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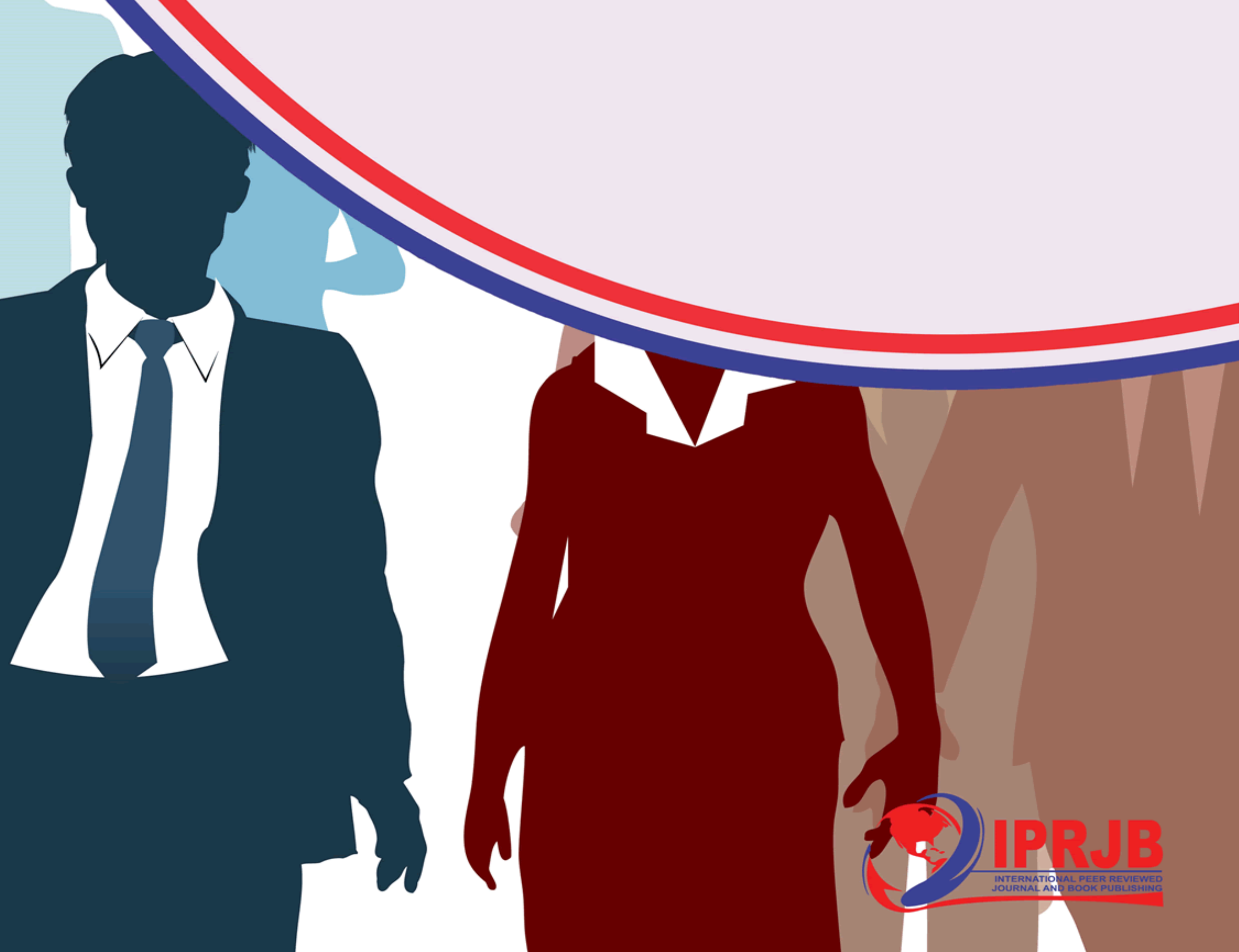

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ROLE OF TALENT MANAGEMENT ON ORGANISATION PERFORMANCE IN COMPANIES LISTED IN NAIROBI SECURITIES EXCHANGE IN KENYA

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Abstract

Purpose: The purpose of this study was to determine the role of talent management on organizational performance in companies listed in the Nairobi Security Exchange (NSE).

