the hiring stage, with firms engaging employees whose interest span both the short and long run requirements of the organization.

Across the globe talent development has become vibrant in many firms. The structure for work continues to evolve yielding new ordeals for organizations in retaining talent. Developing talent is a vital component of talent management practices, hence organizations need to shield their human capital from being dented by creating comprehension, skillfulness, and competence through an array of training, internal promotions, developmental performance appraisal methods and proficiency based pay (Armstrong, 2014; Mehdiabadi & Li, 2016).

Armstrong (2014) pronounces that, career management revolves around equipping the organization with the necessary flow of talent. Further, it is preoccupied with making available opportunities for individuals to improve their abilities and grow their careers in order to gratify their personal desires. It amalgamates both organizational and individual needs. The core function of career management in organizations is to satisfy talent management policies, through ensuring consistent flow of talent and preserves the essential talent team. For employees or individuals, the ultimate objective is to guide, motivate and equip them towards getting the best from their potential and eventually realize a satisfactory occupation with the organization tandem with their aptitude and fortitude. It also gives a

platform to attainment of experience and learning new skills that will give them limitless proficiency.

1.1.2 Organizational Performance

Organizational performance (OP) is the organizations capacity to realize its endeavors by deploying its resources in a well-organized and efficient mode. Organization performance in the TRA sector encompasses customer satisfaction and quality of service. Customer satisfaction is premised on customer expectations and probable dimension that can be used in gauging customer satisfaction are quality, perceived reliability, extent of customer needs fulfillment, recommendation to others, closeness in relationship with constants and positioning clients, in mind (Anderson & Sullivan, 1993; Brady & Cronin, 2001; Kottler & Armstrong, 2007). The primary function of hotel is to offer Quality service to its customers. Quality of service is the extent to which customers' perception of service meet and exceed their expectation (Woodwall, 2001). Quality of service encompass inter alia: communication, accessibility, reliability, timeliness, assurance, empathy and awareness of consumer's needs (Rumezani, 2015).

Katou (2008) argued that the mechanisms of organizational performance model are satisfaction, high quality product, innovation, effectiveness, efficiency and development. The organizational performance can be measured in both financial and non-financial measures (Kaplan & Norton, 1992; Lebars & Euske, 2006). This study did not focus on financial measures of organizational performance but focused on non- financial measurement which includes customer satisfaction and quality of service. The other non-financial measures like effectiveness, innovation, and development have consistently given relatively the same results in all studies on performance irrespective of the industry. Since it was likely to give the same result, the study left it out (Aloo & Moronge, 2018; Davi, 2017; Hassan et al., 2015; Nganga, 2017; Saad & Mayouf, 2018).

To achieve this elevated outcomes, the input of the talented workforce is of paramount importance as they are the foremost competencies and resources which position an organization to realize its target and intents and also post more satisfactory returns and distinction (Sareen & Mishra, 2016).

Several tools are available for measuring customer satisfaction. Customer satisfaction is commonly measured in hotels using guest comments cards (Gilbert & Horsnell, 1998; Su, 2004). Guest comments cards are usually distributed in hotel rooms, reception or other

visible places in the hotel. When captured data using GCC on customer's satisfaction and hence understand the current levels of customer satisfaction is analyzed hotel managers can get information about the attributes that have an impact on customer's satisfaction and hence understand the current levels of customer satisfaction (Godolja & Spaho 2017; Raspor et al., 2016; Wachiye, 2016). This fact is further reinforced by the argument that the ability to create a satisfactory experience for customer's rests to a considerable degree within the hands of both management and staff (Lau et al., 2005). A reason why hotel manager is trace customer satisfaction and make modifications where necessary to ensure appropriate customer satisfaction is achieved.

Fitzgerald et al. (1991) argue that it is crucial for performance measures to concentrate attention to non-financials facets that encompass service quality and customer satisfaction. It is also critical that an organization's performance measures are linked to its planned objective, its competitive environment, and service delivery process within hotels (Fitzgerald et al., 1991; Haktanir & Harris, 2005; Kaplan & Norton, 1992; Lynch & Cross, 1995). Houdsworth and Jirasinghe (2006) measured organization performance in terms of productivity. The findings of the study pointed out that organizational performance produces a high background for productivity, which in turn attracts new talent. Talent drives improvement in customer satisfaction, quality, productivity, and which in turn cultivate into good end results.

Organizational performance (OP) plays vital role in human resource management as well as in talent management practice. Since it can be achieved through performance of talented employees then, organizational performance is the most important and dependent variable of this study. Strategic planners, finance, legal operators and organizational developers constitute an array of many experts interested in organizational performance. Previously many organizations have endeavored to manage organizational performance deploying the different methodology where performance is tracked and measured in multiple dimensions (Karunathilaka et al., 2016).

1.1.3 Hotel Industry

Hotel industry is a multibillion dollar and among the world's fastest growing sectors. Owing to globalization, the industry is destined to register an upward growth. It depends on a number of service organizations, which involved in provision of quality products and services that content clients' desires (Medliks & Ingram, 2000). Tourism attracts clientele into the

country and certain regions. Hotels supplement tourism through provision of accommodation and other hospitality services. Tourism Regulatory Authority has classified registered tourist hotels According to eight regions which include: Greater Nairobi, Coast, South Rift, Western, Eastern, Central and Mount Kenya, North Rift and Northern. Kenya's Ministry of Tourism through the Department of Tourism implements government policies which include development and promotion of domestic tourism among other polices. Additionally, the ministry regulates, classifies and oversees maintenance of standards in restaurants and hotels.

The Hotel and Restaurant Act provides that these hospitality entities be classified using star ratings that range from one star to five star hotels. The rating is informed by standards an institution upholds and quality of services, products and amenities it offers. One of the earliest five star hotels to be recognized in Nairobi was The Norfolk hotel back in the early 1960s. Amplified by the classification which has boosted the image of hospitality industry in the country, the Kenyan hotel sector is anticipated to record significant growth advanced by its stock which is set to develop over the next five years with many new hotels being developed by local and international investors (Price Water Coopers [PwC's], 2017).

The industry has created enormous job opportunities in Kenya as it employs thousands of people either on contract or permanent and pensionable basis. Levels of competence of the hotel workforce and quality of services they provide directly impacts on end results. To succeed, there is need to attract, develop and retain competent, enthusiastic and accountable employees, and keep them engaged and motivated. Since it is labour intensive, the Hotel industry requires unique expertise and talent which should be retained, developed and managed in enhancing the performance of hotels. The hotels are managed either by HR Manager or Hotel Managers. Some of the Hotels, do not have HR Managers while other have Managers, but they both perform the same functions of attracting, retaining and developing employees. Talent attraction, retention and development have been challenges experienced by many hotels in Kenya (Baum 2008; Cho et al., 2006; Hughes, 2018). Thus, talented employees are the determining factors of service quality, consumer satisfaction, competitive advantage and organizational performance (Kusluvan, 2010). According to Cappelli and Keller (2014) hotel industry experiences challenges due to its labour intensive nature particularly in contexts where customer service expectations are high. It is also grappling with high labour turnover (Barron, 2008). Due to long working hours, a frenzied environment and job discontent the high turnover is both costly and upsetting to hotels (O'Halloran, 2012). Another challenge revolves around demand and supply (Tarique &

Schuler, 2010). The demand for superior talent outshines supply in hotels as today's knowledge-driven economy demands highly qualified workers with a dynamic compilation of skills, nevertheless it is becoming increasingly difficult to source for the right candidates for the skilled jobs (Chartered Institute of Personnel and Development [CIPD], 2015).

1.2 Statement of the Problem

In the recent years Organization performance has become a key issue in business (Boston Consulting Group, 2007; Keoye, 2014; Skuza et al., 2013). Continuous performance is the focus of any organization, since through performance organizations are able to develop and progress. Top management can build high-performance values by their efforts to create organizational climate devoted to quality of service, customer satisfaction, and their active involvement in promoting quality by engaging the workforce and establishing lasting relationships with customers (James, 2011). Talent Management practices are becoming more important in organizations today as Managers strive with attracting, retaining and developing pool of talented employees so as to achieve their objectives. Some organizations have managed to meet their targets while others have underperformed. Talent Management Practices have attributed to this variation in performance as organizations attract employees with different skills, competencies and knowledge. Recruitment models have been modified to attract talented individuals into organizations, managers are finding it difficult to retain talented employees (CIPD, 2015; Isfahano & Boustani, 2014; Kumar & Kavita, 2014). Some performing organizations struggle to retain their most talented employees who are either lured to competing firms or work out looking for new experiences (International Labour Organization [ILO], 2017). This leads to variation in performance of targets set. Some organizations have taken the initiative to develop their employee's skills to improve on their level of competence impacting on organizational performance. Organizations have focused on progression of employees by managing their careers appropriately through succession planning and counselling of employees. In the long run this may impact on organization performance. Also, research on organization performance has pointed more on financial metrics ignoring non-financial metrics. Therefore, this study focused more on non-financial organizational performance.

The hotel industry in Kenya has employed talent management practices (Ongori et al., 2013; Robinson et al., 2014; Yeswa & Ombui, 2019). The hotel industry has attracted, retained and nurtured talent in employees over time, though with different levels of success (Armstrong, 2014; Capelli & Keller, 2014; Derry, 2015; Kleinman, 2016). Hotels on the other hand have

experienced different levels of performance advanced by inability of hotel management to attract, retain and develop talented employees. Moreover, the effect of talent management practices has not been sufficiently investigated in hotel industry especially in South Rift Region hotels. Therefore, this study investigated the effect of talent management practices on organizational performance of hotels in South Rift Region.

1.3 Objectives of the Study

The main objective of the study was to determine the effect of talent management practices on organizational performance of hotels in South Rift Region, Kenya.

The following specific objectives guided the study:

- i. To determine the effect of talent attraction on organizational performance of hotels in South Rift Region, Kenya.
- ii. To examine the effect of talent retention on organizational performance of hotels in South Rift Region, Kenya.
- iii. To establish the effect of talent development and organizational performance of hotels in South Rift Region, Kenya.
- iv. To investigate the effect of Career Management on organizational performance of hotels in South Rift Region, Kenya.
- v. To determine the combined effect of talent attraction, talent retention, talent development and career Management on organizational performance of hotels in South Rift Region, Kenya.

1.4 Research Hypotheses

The following hypotheses guided the study.

- H₀₁:** There is no statistically significant effect of talent attraction on organizational performance of hotels in South Rift Region, Kenya.
- H₀₂:** There is no statistically significant effect of talent retention on organizational performance of hotels in South Rift Region, Kenya.
- H₀₃:** There is no statistically significant effect of talent development on organizational performance of hotels in South Rift Region, Kenya.
- H₀₄:** There is no statistically significant effect of career management on organizational performance of hotels in South Rift Region, Kenya.
- H₀₅:** There is no statistically significant effect of combined talent attraction, talent retention, talent development and career Management on organizational performance of hotels in South Rift Region, Kenya.

1.5 Significance of the Study

The findings of the study will be useful to practitioners for policy and practice. Decision makers in hotel industry will be guided on how best to formulate policies in talent management practices and organizational performance.

The findings will help hotel industry to appreciate and understand the significance of talent management practices and how it is intricately linked to their organization performance. The hotel HR managers will be able to appreciate and understand the diverse strategies like; talent retention, talent attraction, talent development and career management. The managers will also be able to recognize which strategy of talent management is more relevant to organizational performance in the context of hotel industry.

The findings of the study will also benefit scholars particularly those intending to pursue similar studies. The findings will be used as reference materials.

1.6 Scope and Limitations of the of the Study

1.6.1 Scope of the Study

The scope of this research was limited to the effect of talent management practices on organizational performance of hotels in South Rift Region, Kenya. These are hotels registered and classified as at 2018 by tourism regulatory authority. The study adopted the use of four variables, talent attraction, talent retention, talent development and career Management because they comprise the basic approaches that organizations carry out as a means of managing talent. HR Managers and hotel Managers completed questionnaires in two to five star hotels, only. The study was conducted between January 2019 and September, 2019.

1.6.2 Limitations of the Study

The limitations of the study were as follows: the focus of this study was on HR Managers and Hotel Managers. It was conducted in hotels confined in one region, South Rift. Analysis from other Regions may yield different results although the methodology can be readily applied in other regions. Secondly, the focus of the study was on non-financial performance. Studies that merge financial and non-financial performance may give different results. However, non-financial aspects may point to future financial performance of organization. Thirdly, the target population was drawn from Human Resource Managers and Hotel Managers. These are busy people and filling questionnaires was not done within the scheduled time. However, more time was allocated on data collection and all required information was gathered. Finally, the study area was expansive, meaning that the researcher

had to travel far and wide. This exerted a toll on the researcher's resources and time. However, more resources were sourced to enable all targeted population reached.

1.7 Assumptions of the Study

The researcher assumed that the respondents gave genuine, truthful and honest responses to the research questions in order to draw valid conclusions from the data. All employees provide talent, some of which is more valuable than others. The HR Managers were competent to complete the study questionnaire.

The classification of hotels does not change over time. The hotels remained with the same classification within the period of the study.

1.8 Operational Definitions of Terms

Talent Management Practices: Refers to the implementation of the integrated strategies or systems designed to increase workplace productivity by developing processes for attracting, retaining, developing and utilizing people with required skills and aptitude to meet current and future business needs. In this study talent management practices comprised of attraction, retention, development and career management.

Talent Attraction: Talent attraction includes the policies and practices that is used in recruiting and selecting talented individuals. In his study, this definition was used to imply the ability of Hotels to attract the right talent and it included methods like recruitment and selection, employer branding and job security.

Talent Retention: Talent retention is an effort by an organization to keep high performing talent as long as possible. In this study it included methods like flexible working hours, recognition, promotion policy, and compensation.

Talent Development: This are programmes that aims at ensuring that people acquire and enhance the skills and competencies they need. In this study it includes, coaching and mentoring, on-the-job, off-the-job training and performance appraisal.

