

# **TALENT MANAGEMENT STRATEGIES ON EMPLOYEE PERFORMANCE IN LOCAL GOVERNEMENTS: A CASE STUDY OF SOROTI CITY COUNCIL**

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**WJ22/MUC/BBA/047**

**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL  
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE  
DEGREE IN BACHELORS OF BUSINESS ADMINISTRATION OF UGANDA  
CHRISTIAN UNIVERSITY**

**July, 2024**



**UGANDA CHRISTIAN  
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## DECLARATION

I Acen Irene hereby declare that this report is my original work and has not been presented before for an award of a degree in any other University.

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## **APPROVAL**

This report has been submitted for examination with my approval as University Supervisor

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## **DEDICATION**

This report is dedicated to Rtd. Col William Omaria and my parents Mr. Etionu Michael and Apio Deborah.

## **ACKNOWLEDGEMENT**

I want to start by expressing my gratitude to the Almighty God for everything that he has done for me along this journey. In addition, I would like to express my gratitude to my family, Rtd Col. William Omaria, Mr. Eetu Jorem Cornelius, Mr. Nambafu Geoffrey, and the school administration for their unselfish support in helping me in whatever manner during this study project.

## **ACRONYMS AND ABBREVIATIONS**

HRP :	Human Resource Planning
RBV :	Resource Based View
HPWS :	High Performance Work Systems
AGHCI :	Aberdeen Group and Human Capital Institute
TM :	Talent Management
HR :	Human Resource
SCC :	Soroti City Council
AMO :	Ability Motivation Opportunities

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## **ABSTRACT**

The purpose of this study was to determine talent management strategies on Employee performance in Local Governments. The study came in as a response to the problem that Local governments have failed to fully implement talent management due to high costs associated with talent management and as well as lack of tangible benefits. The study looked at effects of talent identification, Employee training and talent management on employee performance.

The study focused on descriptive research design where a target population of 100 respondents were retrieved from 20 Top administration, Heads of Departments and 80 employees of Soroti City Local Government. Sample size was formulated using stratified percentage method where 10% of the total population of 1000 staff in Soroti City Council was targeted. Data collection was carried out using questionnaires where analysis involved descriptive statistics.

The findings in this study will be used for making recommendations for public service, local governments, NGOs and private sector in order to improve on employee performance so as to achieve Governments, companies or organizational desired goals.

# CHAPTER ONE

## INTRODUCTION

### 1.0 Introduction

The prevailing chapter highlights the background of the study where the researcher addressed how talent management has been conducted globally, regionally and also locally. Other areas which the chapter addressed included statement of problem, objectives, research questions, justification and also scope of the study. This study sought to identify the talent management strategies on employee performance. Factors under study were talent identification, training and as well as talent management.

### 1.1 Background to the Study

Talent management refers to the organization's ability to recruit, reward, organize, and retain the most skilled workers available in the job market. It is the mandate to use human resource planning strategies to enhance business value and enable business organizations to meet their objectives (Dahham & Walid, 2016). According to Hejase (2016), employee skills management is a training strategy who work on the platform of the organization. Hejase (2016) goes on to say that firms where the most productive individuals can choose and choose jobs based on their preferences and abilities are proven to be more useful and effective. As a result, talent management is concerned with the manpower or workforce, which is made up of employees' skills and knowledge.

Kambabazi (2016) observe that talent management is important because it ensures that a company has the best employees who have the necessary skills and knowledge to meet current and future demands. Because of low compensation and an uncompetitive work environment, talent retention has become a major challenge. These elements have a negative impact on employee performance and motivation to stay with the company. According to Randy, Vivienne and Thomas (2017) an effective skills management system is one in which all employees understand the organization's mission and how close they are to meeting their goals, and the skills needed to increase efficiency and assist the organization in realizing its vision. As a result, talent management improves employee performance and enhances an organization's productivity.

Bothma, Brewster, Carey, Holland and Warnich (2016) indicate that organizations have had to either train or recruit new talent after losing some of their best workers to rivals. Organizations are standardizing talent recruiting, growth, and management in order to retain their competitive position and continuity, as demonstrated by the global integration trend. Bano, Khan, Rehman and Humayoun (2018) argue that employees are more likely to have faith in the success of their company if they are satisfied with the organization's talent management practices. As a result, companies must adapt global best practices in talent management while also adjusting to local requirements and labor markets.

Jeet and Sayeeduzzafar (2016) indicates that public sector of Pakistan implement techniques to manage talented workers in order to assist them in motivating them to perform effectively in order to fulfill the organization's goals. Therefore, in order to maintain consistent inflow of talented employees the sector has to take serious steps to motivate and retain such employees. According to Tulgan (2016), organizations have learnt that talent is a crucial aspect in meeting organizational challenges and strategies at any given time. The necessity of prioritizing talent management and keeping top Personnel in the organization at all costs.

According to Kambui (2017), talent management in Africa has been a big concern due to low company remuneration and the presence of uncompetitive work environments, which have a negative impact on employee performance and desire to stay with the company. According to Olufemi, Afegbua, and Etim (2020), a strategic talent management strategy is needed to improve the performance of staff in Nigerian public sector organizations as it will help maintain high skills, staff retention, commitment, productivity, and low employment costs.

Knott (2016) indicate that talent management strategies implemented by Suraya property group limited in Kenya employees' current performance is improved, but future performance is guaranteed. Similarly, Nchuchuwe and Etim (2020) point out that Kenyan public sector organizations cannot provide a comprehensive list of commendable work unless they have the right staff. As a result, talent management considers the benefit of putting the right people in the right jobs, recognizing the critical need for any organization to have skilled, dedicated and competent staff who can help achieve the organization's priorities and goals.

Challenges in improving employees' performance is being encountered by a lot of developing countries in Africa (Dixit & Bhati, 2016). Crook, Todd, Combs, Woehr and Ketchen (2018) observe that through talent management the individual's capacity to have knowledge, skills and attitudes to enable the firms' survival as well as to improve the individual's capability in performance has become the main strength of the competitiveness of the organizations. Therefore, Talent management facilitates the improvement of the employees' performance positively towards the achievement of both the employee and organizational objectives.

Competition for unique talents has become a challenge and threat to many organizations globally; a development which is said to be an outcome of changing work environment (Uren & Samuel, 2017)). This kind of challenge has resulted to organizations losing some of their best talents to the competitors forcing the organizations to take the option of either training or attracting new employees. Brewster, Sparrow and Vernon (2017) observe that due to these challenges human resource practitioners are now more concerned on talent management through different talent management practices. It is therefore, argued that in order to increase organizational competitive edge there is need to ensure that employees' knowledge and talent is preserved.

### **1.1.1 Talent Management Strategy**

Talent management is critical because it ensures that the organization has the right people with the skills and expertise to meet the firm's immediate and future needs. Selection, development, sequencing, and performance management are all part of this process (Wellins, Smith & Erker, 2019). According to Leisy and Pyron (2019), an effective talent management strategy consists of nine key components. They are as follows: Personnel analysis and planning necessitates an organization accurately identifying its employees' costs, censuses, and problems in order to review them in light of strong future needs and objectives. As a result of talent management, personnel analysis will increase investment profits.

Talent management has been one of the most adopted strategies towards attraction and retention of the best strategies. Talent management is defined as the science of using strategic human resource planning to improve business value and to make it possible for companies and organizations to reach their goals. Everything done to recruit, retain, develop, reward and make people perform, forms a part of talent management as well as

strategic workforce planning (Michael, 2001). Adoption of talent management practices has been greatly influenced by contemporary business environment such as technological, political, competitiveness and also economic aspects.

Fang (2008) argued that during the 1970s and 1980s, organization recruitment and employee development was handled at departmental levels. However, talent management was not into the human resource functions, as it was considered to be a technical departmental function hence failure to link talent management as a component of human resource planning. This affected various activities such as human resource planning, competency performance and also performance appraisal. The importance of talent management was realised early in 2000s as a result of increased need by organisations to attract and retain the best employees with the aim of attracting competitive advantage in the industry (Kamotho, 2012).

According to Wambui (2018), one of the most significant pressures in organizations today is talent management, as talent competition will continue to define the organization's environment. Critical talent is in short supply, and the situation is deteriorating as a result of a growing skills gap and widespread social integration, which drives changing lifestyles and rival firms' pursuit of talent. Collings and Mellahi (2019) identify a variety of practices covered by a wide range of talent management activities, including staffing, recruitment, training, sequencing planning, and staff retention management. Organizations should therefore provide employees with opportunities for skill development through internal training programs to enhance their work experience, empower self-employment through skills testing, and empower career transformation through internal transfers and retention of relevant talent.

Talent management is the most powerful approach for optimizing an employee's capacity and improving performance. One of the best people management systems is one that in which all workers are aware of the organization's mission, their progress toward achieving its goals, and the talents required to maximize efficiency and aid in the realization of the organization's vision (Ashton & Morton, 2015). Talent management, according to Leisy and Pyron (2017), it is important because it ensures that the company has the best people with the right skills and knowledge to meet current and future needs. Talent management strategies will be discussed in this research; talent acquisition strategy, training strategy, reward system strategy and career management strategy.

Training strategy is intended to increase employee performance by improving their talents and competencies; to assist people in evolving inside the company for the organization's prospective human resource demands to be met (Onuka & Ajaya, 2015). Dabale, Jagero and Nyauchi (2017) observe that training improves work awareness while also aiding in aligning with the goals of the organization. The training of employees is an important aspect of the company culture of companies with high productivity or success levels. As a result, training should be regarded as an expenditure that yields net returns and benefits to both companies and employees.

Performance management strategy is vital, according to Woerrlein and Scheck (2016), because it plays an important role in the structure of the trade union movement. There are apparent advantages to controlling individual and team performance in order to meet organizational goals. According to Brudan (2018), A well-designed performance management strategy encourages managers to develop strategic strategies, set themselves ambitions, and carefully monitor performance - all of which contribute to achieving strategic objectives and, as a result, sustained value creation. As a result, it can be argued that a performance management strategy aims to provide the means by which the organization, teams, and people can achieve better results by understanding and managing performance within the agreed framework of strategic objectives, standards, and skills needs.

### **1.1.2 Employee Performance**

Employee performance means achievement of success and results in the workplace It also reflects the financial or non-financial impact, which has a direct impact on the performance and success of the organization (Anitha, 2014). According to Hameed and Waheed (2014), the workforce's performance is the driving force behind any commercial firm's survival. Furthermore, it has been noticed that high-performing personnel add to the organization's efficiency and success. As a result, effective employee performance contributes to full functionality and productivity of organizational processes.

Employee performance, according to Elnaga and Imran (2013), is defined as the dismissal of employees in view of set of working responsibilities that prompts the accomplishment of business targets. Employees are the most precious asset in any firm in this scenario. According to Zahargier and Balasundaram (2016), a successful and highly productive organization can be created through including employees in enhancing their performance.

Employees must be able to demonstrate absolute dedication to the requisite performance standards in order to maintain the competitive edge.

Employees are highly valued assets in every organization, and actively including workers in the performance development cycle can easily result in a lucrative and efficient corporation (Baral & Bhargava, 2015). The result can be much better if managed well with a high level of production, while also enhancing worker morale. According to Deery and Jago (2017), workplace success is determined by how successfully an individual meets his or her job requirements. Correct behavior and appropriate use of experience, abilities, and competence so result in high performance levels. Employee performance was measured in terms of goal achievement, quality service, and innovation in this study.

Successful businesses are increasingly realizing that a variety of factors influence performance, but human resources are clearly the most important (Mello, 2005), and the impact of human resource practices on organizational performance has emerged as the dominant research issue in the personal/human resource management field (Becker & Gerhart, 2016). According to Jones and Wright (2016), human resource management practices do have an impact on outcomes such as employee satisfaction, employee commitment, employee retention, and employee presence, as well as the social climate between workers and management, personnel involvement, personnel trust, and personnel loyalty. An expanding body of work supports the argument that high performance work practices can improve a firm's employee's knowledge, skill, and abilities, increase their motivation, reduce shirking, and increase retention of quality employees while encouraging non-performance to leave the firm.

### **1.1.3 Local Governments in Uganda**

Local government is provided for by the Local Governments Act 1997, and it is enshrined in Chapter XI of the constitution. The Ministry of Local Government is responsible for local government, which comprises 135 district councils, and 10 cities.