Methodology: Descriptive and correlation survey research designs was used. Stratified simple random sampling technique was employed to enable select the respondents from the ten stratums of NSE listed companies. The target population was 534 top managers of listed companies in the NSE. A sample size of 224 respondents was picked from the listed firms.

Results: The correlation between talent attraction and organization performance was weak and positive (0.275) and significant (0.000). The correlation between organization performance and talent retention, learning and development and career management was 0.699, 0.252 and 0.495 respectively and all had statistically significant relationships. Regression results indicated that the goodness of fit for the regression of independent variables and organization performance was satisfactory. An R squared of (0.980) indicated that (98%) of the variances in the organization performance are explained by the variances in the determinants of organization performance.

Policy recommendation: It is recommended that talent management practices should be emphasized as doing so brings about superior organizational performance. The particular practices should include talent attraction, talent retention, learning and development and career management.

Keywords: *Talent management, organizational performance, Nairobi Securities Exchange*

1.0 LITERATURE REVIEW

2.1 Theoretical framework

The researcher relied on talent management model by Optimis, HCM consultancy firm (optimis, 2011). The talent management model identifies various talent management components and links them to workforce performance which eventually leads to organization performance.

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2.2 Empirical review

Talent attraction was measured by communication and implementation of employer branding (Kim, 2008), existence of safe working conditions (Glen, 2007), effective recruitment and selection process (Armstrong, 2006), existence of both financial and non financial incentives, low history of staff turnover, support of employees training opportunities and career progression(Worldatwork, 2009), existence and use of talent search matrix (David et al, 2007), work environment and involvement of line managers(Stewart ,2008).

Poorhosseinzadeh et al (2012) noted that a company's probability of attracting the right talent depends on the company's values and how the supposed talent views the organization. Iles et al. (2010) argued that employers have no choice but to brand themselves as employers of choice. This implies that the companies must have a good image in terms of employee working conditions and rewards. Glen (2007) relates talent attraction to successful talent management hence good organization performance. For this reason, in order for talent management to be successful, then they have to ensure that they have a 'talent pool' where they can draw their workforce from when need arises.

In the study Botha et al. (2011) which intended to develop an employer brand model that would enhance talent attraction and retention, the research paradigm adopted in the study was non empirical and a model building approach. A total of 129 manuscripts were reviewed by means of key words to identify data of relevance. Research findings indicated that employers who first established target group needs were able to attract talented employees. Further findings indicated that communication of employer brand message was also an important determinant of whether the right job seekers would be attracted to the organization.

Kelly (2013) on a survey of 100 businesses involved in engineering, finance, government, IT, manufacturing and telecommunication sector, findings indicated that the major components of talent attraction included salary packages, benefits, company culture, recruitment styles, staff turnover, work-life balance, and social networking. The support and active involvement of line managers is very critical at the stage of talent attraction, as in all the other stages of talent management (Stewart, 2008). This is because, line managers interact with employees on a daily basis and therefore the relationship between line managers and employees, determine the duration the employees stay in the organization or the input they make at the work place. This implies that line managers are directly involved in the creation of an employer brand.

Talent retention was measured by whether the company has flexible working hours, training opportunities, career growth, effective performance assessment, satisfied and motivated Employee, competitive compensation , attractive non-monetary rewards .Talent retention will also be measured by existence of good company image, recruitment policy of the company and the style of the leadership,