Career Management: Career Management is about providing the organization with the flow of talent it needs with making available opportunities for individuals to improve their abilities and grow their careers in order to gratify their personal desires. In this study involves, succession planning, employee growth and progression and career counseling.

Organizational performance: Organizational performance is the organizations capability to accomplish its goals by using resources in an efficient and effective manner. For this study the focus was on non-financial performance, thus customer satisfaction and quality of service.

Customer satisfaction: It is the degree to which a customer perceives that an individual, firm or organization has effectively provided a product or service that meets the customer needs in the context in which the customer is aware of and/ or using the product or service.

Quality of Service: an assessment of how well a delivered service comes up to customers' expectations

Human capital: Represent employee level of education, work experience, acquired knowledge, techniques, talent and many abilities that make it possible for employees to be productive worker. Worker can be male or female.

Talent: Refers to the person's abilities, which includes his or her intrinsic gifts, skills, knowledge, experience, intelligence, judgment, attitude, character and drive. It also includes his or her ability to learn and grow. In this study it refers to employees who have the special skills to perform certain tasks.

Human Resource Manager: Refers to an individual within an organization responsible for hiring new employees, supervising employees' evaluations, mediating between employees and top executives and general overseeing of the personnel departments.

Hotel Manager: Refers to a person who manages the operations of the hotel, resort, motel or lodging related establishment. The responsibilities include managing of employees, planning, marketing, coordinating and administering hotel services catering and accommodations facilities.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section of research looked into studies related to the research problem. It studied what other authors have said about the effect of talent management practices on organizational performance of hotels. Theories related to talent management practices were looked into. The researcher showed the relationship between various variables under study diagrammatically in the conceptual framework. Research gaps were identified at the end of this section.

2.2 Theoretical Background

The study was guided by the Resource Based View Theory.

2.2.1 Resource Based View Theory

The Resource Based View Theory as a strategy to attain competitive advantage emerged in the 1980s and 1990s, after the major works published by Wernerfelt, Prahalad, Hamel, and Barney. Supporters of this theory assert that organizations should look inside the company to find the sources of competitive advantage instead of focusing on the competitive environment.

The Resource Based View theory provides an avenue for organizations to plan and execute their organizational strategy by examining the position of their internal resources. Human capital is one of the most important internal resources in organizations. It is of paramount importance to invest in human capital which is a value created resource for the organizations as in the long run it provides high performance. Talent Management which is an intangible resource is considered more important and critical in attaining good performance. The Resource Based Theory is premised on the assumption that firms are fundamentally heterogeneous regarding their resources and internal competencies. It tackles the challenges of how firms can exploit their internal resources and capabilities to obtain sustained competitive advantages and performance (Barney, 1991; Hamel & Prahalad, 1994).

The RBV theory argues that competitive advantage can be created and sustained over longer periods through exploitation of valuable and rare resources to the extent that firms are able to mitigate and guard against resource imitation, transfer, or substitution. Talented employees are the most important value created resources for the organizations (Barney, 2007). Organization's performance will mainly be determined by internal resources such as employees' training, experiences, intelligence, knowledge, skills, and abilities (Barney & Hesterly, 2010). Consequently, RBV theory asserts that resources are primarily what enable firms to exploit

opportunities and neutralize threats for instance, organizations which wish to improve performance should endeavor to attract, retain, nurture and develop the best talent. The theory emphasizes the importance of nurturing talents and securing them from competitors. Nurturing will help develop the competencies of the talents and even enables them to exceed their performance and consequently results to high productivity and growth of the organization (Armstrong & Shimizu, 2010).

Barney and Harterly (2010) have written extensively on this subject, describing resources as tangible and intangible assets that a firm controls and can use to formulate and implement strategies. The tangible resources are that are visible, in physical form and can be measured which includes possessions such as firm's property, plant, and equipment and cash. Intangible resources are abstract, invisible and cannot be calculated. They include knowledge and skills of employees, a firm's reputation and culture. RBV theory is premised on two key assumptions. First resources vary across organizations, and second, resources not currently possessed may not be easily developed or acquired by other organizations. The RBV theory provides a better understanding of the competitive advantage via application of what Barney (1991) originally labeled the VRIO framework. Barney (1991) believes Value (V) Rareness (R), Imitability (I), and Organization (O) become keys to comprehending competitive advantage and, furthermore, can help in distinguishing why some advantages are temporary while others are sustainable. Since talents are valuable, rare, costly to imitate and non-sustainable they are of great importance to organizations. Talents are also a source of competitive advantage to the extent that that there are no strategically equivalent resources.

The Resources based view of the firm proposes that an organization's human capital management practices can give significantly to sustaining competitive advantage and performance by creating specific skills, knowledge, that are difficult to duplicate within a firm (Afiouni, 2007). In other words, by creating resource diversity through improving skills, and knowledge, will create and maintain sustainable competitive advantage and performance. Organization must not only be able to create knowledge within their organization but they must also expose themselves to getting new ideas by recruiting employees from both internal and external sources and developed by providing regular training to gain more skills, to increase competence, leading to high performance. This will also prevent rigidity, and encourage innovative habits and helps to retain workforce for long (Garavan, 2001). The RBV theory expounds value creation superiority, competitive advantages and possession of

valuable resources which are (talents). The RBV theory argues that valuable resources have to be secured to ensure competitive advantage and growth of the organization. Organization performance improves if resources are cared for, nurtured and protected. When an organization identifies talents which can provide it with competitive advantage, it will acquire certainty to fulfill its objectives and satisfy customers which in turn will improve performance. The enhanced performance will be sustained since the organization will also secure the talents by ensuring that they are not taken away (Armstrong et al., 2010). This theory is fundamental to this study since it will enable organizations to identify the valuable resources which are talents, nurture and protect them from competitors to ensure competitive advantage and therefore increase organizational performance.

2.3 Talent Management Practices and Organizational Performance

According to Sareen and Mishra (2016) talent management practices has become a new challenge to managers for the next generation. It is outstandingly essential in the contemporary competitive market for organizations to ally their talent management schemes with their business objectives. They should anchor a culture where talented employees are offered lucrative career development opportunities so that their output is at its maximum level. The top management and the HR managers have constantly paid attention to basic talent management, nevertheless to achieve the preferred levels of success, dedicated, engaged and high-performing employees are necessary. It is obvious that human capital are an organization's most critical asset and as a result, corporates are embracing diverse means to build decision making platforms which are data-driven.

Organizations aspiring to survive, grow, out-compete their rivals and significantly increase their added value in growing competition have to attract, retain and develop proficient and talented employees. Tremendously talented employees are limited in the current population (Horvathova & Mikusova, 2011). Hotel industry is consumer centered and reliant on low skilled workers hence absence of clarity on the concept of talent is highly pronounced within this industry (Kaewsaeng-on et al., 2015). The main challenge facing organizations is to battle for talent, principally against the background of globalization. Quite often the model of talent management is not applied in the hotel industry (Cappelli & Keller, 2014; CIPD, 2015; O'Hollaran, 2012). This is because the industry is labor intensive with a wide-ranging cadre of workers ranging from housekeepers to top managerial positions. In most instances client anticipations are elevated. Issues of organizational practices centered on attraction, retention

and career development of talented employees have remained dominant subject matters in the hospitality literature.

2.3.1 Talent Attraction and Organizational Performance

Michington (2010) pointed out that in an era where skills and knowledge of employees gives an organization competitive advantage, the importance of procuring and retaining the talented employees cannot be ignored.

Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization. Selection may be defined as the process by which the organization chooses from among the applicants, those people whom they feel would best meet the job requirement, considering current environmental condition (Karthiga et al., 2015). Recruitment and selection has become ever more important as organizations increasingly regard their workforce as a source of competitive advantage (Ntiamoah, 2014). Recruitment and selection requires that organizations use various techniques of selecting the right talent that reflects the culture and value of that particular organization (Armstrong, 2006).

According to Carroll et al. (2018) organizations that recruited internally usually got a raw deal because the internal employees did not add anything new to the organizations. For an organization to be competitive, it has to amalgamate ideas and talents from within and outside the organization as this would create diversity and synergy within the company. According to Branham (2012), many organizations recruit externally prior to looking at inside talent due to the reasons such as corporate culture and managers struggling to retain the best performing individuals and not losing them to other managers. The talent managing organizations will have pursued its employee's capacity and career aspirations so that it can encourage internal career movement. As the profile of workforce is changing; the young force is generally regarded as less committed to the organization than their senior colleagues. This has presented complexities to the human resource in recruiting and selecting the right talent to fit into the right job (Uysal, 2015).

Gamage (2014), indicates that there is a helpful and noteworthy affiliation between recruitment and selection and the performance of an organization. The selection procedures inform who to be employed. If appropriately taken into account it will recognize proficient applicants and precisely place them to relevant job. Deploying

efficient selection method will improve prospects of a right individual being picked to fill a slot. Output is improved when the best candidates are picked for the job.

Employer branding considers a set of actions which enables an organization to capture attention of prospective employees. It portrays an organization as enticing to job seekers hence an organization expends less energy in developing its talents. Attractiveness of an organization arms it with a competitive gain (Yagub & Khan, 2011). According to Iles and Preece (2010) employees are duty-bound to brand themselves as employers of choice by attaining a good image with regard to employee working conditions and rewards. Sokro (2012) studied the impact of employee branding on employee attraction and retention found out branding as a main instrument for organizations to attract quality employees in their organizations. Chartered Institute of Personnel and Development [CIPD], (2013) asserts that best talent is attracted through branding. It further established nearly three-quarters of organizations initiated attempts aimed at improve branding. Botha and Swarth (2011), found out in their study that employers who attracted talented employees had recognized target group needs first. Further statement of employer brand message a vital factor that determined whether the right job seekers would be attracted to the organization.

Adebayo and Lucky (2012) established that, owing to economic factors job security was a critical issue in employee and organization favorite list. Thus, it is now among the most key and significant factors in the employee preference list as well as the organization (Schappel, 2012). About 75% of the employees globally, preferred to keep their jobs compared to other factors in their preference list (Watson, 2010). This demonstrates equals in importance the employees' salary and healthcare. Presently, the greatest aspiration of every workers is to retain their jobs for as long as they wish. Hence, job security has morphed into a great determinant and key element influencing an employee's decision on whether to join an organization or not (Watson, 2010). The key challenge facing the organization is not just to employ and retain workers but to guarantee employees that their jobs are safe for as long as they wish. Wang et al. (2015) study on the association between job insecurity and performance established that heightened feelings of job insecurity were correlated with low levels of job performance. This was in contrast for a workforce in organizations with high levels of organizational justice. Organizational fairness revolves around the policies and procedures put in place to make employees feel as though they are treated fairly.

2.3.2 Talent Retention and Organizational Performance

Retention of talented employees is a serious element of an organization. It involves holding onto most proficient workers and those experienced ones who are likely to quit employment. (Armstrong, 2011). Securing and maintaining talent is major challenge for employers today. Though Employers toil to secure talented employees they invest little effort in retaining those (Kumar & Kavita, 2014). With increased access to information the Society has become empowered yielding a situation where human capital is a critical resource whose potential cannot be understated for the existence of the organization. A growing number of employers now contesting for the best talented employees (Kibui et al., 2014).

According to the CIPD (2015), more than three-quarters of hospitality organizations had challenges retaining categories of staff whereby larger organizations were more likely to have experienced retention challenges. Towards achieving high employee retention rates organizations need to establish organizational cultures that treat people as a primary priority. This culture should be aligned to collaboration of departments, co-ordination and integration of activities, which comprise recruitment, development and performance management with demonstrated devotion and empowerment of employees to the company that will frequently contribute to retention efforts. Customer satisfaction, and improved sales volumes promote working relationships, bolsters employee-manager relationships that enable valuable succession planning is fostered by employee retention. Inability to retain key talent is costly in any kind of business format (Chikumbi, 2011). According to Mohamed (2015), employee turnover is highly risk for the organization as it disrupts workforce's consistency in contribution to the organization when they quit recurrently. Consequently, it is imperative for human resource managers in an organization to adopt appropriate structures in stemming employee turnover and keeping hold of its best talent.

A study by Oladapo (2014), indicated that organizations are compelled to have a fundamental knowledge on the notion of talent management to enable them be successful in retaining employees. According to Uysal, et al. (2015), jobs in hotel industry are rigorous, tiresome, periodic and with rough working hours, low paying, low social status, and low quality jobs. The consequence is low morale lack of consistency, a drop in worker output and slumped employee dedication, ending up in quitting the job and resigning.

According to Sabiha and Daro (2017) in their study on the impact of flexible working hours on the employee's performance in Pakistan found that provision of flexible arrangements is

key in enabling employees to cope with work load, social life and help them evaluate their responsibilities. They achieve higher effectiveness which is both of benefits them and the organization as well, in terms of career progression. They also established that flexible work hours are directly linked to productivity, employee output and perks up the work-life balance. The study establishes that workers in organizations yearn for flexible job arrangement but they have other preferences before this flexibility.

A study conducted by Mungania et al. (2016), found that one of the most vital aspect of a results oriented working environment is flexible working hours. It is a catalyst for improved workforce efficiency and contributes immensely towards achieving organizational aspirations. The study wrapped up by affirming that organizational performance was immensely subjective to flexible working hours offered to employees. This ranged from workers being allowed ample opportunities to socialize with the families, child welfare concerns and dependent care. The study recommends that organizations should identify workers bendable working practices needs and develop realistic strategies in applying them towards accomplishing business objectives.