Local government is responsible for a range of vital services for people and businesses in defined areas. Among them are well known functions such as social care, schools, housing and planning and waste collection, but also lesser known ones such as licensing, business support.

Local authorities are responsible for environmental protection, local transport in partnership with national government, while the authorities have sole responsibility for economic development in the district: public health, education, social welfare, some aspects which are devolved on lower tiers.

Uganda's government establishes Local Governments to fulfill both economic and social objectives. Local Governments operate for a number of purposes, fixing market flaws, promoting social and political objectives, providing education and health care, redistributing income, and strengthening marginal areas are only some of the issues that need to be addressed. Uganda currently has 135 operating Local Governments that are based on mandate and essential activities, grouped into eight broad functional groups. The eight categories are as follows: Financial; Commercial; Regulatory; Public Universities; Training and Research; Service; Regional Development Authorities; and, Tertiary Education.

## **1.2 Statement of the Problem**

Many of Uganda's Local Governments have lost employees to NGOs and other companies that are thought to have good working conditions, encourage reform, and have fair compensation schemes, as well as companies that encourage a culture of monitoring their employees' performance (Njoroge, 2017).

There has been a loss of talent in Ugandan Local Governments as players compete for the few available talents. Uganda's Local Governments have been forced to devise strategies to compete. Talent management is gaining traction in NGO, business and other global Organizations worldwide. This has been attributed to a scarcity of talented employees as a result of the private sector's intense competition for the same pool of talents. Organizations should recruit and hire qualified and professional staff to meet the changing needs of their customers in order to improve efficiency and reduce costs.

According to Alemu, Yosef, Lemma and Beyene (2011) stakeholders invest in business so that they can build wealth. It is the responsibility of management and organizational leadership to ensure that structures within the organization help in delivering this value for investors and stakeholders. To do this, organizations employ various strategies and tactics to ensure value is generated, created and delivered. Based on the study, the aspect

of talent management has been ignored by most organizations globally. This has been associated with the notion that talent management is expensive and a tedious activity hence resulting in poor performance as a result of lack of talented employees (Lucia & Lepsinger, 2009).

The mentioned studies were carried out using different methodologies under different study context. Therefore, this study will seek to investigate the talent management strategies on employee performance in Local Governments, Soroti City Council.

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

#### **1.3.1 General Objective**

The general objective of this study was to determine the talent management strategies on employee performance in Local Governments a case study of Soroti City Council.

#### **1.3.2 Specific Objectives**

The following specific objectives guided the research;

1. To establish the impact of talent identification on employee performance in Soroti City Council
2. To examine the effect of training on employee performance in Soroti City Council
3. To establish the effect of talent management on employee performance in Soroti City Council

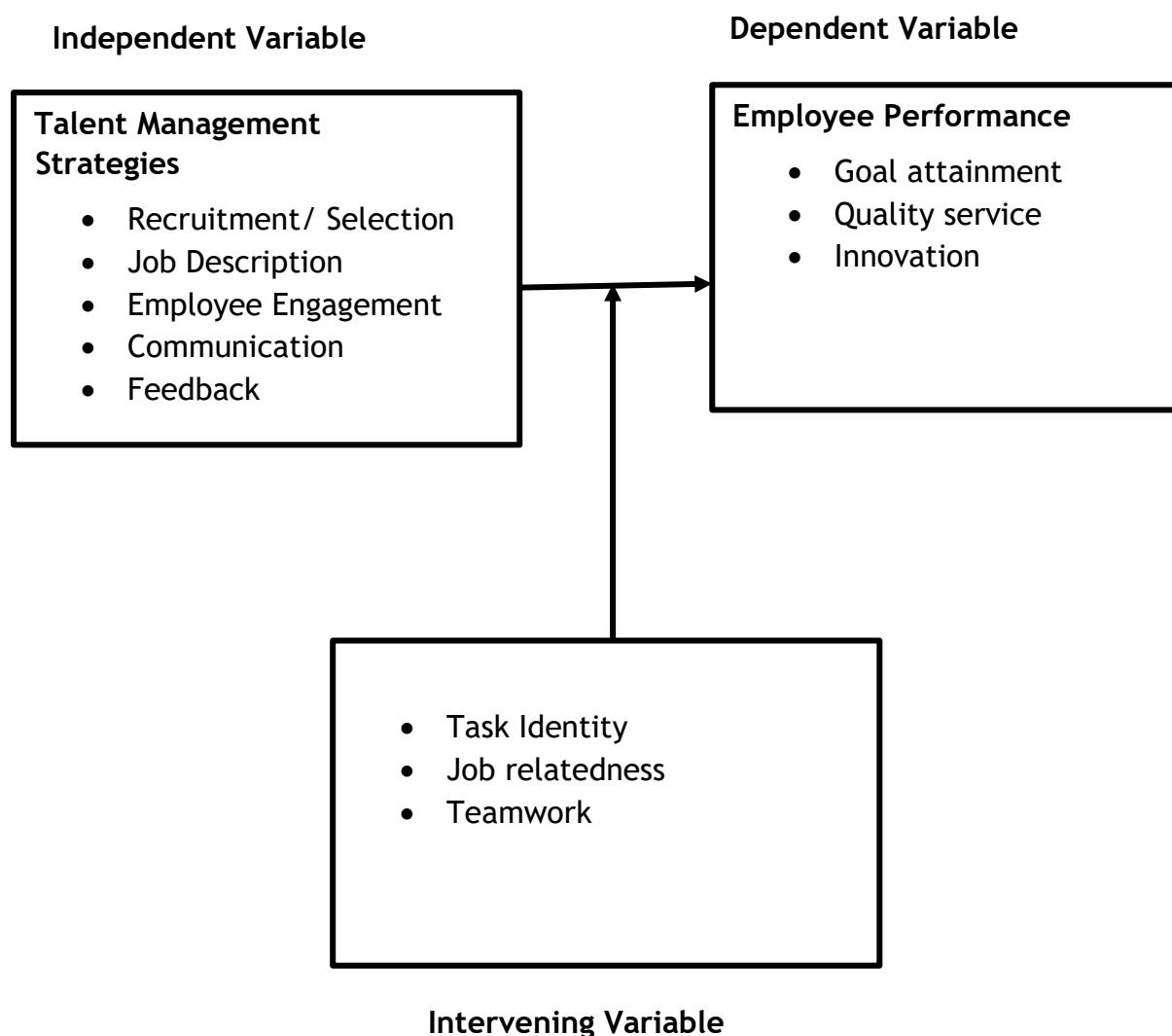
### **1.4 Research Questions**

The study addressed the following research questions: -

1. What is the impact of talent identification on employee performance in Soroti City Council?
2. What is the effect of training on employee performance in Soroti City Council?
3. What is the effect of talent management on employee performance in Soroti City Council?

## 1.5 Conceptual Framework

Figure 1. 1 Conceptual Framework



Source: Researcher 2024

**Figure 1.1** above Conceptual framework shows the impact of talent management strategies on employee performance, a case study of Soroti City Council. The conceptual framework shows the problem that the researcher be found out during the study. In the framework talent management strategies is the independent variable and employee performance is the dependent variable

## 1.6 Significance of the Study

This study was very important for the following beneficiaries:

### **1.6.1 Local Governments in Uganda**

The findings of this study helped to identify areas that need to be addressed by public service, Ministry of Local Government in implementing human resource management strategies. This information assisted managers and other stakeholders in other sectors to come up with strategies that can be used to maximize the benefits that an organization can improve its staff performance through talent management.

### **1.6.2 The government and Policy Makers**

The study also assisted the government in developing training policies for private and public institutions, which allow them to send their staff to skills management meetings or invite trainers to train their staff.

### **1.6.3 Scholars and Academicians**

Future scholars on relevant topics are able to use the work as a source of reference material. It also benefits other academics who are studying the same subject. Aside from that, it highlighted other significant linkages that require additional investigation.

## **1.7 Justification of the Study**

Organizations that manage their employees effectively are more likely to achieve their goals and objectives, and they are more likely to be effective. The importance of hiring talented employees is that they can achieve the organization's goals effectively and effectively through proper implementation, and are said to have a solid obligation to the organization as they have a solid inspiration to take care of their responsibilities, ultimately providing greater competitiveness, as well as increased productivity and profitability. Consequently, organizations are worried about finding and carrying out an ability the board technique that fits the worldwide market setting. The purpose of talent management is to create a stable workforce, excellence consistent with its operational objectives and strategies.

## **1.8 Scope of the Study**

This included content scope, geographical scope and time scope as seen below.

### **1.8.1 Content Scope**

This study was confined on talent management strategies on employee performance, specific areas of concern were talent identification, Employee training and also talent management, a case study of Soroti City Council.

### **1.8.2 Geographical Scope**

The study was carried out at Soroti City Council (Local Government) to establish talent management strategies on employee performance. Soroti City is surrounded by Soroti District, of the Teso sub-region, in the Eastern Region of Uganda, lying north of Lake Kyoga. Soroti is approximately 103 kilometres (64 mi), by road, northwest of the city of Mbale, the largest urban centre in Uganda's Eastern Region.[5] Soroti lies on the Tororo–Mbale–Soroti Road or Lira-Mbale route, approximately 326 kilometres (203 mi), by road, northeast of Kampala, Uganda's capital and largest city. The coordinates of Soroti are 1°42'54.0"N, 33°36'40.0"E (Latitude:1.715000; Longitude:33.611111).[7] Soroti lies at an average elevation of 1,130 metres (3,707 ft) above mean sea level.

### **1.8.3 Time Scope**

The researcher took 5 months carrying out the investigations. The researcher used information from 2018 – 2022 talent management, employee performance and human resource records. This was selected because provided enough time and data for the researcher to get the needed information to collect the data within the study duration.

## **1.9 Limitations of the Study**

Fear from the respondents constrained the success of the study when revealing relevant study information. The researcher therefore, resolved this through making assurance to the respondents that all information released was strictly confidential. Some senior officers may refused to divulge sensitive data about how they maintained their employee's talent management strategies due to competitive or confidentiality concerns. In order to fix this, the researcher revealed the study purpose to the respondents.

## **1.10 Chapter Summary**

The prevailing chapter clearly indicated international problems, regional and local problems with respect to talent management, where the researcher noted that Local Governments have failed to integrate talent management strategies and employee performance due to the fact that talent management is a costly activity and has no tangible benefits. With respect to various studies, the prevailing study presented three effects of

talent management which are; talent identification, Employee training and talent management. The study will be of significance to public service, Local Governments, Soroti City Council, private sectors in general and also future researchers. The study was conducted in the month of April 2024 at Soroti City Council.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter entailed theoretical literature review on talent management strategies on employee performance, a case study of Soroti City Council. This considered effects of talent identification, employee training and talent management on employee performance. This chapter also undertook a theoretical review to have a logical and comprehensive review of the variables and summary under the review.

#### Human Capital Theory

Human Capital Theory was developed in the 1960s formalized by Schultz (1961) and Becker (1962, 1964). Shultz emphasized on instructive outlay as venture while Becker emphasized on human asset formation as a firm's rate of return to venture in education and training to its employees. Becker further argued that human capital activities like offering education, training and capacity building to employees not only builds loyalty, but also enhances organizational performance (Schultz, 1993). In as much as human capital theory has gained prominence in HR circles, some authors argue that human capital over emphasis of formal education is the only way to create skills, is misleading. For instance, Arrow (1962) contends that talent development cannot be acquired merely by formal education. There are employees who learn by doing, or on job training and become valuable rare experts within organizations and should therefore not be discounted.

According to Sengupta (2011), the human capital theory can be divided into two main components; skill development and technical capability development. Under the skills development, industry related and organizational related education and training are offered, both formal and informal. On the other hand, technological capability development accounts for individual or institutional skills and knowledge that are derived from technological effort within the organization (Younger, Smallwood & Ulrich, 2007). These human capital ramifications to organizations highlight the intricate interdependencies that exist between human capital and skills concepts.

For instance, Sengupta (2011), highlights the interdependency further by noting that for an employee to acquire specific skills in a given field, educational skills will be required to place foundation and knowledge that enhances the actual performance of work. Therefore, when applying human capital theory, it should not be lost that the body of general knowledge and principles for students cannot be substituted for apprenticeship and work experience (Wagner & Karen, 2008). It is therefore essential that organizations develop talent recognition frameworks that could be adopted as part practices (Allen & Wright, 2007).