Retention as the final struggle of the talent war, aims to take measures to encourage employees to remain in the organization for the maximum period of time. Talent turnover is harmful to a company's productivity because costs of attraction are high. Direct cost refers to turnover costs, replacement costs and transitions costs, and indirect costs relate to the loss of production, reduced performance levels, unnecessary overtime and low morale (Echols, 2007). Vaiman et al (2008) define two classifications of retention tool to suffice employee's expectation: extrinsic and intrinsic incentives. Extrinsic incentives includes different sorts of monetary rewards which can satisfy employees' physiological needs, while intrinsic incentives refer to non-monetary rewards that can fulfil employees' psychological needs. The monetary reward is admitted as an essential tool to retaining talent (Vaiman et al, 2008). Hughes et al (2008) (cited in Poorhpsseinzadeh et al, 2012), said various organizations around the world have similarities and differences on the strategies they use to retain talent. For example, in Brazil, France and Netherlands, they retain talent through stimulation; in Japan, the employers use intimidation to earn employees trust and respect; in Italy, organizations conduct effective performance assessments; in South Korea, employees retention is based on performance targets; while in Canada, the determinants of retention include employee satisfaction and motivation.

In other studies, the monetary reward is admitted as an essential tool to retaining talent (Vaiman et al 2008). O'Callaghan (2008) emphasizes that the only way for organizations to retain talented employees is through making sure that the employees are well compensated. He identified the strategies that can help in retention of employees to include signing bonuses, stock options with a maturity clause and market-related incentives and pay.

Mendez et al.(2011) further emphasizes that a company needs to invest in employee retention in order to be successful. For example, a good compensation package is important in retaining employees, offering an attractive, competitive; benefits package with components such as life insurance, disability insurance and flexible hours motivates employees to commit themselves to an organization (Lockwood et al, 2008). In light of the above, a salary offered to an employee should not only be viewed as a sum of money, but as a package of remuneration in order for the payment to serve as a retention factor. Gomez-Mejia et al (2006) refers to this as internal and external equity. External equity is the perceived fairness of the remuneration in comparison to how much other employees in the same kind of work are receiving in the same industry. On the other hand, internal equity refers to how an employee perceives his pay to be fair in comparison to another employee who he perceives to be in a similar position within the same organization. For the talent to be cultivated the employee must be able to experience both intrinsic and extrinsic reward from their jobs. Should the employee find job interesting and challenging, they will exert all necessary effort in doing the job and therefore lead to increased productivity.

The study (Chikumbi, 2011) was initially carried out through literature review and later empirical study. Findings from both the literature review and the survey were compared to establish whether there was any distinction between the findings of the literature review and practices of talent retention in Zambian Banks. The study found that successful talent retention involved planning the goals of the organization through to succession planning. However, workers complained that the compensation and reward system was biased and therefore many employees felt that their career progression was jeopardized. Moreover, there was problem of adoption of organizational culture among the respondents to poor perception of the same. Learning and development was measured by whether the organizations has acquired new knowledge and skills, and mastering new ways of doing things, identification of the employees who need learning and development, minimal leadership gaps, availability of the qualified and experienced employees, existence of in-house development programmes, coaching

People in Aid (2008) further emphasized the need for learning and development by saying that organizations which operate in fast-changing environment need to adapt in order to stay at the forefront. The usefulness of learning and development is acknowledged in these circumstances because staying at the forefront means organizations acquiring new knowledge and skills, and mastering new ways of doing things in order to continue providing a high standard of delivery.

Johnson et al (2012) research carried out through literature review is a good indicator of how poor learning and development of employees can hamper effective performance. The study indicates that appropriate strategies have to be put in place to ensure that learning and development leads to organization performance. The researcher, therefore, seeks to find out which strategies these are and whether the companies listed in the Nairobi Securities Exchange practice these strategies. Moreover, the researcher will seek to link these strategies to organization performance. Lockwood (2006) found talent development as an important component in the maintenance of competitive advantage in an organization. The study identified that developing manager capability, retaining high performers, developing succession pool depth and addressing shortages of management or leadership talent were among the challenges facing human resource managers and business leaders.