Ng'ethe et al. (2012) depict employee recognition as well-timed, unofficial or official acknowledgement of an individual's or a group's conduct, exertion or business result that promotes the organization's targets which have evidently been further than ordinary anticipations. Employees are likely to stick with organizations which identify and incline to remain with organizations which recognize and are grateful for their abilities, hard work and output contributions. Identifying employees' abilities is very critical in the sense that they are motivated when they learn that their proficiency is appreciated. In turn this yields loyalty to the organization and births a sense of ownership, supportive and conducive work environment. These aspects contribute to higher rates of workforce retention. In order to strike equilibrium amid employees' targets and organizational objectives while maintaining highly motivated labour force, it is necessary for organizations to compensate and recognize employees (Selden & Sowa, 2015).

A study by Thiriku and Were (2016), on effect of talent management strategies on employee retention among private firms in Kenya: A case of Data Centre Limited determined that prospects for growth and employee contentment were achieved when organizations recognized exceptional employees. The study proposes to achieve worker commitment and higher morale, it is essential for organizations to recognize and reward good performance. An

employee who has discharged his duties efficiently would stay committed and engaged when he considers his or her endeavors are appreciated and recognized.

A study conducted by Kwenin et al. (2013), reveals that recognition is intractably linked to employee retention. Besides monetary rewards employees should get recognition as well. Nonetheless, it is obvious that recognition initiatives that grant intrinsic satisfaction need to be put into practice in an organization. Chikungwa and Chamisa (2013) study on valuation of recognition on performance as a motivator, established performance of an individual was correlated to recognition of his efforts. As a result, towards increasing employee efficiency organizations must promote initiatives that recognize their performance. Employee awareness, skillfulness and capabilities are of paramount significance for organizations. The employee aptitude needs to be optimized and acknowledged as among distinct foundation of competitive advantage. Managers should be obligated to chart out and hold on to vastly skillful employees and at all times remind them how precious they are to the organization (Bhatt, 2015).

Promotion is internal elevation to a more glamorous position in an organization. It is applied to acknowledge excellent performance and accredits talented personnel to feel valued and connected in the organization's progression. The foremost objective for promotion practices in an organization should be to facilitate management to gain the most excellent obtainable talent within the organization to occupy superior posts or for career progression purposes where individuals are offered available opportunities primarily pegged on their competencies. Promotions need to be compliant with equal opportunity policies. Both the management and employees need to be made conversant to such promotion policies and procedures to avert disgruntlement (Okioga, 2012).

According to Davies et al. (2007) a transparent and open promotion procedure is a relevant device to retain talented pool. A clearly prescribed promotion panel would win the confidence and trust of workforce and contribute significantly towards retaining the best talent in an organization. HR practices potentially persuade the retention of employees in an organization comprise compensation and recognition which are an inspiration to workers and result in their retention in the firm (Irshad, 2007). A study by Mokaya et al. (2013) suggested that hotel management need to constitute committee to guide and direct promotion instead of depending on sole decisions of manager. The study further recommended that hotel

management need to form committee to oversee promotion rather than relying on the manager' decision alone.

Compensation is considered to be direct and indirect, monetary and non-monetary rewards presented to workers According to the worth of the occupation, their individual outputs, and performance. Such reparations cater for physical needs which in turn inspires and impacts directly on employee performance. The main intent of any good compensation is to attract, motivate and retain competent individuals for the accomplishment of organizational aspirations. Compensation then should be recognized as a foremost feature that impinges on employee performance (Wekesa & Nyaroo, 2013).

Ibojo and Sabi (2014) in their study on compensation management in food and beverage industry determined that, there is a considerable affiliation between compensation management and retention of staff, consequently presenting the necessity to have effective compensation policies so as retain members of staff. Mendez and Stander (2011) stressed that investing in employee retention schemes such as attractive remuneration packages, unique products such as insurance cover and flexible working hours inspires the workforce to entrust itself to an organization. Such company will register success. A study by Thiriku and Were (2016) established that monetary reward is an indispensable tool to retaining talent; the levels of employee input should be directly proportional to the reward. The study recommended that organizations should think about establishing absolute reward system that entail aspects that supersede compensation.

2.3.3 Talent Development and Organizational Performance

Talent development involves learning and development policies and programmes which aims at ensuring that people acquire and enhance the skills and competencies they need (Armstrong, 2014). A study by Muuo (2014) on the perceived relationship between employee development programmes and organization commitment at Barclays Bank of Kenya affirmed that occupation counseling, and in-service training was some of the aspects that encompassed employee development programmes. The study found that employee development programmes improved worker dedication to their employment. It further amplified social relations involving management and workers where employee's technical abilities were enhanced. The study proposes that management present numerous training opportunities to their human capital that will stock them with up to date expertise that will enable them accomplish their responsibility and increase their dedication to the organization. Further the

management should appraise their guidelines which inform the execution of employee development programmes and attend to the any arising restrictions to raise organizational performance.

A study conducted by Selesho (2014), argued that talented persons are overly ambitious and can only remain in an organization where policy and objectives offer employees prospects to grow their potential. Malaeb and Gravan (2013) determined that observation of talent development strategies influenced employees' intention to hang on and their dedication. Turnover of talent has the downhill spiral outcome of disrupting gains achieved through innovation, dents collaborations and works against established culture of an organization. It is also expensive to substitute staff who quit.

Mentoring is fundamental to acquiring knowledge at the workstation, getting job progression assistance and for developmental and emotional contract. Mentoring models are diverse in many organizations. It is tailored to be relevant to a set of values, beliefs and orientations, formal or informal of a particular organization (Ishmail, 2009). In the current multifaceted and demanding business world, managing human capital is undeniably vital to an organization's accomplishments (Gurav & Muldakar, 2011; Nunez-Cacho & Grande, 2012). Accordingly, businesses are incessantly hunting for prospects that will advance their competitiveness. Coaching is one of an innumerable human resource development practices that can facilitate organizations to build an advantageous pose with regard to rivals (Diedrich, 1996). McCracken and Heaton (2012) acknowledged the magnitude of coaching for workforce and institutions, presenting the practice as an imperative device for career development.

A study by Mundia and Iravo (2014), on the role of mentoring programs on employee performance in organizations: A Survey of Public Universities in Nyeri County argued that argued that mentoring programs swayed worker performance positively. The findings established that mentoring programs are set out for knowledge transfer, career progression direction and expertise improvement which as a result yield amplified employee performance. Mentoring programs keep up exchange of opinions and know-how between mentor and mentee. Mentoring programs should also have appropriate guiding principles and properly thought out goals to guarantee their efficiency.

According to Chartered Institute of Personnel and Development [CIPD], (2014) on-the-job training may also be described as acquiring knowledge through watching and observing

someone experienced performing a task. This kind of training is helpful when fresh expertise and techniques are imparted in hotel employees. The benefit of on-the-job training is that it is inexpensive and trainee is afforded the chance to practice instantaneously, receives real time responses and can be incorporated into training team if additional perfection is desired. Off-the-job training, is performed away from the worker's regular work place via a diversity of routines. A lecture presents communication of information to a huge number of learners. There possibly will also be openings for trainees to read fresh matter associated with their occupations through interactive computer learning packages. The more sophisticated way of undertaking off-the-job training is through formal study.

A study by Bafaneli and Setibi (2015) on the Impact of on-the-Job Training on Employee Performance: The Case of Riley's Hotel in Maun found that on-the-job training is extremely essential for the usefulness of the workforce and that contributes in a vital manner in improving performance of employees in organization. Performance appraisal system is some prearranged official dealings between a junior and supervisor, that generally assumes the form of a episodic interview yearly or bi-annually in which performance of the subordinate is scrutinized and deliberated on with a purpose of isolating and recognizing limitations and strengths as well as prospects for improvement and skills development (Begum, 2015).

A study by Wachiuri (2017) on the effect of Performance appraisal on organizational performance concluded that objective based appraisals promoted organizational performance. The 360-degree feedback is objective and should be allied to realization of organizational goals. The study also found that locales of enhancement identified in a 360 degrees evaluation are deployed solely for self-development and not to allot ratings. It was recognized that the performance manager is objective whilst assigning ratings and that performance ratings contribute to an incentive to attain organization goals and career contentment. The study also found that precise and unambiguous feedback is received from the performance manager on past performance and that the upshot for receiving each numerical rating should be clear.

According to Mwema and Gachunga (2014) performance appraisal contributes significantly to organization performance. The study established that performance appraisal affords an opening to discover staff training requirements thus presenting them with the needed training, facilitates employees to satisfy performance objectives in the organization, lends low performers opportunity to progress, helps employees on time management through

scheduling and setting of datelines, managers to make well-versed pronouncements on promotions and assignments According to applicable facts, advances employee's synergies. The study further established that performance appraisal allows employee and administrator/supervisor an interactive opportunity to exchange organizational goals during an appraisal, enables employee achieve a higher sense of team belonging.

2.3.4 Career Management and Organizational Performance

Armstrong (2014), states that, career management is about providing the organization with the flow of talent it needs. It is also concerned with the provision of opportunities for people to develop their abilities and their careers in order to satisfy their own aspirations. It integrates the needs of the organization with the needs of the individuals. According to Kagwia et al. (2014) career development describes the lifelong process of managing life, learning and work. According to Aloo and Moronge (2018) study on influence of talent management practices on performance of small and medium enterprises in construction industry in Nairobi city, argued that career management which includes succession planning, career counseling and career planning able to yield unprejudiced evaluation of existing performance and future prospects in employee's performance.

According to Kemboi (2014) study on the Perceived Effect of Career Development Practices on Employee Retention at the Kenya Post Office Savings Bank Career development exert a greater influence on the whole performance and for that reason the quest for career planning, counseling, coaching, mentoring and training will furnish staff with the requisite proficiencies to discharge their responsibilities then advancing the whole performance.

Dehghani (2014) argued that, developing employees career capacities called for a cooperative rapport between hotel managers and hotel employees. According to Dargham (2013) Career management comprised both informal and formal prescribed actions such as employee seminars, work alternation, job improvement and career development ladders for example organizationally planned programmes or developmental stage theories. Organizations may further lend career identity making available copious openings for self-development, chances for progression and mentors. Deploying career management approach employers can coach the employee in his individual career planning, and by realizing the plans of employees can plan the allocation of human resources. Therefore, the Career Management is deemed as a joint collaboration between the individual employee and the organization.

Succession planning is an imperative business stratagem to develop and retain talent. The Y generation is predisposed to alter jobs often than the baby boomers that are disinclined and are eager to stay on their present occupations for they aspire for job security and stability (Kumar & Kavita, 2014). A study by Chikumbi (2011) on practices of talent retention in Zambian Banks found that successful talent retention demands scheduling the targets of the organization through succession planning. Companies which falter on talent management practices have waded into circumstances where replenishing older employees who are senior through succession plan fails as junior employees have not been exposed to mentoring and thus poorly prepared for succession in the organization. This is a factor that has constrained some companies to poach senior managers from other firms instead of conducting in-house cultivation of deputies (Derry, 2015).

Mngomezulu, et al. (2015) recommend that organizations ought to cultivate and build up a talent pool internally with eyes fixed on succession planning. This includes awareness of all requisite competences across all the organization's cadres and a catalog of talent aptitude and expertise. It is important for an organization to recognize talent at its disposal so that arising slots are filled with appropriate talents. An assessment of where most excellent human resource can be sourced from puts a company on the path of molding star workers. Building a talent conduit even when the organization is not recruiting is an approach that will place it ahead in a rigid market.

Dehghani (2014) found out that career evolved into a critical aspect within the hotel industry. Hotels can institute an array of remarkable career management initiatives notably preparation mentoring, performance evaluation and development strategies for their human resource. These actions are pleasurable to the progression of career capability for illustration; performance assessment may inform career planning with resultant effect of helping staff to better understand their performance. The employee motivation, outlook and quality of relations with clientele are decisive in hotel industry in order to gratify visitors due to the varied nature of services offered. There is not only trouble over staff's mind-set and conduct but aspects about their job contentment and devotion also exist (Uysal et al., 2015).

Career development addresses what requisite knowledge individuals are expected to acquire and be facilitated to competently work their way up the 'career ladder' that is a series of posts which raise the levels of responsibility, which constitute a career. These stages may be defined as Career Management competency bands where competency is mandatory move to

that level. It is designed in such manner that individuals are made acutely conscious of the competency levels they have to attain in order to gain progress in their careers. This state of affairs compels individuals to schedule their own unique development, albeit against a backdrop of support and direction of their managers, HR specialists and, if they exist, management development advisers or mentors. The extra experience and training given could be planned as necessary, though it would be imperative to elucidate what individual employees need to do for themselves if they aspire for advancement within the organizations (Baruch & Peiperl, 2000).

Ombayo et al. (2013) define career counseling as a string of actions designed to help an individual come up with informed verdicts about work or about work related troubles. Career counseling is a course of action through which the counselor and the counselee mutually offer contributions towards enabling career counseling to be efficient and effectual. Gichinga (2011) viewed counseling as a liaison in which one individual facilitates another into appreciating and working out their problems with the eventual goal being salvaging relationships. Career counseling may also be described as a custom-made procedure that aids a person to be aware of themselves, discover career options, and illuminate on and achieve preferred career goals. It contributes intuitive and cognitive technique (Nthangi, 2007). Career counseling has highly developed since countless organizations now recognize that most workers cannot begin to manage their own growth and development without prior information on how their own needs match those of the organization.

According to Hughes (2015) workplace counseling will at all times retain its importance as a resource for organizations. It affords workers a secure, private place to talk about whatever matter that may be puzzling, hurting or bumpy, and grants them the opening to converse with somebody who is equipped with skills to pay attention and to lend them a hand in bettering the circumstances. According to Migwe et al. (2017) study on the performance of Youth Development officers in Kenya employee counseling significantly influences organization performance. They noted that regularity of counseling was positively correlated with all the components of the performance of youth development officers. Hence rate of recurrence of counseling persuades the target achievement, work contentment and performance efficacy.