According to Sengupta (2011), countries with heavy manufacturing, industrialization, and natural resources are facing challenges of being substituted with human capital and research and development (R&D). In developed countries, there is a high demand for qualified, credible and talented human capital. Human capital is not only considered as an essential component of organizational structure, but also for fulfilling organizational mandate, mission and performance objectives (Crook et al., 2011).

### **Human Resource Management Theory**

Human resource management theory served as the foundation for this research. Raymond Miles raised the idea of human resource management in 1965, saying that everyone joins a company with a variety of resources that management can use to grow the entire product. This includes physical strength and skills, as well as self-regulation, skills, and expertise, all of which help the company increase employee performance. The main function of the manager is to focus on the management and supervision of employees, as well as to make important decisions based on organizational skills and competencies.

Human resources are the source of achieving competitive advantage because of its capability to transform the other resources and these resources can be money, machine or raw materials into output that is a good and a service through skilled and unskilled labor. A competitor can copy other resources such as technology and capital but the personnel are different (Heneman and Berkley, 2014). People, according to Hyde, Richard, and Lisa (2018), are one of the most important factors that provide organizational flexibility and flexibility. Several academics have observed that managing people is far more difficult than managing technology or money (Arthur, 2014; Golhar & Deshpande, 2017). However, because finding and managing human resources is difficult and time

consuming, firms that have learned to manage their resources well may be able to control others for a long time. Proper human resource management requires sound HRM systems.

Communication and direction between the employee and the employer are critical, according to Miles and Ritchie (2012). It should also encourage everyone's inclusion in decision-making and participation. It went on to say that many businesses use human resources, and that participation is encouraged in order to improve organizational performance and productivity. This concept is important in research because organizations must recognize that their employees are pools of unused resources that require significant investment in their development through various strategies to access the resources contained in them, thereby improving organizational performance.

### **Resource Based View**

The Resource Based View (RBV) theory states that an organization acquires competitive advantage by developing both the human and other organizational resources in ways that add unique and sustainable value to an organization (Barney, 1991). Under the RBV theory, firms focus is internally for unique resources rather than external. This is for both physical and intellectual resources that can enhance talent, competitive advantage and performance (Newbert, 2008; Takeuchi et al., 2007). Wright et al., (2001); Wright et al., (1994) on the other hand refer to resources-based theory as the attribution of resources internal to an organization that are rare, valuable, inimitable and non-substitutable. In the RBV context, value is defined as resources that exploit organizational opportunities and that is not currently available to other competitors in the market (Barney, 1991). Equally, when a resource is referred to as inimitable, it means that other firms will find it difficult to copy or reproduce the resources for their own benefit (Takeuchi et al., 2007). Finally, non-substitutability in RBV the resource the organization has is unique to the extent that there are no other similar resources on the market that can serve the same purpose (Allen, & Wright, 2007). Therefore, an organization that has valuable, inimitable, and non-substitutable resource is said to have met RBV theoretical and practical status and can utilize the status to gain sustainable competitive advantage and performance (Barney, 1991; Allen, & Wright, 2007).

The human resources practitioners mentioned over the years that talented employees are a significant resource to an organization, not only in increasing organizational performance, but also competitive advantage (Colbert, 2004). To this end, most

organizations are striving to put in place frameworks that will ensure that their organization gains leverage over other players in the market by ensuring that they recruit talented employees (Wagner, & Karen 2008). Wright et al., (1994) distinguished between an organization's human resources (as the organizational personnel) and HR practices (HR instruments the firm utilized to manage human capital). RBV notion of value, scarcity, inimitability and compatibility, they argued that HR practices as an independent creature could not form feasible competitive advantage or performance for firms, but rather the human capital consisting of significantly skilled and brilliant employees.

According to Wagner and Karen (2008), RBV theory underpins the High-Performance Work Systems (HPWS) as it necessitates the pulling of talented human capital comprising of employees' motivation, knowledge, skills and behaviours. According to Younger, Smallwood and Ulrich (2007) firms that correctly construct HR practices that use and develop employee's skills and understanding perform better than firms that do not. Breakthrough, innovation and production are a result of how employees are free to develop their ability in the course of their work (Wright et al., 2001).

## **2.1 The impact of Talent Identification on Employee Performance**

Organizations would typically pay attention to the selection of employees who "rank at the top in terms of capacity and performance". Talent identification may be defined as a process of TM which is linked with "staffing decisions investments in training and development, and compensation rewards" (Mäkelä et al., 2010, p.135). From the exclusive view, the identified talents in organization are usually the "key persons" or "stars" of the organization, they can to some extent gain more opportunities and resources, and probably grow faster than other employees. The following will first illustrate how can talent identification lead to changes of talents based on AMO framework and further influence promotion speed, then discuss why performance and potential are the critical points in talent identification.

In TM system, one of the key targets is to realize the proper fit between person and job. Hence, it is necessary to balance between the demand and supply of people's abilities. (Mensah & Bawole, 2020, pp.482-483). Ability represents the knowledge and

understanding that employees possess, which is a critical factor of the realization of high performance. It is regarded that “limited education, training, and past experience may impair an individual’s ability to own, understand, and use new information”, it can be said that knowledge and skills are also a kind of treasure of abilities that employees should own. Therefore, abilities are taking an important role in exclusive TM especially when defining the small number of employees with outstanding abilities to be talents. (Yildizet al., 2018, pp.100-101).

Abilities of employees can refer to “the necessary skills to make TM effort meaningful”. Employee’s ability can be estimated by analyzing to what extent that (1) the ability of the employee can create “unique and valuable contribution” for the organization; (2) the cost of loss for the organization if the employee leaves the organization; and (3) the employee face loss if the employee leaves the organization (Kehoeet al., 2016, p.13). If employees are selected to be identified as talents, it means that they probably have higher natural abilities or have more possibilities to be nurtured to possess abilities than normal employees, and they are of high value to the organization.

At the talent identification stage of TM strategy, the selection criteria usually include assessment of past working performance (“Performance”), future growth capacity (“Potential”), and ability to learn. Sometimes “interpersonal abilities, cultural fit, attitudes, and personality” can also play important roles in evaluation (Bello-Pintado, 2015, pp.313-318). In exclusive TM, a small number of talents are deemed more outstanding than other employees in these areas, and they are worth being given the chance to develop new abilities for better work performance.

Taking performance for example, performance appraisals are the type of data that organizations commonly use when selecting and deciding who are the talents (Mäkelä et al., 2010, p.135). Past performance is usually shown to be a very good predictor of future performance, and therefore, there can be a high chance of multiple promotions. On the other hand, by achieving high performance appraisals in the organizations, the employee may “stand in the spotlight”, be identified as talents, and furthermore, develop good reputation that he is known for his excellence. Therefore, it can be said that being identified as a talent is not only a kind of confirmation of abilities, but also an opportunity to enhance abilities and realize career success such as getting promoted faster.

Being identified as talent may promote the establishment of a positive psychological contract between the talents and employer. The psychological contract refers to the “system of beliefs that an individual and his or her employer hold regarding the terms of their exchange agreement”. The beliefs can be related to broad aspects such as values and norms, and also specific aspects such as experiences and motivation. The key point of the psychological contract is that the employee and employer can build a kind of commitment, reducing risks, and helping each other to realize their targets. The process of determining and realizing the psychological contract can be regarded as a kind of mutuality and reciprocity (Dabos & Rousseau, 2004, pp.53-55).

Organizations select, develop, and retain the best employees to establish their succession planning, and employees will have different understanding about TM practices. When employees observe that they are treated differently from others, in a positive sense, they will regard their behaviors as being appreciated by the organization and they might be rewarded, because their behaviors have made them outstanding. (Höglund, 2012, p.129).It can be their great performance in the past, and/or high potential to grow in the future. The talents will therefore strive to align with the demand of the organization and contribute to the realization of organizational goals, for example, by performing even better, improving the ability of learning new things, and showing the motivation to take more senior positions (Höglund,2012, p.130).Based on social exchange theory, employees that believe that they are better treated than others as a result of being identified as talent, will be more motivated, and therefore, make greater efforts in their work in order to reward the organization and also get promoted(Björkman et al.,2013, p.197).This is then likely to lead to them being better positioned for future promotions, especially when motivation and commitment are often among the criteria for promotion.

Employee abilities and motivation are regarded as two of the most important factors which can lead to outcomes in literature (Jiang et al., 2012, p.1267).If employees are selected to be identified as talents, they may encounter more motivation possibilities than others. For example, the identification may bring these talents higher job security such as getting long-term or permanent contract since the organization would hope to retain them and develop them. In addition, there might be internal promotion opportunities in the organizations, and can be a great motivation for talents to perform well to get involved in succession planning (Bello-Pintado, 2015, p.313-318).

In addition to higher pay and job security, the motivation may also be enhanced by having work-life balance. Because being identified as talents may lead to more enriched roles, higher travelling frequencies, taking projects elsewhere than office location, more workload, the talents themselves will pay attention to their health and the organization will also support the work-life balances of talents. In addition, job satisfaction and enjoyment can also be a motivation for employees to get identified as talents. For example, when being identified as talents, the working roles and responsibilities might be clearer, targets and milestones could be set with the help from organization, and there might be less competition in working environment since talents are not chasing the same ball with other employees (Raidénet al., 2006, p.888).

In addition to the visible motivation such as getting higher salary, being identified as talent may also lead to better personal relationships, higher job security, more appreciation from colleagues or employers, faster job development, better job conditions, and so on (Rastgoo, 2016, p.656). All of these financial, operational, and psychological motivation can promote employees to make progress in being identified as talent to go further and faster in their career. It also worth noting that if being identified as talent is partly based on past performance, and since speed of promotions will usually mean being high performing in different kinds of roles in the future, being identified as talent may not always mean a straight path to the top. Furthermore, not everyone identified as talent can be promoted or promoted as fast as each other since there may not be enough promotion opportunities (next point) due to limited job vacancies –for example, in a typical pyramid shaped organization, and especially in very flat organizations.

It also worth noting that talent status may also lead to potential negative effects. For example, the selected talents may have more stress, need to spend private time for working, pressure of dealing with the possible changes in interpersonal relationships (Tansley & Tietze, 2013, p.1813). The more benefits of being a talent in the organization, there might be more costs to be paid. The possible negative sides can (and some-times do) lead to talent not living to expectations. At the same time, talents may show “false selves” in order to better confront with the pressure and uncertainty that the environment has brought to them (Dubouloy, 2004, p.473). Because showing their actual characteristics and personalities may lead to risks in the organization, while hiding their real feeling, satisfying others, and achieving the set targets can bring them security to survive in the organization.

If employees are selected to be identified as talents, this means that they will get more opportunities from the organization. Talents will undoubtedly be invested more than normal employees, no matter it is financial, operational, or human investments. (Bello-Pintado, 2015, pp.317-318.) Because being identified can be interpreted that the talents fulfil the requirements of the organization, and they worth to be invested to succeed in their future career to create more values (Björkman et al.,2013, p.197). There are different kinds of opportunities that the talents will be given. For example, after being identified as talents, there may be more communication and involvement opportunities. For example, by being regarded as the important employees for the organization, the talents may be possible to enjoy more effective information flows, more communication on varies of organizational matters, and more involvement of organizational culture and spirit. (Raidénet al., 2006, pp.889-891). Talents may also be offered with more team-working opportunities. For example, managers know about the abilities and needs of employees, and they may offer different projects and arrange different partners for talents to solve the issues and train the talents at the same time. Some companies, for example the case company, have IT systems that make talent more visible, and they set managers targets that development opportunities (training, rotation, new assignment) must be given to talents within a certain time period (e.g.,3 years). In this way, talents improve their professional skill and interpersonal skills such as team spirit and cooperation (Raidénet al., 2006, p.889-891).

Organizations may also offer extra appraisal opportunities for talents. Since the target of identifying talents is to gain future leaders, the organization or managers may support to make longer-term planning for talents. Therefore, talents may get feedback on their performance and progress more frequently and on-time, and there might be more encourage and rewards if they can make continuous improvements (Raidén, 2006, pp.889-891). It can be said that talent identification is a kind of commitment because the organization will offer different treatment for the selected talents and support them to take more critical roles in a shorter time (Björkman et al.,2013, p.197).