Career management was measured by whether the company has policies on employee growth and progression; it has established career paths and families of jobs in every department, existence of succession planning, career mentors , career centres, counselling facilities and retirement preparation programmes and whether the company has mechanisms to ensure performance and feedback management

Career management is defined as the process by which individuals collect information about values, interests, and skill strengths and weaknesses, identify a career goal, and engage in career strategies that increase the probability that career goals will be achieved (Greenhaus *et al.*, 2000). From the company's perspective**,** the failure to motivate employees to plan their careers can result in a shortage of employees to fill open positions, Lower employee commitment and inappropriate use of monies allocated for training and development programs (Gupta, 2008). Using career development approach employers can coach the employee in his individual career planning, and by realizing the plans of employees can plan the allocation of human resources. Thus, the career development is perceived like joint effort between the individual employee and the organization. Career development describes the lifelong process of managing life, learning and work. It involves individuals planning and making decisions about education, training and career choices as well as developing the right skills and knowledge to do this (Farrell et al, 2005).

Blackman *et al.* (2013) sought to investigate the relationship between talent management and succession planning processes. The study, which was carried out using descriptive and inferential statistics revealed that talent management and succession planning within government organizations met the requirements and therefore impacted on talent absorption, talent retention and talent development which gave the organizations a competitive edge. This study provides useful insights as to the relationship between career development and talent management. Though the study does not discuss this aspect in depth, it is evident that the existence of one depends on the other. This study therefore will act as a good base for further exploration of the relationship between career development and organization performance in the companies listed in the NSE. Companies with formal succession plan for the top managerial post enjoy a higher return of investment than those that do not have (Heimen *et al.*, 2004).

2.2 Conceptual Framework

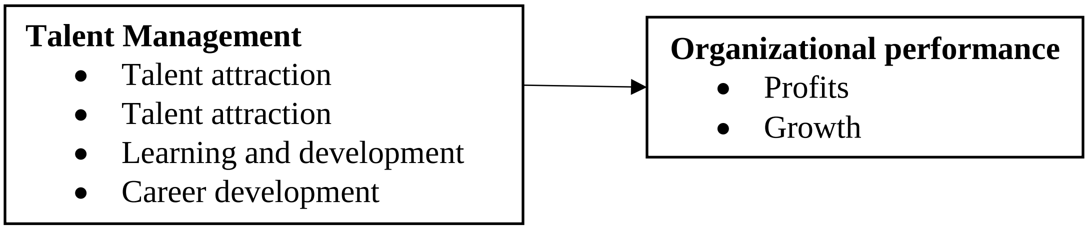

Figure 1: Conceptual Framework

2.0 METHODOLOGY

This adopted descriptive and correlation survey research design. The target population of this study is 534 top managers of NSE listed companies. The researcher used stratified sampling in order to achieve the desired representation from various sub groups in the NSE listed companies. A sample size of 224 respondents will be used. Questionnaire was used in this study to collect data. Cronbach alpha was used to test reliability of the study instrument.

4.0 RESULTS FINDINGS

3.0 INTRODUCTION

In order to increase the effectiveness of a firm several resources can be used to achieve this, which includes money, men and machines. of this resources the most important of them all is the people (Kehinde, 2012).Over years men working in a business organization have differing values ,they were once referred to as factor of production, they were called human recourse of the organisation .Today more value has been accorded to them as they are regarded as talent working within the firm (Kehinde, 2012).This concept has been borrowed from the intellectual capital theory which is defined as stock of flows of knowledge available to an organisation .these can be regarded as the intangible resource associated with people which together with the tangible resources like money and physical assets comprise the market or total value of business (Armstrong , 2009).

Talent management involves positioning the right people in the right jobs (Devine et al, 2008). This ensures that the employees maximize their talent for optimal success of the organization. As talent management is a relatively new area for both public and private sector organizations, most organizations have prioritized it to ensure they acquire the right staff. This is because talent management has been linked to successful attraction, retention and development of employees (Beheshtifar et al., 2011). The prominence of talent management can be traced to around the start of the year 2000. This is the period when a management consulting firm, ‘McKinsey’ reported that employers face a ‘war for talents’ characterized by difficulties in recruitment of employees due to tight labor market (Hartmann et al., 2010). Since then, the topic of talent management has increased in importance and has gained attention in both the literature and in business practices. It has been claimed to be ‘‘more critical than ever to organizational strategic success’’ and a ‘‘fast gaining top priority for organizations across countries’’ (Hartmann et al., 2010).