2.3.6 Conceptual Framework

According to Mugenda and Mugenda (2003), a conceptual framework refers to the extent that the researcher conceptualizes the relationship between contextual variables in study and show the relationship graphically or diagrammatically. The conceptual framework shown in figure 2.1 depicts the relationship between the variables in the study. The Independent Variable is talent management practices which consist, talent attraction, talent retention, talent development and career management. The dependent variable is organizational Performance; the indicators adopted for this study are non-financial measures which include customer satisfaction and Quality of service. Fitzgerald et al. (1991) argued that it is important for performance measures to direct attention to such non-financial factors as service quality and customer satisfaction.

Organization performance, the dependent variable, is defined as organization capability to accomplish its goals by using resources in efficient and effective manner that results to customer satisfaction and quality of service. Performance can be affected or influenced by other variables not directly associated with talent management process such as moderator Variables which include TRA policies and labour laws. In this study it was hypothesized that the independent variables have a direct effect on the dependent variable.

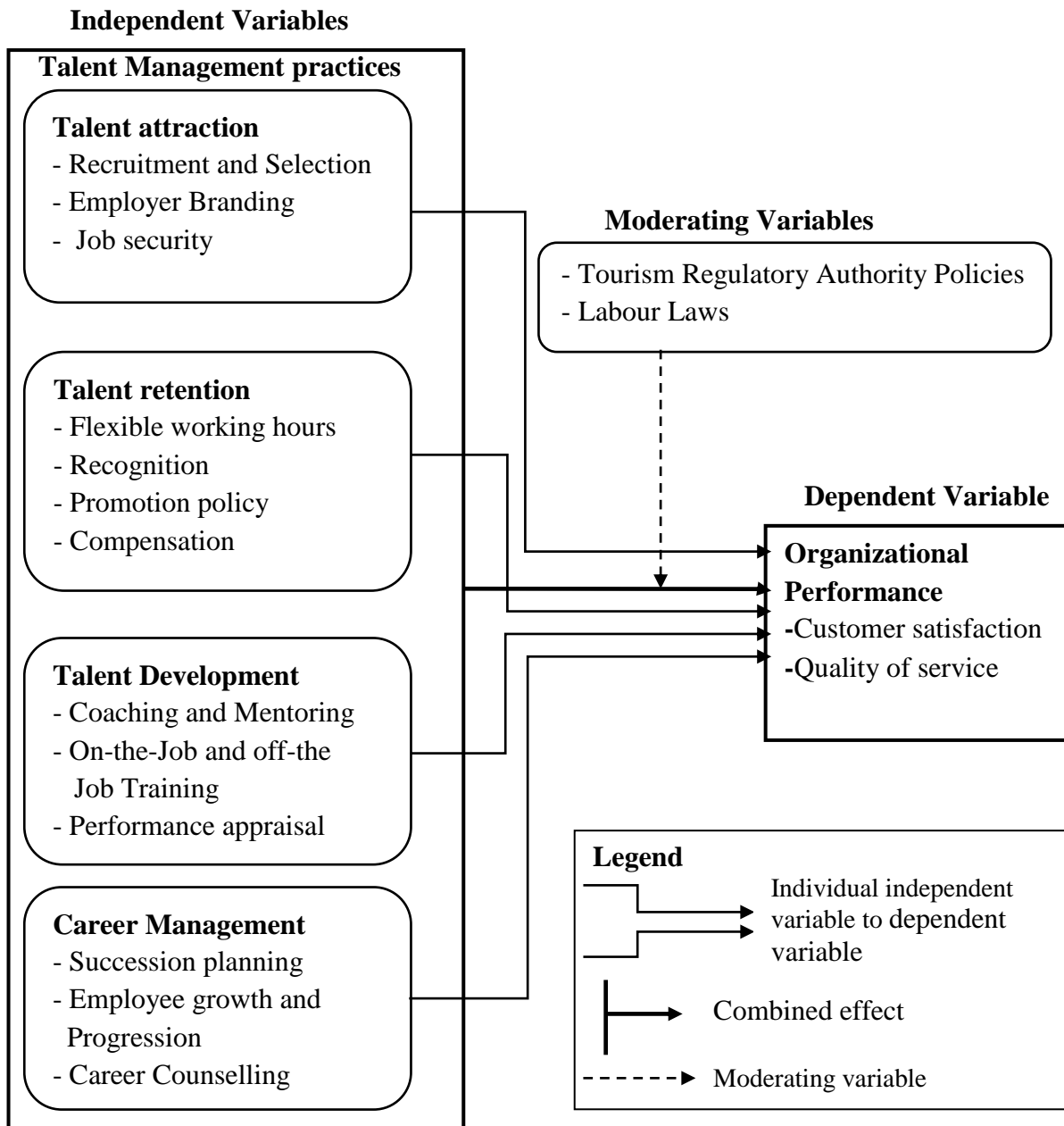


Figure 2.1: Conceptual Framework showing the Relationship between Talent Management Practices and Organizational Performance

2.4 Summary of Literature and Knowledge Gaps

According to Saad and Mayouf (2018) in their study on Talent Management Strategies and Practices in Five Star Hotels in Egypt. The research revealed that the practices of talent management are still at an early stage of development, and the concept and the process require further understanding. Most of the managers were aware of the advantage of talent management. The study proposes supplementary studies to be undertaken on star rated hotels.

Ng'ang'a (2017) study on the effect of talent Management Practices on organization Performance a case of conservation agencies in Kenya. The study concluded that talent management was significant to organization performance. The study advocates for additional studies to be carried out in a multiplicity of sectors including hotels.

According to Devi (2017) study on impact of talent management on organization performance, Role of employee engagement in banking sector in India talent management was positively related to organizational performance. The study established that talented employees have a high individual devotion to enhanced organizational performance. The study suggested that talent management be extended to other sectors like telecom, insurance, and hotels.

According to Rukunga and Nzula (2018) study on the role of talent management strategies on organizational performance: A Case of Telecommunication Firms in Kenya. The study recommends that there is need for organizations to understand the concept of talent management strategies appropriately to harness and leverage on intangible asset in the firm to attain competitive advantage.

According to Okonkwo et al. (2015) in their study Effective Talent Management: Key to Organizational Success in Nigeria established that efficient talent management is decisive for organizational accomplishment and sustainable development (This would afford an organization the opportunity to retain its apex talent whilst improving production. They additionally proposed that talent management system be incorporated across all aspects of human resource management as this will help in enlisting and retaining crucial talent which will work towards accomplishing organizational success and sustainable development.

Kichuk (2017) study on Talent Management in hotel sector: employees' narratives of personal career development in consortium of four hotels in Southwest England. The study proposes more investigations to be carried out in hotels owing to an existing knowledge gap.

The aforementioned studies have been carried out in public sectors, institutions of higher learning, manufacturing sector, banking industry, telecommunication firms and conservation agencies. Studies conducted in the hospitality sector were based in England and Egypt. The studies further recommended studies to be done in hotels since the practices of talent management are still at an early stage of development and the concept and the process require further understanding. The studies done locally on talent management recommended studies to be done in hotel owing to existing knowledge gap. The recommendations were used to make a decision for the choice of the study. In Sub Saharan African, hospitality sector has knowledge gaps that need to be filled especially in Talent Management and organizational performance. This study therefore investigated Talent Management practices on organizational performance with a focus on non-financial measures of organizational performance in two to five star hotels in South Rift Region, Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The study sought to establish the effect of talent management practices on organizational performance of hotels in South Rift Region, Kenya. The research design, location of the study, population of the study, instrumentation, validity and reliability of research instruments, data collection and data analysis procedures are presented in this section.

3.2 Research Design

This research design used in the study was cross sectional survey research design. This design was used since it allowed the researcher to collect information regarding respondents' opinions, perception and attitudes on the effect of talent management on organizational performance at one point in time. The design is appropriate in studying the prevalence of phenomenon, situation problem or attitude of respondents at a particular time (Lewin, 2014). Since this study was structured to gain opinions and perceptions on managers then the research design was ideal.

3.3 Study Area

The study was conducted in two to five-star tourist hotels in South Rift Region. South Rift Region constitutes two counties namely, Nakuru and Narok. The Tourism Regulatory Authority categorizes hotels according to regions, South Rift being one of them.

3.4 Population of the Study

The target population of the study comprised of forty (40) hotels. The hotels were in the category of two to five star as per classification by The Tourism Regulatory Authority. South Rift Region is the region with the highest number of tourist hotels and relatively accessible in terms of distance. Also these hotels to attract and retain employees may need more effort compared to traditional tourist locations in Kenya which made it ideal for investigation. The distribution of the population is shown in Table 3.1.

Table 3.1: Population Matrix

Class	Number of hotels
Two Star	10
Three Star	8
Four Star	18
Five Star	4
Total	40

Source: Tourism Regulatory Authority (2018)

The sampling frame consisted of Human Resource Managers and Hotel Managers working in South Rift Region. The HR Managers and Hotel Managers in this study was chosen because of their contribution to talent management practices in organizations. The customers were represented by Hotel Managers and Human Resource Manager since they measure their customer satisfaction through survey by issuing of guest comments cards, and data captured in the cards when analyzed informs the hotel managers on the current satisfaction state of customer and get information about the attributes that have an impact on customer's satisfaction. In the event that that the HR Manager was not available the Hotel Manager responded to the questions.

3.5 Sampling Technique and Sample Size

Given that the target population in this study comprised 40 hotels, this was considered, and hence census method was employed whereby all members of the target population participated in the study. According to Saunders and Thornhill (2014) a census is used when the population is less than 100 people. The use of census in the study is due to the fact that it helps reduce sampling errors and sampling bias making it obtains high quality information (Cooper & Schindler, 2014).

3.6 Research Instruments

The data collection tool for the study was closed ended questionnaire that was structured to capture the study objectives. The questionnaire was adopted and modified from the studies by (Cheraisi, 2015; Lyria et al., 2017; Rop, 2015). Questionnaire was selected because it provides a high degree of data standardization and adoption of generalized information amongst any population (Chandran, 2003). It was also chosen because it is easy to administer, analyze and economical in terms of time (Mugenda & Mugenda, 2003).

The questionnaire was divided into two parts, Part I capturing demographic characteristics of the respondents and Part II aimed at seeking opinions, perception and attitudes of the HR Managers and Hotel Managers according to objectives of the study. Since HR Managers and Hotel Managers are permanent employees of a single hotel and collect data on customer satisfaction through Guest comments cards they were more preferred than the customers themselves who may visit more than one hotel. A 5 point Likert scale (1=strongly disagree, 2=disagree 3=neutral, 4=agree and 5= strongly agree) was used to solicit respondents' perceptions and opinions based on the data. The data collection period was three weeks, there was a higher chance of customers visiting more than one hotel and therefore not easy to control the sample.

3.6.1 Pilot Test

The researcher carried out a pilot test to determine the reliability and validity of research instrument in North Rift Region. Pilot study is a small scale version or trial run in preparation for a major study. It assists in improving items of data collection (Orodho, 2003). According to Connelly (2008), pilot study sample should be 10% of the projected for the main study. The pilot study involved administering the proposed research instruments to four (4) HR Managers and Hotel Managers working in two to five star hotels in North Rift Region. The Cronbach Alpha reliability coefficient for the questionnaire was found to be 0.946 as shown in the Table 3.2 which was above the threshold of 0.7 and hence was considered good. This indicates that the research instrument was a reliable measure for this study.

Table 3.2: Reliability Statistics

	Cronbach's Alpha	No of Items
General reliability	0.946	39
Reliability Per Variable		
Talent Attraction	0.936	5
Talent Retention	0.837	6
Talent development	0.824	6
Career Management	0.793	4
Organization performance	0.832	10

3.7 Validity of instrument

Validity can be defined as the degree to which a test measures what it is supposed to measure (Porter, 2010). Content validity of the research instruments was established during discussions with supervisor and experts in Human Resource Management, in the Faculty of

Commerce. The experts were consulted to provide guidance on the content of the instrument which ensured that all the research objectives were addressed by the questions sought by the instrument. The instrument construction was checked to ensure that the questions were not misinterpreted and only relevant information was obtained. The findings from the pilot study were used to improve on the instrument so as to enhance validity.

3.7.1 Reliability of the Data Collection Instrument

The reliability of a research instrument concerns the extent to which the instrument yields the same results on repeated trials (Porter, 2010). Reliability was calculated using Cronbach's Alpha method to test internal consistency. Cronbach alpha was used in order to establish the degree of consistency and accuracy of items in the questionnaire (Mugenda & Mugenda, 2003). The Cronbach alpha coefficient obtained was 0.946 which is above the 0.7 threshold value. Thus the instrument met the requirement of the reliability.

3.8 Data Collection Procedure

The researcher obtained an introductory letter from Graduate School and research permit from National Commission for Science, Technology and Innovation. Each hotel was visited for familiarization purposes before the instruments were administered. Permission was sought from the hotel's management to conduct the research by informing them the purpose of the study to avoid any suspicion and increase their confidence in giving information. The questionnaires were administered by the researcher to the sampled respondents at their hotels using the drop and pick later method. The respondents were given two weeks to fill the questionnaires and an additional one week to allow them finish incomplete questionnaire. This is because HR Managers and Hotel Managers are busy people. After three weeks, all the questionnaires were collected.

3.9 Data Analysis

Once the raw data had been collected, the preliminary analysis was done to clean the data of any inconsistencies and then coded. Descriptive analysis; frequencies, means, percentages and standard deviation (SD) was generated to describe attributes of the study in the organizations. In addition, the researcher used inferential analysis; Pearson correlation coefficient and a multiple regression analysis so as to determine the effect organizational performance of hotels in South Rift Region (dependent variable) and the independent variables namely: Talent attraction, talent retention, talent development and Career Management. Pearson correlation coefficient analysis was used to test the hypotheses at

significant level of $\alpha = 0.05$. Data analysis was done through computer aided programme, the Statistical Package for Social Sciences (SPSS) version 24.