From the above arguments based on AMO framework, it is expected that employees who are identified as talent—compared to those who have not—have: (1) superior abilities to do the job, because they possess superior knowledge and skills;(2) higher levels of motivation to do the job, because they are more incentivized; and (3) receive more opportunities from the organization to grow for future. When these conditions of AMO

are met, it is expected that exclusive TM should have positive outcomes in the form of individual talent's speed of promotion. But at the same time, the selected talents may also have pressure or face challenges. It would be useful to examine whether the identification can visibly lead to positive outcomes. Therefore, the first hypothesis of this research is as follows:

In addition to hiring new outstanding employees, some organizations would examine the working performance of the employees for two or three years, estimate their possible outcomes, and then label them as talents and develop them (Gallardo-Gallardo et al., 2013, p.294). Organizations may identify talents mainly by considering the status of employees from different aspects during a selected period. According to Call et al. (2015, pp. 3-6), some studies mentioned that "Who are the stars" should be selected based on employees that have continuous high characteristics of the following three main aspects: (1) Performance: the employees that have relatively high job performance than most other workers; (2) Visibility: the employees' performance and reputation are observable; (3) Social capital: the employees can capitalize on valuable relationships. In addition, each of these aspects should include the consideration about employees' ability, motivation, and opportunity.

There is also studies state that organizations may set different identification criteria for selecting talents. For example, "Knowledge, skills, and abilities" of employees are seen as a kind of wealth for organizations. Because different human capital has potential relationships with organizational performance and may lead to different organizational outcomes in the future (Sheehan, 2012, p.67.). Some studies argue that talent identification is normally focused on selecting the high-potential and high-performing employees, or the ones with high levels of human capital across the company (Collings, 2014). In this thesis, based on the feature of the given data, performance and potential of employees are decided to be the two discussion points.

Performance is central to the assessment and identification of employees because it can directly tell the contribution that the employees made to the organization (Kehoet al., 2016, p.3), which can also reflect "an individual's effectiveness in completing his or her core job or role-based responsibilities" (Kehoet al., 2016, p.3). It is regarded that fair and reliable performance assessment and management can increase the "feeling of trust and belonging" of employees, at the same time, job satisfaction will be increased because

managers can offer feedback about their behavior. (Altındağ et al.,2018, p.15).Giving on-time assessment and providing relevant rewards of performance can help maintaining a competitive working environment, improving the commitments of employees because they would hope to develop in the organization for longer periods to achieve performance goals(Altındağ et al.,2018, p.2).

Performance assessment at the talent identification stage is a “key ingredient in successful global TM”(Schuler et al.,2011a, p.29). It is difficult to assess the performance of employees based on what should be completed in different business units in a multinational organization. But the organization can apply a consistent system globally and grade employees based on “business results (what)” and “values and behaviours (how)”. The target of assessing performance is to check the status of talents, arrange suitable trainings, and prepare more competitive talents for the future, which should be considered when identifying the outstanding employees.

In organizations, employees cannot be developed and promoted exactly equally, hence managers need to decide the features of employees and who to take the new opportunities earlier and faster. One of the most direct and fair method is to judge who has contributed more for the organization. Therefore, the past and current performance on the job is a common selection criterion, because these high performers may have higher abilities, more experiences, better work relationships, and they are more productive and adapted to the current roles to a certain extent (Church et al., 2021, pp.2-3).

In order to improve organizational performance in general, it is important to enhance individual performance (Thunnissen et al.,2013b).In addition to abilities, performance can also reflect the motivation of employees to complete their work, and they can utilize the opportunity offered in the working environment to create the outcome that is desired by the organization (Vuralet et al., 2012, p.344).In real business environment, the performance of employees might be influenced by different factors, for example, human capital (such as experience and expertise) and social capital (such as network), and furthermore, these will also lead to differences for promotion of positions (Claussen et al.,2014, p.242).It can be said that no matter how many possible factors may affect the identification of talents based on performance, high job performance can at least show the current career success of the employee (O'Boyle & Kroska,2017, p.11). If these high

performers can be properly noticed, treasured, developed, then they will achieve long-term success, such as getting promoted earlier or faster.

According to Oke, Burke and Myers (2007), Human Resource Planning (HRP) is a process through which human resource organizational departments or management plan organization needs and resources in order of organizational objectives. In Human Resources Planning people are the most valuable assets to an organization (Meyrowitz et al., 2012).

The Activities of talented Workforce Planning (Schweyer, 2010):

-Talent Inventory: this includes the current talents operating in the organization and their roles.

-Workforce Forecast: this anticipates the potential needs for talents.

-Action Plans: the procedures from the moment an employee is hired until the stage of compensation.

-Control and Evaluation: it allows the HR department to monitor the process of workforce planning using closed-loop feedback.

To conclude, talented workforce-planning aims at allocating specific employees with specific talents to specified jobs at the correct time with the convenient skills required to fulfill these jobs (Dries, 2013). So, talent management is how the organization implements its strategic workforce plan. It is also the mechanism by which the organization adjusts its talent supply, based on changing business needs and the organization needs as well (Morgan and Jardin, 2010). Furthermore, it is considered as one of the analytic, forecasting, and planning procedures (Sheehan and Anderson, 2015), that is connected to talent management activities to ensure an organization has the right people in the right places at the right time and at the right price to implement its business strategy (Tucker et al., 2005).

## **2.2 The effects of Training Strategy on Employee Performance**

Employee training refers to educational activities in a factory designed to improve the knowledge and skills of employees and also provides information and instructions on how to perform certain tasks successfully (Campbell, 2019). According to Hameed and

Waheed (2017), training is an excellent way to broaden all employees' knowledge bases; however, in today's economy, many businesses find that development opportunities are prohibitively expensive. Employees who attend training meetings are absent from work during the day, which can cause projects to be delayed. Despite these misconceptions, training brings benefits to both the company and the company as a whole, making the cost and investment more profitable.

At the Safaricom limited call center, Amadi (2014) investigated the impact of training on staff performance. The study used a case study approach, in which data was collected from 340 employees at Safaricom's Call Center, which is part of the company's Customer Care Division. Managers, support/analysts, and customer experience executives were among the participants. Questionnaires were used to collect primary data. Training has been found to have a favorable impact on staff motivation as well as performance. The study employed an exploratory research approach, which frequently employs small sample numbers and, as a result, findings are rarely generalized to the general population.

Mwangi (2017) investigated the impact of training on employee performance: a case study of a Somalia NGO consortium in Nairobi. The study's participants were 67 international non-governmental organizations (INGOs) based in Nairobi that work in Somalia. Respondents were chosen using a stratified sampling technique depending on their work levels. A systematic questionnaire was used to obtain primary data. Descriptive statistics were used to analyze the data. The study discovered that there is a statistically significant link between employee performance and training. The study, on the other hand, used a simple random sample procedure.

The study by Saputri, Lorensa, and Asriani (2020) looked into the impact of training on employee performance. The study's population consists of all employees who have completed training. Purposive sampling is the mechanical collection of samples in study. The data collection approach utilized in research is questionnaires, literature review, and observation. The method for analyzing simple linear regression data and testing hypotheses partially and concurrently. As a result, training has a profound effect on the performance of employees at the same time. The conclusions, however, were based on a simple, invalid sample of hypothesis testing and general practice.

The influence of training on employee performance was investigated in Mamy, Shabbir, and Hasan's (2020) study: A Study on Garments Sector, Dhaka Bangladesh. A questionnaire with certain structured questions was delivered to 170 respondents from two clothing sectors, utilizing both qualitative and quantitative data collection methods. Human resource managers, labor policy decision makers, as well as governments and educational institutions, can benefit from the findings of this study. According to the study, there is a strong correlation between staff training and employee performance. However, a survey approach was used, which poses problems with the results' validity and dependability.

The impact of training on employee performance and productivity was explored in Tahir, Yousafzai, Jan, and Hashim's (2014) study. For the study, eight United Banks Limited were chosen. For data collection, eighty questionnaires were issued. The questionnaire was tested using descriptive statistics techniques like SPSS to check if it was reliable and consistent. The findings revealed that there was a significant link between employee performance and training. However, the study relied on secondary data, which could be outdated.

The effects of training on employee performance and effectiveness was explored in a study by Asfaw, A Argaw, and Bayissa (2015). This study employed the convenience sampling technique. The information was acquired through the use of a self-administered questionnaire, and participation was entirely voluntary. In most firms, training is critical aspect in improving employee performance. Employees are aware of training; employees are motivated by training; and training leads to improved performance, according to the study. The study, however, was a case study that used a purposive sampling technique.

The study by Visser and VanderSluis (2016) looked at empirical evidence regarding the positive benefits of training opportunities on employees' work attitudes in the public sector. The key outcome of our three-sample study is that commitment, work satisfaction, and the intention to leave are determined by the perception of organizational support for training and personal development, not the facilities themselves. Commitment appears to be linked to the perceived benefits of training and personal growth. Furthermore, this research reveals that genuine training attendance has a favorable impact on job security, both within and outside.

### **2.3 The effect of Talent Management on Employee Performance**

The effect of talent management practices on staff performance in all real estate businesses in Kenya was studied by Knott (2016) in a case study of Suraya Property Group Limited. The descriptive design of the research study was used in this study. Participants in the study were 95 employees of Suraya Property Group Limited. A stratified sampling strategy was used to select a sample size of 76 respondents in this study. For key data, a standard closed questionnaire was used. Both descriptive and non-descriptive statistics processing data.

A study by Mangusho, Murei, and Nelima (2015) looked at the impact of skills management on the performance of staff in the beverage business, using Delmonte Kenya Limited as an example. The study used a descriptive research project with a population of 2,500 in Del Monte Kenya. The study chose 83 individuals based on their job cadres using a stratified selection method. The standard deviation, percentages, and frequency distribution were employed as descriptive statistics. The study discovered that employment retention motivated Del Monte staff, resulting in superior performance.

Kalulu study (2015) investigates the impact of talent management on staff outcomes: Case study of Central Bank of Kenya. The research used a descriptive survey of the Kenyan Central Bank's workforce. The study used 130 employees from CBK's head office, which has a population of roughly 700 people. Questionnaires were used to collect key research data. Staff outcomes (in this example, collaboration, job satisfaction, and employee engagement) were significantly influenced by talent acquisition, retention, staff training, and job management at CBK, according to descriptive statistical analysis of research data.

The impact of talent management strategies on staff performance was investigated in Al-Hussaini, Turi, Altamimi, Khan, and Ahmad (2019) studies, and the role of mediation in talent management outcomes. Data were collected from a simple sample of 200 telecommunications industry workers in the Rawalpindi-Islamabad area using a standard questionnaire. Data were analyzed using descriptive statistics, combinations, and regression tests. The findings revealed that talent management practices had a significant and positive impact on staff performance.

The study by Rukunga and Nzulwa (2018) looked at the impact of talent management techniques on organizational performance in Kenyan telecommunications companies. The research was conducted as a survey using descriptive and analytical methods. The study's target demographic consisted of 279 managerial professionals from Kenyan telecommunications companies. A total of 162 respondents from Kenyan telecommunications companies were included in the study. Questionnaires used to collect research data. According to the findings, talent acquisition strategies have a significant impact on the organization's performance, while talent retention strategies have a moderate impact.

Mugambwa (2018) looked into the impact of talent management practices on employee retention in Ugandan state enterprises, using the National Social Security Fund as an example. This entailed interviewing 88 people and giving them standardized questions. The data from these interviews was then analyzed using regression in SPSS to see if there was any statistically significant effect. The findings revealed that talent acquisition has an impact on employee retention; talent development has no impact on employee retention; and talent rewards have an impact on employee retention.

Since a competitive advantage is essential for any organization (Gelens et al., 2013), and according to the fact that talented employees are considered as an essential asset of any organization (Li and Devos, 2008), the need for talented employees rises because of the contribution of their knowledge and experience on the performance of the organization (Schuler et al., 2011). Moreover, an organization's performance directly affects business result which affects the profit and productivity of that organization (Hills, 2009).

Retaining talented employees will affect the organization from various aspects, these aspects may include the costs of recruiting talented employees, in addition to the time, effort, and costs needed to develop these talents according to the needs of the organization. (Rothwell, 2011). Also, either in the cases of uncertainty or the cases of flourishing, the need for talented employees arises from the depths of the ocean of failure (Brown and Tannock, 2009).