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Talent management involves mechanisms put in place to ensure attraction, retention and development of talent (D'Annunzio-Green, 2008). Talent management is of essence because organizations are able to successfully attract and maintain necessary talent. Moreover, talent identification and development helps organizations identify employees who are capable of playing leadership roles in future. This approach emphasizes developing talent pools that have high leadership ability (Beheshtifar et al., 2011).

Managing talent is a challenge to all organizations in the context of globalization irrespective of the country (Gardner, 2002). Moreover, the concern about the scarcity of talent is almost universal. Organizations around the world are competing for the same pool of talents. This is seen as a global labor market for talents. Trend of global integration shows organizations' standardizations in talent recruitment, development and management, to ensure their competitive position and consistency. Therefore organizations have to adapt global best practices of talent management and at the same time adapt the local requirements and local labor market (Stahl et al., 2007). Talent management best practices should assure organizations to build local talents in the way that is consistent with local norms but still globally standardized, which ensure that all parts of the organization attracts diverse and sufficient professional talents (Stahl et al, 2007). Most organizations have applied global performance standards, which are supported by global leadership competency profile and performance appraisal system (Stahl et al, 2007).

1.2 Problem statement

At a time when organizations need to optimize their workforces, most agree that talent management is of strategic importance. Determinants of talent management include; talent attraction, talent retention, learning and development and career management, each of these processes must be designed to fit the strategic requirements of the business. To be successful the talent strategy must be aligned with the organizations business strategy. Aligning talent strategy with business strategy is usually unmet need in many organizations (Heinen et al., 2004). 50% of the top managers across the globe think there is lack of alignment between talent management strategy and corporate strategy and that is why talent management is not an issue of Human Resource department but other organizations top managers are also involved (Collings et al., 2010).

The logic behind talent management is based on the fact that business is run by people, they are the ones who create value by using corporate assets to create products and services that people need. The implication is that the better the people an organization has the better it will perform and this is the rationale behind talent management to attract, develop, and utilize the best brains to get superior business results (Tonga, 2007). Basing on these arguments, the researcher intends to find out the role of talent management on organisation performance in companies listed in Nairobi Security Exchange.

In today's competitive climate in business concerning people issues is to find a method of attracting, developing, retaining, and motivating competent people (Sara et al, 2010).However , A survey by Aberdeen Group and Human Capital Institute's (2005) found that out of the 170 companies studied, 57% said that they were unable to attract the talent they needed to have a competitive edge while 79 per cent of the companies' chief concern was the issue of challenges in implementing succession planning also CIPDs (2012) learning and development survey found

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that about 75% of organizations in England reported a deficit of management and leadership skills which led to low performances in their organizations .

To gain competitive advantage through greater performance, the demand for human capital drives talent management in NSE listed companies. To the researcher's knowledge there is limited empirical study done locally on the role of talent management on organization performance in NSE listed companies. This study seeks to fill the existing research gap by conducting a study to determine the role of talent management on organization performance in NSE listed companies in Kenya.

1.3 Research Objective

i. To determine the combined effect of talent attraction, retention ,learning and development and career management on Organizational performance

4.1 Response Rate

The number of questionnaires administered was 224. A total of 162 questionnaires were properly filled and returned. This represented an overall successful response rate of 72%.

Table 1: Response Rate

Response	Frequency	Percent
Successful	162	72%
Unsuccessful	62	28%
Total	**224**	**100%**

4.2 Descriptive statistics

Talent Management and Organization Performance

The dependent variable was organizational performance. Most common used method for measuring organization performance can be classified into five categories of performance that is financial performance, operational performance, customer satisfaction, employee satisfaction and learning and growth. Financial Performance can be measured by return on investment, competitive position market share growth, overall profitability, Sales volume growth, and Cash flow and Profit improvement. Operational performance is measured by productivity, overall quality performance, timeliness, quality improvement, waste reduction, Production performance improvement. Employee Satisfaction is measured by Employee morale, Employee growth and Employee productivity.