The following regression models was specified for this study:

Objective 1

$$Y_i = B_0 + \beta_1 X_1 (TA) + \epsilon \dots \dots \dots 3.1$$

Y_i = Organization Performance of hotels

X_1 (TA) = Talent attraction

ϵ = Error term 0.05

Objective 2

$$Y_i = B_0 + \beta_2 X_2 (TR) + \epsilon \dots \dots \dots 3.2$$

Y_i = Organization Performance of hotels

X_2 (TR) = Talent retention

ϵ = Error term 0.05

Objective 3

$$Y_i = B_0 + \beta_3 X_3 (TD) + \epsilon \dots \dots \dots 3.3$$

Y_i = Organization Performance of hotels

X_3 (TD) = Talent development

ϵ = Error term 0.05

Objective 4

$$Y_i = B_0 + \beta_4 X_4 (CM) + \epsilon \dots \dots \dots 3.4$$

$Y_i = Y_i$ = Organization Performance of hotels

X_4 (CD) = Career Management

ϵ = Error term 0.05

Objective 5

$$Y = B_0 + \beta_1 TA + \beta_2 TR + \beta_3 TD + \beta_4 CM + \epsilon \dots \dots \dots 3.5$$

Where Y_i = Organization Performance of hotels

B_0 = Constant

$\beta_1 - \beta_4$ = Regression coefficients

TA = Talent attraction

TR = Talent retention

TD = Talent development

CM = Career Management

ϵ = Error term.

Table 3.3: Summary of Data Analysis per Hypothesis

Hypothesis	Independent Variables	Dependent variables	Regression Model	Method of analysis
H₀₁ Talent attraction has no significant effect on organizational performance of hotels in South Rift Region, Kenya.	Talent attraction	Organization Performance of Hotels	$OP_i = B_0 + \beta_1 TA + \varepsilon$	Simple regression analysis
H₀₂ Talent retention has no significant effect on organizational performance of hotels in South Rift Region, Kenya.	Talent retention	Organization Performance of Hotels	$OP_i = B_0 + \beta_2 TR + \varepsilon$	Simple regression analysis
H₀₃ Talent development has no significant effect on organizational performance of hotels in South Rift Region, Kenya.	Talent development	Organization Performance of Hotels	$OP_i = B_0 + \beta_3 TD + \varepsilon$	Simple regression analysis
H₀₄ Career Management has no significant effect on organizational performance of hotels in South Rift Region, Kenya.	Career Management	Organization Performance of Hotels	$OP_i = B_0 + \beta_4 CM + \varepsilon$	Simple regression analysis
H₀₅ There is no significance difference of combined effect of talent attraction, talent retention, talent development and career Management on organizational performance of hotels in South Rift Region, Kenya	Talent management practices	Organization Performance of Hotels	$OP_i = B_0 + \beta_5 TMP + \varepsilon$	Multiple regression analysis

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents analyzed data and its interpretations. The purpose of the study was to determine the effect of talent management practices on organizational performance of hotels in South Rift Region, Kenya. The chapter presents background information the respondents, findings of the analysis based bases on the objectives of the study. Data was analyzed and presented using descriptive and inferential statistics. Descriptive statistics include frequencies, percentages, minimum, maximum, means and standard deviation while inferential statistics include Pearson correlation and linear regression.

4.2 Questionnaire Return Rate

The study targeted forty (40) two to five star hotels in South Rift Region. Thirty-eight (38) questionnaires out of the 40 distributed were filled and returned giving a response rate of 95%. This response rate is a good representative and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 50% and above is adequate for analysis and reporting; a rate of 60% is good while a response rate of 70% and over is excellent. According to the assertion, the response rate was considered to be excellent.

4.3 Diagnostic Tests

The researcher conducted diagnostic tests on talent management practices and organizational performance variables, and their results are shown below:

4.3.1 Normality Test

The researcher used normality plots to test the normality of data.

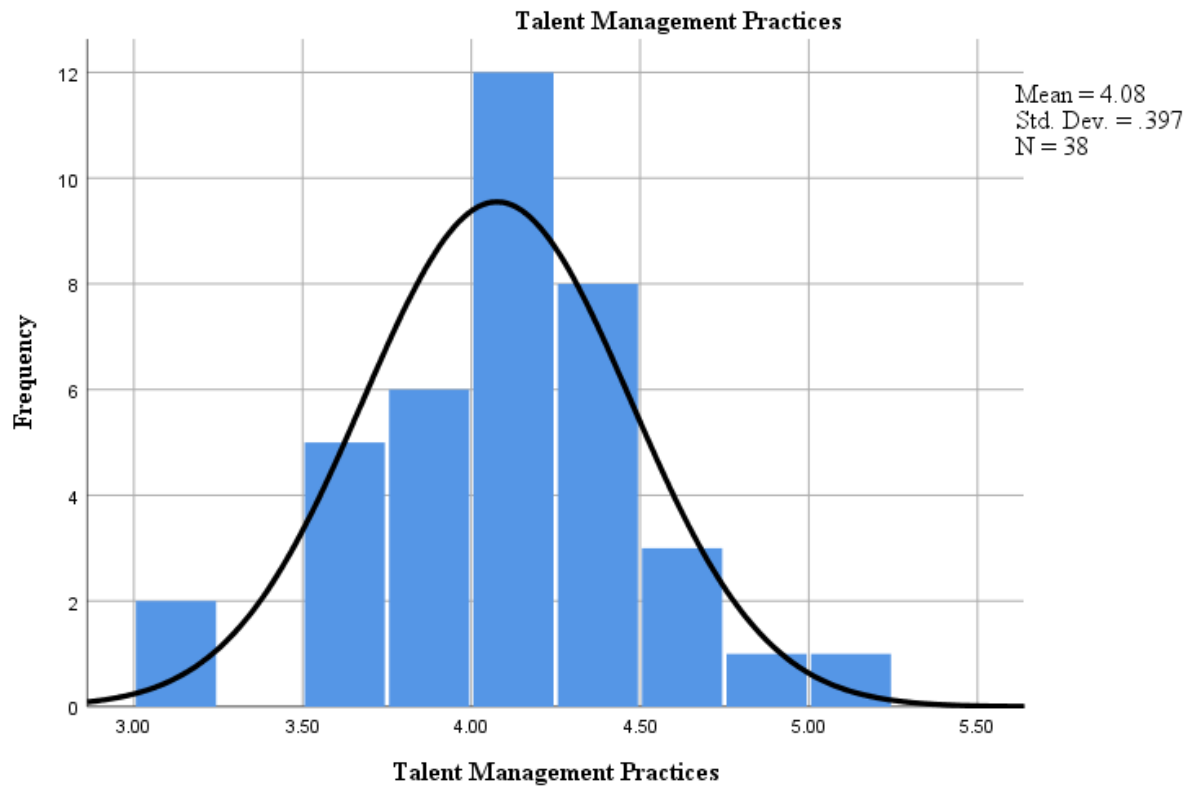


Figure 4.1: Normal histogram plot of talent management practices

According to Figure 4.1 the output of a normal histogram plot of talent management practices indicates that the data of talent management practices were normally distributed.

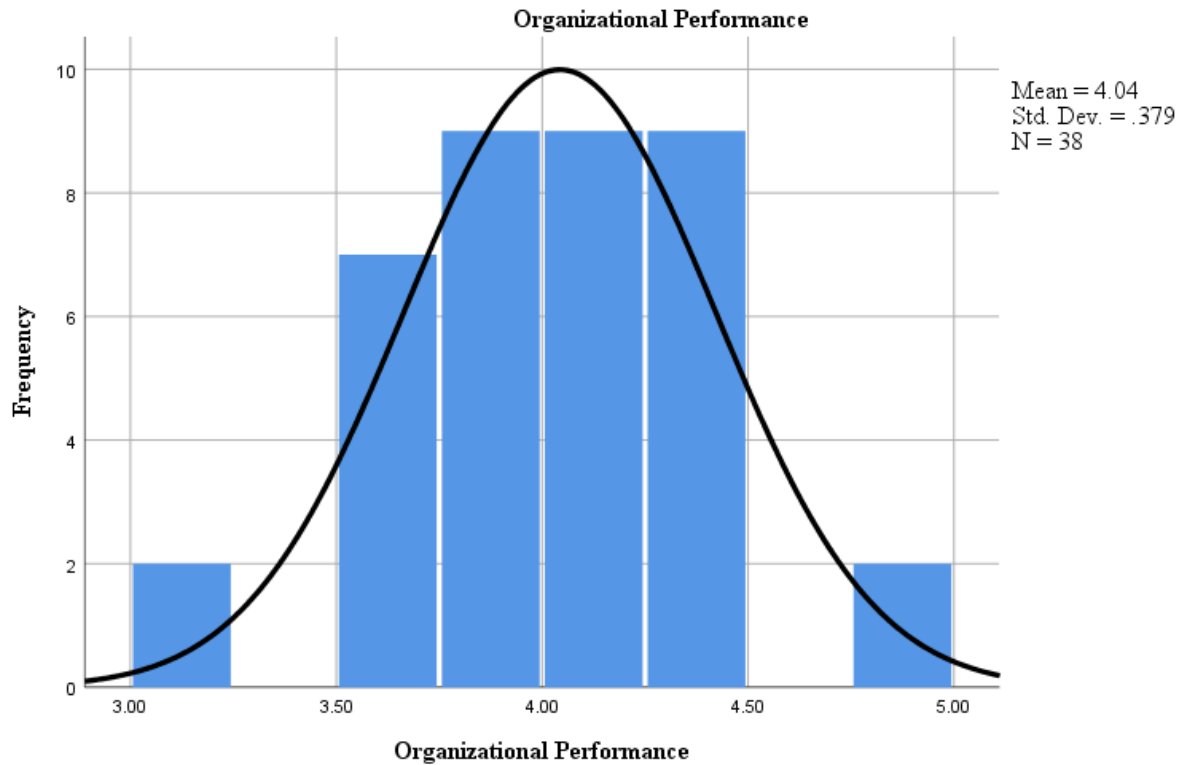


Figure 4.2: Normal histogram plot of organizational performance

According to Figure 4.2 the output of a normal histogram plot of organizational performance indicates that the data of organizational performance were normally distributed.

4.4 Descriptive Statistics

4.4.1 Demographic Data of the Respondents

The study analyzed the demographic background information of the respondents which included age, gender, highest level of education, position held in the hotel, Period worked in the hotel and number of employees. Descriptive statistics in form of frequencies and percentages were used to analyze the data and presented in form of tables.

Table 4.1: Age of the Respondent

		Frequency	Percent
Age	18-28 years	6	15.8
	29-38 years	19	50.0
	39-48 years	9	23.7
	49-58 years	4	10.5
Total		38	100.0

According to the results of the study in Table 4.1, 50% of the respondents were at age bracket of 29-38 years, 23.7% 39-48 years, 15.8% 18-28 years and 10.5% 49-58 years. This shows that majority of the respondents who work in South Rift Region hotels were at age bracket of 29-38 years who would work for years enabling the hotel to have ample time to practice talent management practices well and be able to get the best talent.

Table 4.2: Distribution of respondents by Gender

		Frequency	Percent
Gender	Male	26	68.4
	Female	12	31.6
	Total	38	100.0

According to the results in Table 4.2 the study established that majority of the respondents were men (68.4%) compared to 31.6% women. This indicates that men were actively involved in management positions in South Rift Hotels as compared to women.

Table 4.3: Distribution of respondents by level of education

		Frequency	Percent
Highest level of education	Certificate	1	2.6
	Diploma	21	55.3
	Bachelor's Degree	15	39.5
	Master's Degree	1	2.6
	Total	38	100.0

According to the results of the study in table 4.3 in terms of highest level of education 55.3% of the respondents were diploma holders, 39.5% Bachelor's Degree, 2.6% Certificate and Master's degree respectively. This indicates that majority of the respondents who worked in South Rift Region hotels have attained diploma level as the highest level of education which could be attributed to the high number of institutions offering diploma courses in hotel management and hospitality as compared to universities.

Table 4.4: Position held in the Hotel

		Frequency	Percent
Position held in the hotel	HR Manager	12	31.6
	Hotel Manager	26	68.4
	Total	38	100.0

According to the results of the study in table 4.4, majority of the respondents 68.4% served in the position of manager compared 31.6% serving as HR Manager.

Table 4.5: Period Worked in the Hotel

		Frequency	Percent
Period worked in the hotel	Less than 3 years	7	18.4
	3-5 years	11	28.9
	6-10 years	13	34.2
	Over 10 years	7	18.4
	Total	38	100.0

In terms of the period worked in the hotel, the results of the study in Table 4.5 indicates that only 18.4% of the respondents had worked for less than 3 years and over 10 years respectively, with 34.2% of the respondents having worked for 6-10 years and 28.9% 3-5 years.

Table 4.6: Number of employees

		Frequency	Percent
Number of employees	Less than 50 employees	8	21.1
	51-60 employees	10	26.3
	61-70 employees	1	2.6
	71-80 employees	6	15.8
	81-90 employees	4	10.5
	91-100 employees	4	10.5
	Over 100 employees	5	13.2
	Total	38	100.0

In terms of the number of employees, the results of the study in Table 4.6 indicates that only 10.5% of hotels in South Rift had 81-90 employees and 91-100 employees respectively, with 26.3% of the hotels employing 51-60 employees, 13.2% employing over 100 employees,

15.8% employing 71-80 employees, 2.6% employing 61-70 employees and 21.1% employing Less than 50 employees. This implies that majority of the hotels in South Rift region employed more than fifty employees indicating that they have the opportunity to nurture and get the best talent to enhance their hotel performance.

4.4.2 Talent Management practices

Descriptive statistical analysis was used to analyze elements of talent management practices (talent attraction, talent retention, talent development, career management) and organization performance. In reference scaling (Likert scale) was used in the study design, 5 represented strongly agree, 4 represented agree, 3 represented neutral, 2 represented disagree and 1 represented strongly disagree, therefore strongly disagree (1) was minimum (Min), strongly agree (5) was maximum (Max). The mean was analyzed according to the respondent's choices scaled between strongly agree and strongly disagree. Table 4.7 shows the descriptive statistics of elements of talent attraction.