The importance also comes from the definition where Talent management is defined as a systematic attraction, identification, development, engagement, retention, and

deployment of those individuals who possess a high potential that creates a particular value to an organization (Krishnan and Scullion, 2017).

Talent management plays a key role in affecting the entire organization (Stevens, 2008). Talent management has a great impact on the performance of the organization minimizing the costs of the hiring process (Boon et al.,2011); it also increases the productivity of the firm in addition to the profitability and output (Collings and Mellahi, 2009).

When the organization is applying TM, it creates tremendous opportunities for competitive advantages (Schuler et al., 2011). Also, the organization`s position in its industry is determined by its ability to retain, engage, and develop talents which turned TM into a factor of failure or success for an organization (Luna-Arocas and Morley, 2015).

Talent management has been one of the most adopted strategies towards attraction and retention of the best strategies. Talent management is defined as the science of using strategic human resource planning to improve business value and to make it possible for companies and organizations to reach their goals. Everything done to recruit, retain, develop, reward and make people perform, forms a part of talent management as well as strategic workforce planning (Michael, 2001). Adoption of talent management practices has been greatly influenced by contemporary business environment such as technological, political, competitiveness and also economic aspects.

Fang (2008) argued that during the 1970s and 1980s, organization recruitment and employee development was handled at departmental levels. However, talent management was not into the human resource functions, as it was considered to be a technical departmental function hence failure to link talent management as a component of human resource planning. This affected various activities such as human resource planning, competency performance and also performance appraisal. The importance of talent management was realized early in 2000s as a result of increased need by organizations to attract and retain the best employees with the aim of attracting competitive advantage in the industry (Kamotho, 2012).

A study conducted by the Aberdeen Group and Human Capital Institute (AGHCI) (2005) stated that 79% of directors of the firms surveyed showed that they had a

leadership problem and as a result, talent was not given first priority in their organizations. Further, the study also revealed that 71% of human resources managers had a difficult time in attracting and keeping talent. To be effective, human resource departments should be able to develop frameworks and mechanisms that ensure enough human capital for institutional growth and performance (Richard, Timothy & George, 2009).

In another study conducted by Poorhosseinzadeh and Subramaniam (2012) in Malaysia most global organizations in Malaysia had expanded and launched structures that enabled them to draw and keep talent. This was made possible through the highly developed recruitment, training and deployment programs. The study further recommended that corporate organizations in Malaysia should emulate and follow the example of multinational companies if they hope to attract or retain talent. Otherwise, the possibility that they will lose their competitive edge in the future to multinationals was a viable threat.

A study conducted by Gara, (2007) on challenges facing talent management for African organization revealed that capital flight to the developed nations was one of the key reasons for poor talent management frameworks. Conversely, in a study conducted by PricewaterhouseCoopers (2012), stipulated that talent management structures are well expanded in Africa. Nevertheless, leadership that is well structured has the ability to name, foster and keep talent that was missing. A study conducted by African Association for Public Administration and Management indicated that the African continent struggled in recruiting, developing and retaining talented personnel due to poverty, poor remuneration structures and poor leadership (AAPAM, 2008).

The Business Review Management (2013) indicates that Kenya is among the African nations that still struggle with recruitment and retaining talents. Kenani (2011) equally suggests that Kenya's talent management problem lies in the lack of frameworks for identifying, recruiting, developing, motivating and retaining talent. As such, the lack of talent management structure means that opportunities to name and foster talent are usually wasted. Kamotho (2012) argues that the idea of talent management in Kenya has been embraced particularly by global and high performing organizations, nevertheless, information on the effectiveness of the talent management structures is not known.

Several institutions that apply talent management are not disposed to open up about procedures they have put in place to draw, coach and keep talent. Human resource management needed to put more importance on the fruitful evolution and employment of people in the company to inclusively achieve the aims of the organizational performance (Campion et al., 2011).

## **2.4 Summary and Gaps**

The empirical review highlighted studies that have been done by other scholars on how talent management strategies influence employee performance. From the reviewed literature, most studies were mostly based on developed countries. For instance, Srivastava and Bhatnagar's (2018) study looked into how due diligence in talent acquisition leads to high employee engagement. Although talent acquisition tactics are major indicators of public sector company performance, the impact of talent acquisition to business performance is limited, according to the findings. The study, however, was limited to Motorola India MDB.

The impact of training on employee performance was investigated in Mamy, Shabbir, and Hasan's (2020) study: According to a study conducted in Dhaka,

Bangladesh, there is a clear link between employee training and employee performance. However, a survey approach was used, which poses problems with the results' validity and dependability. Wasiu and Adebajo (2014) investigated the relationship between award programs and staff performance in a sample of public high schools in Lagos State, to find a positive relationship between pay and employee performance, productivity, and retention. The study, however, will rely on secondary data. In Pt Hondamotor Indonesia, the Sitohang (2019) study examined the relationship between career development and employee performance. However, because of the limited sample size, the study employed an exploratory case study, which does not yield definite results.

Moreover, most studies had their large limitations with a small sample size; this study includes a sufficient sample size to address this limitation. That served as a guide for the researcher as they tried to fill in the gaps left by previous research. Therefore, this current study sought to find out how talent management strategies affect the performance of employees in Soroti City Council.

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.0 Introduction**

This chapter entails research design, target population, sample and sampling techniques, instruments, pilot study, data collection procedures, data analysis and presentation, ethical consideration and chapter summary

#### **3.1 Research Design**

Research design is the strategy, the plan and the structure of conducting a research project. (Michael, 2000) in this applied research, the researcher used descriptive research design, where questionnaires were used to collect the data which enabled the research to describe the findings.

Questionnaires were handed out to respondents, for measurements and analysis of figures (Fisher, 2007).

#### **3.2 Target Population**

Burns and Grove (2003) describe population as all the elements that meet the criteria for inclusion in a study. In the prevailing study, the researcher targeted 100 employees in the various departments who include 80 general employees and 20 top administration, Heads of departments.

Table 3. 1 **Target Population**

<b>CATEGORY</b>	<b>POPULATION</b>	<b>RESPONDENTS</b>
<b>TOP ADMINISTRATION AND HEADS OF DEPARTMENTS</b>	20	18
<b>EMPLOYEES IN THE VARIOUS UNITS</b>	80	74
<b>TOTAL</b>	100	92

### **3.3 Sample and Sampling Techniques**

Burns and Grove (2003) refer to sampling as a process of selecting a group of people, events or behavior with which to conduct a study. The researcher focused on stratified random sampling which is a technique that attempts to restrict the possible samples to those which are "less extreme" by ensuring that all parts of the population are represented in the sample in order to increase the efficiency (that is to decrease the error in the estimation).

### **3.4 Instruments**

#### **3.4.1 Questionnaire**

The researcher used a well-defined structured questionnaire which was distributed at Soroti City Council. Questionnaires were used to yield quantitative data. Mugenda (2008) indicates that questionnaires are relatively effective due to costs associated with other data collection tools because they only required construction, printing and disseminating them to the community or target group. The researcher found it appropriate to use questionnaires since questionnaire granted anonymity to respondents and eliminated researcher's obtrusiveness, it was also cheap to administer them and significantly easier to analyze.

#### **3.4.2 Interview guide**

A structured interview guide was used as a tool for collecting in depth information from the key informants (see appendix 2). The guide had list of topical issues and questions which were explored in the course of conducting the interviews. The guide was drawn with the questions soliciting for the perception of the top administration and heads of department regarding the influence of talent management strategies on employee performance in Soroti City Council Local Government. The interview guide was used for purposes of obtaining in-depth data which was not possible to obtain when using self-administered questionnaires (Mugenda & Mugenda, 1999; Kakoza, 1996).

### **3.5 Pilot study**

#### **3.5.1 Validity**

Validity encompasses the entire experimental concept and establishes whether the results obtained meet all of the requirements of the scientific research method, and this was

enhanced by the researcher through seeking expertise judgment, that is assistance from the supervisor and other experts in research.

### **3.5.2 Reliability test**

A reliable instrument was believed to produce the same results when used more than once. The researcher used test and retest method to ensure reliability of research instrument.

### **3.6 Data Collection Procedures**

The data for this study was obtained from primary sources using the drop and pick procedure. The researcher administered instruments in person. An allowance of one week was be given to the respondents to give them enough time to fill it up. The researcher was guided by a research assistance through application of drop and pick procedure.

### **3.7 Data analysis and Presentation**

Data analysis was conducted using Microsoft Excel where appropriate. Data collected from the questionnaires was cross-checked to ensure reliability of the information provided. Data analyzed was be presented using table and figures, where frequencies and percentages were used to present information as collected from the field. This was accompanied by description of figures and findings to acquire qualitative data which was easy and understandable. Data collected was presented using frequency tables and figures.

### **3.8 Ethical Consideration**

#### **3.8.1 Informed Consent**

The researcher sought permission from the university management and also from Soroti City Council. The researcher also sought consent from the targeted population by explaining to them the relevance of the study

#### **3.8.2 Voluntary Participation**

The study was based on a free will and no respondent was enticed or forced towards participation in the prevailing study.

### **3.8.3 Confidentiality**

The researcher ensured that information provided by the respondents was accessible by the researcher only to ensure maximum privacy.

### **3.8.4 Privacy**

The researcher did not allow respondents to fill personal information such as names or their department.

### **3.8.5 Anonymity**

The researcher accorded the respondents their due respect while at the same time ensuring that they answer the questions to the expectations of the study, interjecting questions, intelligibly.

The researcher picked respondents without any discrimination. This helped the researcher to receive truly anonymized responses even to the researcher herself.

## **3.9 Chapter Summary**

The prevailing chapter clearly presented research design where the researcher proposed to use descriptive research design. The target population for the study was retrieved from Employees of various units and top administration, Heads of departments in Soroti City Council where the will focused on 10% of the population as the sample size. The study also clearly indicated that questionnaires were be used as data collection tool where presentation was carried out with respect to descriptive statistics. The chapter also presented study pilot where validity and reliability were be considered with respect to ethical considerations.

## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSION

#### 4.0 Introduction

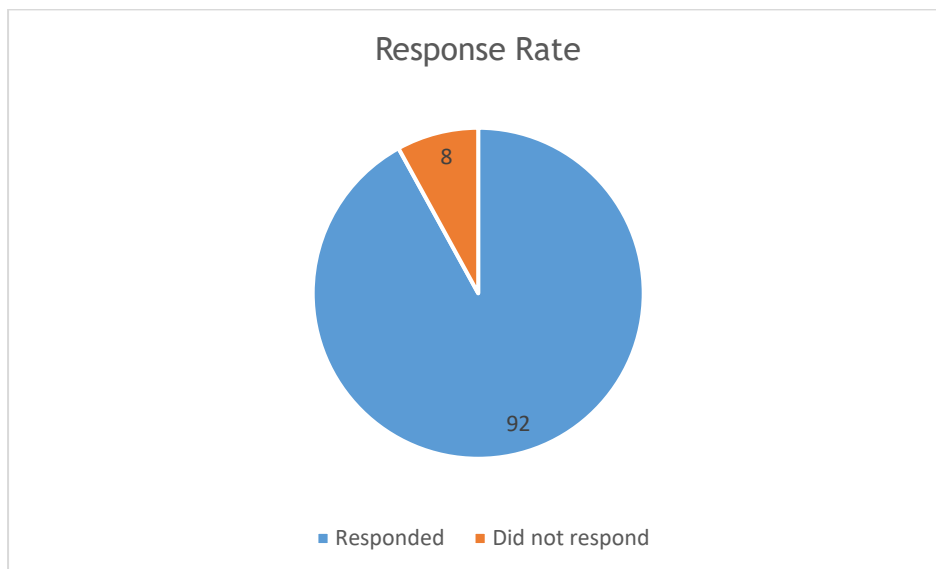
This chapter clearly presents data collected from the study in relation to talent management strategies on Employee Performance. The chapter presents frequency and percentage tables where a total of 100 respondents were targeted from Soroti City Council. The chapter presents clearly nature of responses in relation to the effects of talent identification strategies, employee training strategies and talent management on Employee performance.