Table 2: Organization Performance

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
In this company we believe talent management increases our competitiveness	6.80%	4.90%	6.20%	45.10%	37.00%
My company's talent retention strategy has led to increase of sales	0.60%	4.30%	5.60%	43.80%	45.70%
Talent management in the organization lead to increased employee productivity.	9.90%	11.10%	4.30%	35.80%	38.90%
This company's internal recruitment policy helps uplift employees morale	1.90%	4.30%	6.80%	56.80%	30.20%
This companies formal succession planning has contributed to a high return of investment.	0.60%	0.60%	3.70%	53.70%	41.40%
My company believe when we give employees an interesting and challenging job will increase their productivity	3.10%	4.30%	4.30%	61.70%	26.50%
Talent management in this organization has led to increase in profitability.	0.60%	3.70%	3.70%	38.30%	53.70%

The study sought to establish if the company believed talent management increased their competitiveness. Talent management in a company was crucial for organization performance. Results in table 2 shows that majority 82% agreed that in the company they believed talent management increased their competitiveness, 12% disagreed while 6% neither agreed nor disagreed with the statement. The study sought to establish if the company's talent retention strategy has led to increase of sales In NSE listed companies. Increase in sales in a company was crucial for organization performance. Results in table 2 shows that majority 90% agreed that their company's talent retention strategy had led to increase of sales, 6% disagreed while 5% neither agreed nor disagreed with the statement.

The study sought to establish if the company's internal recruitment policy has helped to uplift employees' morale in the NSE listed firms. Employees' morale in a company was crucial for organization performance. Results showed that majority 87% agreed that the company's internal recruitment policy helped to uplift employees' morale, 4% disagreed while 21% neither agreed nor disagreed with the statement. On the statement whether if the companies formal succession planning had contributed to a high return of investment in the NSE listed companies. Formal succession planning in a company was crucial for organization performance. Results showed that majority 95% agreed that the companies formal succession planning had contributed to a high return of investment, 4% disagreed while 1% neither agreed nor disagreed with the statement.

Further, the study sought to establish if the NSE listed companies gave employees an interesting and challenging job to increase their productivity. Productivity in a company was crucial for organization performance. Results showed that 88% agreed that the company believed when they gave employees an interesting and challenging job would increase their productivity, 4% disagreed while 7% neither agreed nor disagreed with the statement.

Further, the study sought to establish if the talent management in the organization had led to increase in profitability in NSE listed companies. Profitability in a company was crucial for organization performance. Results showed that 92% agreed that talent management in the organization had led to increase in profitability, 4% disagreed while 4% neither agreed nor disagreed with the statement.

Table 3 shows the factor analysis results for statements regarding employee performance on organization performance and seven statements attracted a coefficient of more than 0.4 hence were retained for further analysis.

Table 3: Performance Factor Analysis Component Matrix

Statement	**Component**
My company believe when we give employees an interesting and challenging job will increase their productivity	0.776
In this company we believe talent management increases our competitiveness	0.741
Talent management in the organization lead to increased employee productivity.	0.695
This company's internal recruitment policy helps uplift employees morale	0.586
My company's talent retention strategy has led to increase of sales	0.473
Talent management in this organization has led to increase in profitability.	0.459
This companies formal succession planning has contributed to a high return of investment.	0.380

The respondents were requested to indicate what other aspects of talent management affects organization performance. Results in table 4 revealed that a majority (65.3%) indicated that the company employed employees with high education qualifications as this made it easier to attain the organization goals. Fifteen percent (15%) indicated that to emphasize on talent management the company offered their employees annual leave. However, 19.7% felt that employees were promoted according to their talent and skills.

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Table 4: Talent and management and Organization performance

Statement	Frequency	Percentage
company employed employees with high education qualifications as this made it easier to attain the organization goals	100	65.3%
to emphasize on talent management the company offered their employees annual leave	20	15%
employees were promoted according to their talent and skills	42	19.7%
Total	162	100%

Normality of Organizational Performance

Figure 2 below shows the normality plot of organizational performance which indicates that the dependent variable was normally distributed and that the probability of outliers was minimal. The findings imply that the responses were lying close to the line of normality. Furthermore, it implied that the data was ideal for all type of analysis, including parametric and regression analysis.