Table 4.7: Elements of Talent Attraction

Elements of Talent Attraction	N	Min	Max	Mean	Std. Dev.
We have internal recruitment policy that helps to raise the loyalty of our employees	38	3	5	4.21	.528
Our internal recruitment policy is done fairly which has boosted morale of our employees	38	3	5	4.13	.578
The hotel during selection of its candidates selects both internally and externally to enable it to get the best talent	38	2	5	4.42	.826
The hotel has built a good brand image which has enabled it to attract the best talent	38	2	5	4.24	.820
The hotel offers job security to its employees	38	2	5	4.00	.805
Valid N (listwise)	38				

According to the findings of the study in Table 4.7, most aspects had their mean approximately 4 (agree) showing that most respondents agreed with most elements of level of talent attraction. The respondents agreed that the hotel during selection of its candidates selects both internally and externally to enable it to get the best talent. This could be attributed to the strategies put in place by the hotel management to attract talented employees. Table 4.8 shows the descriptive statistics of elements of talent retention.

Table 4.8: Elements of Talent Retention

Elements of Talent Retention	N	Min	Max	Mean	Std. Dev.
The hotel allows flexible working hours for its employees	38	2	5	3.84	.886
Employees who perform well are recognized	38	3	5	4.39	.595
The promotion policy in the hotel has boosted morale to the employees	38	1	5	4.18	.766
The promotion policy in the hotel is fair to all employees	38	1	5	3.97	.788
The hotel compensation system is competitive hence becoming an employee retention factor	38	2	5	3.55	.828
The hotel provide equal benefits for every employee	38	2	5	3.84	.789
Valid N (listwise)	38				

According to the findings of the study in table 4.8, most elements had their mean inclined towards 4(agree) showing that most respondents agreed with all aspects of talent retention. The mean score for the statement “Employees who perform well are recognized” has the highest mean were (4.39) meaning that the hotel recognized those employees who perform exemplary well also the statement “The promotion policy in the hotel has boosted morale to the employees” with the mean (4.18) meaning that the hotel had good promotion policy which boosted the morale of employees which could enable the hotel to perform well. Table 4.9 shows the descriptive statistics of elements of talent development.

Table 4.9: Elements of Talent Development

Elements of Talent Development	N	Min	Max	Mean	Std. Dev.
In our hotel employees are continuously acquiring new knowledge and skills through regular training	38	3	5	4.42	.599
In our hotel employees are continuously mastering new ways of doing things	38	3	5	4.26	.601
There is coaching and mentoring by managers in this hotel	38	2	5	4.37	.714
Our hotel offers on-the-job training to its employees	38	2	5	4.21	.777
Our hotel offers off-the-job training to its employees	38	2	5	3.87	.741
Our employees are appraised to improve their performance	38	3	5	4.34	.582
Valid N (listwise)	38				

According to the findings of the study in Table 4.9, most elements had their mean inclined towards 4 (agree) showing that majority of the respondents in the study agreed with most aspects of talent development. The mean score for the statement “In our hotel employees are continuously acquiring new knowledge and skills through regular training” has the highest mean (4.42) meaning that the hotel regularly trained their employees to acquire new knowledge and skills, while the statement “There is coaching and mentoring by managers in this hotel” has a mean (4.37) suggesting that the Managers of the hotel coached and mentored their employees. The statement “Our employees are appraised to improve their performance” has a mean of (4.34) suggest that the employees were appraised which improved their performance. Table 4.10 shows the descriptive statistics of elements of career management.

Table 4.10: Elements of Career Management

Elements of Career Management	N	Min	Max	Mean	Std. Dev.
Succession planning is properly done in our hotel	38	2	5	3.79	.777
There is clear career progression and growth for employees in the hotel	38	2	5	3.95	.695
There is high chances for career advancement for our employees in our hotel	38	1	5	3.89	.831
Our hotel offers career counselling to employees occasionally to improve their performance	38	2	5	3.82	.896
Valid N (listwise)	38				

According to the results of the study in Table 4.10, most elements had their mean inclined towards 4 (agree) showing that majority of the respondents in the study agreed with most aspects of Career management. The statement “There is clear career progression and growth for employees in the hotel” had the highest mean (3.95) which suggest that the hotel gave clear career progression and growth for their employees. The statement” There is high chances for career advancement for our employees in our hotel with the mean (3.89), suggest that the hotel provides career advancement for their employees and “Our hotel offers career counselling to employees occasionally to improve their performance” with a mean (3.82). The statement “Succession planning is properly done in our hotel” had slightly lower mean of (3.79) suggests that the hotel does their succession planning properly. Table 14 and 15 shows the descriptive statistics of organization performance (customer satisfaction and quality of service). Table 4.11 shows the descriptive statistics of elements of customer satisfaction.

4.4.3 Organizational Performance

Table 4.11: Elements of Customer Satisfaction

Elements of Customer Satisfaction	N	Min	Max	Mean	Std. Dev.
Majority of the customers are satisfied with quality of the services offered in our hotel	38	4	5	4.68	.471
The hotel has system in place to receive customer suggestions and feedback which satisfies our customers	38	2	5	4.42	.683
Our customers find our services more reliable hence they get satisfied	38	3	5	4.47	.557
Our customers are satisfied with the branding of our hotel	38	3	5	4.13	.578
I am able to interact effectively with clients to understand their requirements hence able to satisfy our customers	38	4	5	4.58	.500
Valid N (listwise)	38				

According to the findings of the study in Table 4.11, the respondents strongly agreed that, majority of the customers are satisfied with quality of the services offered in their respective hotels and possess the ability to interact effectively with their clients to understand their requirements hence able to satisfy them with mean inclined towards 5(strongly agree). Moreover, the respondents agreed that their hotels have system in place to receive customer suggestions and feedback which enhances customer satisfaction and their customers are satisfied with the branding of the hotel with mean inclined towards 4(agree). Table 4.12 shows the descriptive statistics of elements of quality of service.

Table 4.12: Elements of Quality of Service

Elements of Quality of Service	N	Min	Max	Mean	Std. Dev.
Involvement of employees in decision making in the hotel has improved quality of service	38	2	5	4.03	.788
Employees are given incentives that enables them to provide quality service	38	2	5	3.95	.804
The hotel employees respond promptly to customer requests	38	3	5	4.39	.638
There is enough service facilities in the hotel	38	3	5	4.42	.552
Our employees give quality services to customers	38	4	5	4.42	.500
Valid N (listwise)	38				

According to the findings of the study in Table 4.12, most elements had their mean inclined towards 4 (agree) showing that most respondents agreed with most elements of quality of service. This could be attributed to the fact that quality of service has a direct link to customer satisfaction. The statement “The hotel employees respond promptly to customer requests” has a mean (4.39), which suggest that the hotel employees responded promptly to customers’ requests. The statement “There is enough service facilities in the hotel” and “Our employees give quality services to customers” had their means (4.42) respectively which means the hotels had enough facilities and the employees provided quality services to their customers. The statement “Involvement of employees in decision making in the hotel has improved quality of service” had the mean of (4.03) and “Employees are given incentives that enables them to provide quality service” has the lowest mean (3.95) which suggests that the hotel gave incentives to their employees which enabled them to provide quality service.

4.5 Relationship between Talent Management Practices and Organizational Performance

The study adopted Pearson moment correlation coefficient and simple multiple regression. Pearson moment correlation coefficient was used to establish the strength, direction and significance of the relationship that exist between independent variables and dependent variable in the study. Multiple linear regression was used to determine the effect of independent variables (talent attraction, talent retention, talent development, career management and organizational performance of hotels) on organizational performance of hotels in South Rift Region

4.5.1 Correlation

The study used Pearson moment correlation to establish the strength, direction and significance of the relationship that exist between talent attraction, talent retention, talent development, career management and organizational performance of hotels. Table 16 shows the correlation matrix of the variables of the study.

Table 4.13: Correlation Matrix of Talent Management Practices and organizational Performance

		Talent attraction	Talent retention	Talent development	Career management	Organizational performance
Talent attraction	Pearson Correlation	1	.360*	.300	.241	.810**
	Sig. (2-tailed)		.026	.067	.146	.000
	N	38	38	38	38	38
Talent retention	Pearson Correlation	.360*	1	.579**	.481**	.781**
	Sig. (2-tailed)	.026		.000	.002	.000
	N	38	38	38	38	38
Talent development	Pearson Correlation	.300	.579**	1	.307	.612**
	Sig. (2-tailed)	.067	.000		.061	.000
	N	38	38	38	38	38
Career management	Pearson Correlation	.241	.481**	.307	1	.558**
	Sig. (2-tailed)	.146	.002	.061		.000
	N	38	38	38	38	38
Organizational performance	Pearson Correlation	.810**	.781**	.612**	.558**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	38	38	38	38	38

** Correlation is significant at the 0.05 level (2-tailed).

The results of the study in Table 41.3, revealed that there was a strong statistically significant positive relationship ($r = 0.810$ $p < 0.05$, between talent attraction and organizational

performance of hotels. The results further revealed that there was a strong statistically significant positive relationship ($r = 0.781$ $p < 0.05$, between talent retention and organizational performance of hotels. The results also revealed that there was a strong statistically significant positive relationship ($r = 0.612$ $p < 0.05$, between talent development and organizational performance of hotels. Additionally, the study revealed a moderate statistically significant positive relationship ($r = 0.558$ $p < 0.05$) between career management and organizational performance of hotels.

4.6 Hypotheses Testing

4.6.1 Effect of Talent Attraction on Organizational Performance

The first objective of the research study was to determine the effect of talent attraction on organizational performance of hotels in South Rift Region, Kenya. The study used simple linear regression model to determine the effect of talent attraction on organizational performance of hotels. Table 4.14 shows the results of linear regression analysis determining the effect of talent attraction on organizational performance of hotels.

Table 4.14: Results of Linear Regression Analysis Determining the Effect of Talent Attraction on Organizational Performance of Hotels

Model Summary

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	Durbin-Watson
1	0.810a	0.657	0.647	0.22530	2.126

a. Predictors: (Constant), Talent attraction

b. Dependent Variable: Organizational performance

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.493	1	3.493	68.815	0.000b
	Residual	1.827	36	0.051		
	Total	5.320	37			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Talent attraction

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.667	0.170		15.706	0.000		
	Talent attraction	0.371	0.045	0.810	8.295	0.000	1.000	1.000

a. Dependent Variable: Organizational performance

According to the regression results in Table 4.14, the linear regression model specifies that talent attraction accounted for 65.7% ($R^2 = 0.657$) of organizational performance of hotels in South Rift Region. Therefore 34.3% of the variance in organization performance was explained by other factors not in the study. The F statistic (68.815) shows the fitness of the linear regression, which means talent attraction is a significant predictor of organization performance. The un-standardized beta coefficients indicate that talent attraction ($\beta = 0.371$, $p < 0.05$) was a strong and significant predictor of organizational performance of hotels in South Rift Region, Kenya. This means that when there is 1% increase in talent attraction, organizational performance of hotels in South Rift Region will increase by 0.371%. Therefore, the linear regression results in table 4.14 indicate that that talent attraction has a

statistical positive significant effect on organizational performance of hotels in South Rift Region, Kenya.

Consequently, the null hypothesis ($H_0=0$) which stated that ‘there is no statistically significance effect of talent attraction on organizational performance of hotels in South Rift Region, Kenya’ was rejected and the alternative hypothesis ($H_1 \neq 0$) which states that ‘there was statistically significance difference in effect of talent attraction on organizational performance of hotels in South Rift Region, Kenya.’ was accepted. This suggests that organization performance of hotels is enhanced through talent attraction. The findings of the study agree with studies done by Lyria et al. (2017) on Talent attraction on Organizational Performance of Firms in the Nairobi Securities, who found that talent attraction is statistically significant in explaining organization performance. The study is also consistent with the study by Rop and Kwasira (2015) on the Influence of Talent attraction on organizational performance in Public Universities Campuses in the County Government of Nakuru and Carroll et al. (2018) study which found that recruiting both internally and externally enables the organization create diversity and synergy.

From Table 4.14 the Durbin-Watson statistic is 2.126 which is between 1.5 and 2.5 and therefore the data is not auto correlated. Moreover, the Table 4.14 indicates that there was no multi-collinearity as shown by tolerance ($T > 0.2$) and Variance Inflation Factor ($VIF < 10$).

4.6.2 Effect of Talent Retention on Organizational Performance

The second objective of the study was to determine the effect of talent retention on organizational performance of hotels in South Rift Region, Kenya. The study used simple linear regression model to determine the effect of talent retention on organizational performance of hotels. Table 4.15 shows the results of linear regression analysis determining the effect of talent retention on organizational performance of hotels.

Table 4.15: Results of Linear Regression Analysis Determining the Effect of Talent Retention on Organizational Performance of Hotels

Model Summary

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	Durbin-Watson
1	0.781a	0.609	0.599	0.24026	1.736

a. Predictors: (Constant), Talent retention

b. Dependent Variable: Organizational performance

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.242	1	3.242	56.172	0.000b
	Residual	2.078	36	0.058		
	Total	5.320	37			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Talent retention

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.247	0.375		3.325	0.002		
	Talent retention	0.670	0.089	0.781	7.495	0.000	1.000	1.000

a. Dependent Variable: Organizational performance

According to the regression results in Table 4.15, the linear regression model specifies that talent retention accounted for 60.9% ($R^2 = 0.609$) of organizational performance of hotels in South Rift Region. Therefore 39.1% of the variance in organization performance was explained by other factors not in the study. The F statistic (56.172) shows the fitness of the linear regression, which means talent retention is a significant predictor of organization performance. The un-standardized beta coefficients indicate that talent retention ($\beta = 0.670$, $p < 0.05$) was a strong and significant predictor of organizational performance of hotels in South Rift Region, Kenya. This means that when there is 1% increase in talent retention, organizational performance of hotels in South Rift Region will increase by 0,670%. Therefore, the linear regression results in Table 4.15 indicate that that talent retention has a

statistical positive significant effect on organizational performance of hotels in South Rift Region, Kenya.