#### 4.1 Presentation of the research findings

##### 4.1.1 The Response Rate

The self-administered questionnaires were sent to sample size of 100 respondents and their response rate was given in Figure 4.1

Figure 4. 1: **Response rate of the respondents**



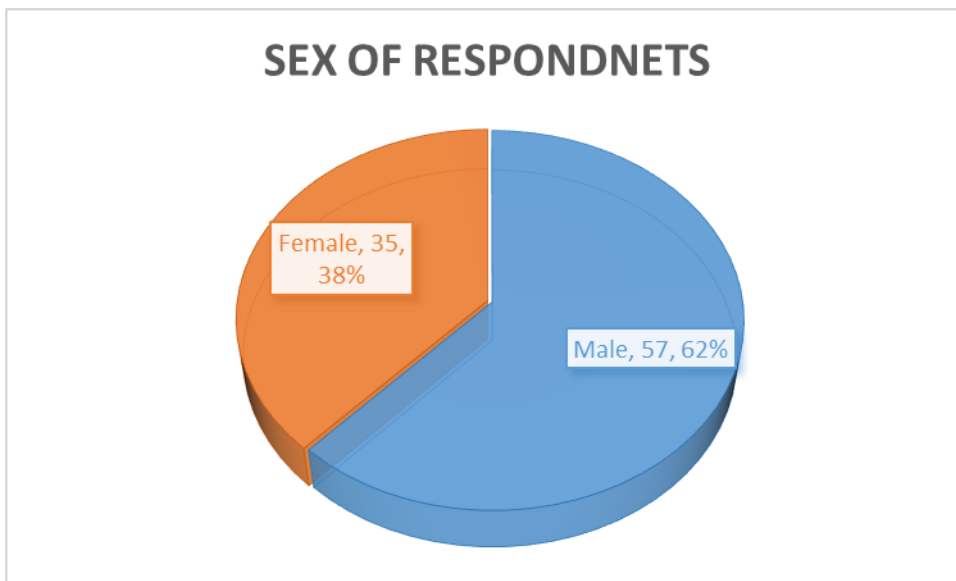
**Source: Primary Date (2024)**

The study response rate was at 92% where a total of 92 respondents participated in the study out of proposed 100 respondents. Response distribution was based on 18 Heads of Departments / top administration and also 74 City Council employees in various departments. This is recommended by Mugenda and Mugenda (2003) who show that the response rate of 70% and above is very good in data analysis.

### 4.1.2 Sex of the Respondents

The researcher sought to understand the sex the respondents involved in the study. This would help in analyzing the talent management strategies disaggregation in terms of sex. 57 respondents were male representing 62% of the study population whereas 35 respondents were females representing 35%. This is graphically presented in graph 4.2. Below;

Figure 4. 2: Sex disaggregation of the respondents



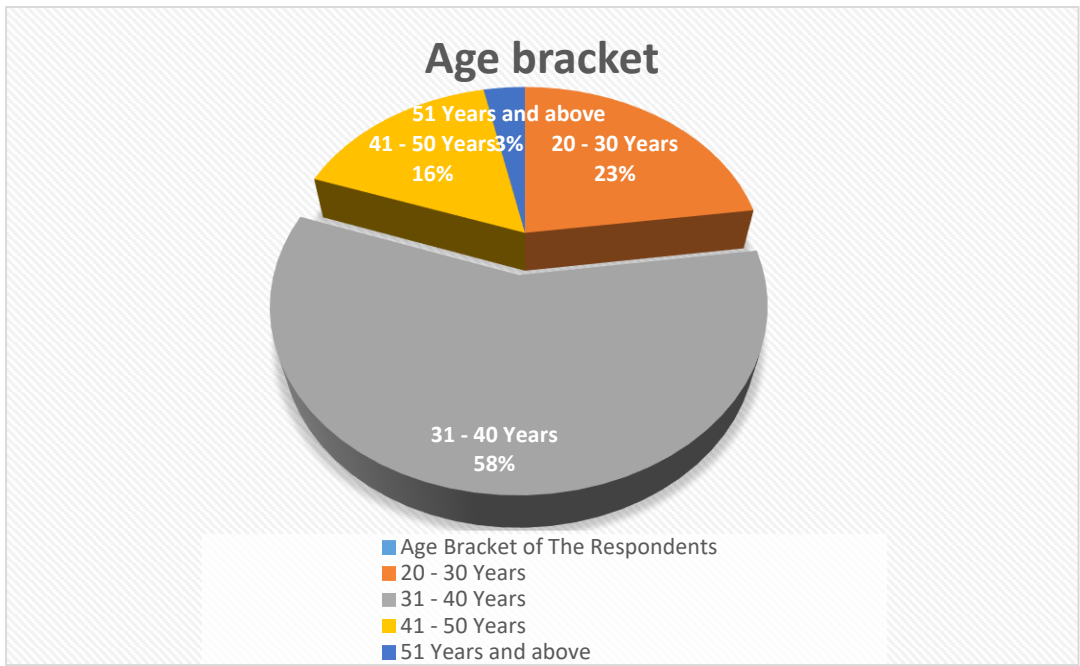
Source (Primary Data 2024)

From the above, the study indicates that Majority of the respondent were males accounting for 62% of the study population whereas the females constituted the minority standing at only 38%.

### 4.1.3 Age bracket of the respondents

The researcher sought to understand the age bracket of the respondents as presented in the Figure below

Figure 4. 3: Age bracket of the respondents



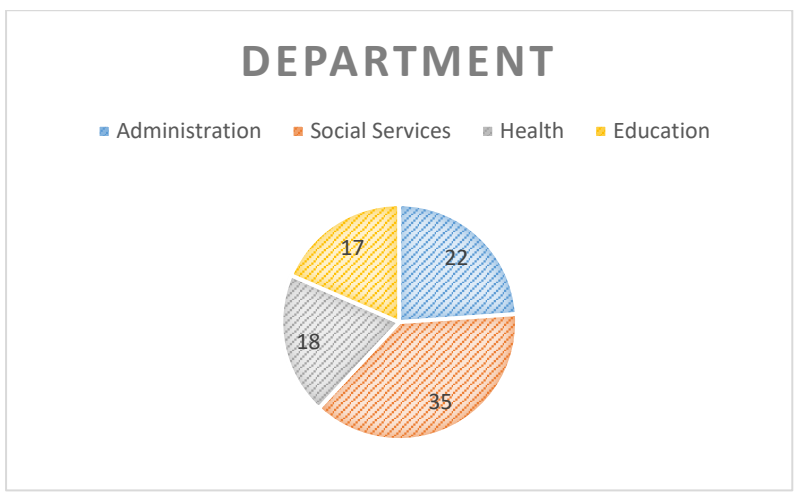
Source (Primary Data 2024)

Results in figure 3 indicated that out of 92 respondents who turned up for the study, 21 (23%) were aged between 21 – 30 years, 15 (15%) were aged between 41 – 50 years while 3 (3%) were aged 51 years and above being the minority and respondents 53 (58%) aged between 31 – 40 years were the majority. This implies that majority of the respondents were between 31 – 40 years of age.

#### 4.1.4 Department / Position of the respondents

The researcher sought to understand the age bracket of the respondents as presented in the Figure below

Figure 4. 4: Age bracket of the respondents



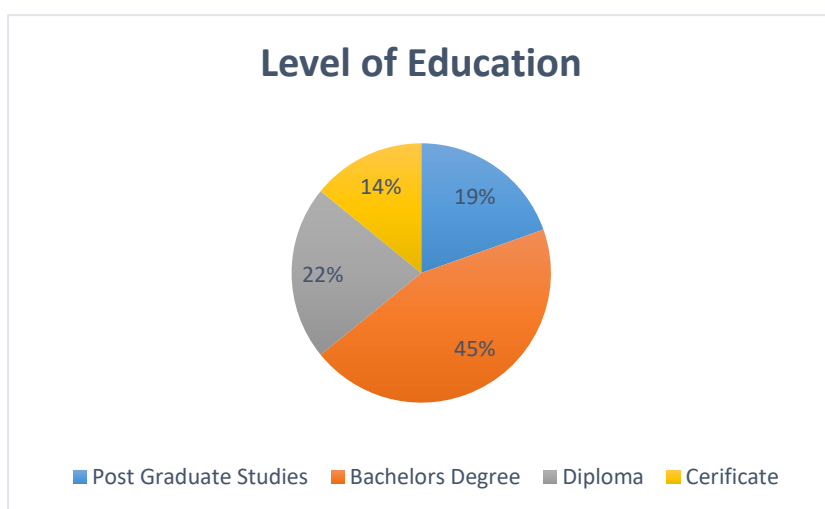
**Source (Primary Data 2024)**

Results in figure 4 above indicated that out of 92 respondents who turned up for the study, 22 (24%) of the respondents were from the administration department, 18 (22%) were from the health department while 17 (18%) of the respondents were from the education department being the lowest and 35 (38%) constituting the highest number of respondents being from the social services department.

**4.1.5 Level of Education of respondents**

The researcher sought to understand the level of education as presented in the Figure below

Figure 4. 5: **Level of Education**



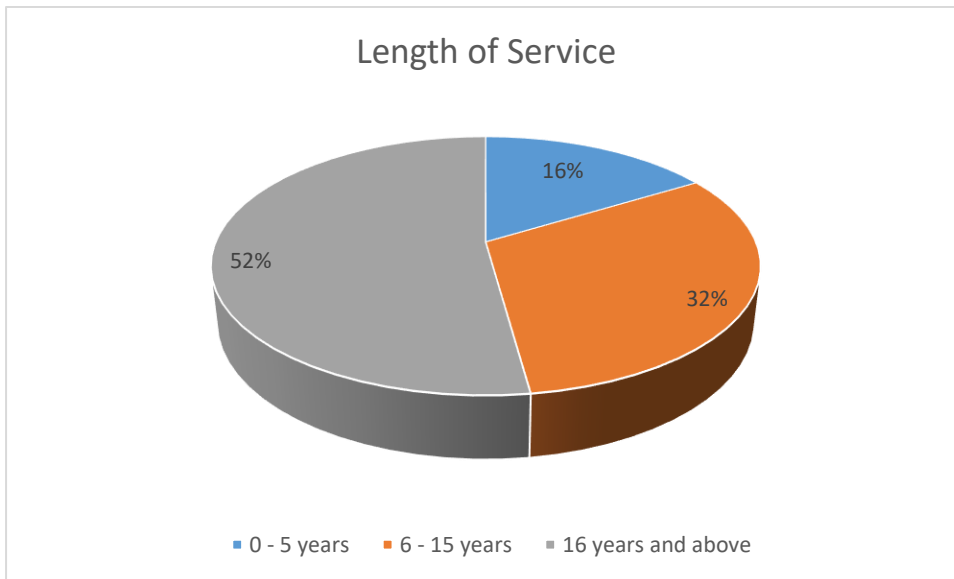
**Source (Primary Data 2024)**

Results in figure 5 above indicated that out of 92 respondents who turned up for the study, 13 (14%) of the respondents were certificate holders and that is mostly the primary school teachers, 20 (22%) of the respondents were Diploma holders while 18 (19%) of the respondents had already acquired postgraduates and Masters while 41 (45%) of that accounts for the majority of the respondents were holders of bachelor’s Degrees of various universities in the country.

**4.1.6 Length of service of respondents**

The researcher sought to understand the length of service of respondents as presented in the Figure below

Figure 4. 6: **Length of service**



**Source (Primary Data 2024)**

Results in figure 5 above indicated that out of 92 respondents who turned up for the study 15 (16%) of the respondents have worked with SCC for a period of less than 5 years, 29 (32%) of the respondents have been working the city authorities for a period of 6 – 15 years while 48 (52%) being the majority have been working with the SCC for more than 15 years.

## **4.2 Presentation of Talent Management Strategies on Employee Performance**

### **4.2.1 The impact of Talent Identification on Employee Performance**

This section presents results on the first objective of the study which was to determine the impact of talent identification on Employee performance of Soroti City Council where by 1=Strongly Agree, 2= Agree, 3= Neutral, Disagree, and 5=Strongly Disagree as seen in the table below.