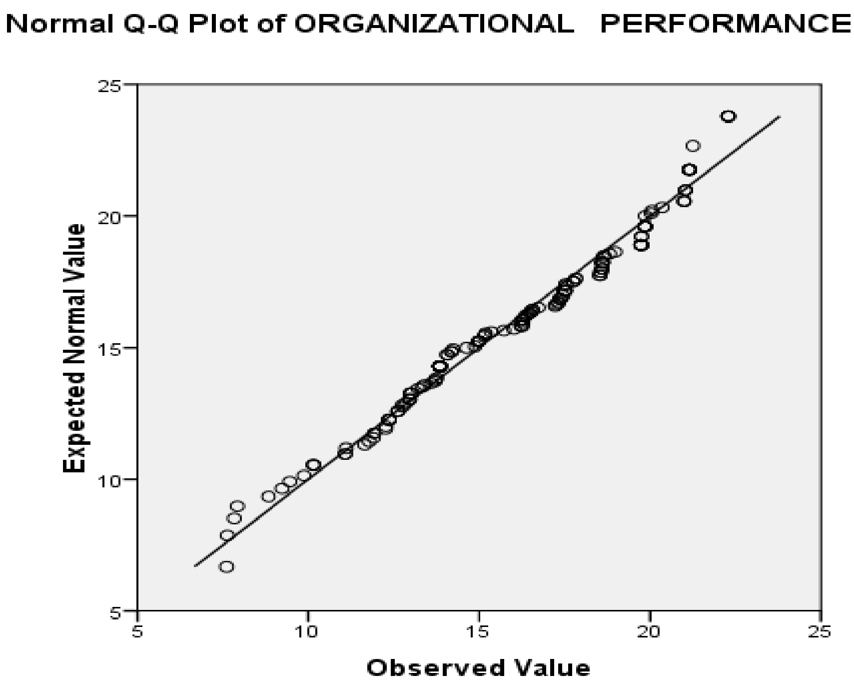

Figure 2: Normality Plot of Organizational Performance

The one sample Kolmogorov-Smirnov test in table 5 implied that the dependent variable was normal. A p value of 0.217 was above 0.05 which is a critical probability value and this implied that the distribution of the dependent variable was normal.

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Table 5: One-Sample Kolmogorov-Smirnov Test

		Organizational Peformance
Normal Parametersa	Mean	16.0041
	Std. Deviation	3.50052
Most Extreme Differences	Absolute	0.083
	Positive	0.083
	Negative	-0.08
Kolmogorov-Smirnov Z	1.053	
Asymp. Sig. (2-tailed)	0.217	
a. Test distribution is Normal.		

Pearson's Bivariate Correlation

Bivariate correlation indicates the relationship between two variables. Correlation results are shown in table 6. The correlation between talent attraction and organization performance was weak and positive (0.275) and significant (0.000). This shows that a change in talent attraction and organization performance changed in the same direction though the relationship was not very strong (0.275). However the relationship is statistically significant at a p value of 0.000. The correlation between organization performance and talent retention, learning and development and career management was 0.699, 0.252 and 0.495 respectively and all had statistically significant relationships.

There was no multicollinearity since none of the correlation between the independent variable was above 0.8. A correlation coefficient of 0.8 or more indicates serious multicollinearity.

Table 6: Pearson's Correlation

Variable		Organizational Performance	Talent Attraction	Talent Retention	Learning And Development	Career Management
Organizational Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
Talent Attraction	Pearson Correlation	0.275	1			
	Sig. (2-tailed)	0.000				
Talent Retention	Pearson Correlation	0.699	0.296	1		
	Sig. (2-tailed)	0.000	0.000			

Learning And Development	Pearson Correlation	0.252	0.447	0.452	1	
	Sig. (2-tailed)	0.001	0.000	0.000		
Career Management	Pearson Correlation	0.495	0.446	0.399	0.335	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	

Multiple Regression Analysis for the Organization Performance (Overall Model)

A multiple regression analysis was conducted to investigate the joint causal relationship between the independent and dependent variables. Regression results in table 7 indicated that the goodness of fit for the regression of independent variables and organization performance is satisfactory. An R squared of (0.980) indicated that (98%) of the variances in the organization performance are explained by the variances in the determinants of organization performance.