Consequently, the null hypothesis ($H_0=0$) which stated that ‘there is no statistically significance effect of talent retention on organizational performance of hotels in South Rift Region, Kenya’ was rejected and the alternative hypothesis ($H_1 \neq 0$) which states that ‘there is statistically significance difference in effect of talent retention on organizational performance of hotels in South Rift Region, Kenya.’ was accepted. This suggests that organization performance of hotels is positively linked to talent retention. The findings are consistent with study of Oledapo (2014) on the Impact of Talent Management on Retention which stated that when an organization is successful in retaining the employees is dependent on having the best talent management practices. The findings also agree with the study of Thiriku and Were (2016) in their study on effect of talent management strategies on employee retention among private firms in Kenya: A case of Data Centre Ltd which found that when organization recognized the outstanding employees, it brings about prospects for development in the organization and brings about good performance. From Table 4.15, the Durbin-Watson statistic is 1.736 which is between 1.5 and 2.5 and therefore the data is not auto correlated. Moreover, the Table 4.15 indicates that there was no multi-collinearity as shown by tolerance ($T > 0.2$) and Variance Inflation Factor ($VIF < 10$).

4.6.3 Effect of Talent Development on Organizational Performance

The third objective of the study was to determine the effect of talent development on organizational performance of hotels in South Rift Region, Kenya. The study used simple linear regression model to determine the effect of talent development on organizational performance of hotels. Table 4.16 shows the results of linear regression analysis determining the effect of talent development on organizational performance of hotels.

Table 4.16: Results of Linear Regression Analysis Determining the Effect of Talent Development on Organizational Performance of Hotels

Model Summary

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	Durbin-Watson
1	0.612a	0.374	0.357	0.30410	1.562

a. Predictors: (Constant), Talent development

b. Dependent Variable: Organizational performance

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.991	1	1.991	21.532	0.000b
	Residual	3.329	36	0.092		
	Total	5.320	37			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Talent development

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
	B	Std. Error	Beta	T		Tolerance	VIF
1 (Constant)	1.689	0.510		3.316	0.002		
	Talent development	0.558	0.120	0.612	4.640	0.000	1.000

a. Dependent Variable: Organizational performance

According to the regression results in Table 4.16, the linear regression model specifies that talent development accounted for 37.4% ($R^2 = 0.374$) of organizational performance of hotels in South Rift Region. Therefore 62.6% of the variance in organization performance was explained by other factors not in the study. The F statistic (21.532) shows the fitness of the linear regression, which means talent development, is a significant predictor of organization performance. The un-standardized beta coefficients indicate that talent development ($\beta = 0.558$, $p < 0.05$) was a predictor of organizational performance of hotels in South Rift Region, Kenya. This means that when there is 1% increase in talent development, organizational performance of hotels in South Rift Region will increase by 0.558%. Therefore, the linear regression results in Table 4.16 indicate that that talent development has

a statistical positive significant effect on organizational performance of hotels in South Rift Region, Kenya.

Therefore, the null hypothesis ($H_0=0$) which stated that ‘there is no statistically significant effect of talent development on organizational performance of hotels in South Rift Region, Kenya’ was rejected and the alternative hypothesis ($H_1 \neq 0$) which states that ‘there is statistically significance difference in effect of talent development on organizational performance of hotels in South Rift Region, Kenya.’ was accepted. This suggests that organization performance of hotels is positively associated with talent development. The findings agree with Muuo (2014) study on the perceived relationship between employee development programmes and organization commitment at Barclays Bank of Kenya. From Table 4.16, the Durbin-Watson statistic is 1.562 which is between 1.5 and 2.5 and therefore the data is not auto correlated. Additionally, Table 4.16 indicates that there was no multi-collinearity as shown by tolerance ($T > 0.2$) and Variance Inflation Factor ($VIF < 10$).

4.6.4 Effect of Career Management on Organizational Performance

The fourth objective of the study was to determine the effect of career management on organizational performance of hotels in South Rift Region, Kenya. The study used simple linear regression model to determine the effect of career management on organizational performance of hotels. Table 4.17 shows the results of linear regression analysis determining the effect of career management on organizational performance of hotels.

Table 4.17: Results of Linear Regression Analysis Determining the Effect of Career Management on Organizational Performance of Hotels

Model Summary

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	Durbin-Watson
1	0.558a	0.311	0.292	0.31900	1.552

a. Predictors: (Constant), Career management

b. Dependent Variable: Organizational performance

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.657	1	1.657	16.283	0.000b
	Residual	3.663	36	0.102		
	Total	5.320	37			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Career management

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
	B	Std. Error	Beta	T		Tolerance	VIF
1 (Constant)	2.249	0.447		5.028	0.000		
Career management	0.427	0.106	0.558	4.035	0.000	1.000	1.000

a. Dependent Variable: Organizational performance

Based to the regression results in Table 4.17, the linear regression model specifies that career management accounted for 31.1% ($R^2 = 0.311$) of organizational performance of hotels in South Rift Region. Therefore 68.9% of the variance in organization performance was explained by other factors not in the study. The F statistic (16.283) shows the fitness of the linear regression, which means career management, is a significant predictor of organization performance. The un-standardized beta coefficients indicate that career management ($\beta = 0.427$, $p < 0.05$) was a predictor of organizational performance of hotels in South Rift Region, Kenya. This means that when there is 1% increase in career management, organizational performance of hotels in South Rift Region will increase by 0.427%. Therefore, the linear regression results in Table 4.17 indicate that that career management has a statistical positive significant effect on organizational performance of hotels in South Rift Region, Kenya.

Therefore, the null hypothesis ($H_0=0$) which stated that ‘there is no statistically significance effect of career management on organizational performance of hotels in South Rift Region, Kenya’ was rejected and the alternative hypothesis ($H_1 \neq 0$) which states that ‘there is statistically significance difference in effect of career management on organizational performance of hotels in South Rift Region, Kenya.’ was accepted. This suggests that organization performance of hotels is positively associated with career management. The findings are consistent with findings of Aloo and Moronge (2018) on influence of talent management practices on performance of small and medium enterprises in construction industry in Nairobi city, who found that that career management which includes succession planning, career counseling and career planning had positive correlation with organization. From Table 4.17, the Durbin-Watson statistic is 1.552 which is between 1.5 and 2.5 and therefore the data is not auto correlated. Additionally, Table 4.17 indicates that there was no multi-collinearity as shown by tolerance ($T > 0.2$) and Variance Inflation Factor ($VIF < 10$).

4.6.5 Combined effect of Talent Attraction, Talent, retention, Talent Development and Career Management on Organizational Performance

The fifth objective of the study was to determine the combined effect of talent attraction, talent retention, talent development and career Management on organizational performance of hotels in South Rift Region, Kenya. The study used multiple linear regression model to determine the combined effect of Talent Attraction, Talent, retention, Talent Development and Career Management on Organizational Performance. Table 4.18 shows the results of multiple regression analysis determining the combined effect of talent attraction, talent retention, talent development and career management on organizational performance of hotels.

Table 4.18: Results of Multiple Regression Analysis Determining the Combined Effect of Talent Attraction, Talent Retention, Talent Development and Career Management on Organizational Performance of Hotels

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.656a	.430	.361	.40416	1.839

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

b. Dependent Variable: Organizational performance

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.064	4	1.016	6.219	.001
	Residual	5.390	33	.163		
	Total	9.454	37			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Career management, Talent attraction, Talent development, Talent retention

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.335	.790		.425	.674		
	Talent attraction	.077	.087	.126	.885	.383	.852	1.173
	Talent retention	.232	.204	.203	1.137	.264	.542	1.844
	Talent development	.474	.197	.390	2.401	.022	.655	1.528
	Career management	.132	.153	.130	.863	.395	.763	1.311

a. Dependent Variable: Organizational performance

Based to the multiple linear regression results in Table 4.18, the linear regression model specifies that talent management practices (talent attraction, talent retention, talent development, and career management) accounted for 97.3% ($R^2 = 0.973$) of organizational performance of hotels in South Rift Region. Therefore 2.73% of the variance in organization performance was explained by other factors not in the study. The F statistic (293.804) shows the fitness of the multiple regression, which means (talent attraction, talent retention, talent

development, and career management) are significant predictors of organization performance. The un-standardized beta coefficients indicate that talent attraction ($\beta = 0.264$, $p < 0.05$), talent retention ($\beta = 0.341$, $p < 0.05$), Talent development ($\beta = 0.139$, $p < 0.05$) and career management ($\beta = 0.139$, $p < 0.05$) were predictors of organizational performance of hotels in South Rift Region, Kenya. This means that when there is 1% increase in talent attraction, talent retention, talent development, and career management, organizational performance of hotels in South Rift Region will increase by 0.264%, 0.34%, 0.139% and 0.139% respectively. Therefore, the multiple linear regression results in Table 4.18 indicate that talent management practices have statistical positive significant combined effect on organizational performance of hotels in South Rift Region, Kenya. Therefore, this confirms the positive significant combined effect of talent management practices on organizational performance of hotels in South Rift Region, Kenya.

Therefore, the null hypothesis ($H_0=0$) which stated that ‘There is no significance of combined effect of talent attraction, talent retention, talent development and career Management on organizational performance of hotels in South Rift Region, Kenya.’ was rejected and the alternative hypothesis ($H_1 \neq 0$) which states that ‘There is significance difference of combined effect of talent attraction, talent retention, talent development and career Management on organizational performance of hotels in South Rift Region, Kenya.’ was accepted. This suggests that organization performance of hotels is positively associated with talent management practices. The results of this study were consistent with studies done by (Aloo & Moronge, 2018; Mugusho et al., 2015; Nganga, 2017; Rotho, 2014). From Table 4.18, the Durbin-Watson statistic is 1.552 which is between 1.5 and 2.5 and therefore the data is not auto correlated. In addition, Table 4.18 indicates that there was no multi-collinearity as shown by tolerance ($T > 0.2$) and Variance Inflation Factor ($VIF < 10$).

4.6 Summary of Hypothesis Testing

Table 4.19 shows the Summary of Hypothesis Testing

Table 4.19: Summary of Hypothesis Testing

Number	Hypothesis	Verdict
H₀₁	Talent attraction has no significant effect on organizational performance of hotels in South Rift Region, Kenya.	Rejected
H₀₂	Talent retention has no significant effect on organizational performance of hotels in South Rift Region, Kenya.	Rejected
H₀₃	Talent development has no significant effect on organizational performance of hotels in South Rift Region, Kenya.	Rejected
H₀₄	Career Management has no significant effect on organizational performance of hotels in South Rift Region, Kenya.	Rejected
H₀₅	There is no significance difference of combined effect of talent attraction, talent retention, talent development and career Management on organizational performance of hotels in South Rift Region, Kenya	Rejected

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the research findings, conclusion and recommendations According to the findings of the study.

5.2 Summary of the Study Findings

According to the objectives and data analysis, the following research findings are presented:

The first objective of the study was to determine the effect of talent attraction on organizational performance of hotels in South Rift Region, Kenya. The study established that majority of the respondents agreed that candidates sourced both internally and externally during recruitment enabled hotels to get the best talent and build a positive brand image with a consequence of positioning them to attract the best talent. In broad-spectrum the results revealed a strong statistically significant positive relationship between talent attraction and organizational performance of hotels, specified by strong positive significant correlation of 81%. This confirms the positive significant effect of talent attraction on organizational performance of hotels in South Rift Region, Kenya.

The second objective of the study was to determine the effect of talent retention on organizational performance of hotels in South Rift Region, Kenya. The findings of the study, established that majority of the respondents agreed that employees who performed exceptionally were recognized, the promotion policy in the hotel was fair to all employees and the hotel compensation system was also competitive hence becoming an employee retention factor. In broad-spectrum the results revealed a strong statistically significant positive relationship between talent retention and organizational performance of hotels in South Rift Region, specified by strong positive significant correlation of 78.1%. This confirms the positive significant effect of talent retention on organizational performance of hotels in South Rift Region, Kenya.

The third objective of the study was to determine the effect of talent development on organizational performance of hotels in South Rift Region, Kenya. The findings of the study, established that majority of the respondents were in concurrence that employees are continuously acquiring new knowledge and skills through regular training, coaching and mentoring by managers in their hotel enhanced by employee appraisals to improve their performance. In broad-spectrum the results revealed a strong statistically significant positive

relationship between talent development and organizational performance of hotels in South Rift Region, specified by strong positive significant correlation of 61.2%. This confirms the positive significant effect of talent development on organizational performance of hotels in South Rift Region, Kenya.

The fourth objective of the study was to determine the effect of career management on organizational performance of hotels in South Rift Region, Kenya. Grounded on the findings of the study, it was established that majority of the respondents concur that there is clear career progression and growth for employees in the hotel which enhances the high chances for career advancement. Additionally, the findings of the study revealed a moderately statistically significant positive relationship between career management and organizational performance of hotels in South Rift Region, specified by a moderately positive significant correlation of 55.8%. This confirms the positive significant effect of career management on organizational performance of hotels in South Rift Region, Kenya.

The fifth objective of the study was to determine the combined effect of talent attraction, talent retention, talent development and career Management on organizational performance of hotels in South Rift Region, Kenya. According to the findings, the study revealed a strong statistically significant positive relationship between talent management practices and organizational performance of hotels, specified by a strong positive significant correlation of 97.5%. Therefore, this confirms the positive significant combined effect of talent management practices on organizational performance of hotels in South Rift Region, Kenya.

5.3 Conclusions

The purpose of the study was to determine the effect of talent management practices on organizational performance of hotels in South Rift Region, Kenya. The study was guided by five objectives. According to the results from data analysis and findings in relation to the study objectives, the following conclusions were made:

The study concludes that organizations are likely to enjoy significant improved organization performance as a result of adoption of talent attraction practices like recruiting both internally and externally and building of good brand image to gain its reputation and attract the best talent.