Table 4. 1 **The impact of Talent Identification on Employee Performance**

<b>Talent Identification</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<i>Talent identification guides in understanding the real and full potential of employees,</i>	73	7	4	8	0
<i>Talent identification helps SCC assess employees’ growth capacity</i>	80	7	5	0	0
<i>The recruitment process provides for an extensive selection of talent</i>	18	24	6	44	0
<i>SCC has programs in place to build a pool of managerial talent from which to appoint officers to managerial positions</i>	22	30	0	24	16
<i>Talent identification motivates the employees in SCC</i>	66	20	3	0	3
<i>Identification of human resource strategies and plans contributed to employee performance</i>	44	36	4	8	0
<i>Talent identification is a strategic step in Talent Management of employees</i>	76	16	0	0	0
<i>There is a strong relation between Talent identification and employee performance</i>	82	10	0	0	0

**Source (Primary Data 2024)**

The results in the first statement Table 4.2 indicated that 73 (79%) and 7 (8%) of the respondents strongly agreed and agreed respectively that talent identification guides in understating real and full potential of employees while 4 (4%) of the respondents were undecided and 8(9%) of the respondents disagreed. According to the respondents there was no disagreement.

The results in the second statement indicated that 80 (87%) and 7 (8%) of the respondents strongly agreed and agreed respectively that that talent identification helps Soroti City Council assess employees growth capacity while 5 (5%) of the respondents were undecided of the impact of talent identification. According to the respondent none of them disagreed or strongly disagreed. A majority of the respondents were in agreement with talent identification helping SCC in understating employee’s full potential and growth capacity which is supported by Bibi, M. (2019). Impact of Talent Management Practices on Employee Performance.

The results in the third statement indicate that 18 (20%) and 24 (26%) of the respondents strongly agreed and agreed respectively that the recruitment process provides for an extensive selection of talent in SCC while 44 (48%) of the respondents were disagreed and 6(3%) of the respondents were undecided. None of the respondents strongly disagreed.

The results in the fourth statement indicated that 22(24%) and 30 (33%) of the respondents strongly agreed and agreed respectively that Soroti City Council has programs in place to build a pool of managerial talent from which to appoint officers to managerial positions while 24 (26%) and 16 (17%) of the respondents strongly disagreed and agreed respectively. None of the respondents was undecided.

The results in the fifth statement indicated that 66 (72%) and 20 (22%) of the respondents strongly agreed and agreed respectively that talent identification motivate employees in Soroti City Council while 3 (3%) and 3(%) of the respondents were undecided and strongly disagreed respectively. None of the respondents disagreed with the statement. Majority of the respondents agreed that to this statement as in the findings of Jeet, V., & Sayeeduzzafar, D. (2016). Talent management practices and their impact on job satisfaction of employees

The results in the sixth statement indicated that 44 (48%) and 36 (39%) of the respondents strongly agreed and agreed respectively that identification of human resource strategies and plans has contributed to employee performance while 4 (4%) and 8 (9%) of the respondents were undecided and disagreed respectively. None of the respondents strongly disagreed.

The results in the seventh statement indicated that 76 (83%) and 16 (17%) of the respondents strongly agreed and agreed respectively that talent identification a strategic step in management of employees while none of the respondents were in the disagreement side or even undecided. A majority of the respondents are in agreement with this statement as identical to Gichuki, B. W. (2014). Influence of performance management on employee productivity in the civil service: A case of the Immigration Department in Kenya (Doctoral dissertation, University of Nairobi).

The results in the eighth statement indicated that 82 (89%) and 10 (11%) of the respondents strongly agreed and agreed respectively that there is a strong relationship between talent identification and employee performance while none of the respondents were in the disagreement side or even undecided.

#### 4.2.2 The effect of training strategy on Employee Performance

This section presents results on the second objective of the study which was to determine the effect of employee training on Employee performance of Soroti City Council where by 1=Strongly Agree, 2= Agree, 3= Neutral, Disagree, and 5=strongly Disagree as seen in the table below.

Table 4. 2 **The effect of training on Employee Performance**

<i>Employee Training Strategy</i>	1	2	3	4	5
<i>A training program gives employees the chance to learn the skills they need.</i>	78	9	5	0	0
<i>Employees acquire confidence as a result of a training strategy program because they gain a better understanding of the sector and the responsibilities of their roles.</i>	71	11	2	8	0
<i>Conducting frequent training strategy enables the organization to make the company more appealing to potential new hires, particularly those seeking to improve their careers.</i>	73	17	2	0	0
<i>When employees face obstacles at work, the training strategy enables them to be more independent and innovative.</i>	67	15	0	6	4
<i>Employees with a consistent experience and background knowledge are ensured through a rigorous training program.</i>	60	9	3	15	5
<i>Investing in training strategy shows that a company values their employees</i>	86	6	0	0	0

#### Source (Primary Data 2024)

The results in the first statement Table 4.3 Indicated that 78 (85%) and 9(10%) of the respondents strongly agreed and agreed respectively that a training program gives employees chance to learn the skills that they need while 5(5%) of the respondents were undecided. According to the finding there was no any level of disagreement by the respondents.

The results in the second statement indicated that 71 (77%) and 11 (12%) of the respondents strongly agreed and agreed respectively that employees acquire confidence as a result of training strategy program because they gain better understanding of the department roles and

responsibilities while 2 (2%) and 8(9%) of the respondents were undecided and disagreed respectively. There was no strong disagreement amongst all the respondents. This finding agrees with Shabbir, and Hasan's (2020) study that explored how training influenced employee performance and found a strong link between staff training and staff performance.

The results in the third statement indicated that 73 (79%) and 17 (19%) of the respondents strongly agreed and agreed respectively that conducting frequent training enables the SCC to make it more appealing to potential new hires, particularly those seeking to Improve their careers while 2 (2%)of the respondents were undecided. There was no disagreement at any level by the respondents.

The results in the fourth statement indicated that 67 (73%) and 15 (16%) of the respondents strongly agreed and agreed respectively that when employee face obstacles at work, the training strategy enable them be more independent and innovative while 6(7%) and 4 (4%) of the respondents disagreed and strongly disagreed on this statement. None of the respondents were undecided. This is in agreement with Mwangi (2017) study that investigated how training influence employee performance: a case study of a Somalia NGO consortium in Nairobi and found that employee performance and training have a statistically significant link.

The results in the fifth statement indicated that 60 (65%) and 9 (10%) of the respondents strongly agreed and agreed respectively that employees with consistent experience and background knowledge are ensured through a rigorous training program while 15 (16%) and 5 (6%) of the respondents strongly disagreed and disagreed respectively. 3 (3%) of the respondents were undecided. This finding is supported by the study by Saputri, Lorensa, and Asriani (2020) that looked into how training affects employee performance and performance of employees was seen to have been influence by training significantly.

The results in the sixth statement indicated that 86 (93%) and 6(7%)of the respondents strongly agreed and agreed respectively that investing in training strategies shows that Soroti City Council values its employees. There was neither uncertainty nor any level of disagreement to the support of this statement.

#### **4.2.3 The effect of talent management strategy on Employee Performance**

This section presents results on the last objective of the study which was to ascertain the effect of talent management on Employee performance of Soroti City Council where by

1=Strongly Agree, 2= Agree, 3= Neutral, Disagree, and 5=strongly Disagree as seen in the table below.

Table 4. 3 **The effect of talent management on Employee Performance**

<i>Talent Management</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>SCC has established clear systems for talent management, as well as developing a strategy for improvement.</i>	12	13	10	30	27
<i>Employees are involved throughout the talent management process.</i>	14	8	5	50	15
<i>When necessary, the SCC revisits and redesigns the talent management strategies to ensure that it is in line with the Councils mission and vision.</i>	43	4	0	40	5
<i>Employees can learn, develop, and enhance their performance by embracing talent management.</i>	60	24	0	8	0
<i>Do you believe that talent management brings positive impact on employee performance</i>	81	9	2	0	0
<i>There a strong relationship between talent management and employee performance</i>	63	29	0	0	0
<i>Employees receive a general response from management registering successes and failures.</i>	30	35	12	15	0

**Source (Primary Data 2024)**

The results in the first statement Table 4.4 Indicated that 12 (13%) and 13 (14%) of the respondents strongly agreed and agreed respectively that Soroti City Council has established clear systems for talent management as well as developing a strategy for improvement while 30 (33%) and 27 (29%) of the respondents agreed and strongly disagreed respectively. 10 (11%) of the respondents were undecided. Majority of the respondents disagreed that SCC does not have clear systems for talent management which is in agreement with Hejase, H. J. (2016). Talent Management Challenges: An Exploratory Assessment from Lebanon. International Journal of Business Management and Economic Research, 7(1), 504-520.

The results in the second statement indicated that 14 (15%) and 8 (9%) of the respondents strongly agreed and agreed respectively that Soroti City Council employs are involved throughout the talent management process while 50 (54%) and 15 (16%) of the respondents disagreed and strongly disagreed with this statement. According the results 5 (6%) of the respondents were undecided.

The results In the third statement indicated that 43 (47%) and 4 (4%) of the of the respondents strongly agreed and agreed respectively that where necessary Soroti City Council revisits the talent management strategies to ensure that it is in line with the councils mission and vision while 40 (45%) and 5 (5%) of the respondents disagreed and strongly disagreed with this statement. According to the results there was uncertainty amongst the respondents. The implication of the findings in this statement is strongly agreed by Karuri, M. (2015). Effect of talent management on employee outcomes: A case study of Central Bank of Kenya (Doctoral dissertation, Egerton University).

The results in the fourth statement indicated that 60 (65%) and 24 (26%) of the respondents strongly agreed and agreed respectively that employees can learn develop and enhance their performance by embracing talent management strategies while 8 (9%) of the respondents disagreed. According to the results there was neither a strong disagreement nor uncertainty by the respondents.

The results in the fifth statement indicated that 81 (88%) and 9 (10%) of the respondents strongly agreed and agreed respectively that they believe that talent management brings positive impact on employee performance while 2 (2%) of the respondents were undecided. There was totally no disagreement at any level about this statement. Majority of the respondents are in agreement with this statement and this is backed by Morine A. Owino (2022) Effect of talent management strategies on employee Performance in state corporations in Nairobi County, Kenya.

The results in the sixth statement indicated that 63 (68%) and 29 (32%) of the respondents strongly agreed and agreed respectively that there is a strong a relationship between talent management and employee performance while there was neither uncertainty nor any level of disagreement to the support of this statement.

The results in the last statement indicated that 30 (33%) and 35 (38%) of the respondents strongly agreed and agreed respectively that employees receive a general response from top

administration registering success and failures while 12 (13%) and 15 (16%) were undecided and disagreed respectively. According to the results there was no strong disagreement.

### **4.3 Limitations of the Study**

The following are the limitations the researcher encountered during the study

- I. Getting permission to access Soroti City Council- The researcher strained before being granted permission to access SCC offices. This administration was quite concerned with the nature of information the student required. This was encountered through provision of letter from the school which indicated that the study was merely made for academic purposes.
- II. Confidentiality- employees especially in human resource department were concerned that the nature of information they provide might jeopardize their job hence providing less concerning and demanding information. This was encountered through providing privacy such as avoiding personal details.
- III. Time constrain- the study was limited to only few months and the researcher was quite concerned that activities may exceed the expected time hence delaying completion of the project. This was encountered through proper prioritization and overworking.
- IV. Biasness- some of the respondents were biased and they favoured their employers (Soroti City Council) hence providing one sided information. This was encountered through proper scrutiny of information provided.

### **4.4 Chapter Summary**

The chapter clearly highlighted findings both background information and also research variables. The chapter highlighted that majority of the respondents in Soroti City Council were male employees while the minority were female employees. According to the findings, it was identified that majority of the employees were youth aged between 31- 40 years old, where SCC was considered to attract more employees than retaining the existing one. Based on the chapter, it was identified that respondents agreed majorly with statement which supported the effects of talent identification, employee training and talent management on employee performance.

## **CHAPTER FIVE**

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

#### **5.0 Summary**

This chapter highlights summary of the findings, majorly focusing on major findings such as the study objectives. The chapter also focuses on recommendations of the study and finally conclusion of the study.