Table 7: Model Fit for Organization Performance

Indicator	Coefficient
R	0.990
R Square	0.980
Std. Error of the Estimate	2.53866

ANOVA results were presented in table 8. The results indicated that the overall model was significant, that is, the independent variables were good joint explanatory variables/determinants for organization performance (F=1933, P value =0.000).

Table 8: ANOVA for Organization Performance

Indicator	Sum of Squares	df	Mean Square	F	Sig.
Regression	49839.47	4	12459.87	1933	0.000
Residual	1018.28	158	6.445		
Total	50857.754b	162			

Regression results in table 9 indicated that the relationship between organization performance and talent attraction was positive but insignificant (b1=0.069, p value, 0.374).

The results further indicated that the relationship between organization performance and talent retention was positive and significant (b1=0.845, p value, 0.000). This implies that an increase in the effectiveness in talent retention by 1 unit leads to an increase in organization performance by 0.845 units.

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Table 9: Model Summary and Parameter Estimates

Variable	Beta	Std. Error	t	Sig.
Talent Attraction	0.069	0.078	0.891	0.374
Talent Retention	0.845	0.065	12.977	0.000
Learning And Development	0.117	0.057	2.053	0.042
Career Management	0.246	0.052	4.713	0.000

Results on Table 9 further indicated that the relationship between organization performance and learning and development was positive and significant (b1=0.117, p value, 0.042). This implies that an increase in the learning and development effectiveness by 1 unit leads to an increase in organization performance by 0.117 units.

Results on Table 9 further indicated that the relationship between organization performance and career management was positive and significant (b1=0.246, p value, 0.000). This implies that an increase in the career management effectiveness by 1 unit leads to an increase in organization performance by 0.246 units.

The regression results were used to test the hypothesis "There is no relationship between the combined effect of talent attraction, retention, learning and development, career management and organizational performance in companies listed in NSE". The null hypothesis was rejected at critical value of 0.05. This implied that there is a relationship between the combined effect of talent attraction, retention, learning and development, career management and organizational performance in companies listed in NSE.

5.0 SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

The study sought to establish the combined effect of talent attraction, retention, learning and development and career management on organisational performance in firms listed in NSE. Results indicated that talent management has a significant effect on organizational performance.

The findings indicate that majority of the respondents agreed that their company's talent retention strategy had led to increase of sales, the company's internal recruitment policy helped to uplift employees' morale, the companies formal succession planning had contributed to a high return of investment, the company believed when they gave employees an interesting and challenging job would increase their productivity and that talent management in the organization had led to increase in profitability. The findings imply that listed companies had put in place talent management which had contributed positively to profitability and hence, increase in organization performance. This was supported by correlational results which indicated that all the variables had a statistically significant effect on organization performance.

The null hypothesis was rejected by regression results and this implied that the combined effect of talent management attributes (talent attraction, talent retention, learning and development, and career management) had a significant relationship with organizational performance.

5.2 Conclusion

The study revealed that firms listed in the NSE had put in place effective talent management practices. In particular, the firms had put in place talent attraction practices, talent retention practices, learning and development practices, and career management practices. Each of these practices had contributed positively to organization performance. Applying these practices had improved sales and profitability of listed firms.

Therefore, it was concluded that listed firms with effective talent management practices experienced superior organizational performance.

5.3 Recommendations of the Study

Overall, it is recommended that talent management practices should be emphasized as doing so brings about superior organizational performance. The particular practices should include talent attraction, talent retention, learning and development and career management.

5.4 Areas for Further Research

Future studies may use different research methodologies. for instance , the use of a triangulation research design would combine both qualitative and quantitative data collection techniques with an intention of confirming and validating the data results from more than one source. Consequently, focus group discussion and key informant interviews may generate data for content analysis and such data would give a qualitative aspect to the study.

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