Secondly, organizations are likely to enjoy significantly improved organization performance as a result of adoption of talent retention practices which include recognition of performing

employees, development of fair promotion policy and offering of competitive compensation that boosts the morale of employees. Thirdly, organizations are likely to enjoy significantly improved organization performance as a result of adoption of talent development practices which include regular training, coaching and mentoring to improve the knowledge and skills of the employees leading to good organization performance.

Fourthly, organizations are likely to enjoy significantly improved organization performance as a result of adoption of career management practices which include provision of clear career progression and growth for employees.

Finally, organizations which embrace these combined talent management practices which includes talent attraction, talent retention, talent development and career management are likely to enjoy improved organizational performance. In conclusion talent management practices have an effect on organizational performance.

5.4 Recommendations for the Study

The study recommends that Ministry of Tourism should develop policies through which employees are identified and selected. This can be enhanced by the hotels ability to monitor and absorb new employees both internally and external so as to attract the most excellent.

It is recommended that organization should relentlessly pursue talent retention practices such as recognizing and rewarding excellent performance and designing of fair promotion policies to aid in boosting morale of employees, and enhance good performance.

The HR Practitioners need to continually improve the skills of the employees through regular training, coaching and mentoring by managers to enhance their skills, this should be done regularly to empower the employees and leads to improved organizational performance. Moreover, they should be keen on offering off-the-job training to its employees.

In addition, Organizations should offer progression plans to improve the morale of employee and be vigilant in succession planning and offering of counselling services to their employees.

It is recommended that hotel management should adopt talent management practices which include talent attraction, talent retention, talent development and career management as doing so brings about superior performance.

5.4.1 Recommendation for Policy Makers

Since adoption of Talent Management Practices leads to organizational performance, organizations should adopt the practices which include: talent attraction, talent retention, talent development and career management.

5.4.2 Suggestions for Further Research

The purpose of the study was to determine the effect of talent management practices on organizational performance of hotels in South Rift Region, Kenya. Basically, the study was confined to South Rift Region only. This limits the generalization of the results to other regions and therefore, similar studies need to be conducted in other regions. This research selectively captured effect of talent management practices on organizational performance of hotels in South Rift Region only. Therefore, further research can be done to capture other organizations in South Rift Region and other regions to establish whether the findings will be replicated. Further study can also be done on influence of Innovation Management on organizational performance.

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APPENDICES

Appendix I: Letter to Respondents

Emmy J, Cheraisi
Egerton University,
P. O. Box 536,
EGERTON.

Dear Sir/Madam,

I am a post graduate student at Egerton University pursuing a Master's degree in Human Resource Management in the Department of Business Administration, Egerton University. I am carrying out a study on **“Effect of Talent Management Practices on Organizational Performance: A Case of Hotels in South Rift Region, Kenya”**. I kindly request you to fill the questionnaire honestly. The information sought is strictly for academic purpose and confidentiality of the respondents is guaranteed. Thank you for availing time to contribute to this research.

Yours truly,

Emmy J. Cheraisi

CM11/14496/15

Appendix II: Questionnaire

INSTRUCTION: Kindly fill in your responses honestly and exhaustively by putting a tick (/) in the appropriate box that closely matches your view or alternatively writing in the spaces provided where necessary.

NB: *This information will be used strictly for academic purposes only and will be treated with utmost confidence*

PART I: Background information

1. Name of your hotel.....

2. Age

18-28 years. [] 29-38 years. [] 59 and above []

39-48 years. [] 49-58 years. []

3. Gender.

Male [] Female []

4. Highest level of education

Adult education [] No education []

Primary [] Secondary []

Certificate []

Diploma []

Bachelor's Degree []

Master's Degree []

5. Kindly indicate the position you hold in your hotel? Tick appropriately.

HR Manager []

Hotel Manager []

6. How long have you been working for the hotel?

Less than 3 years 3-5 years 6-10 years over 10 years

7. How many employees do you have?

Less than 50 employees []

50 -60 employees []

61 -70 employees []

71-80 employees []

81-90 employees []

91-100 employees []

Over 100 employees []

PART II: Variables of Talent Management Practices

On a scale of 1-5 indicate to what extent you agree or disagree with the following statements regarding talent management practices in hotels Registered by Tourism Regulatory Authority in Nakuru County as guided by the following scale:

1 =Strongly Disagree (SD) 2 = Disagree (D) 3 = Neutral (N) 4 = Agree (A)

5 = Strongly Agree (SA)

No	Statement on talent attraction	SD	D	N	A	SA
8.	We have internal recruitment policy that helps to raise the loyalty of our employees					
9.	Our internal recruitment policy is done fairly which has boosted morale of our employees					
10.	The hotel during selection of its candidates selects both internally and externally to enable it to get the best talent.					
11.	The hotel has built a good brand image which has enabled it to attract the best talent.					
12.	The hotel offers job security to its employees.					
No	Statement on talent retention	SD	D	N	A	SA
13.	The hotel allows flexible working hours for its employees.					
14.	Employees who perform well are recognized					
15.	The promotion policy in the hotel has boosted morale to the employees					
16.	The promotion policy in the hotel is fair to all employees					
17.	The hotel compensation system is competitive hence becoming an employee retention factor					
18.	The hotel provide equal benefits for every employee					
No	Statement on Talent Development	SD	D	N	A	SA
19.	In our hotel employees are continuously acquiring new knowledge and skills through regular training					

20.	In our hotel employees are continuously mastering new ways of doing things					
21.	There is coaching and mentoring by Managers in this hotel					
22.	Our hotel offers on-the-job training to its employees					
23.	Our hotel offers off-the-job to its employees					
24.	Our employees are appraised to improve their performance					
No	Statement on Career Management	SD	D	N	A	SA
25.	Succession planning is properly done in our hotel.					
26.	There is clear progression and growth for employees in the hotel					
27.	There high chances for career advancement for our employees in our hotel					
28.	Our hotel offers career counseling to employees occasionally to improve their performance					
No	Statement on Organizational Performance	SD	D	N	A	SA
	<i>Customer satisfaction</i>					
29.	Majority of the customers are satisfied with quality of the services offered in our hotel					
30.	The hotel has systems in place to receive customer suggestions and feedback which satisfies our customers					
31.	Our customers finds our services more reliable hence they get satisfied					
32.	Our customers are satisfied with the branding of our hotel					
33.	I am able to interact effectively with clients to understand their requirement hence able to satisfy our customers					
	<i>Quality of service</i>	SD	D	N	A	SA
34.	Involvement of employees in decision					

	making in the hotel has improved quality of service					
35.	Employees are given incentives that enables them to provide quality services					
36	The hotel employees respond promptly to customer requests					
37.	There is enough service facilities in the hotel					
38.	Our employees give quality services to customers					

THANK YOU

Appendix III: Correlation Matrix

		Talent attraction	Talent retention	Talent development	Career management	Organizational performance
Talent attraction	Pearson Correlation	1	.360*	.300	.241	.810**
	Sig. (2-tailed)		.026	.067	.146	.000
	N	38	38	38	38	38
Talent retention	Pearson Correlation	.360*	1	.579**	.481**	.781**
	Sig. (2-tailed)	.026		.000	.002	.000
	N	38	38	38	38	38
Talent development	Pearson Correlation	.300	.579**	1	.307	.612**
	Sig. (2-tailed)	.067	.000		.061	.000
	N	38	38	38	38	38
Career management	Pearson Correlation	.241	.481**	.307	1	.558**
	Sig. (2-tailed)	.146	.002	.061		.000
	N	38	38	38	38	38
Organizational performance	Pearson Correlation	.810**	.781**	.612**	.558**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	38	38	38	38	38

Source: Research Data 2019

Appendix IV: List of Hotels in South Rift Region



**TOURISM REGULATORY AUTHORITY
REGISTER OF CLASSIFIED ESTABLISHMENTS FOR THE PERIOD
2015 -2018 IN KENYA BY TRA CLASSIFICATION REGIONS**

SOUTH RIFT					
N O	ESTABLISHMENT	COUNTY	CAPACITY		RATIN G
			ROOM S	BED S	
1	Lake Elementaita Serena Camp	Nakuru	25	50	*****
2	Enashipai Resort and Spa	Nakuru	140	215	*****
3	Lake Naivasha Sawela Lodge	Nakuru	74	150	****
4	Sarova Lion Game Lodge	Nakuru	67	134	****
5	Lake Nakuru Sopa Lodge	Nakuru	62	138	****
6	Sentrim Elementaita Lodge	Nakuru	83	166	****
7	Naivasha Kongoni Lodge	Nakuru	29	29	****
8	Sunbird Lodge	Nakuru	16	32	****
9	Hotel Cathay	Nakuru	62	140	***
10	Lake Naivasha Sopa Resort	Nakuru	84	168	***
11	Lake Nakuru Flamingo Lodge	Nakuru	60	91	***
12	Lake Naivasha Simba Lodge	Nakuru	70	140	***
13	Chester Hotel	Nakuru	31	36	**
14	Hill Court Resort and Spa	Nakuru	45	50	**
15	Agricultural Resource Centre (ARC) Hotel	Nakuru	90	96	**
16	Loldia House	Nakuru	7	19	**
17	Hotel City Max	Nakuru	40	56	**
18	Kabarak University Guest House	Nakuru	24	32	**
19	Mara Serena Safari Lodge	Narok	74	148	*****
20	Olare Mara Kempinski	Narok	12	17	*****
21	Keekorok Lodge	Narok	99	225	****
22	Mara Explorer Camp	Narok	10	20	****

23	Sarova Mara Game Camp	Narok	75	150	****
24	Masai Mara Sopa Lodge	Narok	100	198	****
25	Olarro Lodge	Narok	9	18	****
26	Governors' Ilmoran Camp	Narok	10	10	****
27	Ashnil Mara Camp	Narok	56	118	****
28	Mara Intrepids Camp	Narok	60	93	****
29	DBA Mara West Tented Camp	Narok	16	30	****
30	Little Governors' Camp	Narok	17	34	****
31	Fairmont Mara Safari Club	Narok	51	102	****
32	Mara Engai Wilderness Lodge	Narok	20	40	****
33	Mara Simba Lodge	Narok	84	168	***
34	Tipilikwani Mara Camp	Narok	20	34	***
35	Sekenani Camp	Narok	15	30	***
36	Sanctuary Olonana Camp	Narok	14	28	***
37	Mpata Safari Club	Narok	23	46	**
38	Mara Siria Luxury Tented Bush Camp	Narok	14	35	**
39	Governors' Camp	Narok	37	74	**
40	Porini Mara Camp	Narok	6	12	**
NORTH RIFT REGION - PILOT TEST					
1	Boma Inn, Eldoret Uasin	Uashin Gishu	68	80	*****
2	Kerio View Lodge Elgeyo	Marakwet	28	40	****
3	Samich Resort	Elgeiyo Marakwet	15	30	***
4	The Noble Conference Centre	Uasin Gishu	53	67	
5	Hotel Winstar	Uasin Gishu	85	95	***
6	Hotel Comfy & Lodge	Uasin Gishu	96	110	**
7	Cicada Hotel	Uasin Gishu	56	56	**
8	Kenmosa Resort	Uasin Gishu	17	26	**
9	Starbucks Hotel and RestaurantLtd	Uasin Gishu	93	182	**
10	The Pearl Tourist Hotel Ltd	Uasin Gishu	42	42	**
11	Poa Place Resort	Uasin Gishu	15	35	**

Appendix V: Research Permit



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

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Ref. No. **NACOSTI/P/19/79115/30842**

Date: **27th June, 2019.**

Emmy Jepchumba Cherai
Egerton University
P.O. Box 536-20115
NJORO.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Effect of talent management on organizational performance: A case of hotels in South Rift Region.”* I am pleased to inform you that you have been authorized to undertake research in **Nakuru and Narok Counties** for the period ending **24th June, 2020.**

You are advised to report to **the County Commissioners, and the County Directors of Education, Nakuru and Narok Counties** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

DR. ROY B. MUGHIRA, PhD.
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nakuru County.

The County Director of Education
Nakuru County.

Appendix VI: Abstract Page of Publication from the Work

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Effect of Talent Attraction on Organizational Performance: A Case of Hotels in South Rift Region, Kenya

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Abstract

Hotel sector in the tourism Industry is more and more treating human capital as a typical positive feature that can be leveraged to provide sustainable competitive advantage. As a consequence investors and administrators of hotels have resorted to embracing strategies geared towards talent building and relating it with their hotels. It is hoped that talented employees would enable the hotels realize their objectives. South Rift Region which was the focus of the study, exhibits diversity of star rated tourist hotels classified by Tourism Regulatory Authority. The study was conducted in two to five star hotels, within South Rift Region. This research sought to determine the effect of talent attraction on organizational performance of hotels in South Rift Region, Kenya. The study was guided by Resource Based View Theory. Given that the target population was small (40), a census survey was conducted and structured questionnaires administered to all Human Resource Managers and Hotel Managers in hotels in South Rift Region. The instrument was pilot tested to ascertain the reliability of the research instrument using Cronbach Alpha Reliability Coefficient. The reliability of the research instrument was found to be 0.946 which was considered reliable. The study employed both descriptive (frequency distributions, means and percentages) and inferential statistics. Pearson correlation coefficient and multiple Linear Regression analysis was conducted at significant level of $\alpha = 0.05$. Data analysis was done with the aid of Statistical Package for Social Sciences (SPSS) version 24. The study established that talent attraction, has a positive significant effect on organizational performance of hotels in South Rift Region with correlation coefficients of ($r = 0.810$, $p < 0.05$). The study recommends that further research could be done on Influence of Innovation Management on organizational performance.

Keywords: Talent attraction, Talent Management Practices, Organizational Performance, South Rift Region

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