The study main aim was to evaluate the effect of talent management strategies on employee performance in Soroti City Council. The talent management strategies adopted were talent identification strategy, employee training strategy and talent management. Data were collected using questionnaires and analyzed using descriptive statistics and unlimited analysis. A summary of the findings is presented as follows:

In relation to the first objective of the study which was to determine the effects of talent identification on employee performance, findings indicated that through effective talent identification, Soroti City Council and all organizations are able to recruit and retain best talents. Findings also indicated that talent identification guides in understanding real and full potential of employees, Findings also indicated that talent identification helps to assess employees growth capacity, Findings also indicated that talent identification helps in motivation of employees. Findings also indicate that SCC should develop strategies of promotion of Officers to Senior Managerial positions. Findings supported that indeed human resource planning affects employee performance. Findings identified that identification of human resource plans and strategies contribute to employee performance

The study sought to determine the effect of training strategy on employee performance in Soroti City Council. The study found that training strategy had a positive and significant effect on employee performance. Findings also indicated that investing in the training strategy shows that SCC values its employees. Findings also indicated that the training strategy enables employees to be more independent and innovative. Findings also indicated that with the training strategy Employees with a consistent experience and background knowledge are ensured through a rigorous training program and that conducting frequent training strategy enables the organization to make the company more appealing to potential new hires, particularly those seeking to improve their careers.

In relation to the last objective of the study which was meant to determine the effects of talent management on employee performance, findings indicated that SCC should establish clear systems for talent management as well as developing a strategy for improvement. Findings also indicated that SCC should involve all its employees throughout the talent management process. Findings also indicated that SCC should revisit and redesign the talent management strategies to ensure that it is in line with the Councils mission and vision. Findings also indicated that employees can learn, develop and enhance their performance by embracing talent management strategies. Findings also found it that talent management brings positive impact on employee performance. Findings also found it that there is a strong relationship between talent management and employee performance.

## **5.1 Recommendations**

The following below are the recommendations presented by the researcher in relation to the findings as seen below.

### **5.1.1 The impact of talent identification on Employee performance.**

In relation to the first objective of the study which was to determine the effects of talent identification on employee performance, the study recommends that Soroti City Council and other organizations should embark on proper employee recruitment and retention systems. The study also guided that organizations should consider implementing human resources planning once they check with the organization. Employees feel bored if their future with the organization is uncertain and they are very prone to leaving the organization.

### **5.1.2 The effect of training on Employee performance.**

The study sought to determine the effect of training strategy on employee performance in in Soroti City Council. The study found that training strategy had a positive and significant effect on employee performance. Employees with a consistent experience and background knowledge are ensured through a rigorous training program and that conducting frequent training strategy enables the organization to make the company more appealing to potential new hires, particularly those seeking to improve their careers.

### **5.1.3 The effect of Talent Management on Employee performance.**

In the third objective of the study which was to determine the effects of talent management on employee performance, the study recommends that SCC must involves all its employees in all the talent management process at all levels, the study also recommends SCC and all the other

organizations to revisit and redesign the talent management strategies to ensure that it is in line with their mission and vision. It is also recommended that that employees can learn, develop and enhance their performance by embracing talent management strategies and finally talent management brings positive impact on employee performance

## **5.2 Further recommendations.**

One of the major common and important activity in achieving desired recommendations is enhancing organizational planning. It is quite significant for SCC and other organizations to take time and plan on effective human resource planning, employees competency planning and also performance appraisal.

Another activity to be considered towards achievement of this recommendations is the need for feasibility study. Identification on whether the organization has the capability and also sufficient resources should be a key aspect before implementing the recommendations. Most organizations' have neglected talent management due to insufficient capabilities.

Another significant activity to be put in place is management and stakeholders support. Support from the management and stakeholders is quite significant towards employee and organizational performance. Implementation of talent management required integrated support.

### **Persons responsible for implementing the recommendations**

Implementation of talent management and achievement of specified recommendations shouldn't be left for the specified department such as the human resource department, but everyone within the organization must take part in enhancing effective implementation. This involves integral activities of the managers, employees, shareholders and equity holders.

### **Strategies for monitoring and evaluation**

One of the best recommended monitoring technique is record taking and also program screening Record taking is quite significant because it stipulates out how activities have been achieved throughout the period such as talent attraction and talent retention activities in human resources planning. Recording also employees' competency and ability to perform certain task is quite significant towards understanding employees need for talent development.

Outcome evaluation strategy should be one of the best technique SCC and other companies should adopt towards enhancing effectiveness of talent management. Organizational management should compare between the expected results and actual outcome hence identifying variance and how to bridge the gap.

### **Training and education**

Employees should be trained on how to conduct themselves once implementation of this recommendations take place. Training should be conducted for at least 6 months before implementation where employees should be familiarized with the need for implementing specified recommendations. Various aspects of training should be geared towards improving technical, conceptual and also interpersonal skills.

### **5.3 Conclusion**

The goal of this study was to evaluate how talent management practices affect employee performance. The study sought to determine the stated general purpose by examining the effects of talent identification, employee training, and talent management on employee performance. In literature review, the study focused on two theories which are human capital theory and resource-based view which are in line with talent management. The study also identified various literature studies which supported the prevailing study. In research methodology the study focused on descriptive research design where a target population of 1000 Employees were identified from Soroti City Council both from top administrative positions and other support staff of all the various departments. The study adopted stratified sampling design where a sample of 100 respondents was constructed. In identification of data collection instrument, the study focused on questionnaire where analysis was based on descriptive statistics.

In the research findings, it was identified that respondents agreed with statements that talent identification affects employee performance. Respondents also agreed with statement which were meant to support the idea that employee training affects employee performance. In the study recommendations, the researcher recommended that for the effective implementation of the talent management program, human resource planning should be implemented once an employee steps into the organization, and that every individual within the organization (Soroti City Council) should be directly involved in organizational performance.

In terms of staff training strategy, the study recommended that SCC focus on employee training and development, as well as competency training. Other recommendations included monitoring and evaluating the recommendations that had been implemented.

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**APPENDIX 1:**



**UGANDA CHRISTIAN  
UNIVERSITY**

A Centre of Excellence in the Heart of Africa

**QUESTIONNAIRE**

**Dear respondent**

I am by names of Acen Irene, a student of Uganda Christian University pursuing a bachelor's degree in Business Administration. I am conducting a research under the topic "Talent Management Strategies on employee performance, Case study of Soroti City Council"

**SECTION A**

**PERSONAL DATA**

**1. Sex of the respondent**

- i. Male                       ii Female

**2. Age bracket of the respondent**

- i. 20 – 30 years                       ii 31 – 40 years   
iii 41 – 50 years                       iv 51 years and above

**3. Department/ position**

Administration

Social Services

Health

Education

If any other please specify.....

**4. Level of education**

Post Graduate Studies

Bachelors' degree

Diploma

Certificate

If any other please specify.....

**5. Length of service**

0 – 5 years

6 – 15 years

16 + years

If any others, please specify.....

**SECTION B**

**Section B: Talent Management Strategies on Employee Performance**

Kindly specify the degree to which you concur to the following items based on how employee performance in Soroti City Council, is influenced by Human Resource planning strategy, Training strategy, and talent management strategy.

As one moves away towards to 5 it shows a reduction in the level of agreement to the question

**1= Strongly Agree    2= Agree    3= Not Sure    4= Disagree    5= strongly Disagree**

<b>Talent Identification Strategy</b>	1	2	3	4	5
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Talent identification guides in understanding the real and full potential of employees,					
Talent identification helps SCC assess employees' growth capacity					
The recruitment process provides for an extensive selection of talent					
SCC has programs in place to build a pool of managerial talent from which to appoint officers to managerial positions					
Talent identification motivates the employees in SCC					
Identification of human resource strategies and plans contributed to employee performance					
Talent identification is a strategic step in Talent Management of employees					
There is a strong relation between Talent identification and employee performance					

If any other please specify.....

<b>Employee Training Strategy</b>	1	2	3	4	5
A training program gives employees the chance to learn the skills they need.					
Employees acquire confidence as a result of a training strategy program because they gain a better					

understanding of the sector and the responsibilities of their roles.					
Conducting frequent training strategy enables the organization to make the company more appealing to potential new hires, particularly those seeking to improve their careers.					
When employees face obstacles at work, the training strategy enables them to be more independent and innovative.					
Employees with a consistent experience and background knowledge are ensured through a rigorous training program.					
Investing in training strategy shows that a company values their employees					

If any other please specify.....

<b>Talent Management</b>	1	2	3	4	5
SCC has established clear systems for talent management, as well as developing a strategy for improvement.					
Employees are involved throughout the talent management process.					
When necessary, the SCC revisits and redesigns the talent management strategies to ensure that it is in line with the Councils mission and vision.					
Employees can learn, develop, and enhance their performance by embracing talent management.					
Do you believe that talent management brings positive impact on employee performance					

There a strong relationship between talent management and employee performance					
Employees receive a general response from management registering successes and failures.					

If any other please specify.....



**INTERVIEW GUIDE**

<p><b>Introduction</b></p>	<p>I want to thank you for taking the time to meet with me today.</p> <p>My name is Acen Irene, a student at Uganda Christian University and I would like to talk to you about your experiences of the working environment at Soroti City Council. Specifically, I would like to establish the impact of talent management strategies on your performance as this is my topic in writing my dissertation for the award of a Bachelor’s Degree in Business Administration.</p> <p>The interview should take less than 30 minutes. I will be taping the session because I don’t want to miss any of your comments.</p> <p>All responses will be kept confidential. This means that your interview responses will only be shared with research supervisor and I will ensure that any information we include in my report does not identify you as the respondent. Remember, you don’t have to talk about anything you don’t want to and you may end the interview at any time.</p> <p>Are there any questions about what I have just explained?</p> <p>Are you willing to participate in this interview?</p>
<p><b>Questions</b></p>	<p>i. How does talent identification impact on employee performance in Soroti City Council?</p>

	<ul style="list-style-type: none"> <li>ii. What is the effect of training on employee performance in Soroti City Council?</li> <li>iii. What is the effect of talent management on employee performance in Soroti City Council?</li> <li>iv. What are the major challenges hindering talent management in SCC</li> <li>v. How can talent management be improved in SCC</li> <li>vi. Is there a relationship between talent management and employee performance</li> </ul>
<b>Closing</b>	<p>Is there anything more you would like to add?</p> <p>I'll be analysing the information you and others gave me and submitting a draft report to the University in one month. I'll be happy to send you a copy to review at that time, if you are interested.</p>

**Thank you for your corporation.**

**APPENDIX 3: Research Permit**

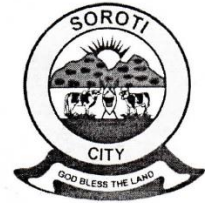


THE REPUBLIC OF UGANDA

In any correspondence on **SC/CR/221/1**  
In this subject please quote No.  
Your Ref:

# SOROTI CITY

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Website: [www.soroticity.go.ug](http://www.soroticity.go.ug)

15<sup>th</sup> April 2024

Acen Irene  
Uganda Christian University  
P. O. Box 211  
SOROTI 'U'

**APPROVAL TO CONDUCT RESEARCH ON TALENT MANAGEMENT STRATEGIES ON  
EMPLOYEE PERFORMANCE IN LOCAL GOVERNMENT**

This is in reference to your communication of 09<sup>th</sup> April 2024 requesting for approval to conduct research on the above topic.

I am glad to inform you that my office has no objection in granting you the approval to carry out the research in Soroti City.

Wish you well in your research.

Obore James  
FOR: TOWN CLERK



Cc: His Worship the Mayor, **Soroti City**  
Cc: Resident City Commissioner, **Soroti City**

APPENDIX 4: Data Collection Letter



**UGANDA CHRISTIAN UNIVERSITY, MBALE UNIVERSITY COLLEGE.**

A Centre of Excellence in the Heart of Africa

Academic Registrar office



To CITY CLERK  
SOROTI CITY COUNCIL

Dear Sir/Madam,

Re: Academic Research

Christian greetings!

We are honored to introduce to you Mr. Mrs./Miss ACE N IRENE  
Of Registration Number; KL122/MUC1BBA1047 pursuing a Masters' Degree/Postgraduate Diploma / Bachelor's Degree  
Bachelor's degree


He/ she is required to carry out an academic research on the topic  
Talent Management strategies on employee performance in local governments

and thereafter produce a well bound hard cover research report (MAROON) in color for undergraduate and three (BLACK) copies for Postgraduate students as a University requirement for the award of a degree/diploma in the academic discipline that he / she is pursuing.

We shall be grateful for the help you may offer to him or her accordingly.  
Thank you.  
Yours faithfully,

  
.....  
Timothy Akampurira  
Academic Registrar UCU-MUC

28 FEB 2024

No objection  
  
11/4/2024

### APPENDIX 5: Soroti City Map

