



**FACTORS AFFECTING INTEGRATED TALENT MANAGEMENT IN STATE CORPORATIONS IN KENYA
(A CASE STUDY OF KENYA POWER AND LIGHTING COMPANY)**

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ABSTRACT

Human Capital (HC) is an important source of competitive advantage in every organization especially if the talent they possess is strategic in nature, rare and inimitable. This makes Talent Management (TM), which can be attained through Integrated Talent Management (ITM), one of the most focused and significant developments in people management. However, despite the benefits offered by ITM, there has been a slow uptake of the practice owing to the implementation challenges. In the developed countries, research shows that only a slight majority of organizations have, at least partially integrated their TM processes. Minimal ITM studies have been conducted in Kenya since the studies done have concentrated on developed countries. The study hence sought to explore factors affecting ITM in State Corporations in Kenya, with a case of KPLC by assessing the effect of recruitment and selection, training and development, performance and compensation management on ITM in state corporations. The study adopted descriptive research design since it helps to understand the characteristics of a group in a given situation and help make certain simple decisions. A stratified random sampling approach was used to collect primary data from all the 224 respondents through structured questionnaires. Cronbach's alpha co-efficient was used in the reliability test. Descriptive and inferential statistics was used to analyze the gathered data using a Statistical Package for Social Scientists (SPSS) version 21. The study findings established that recruitment and selection, learning and development, performance and compensation management do affect ITM. Finally, the study recommends that state corporations should adopt recruitment and selection, learning and development, performance management and compensation management processes as a way of ensuring that ITM is maintained in order to attain competitive advantage over their competitors, retention of their employees and deliver quality services to their customers.

Keywords: *Competitive Advantage, Talent Management*

INTRODUCTION

Talent Management (TM) has been seen to generally revolve around putting the right people with the right skills in the right position at the right time Njoroge (2012). Dessler (2011) defines TM as the automated end –to-end process of planning, recruiting, developing, managing and compensating high potential employees throughout the organization. Foot and Hook (2008) assert that TM has become well established as a Human Resource (HR) priority and is recognized to be of strategic importance to business organizations. TM focuses largely on the development and retention of employees, but to achieve these goals, an organization has to attract and hire people with the appropriate competencies in the first place Njoroge (2012), making the integration part of TM very crucial in every organization.

Garr (2012) defines Integrated Talent Management (ITM) as three or more connected organizational processes designed to attract, manage, develop, motivate, and retain key people. These processes include activities such as performance management, career management, succession management, leadership development, learning and capability development, total rewards, and talent acquisition. These processes are integrated through a common interface, data platform, workflow and cross-process reporting and analytics. Waters (2009) as cited in Martin and Bourke (2009) asserts that ITM involves a horizontal approach versus a vertical ‘silo’ approach to managing talent, both in terms of working across HR functional areas to support key TM processes and in cross coordination with the business, leaders should ensure appropriate linkage with, and focus on the right strategic talent capability priorities.

According to Morton (2005), talent is individuals who have the capability to make a significant difference to the current and future performance of the company to meet commercial demands. Therefore, managing talent should be about identifying, attracting, integrating, developing, motivating and retaining key people across the whole of the business, not just the ‘elite few’ decision-makers, as is so commonly the case. These functions are not new since HR departments have been managing all of the above functions for these are the systems and processes that underpin the employee life cycle, and as with all other corporate assets, TM requires a strategic, proactive and integrated approach.

Statement of the Problem

As we move closer to the Kenya Vision 2030, essential to any organization’s success is the ability to build and execute an ITM strategy (Garr 2012). This strategy takes time, necessitates the input and efforts of more than one department, and requires stewardship from leaders across the organization. Bersin and Associates’ research has given 29 percent higher scores in employee engagement 41 percent in creating a pipeline of viable successors, 36 percent higher ratings in leadership development as some of the benefits of ITM in organizations (Garr, 2012).

Demand for superior talent far outweigh supply (Tarique and Schuler 2012) and more and more companies are feeling the impact as they compete in the global market due to globalization, workplace reform and changes in the demographic composition of the workforce (Manpower Talent Shortage Survey as cited in Garr 201). The growth potential of organizations worldwide now depends on the

ability of companies to have the right people, in the right place at the right time and this call for ITM. However, though many companies understand the competitive value of talent and spend considerable time identifying and recruiting high caliber individuals, they pay too little attention to allocating their internal talent resources effectively (Morton 2005).

According to Martin and Bourke (2009), many problems are associated with having a standalone TM processes. When each process is treated as completely a separate entity, it is as if the employee is being handed off at each development milestone like a baton in a relay race. As a remedy to this problem, Tarique and Schuler (2012) in their study on global TM recommend that researches should be conducted to examine how the integration of global TM systems work and impact organizational effectiveness.

Marachi and Wuyo (2013) in their study on the effects of HRM practices on talent development in organizations in Kenya recommend studies on more HR practices. From the above studies, it is hence evident that due to cut throat competition and globalization which enables talented HC to move from one organization to another as well as from one country to another, the key challenge is to have an ITM strategy. This prompted this study to investigate the factors affecting ITM in the state corporations focusing on recruitment and selection, learning and development, performance management and compensation management.

Objectives of the Study

The key objective of the study was to explore the factors affecting Integrated Talent Management in state corporations with specific reference to Kenya Power and Lighting Company. The study intended to establish

whether recruitment and selection affects Integrated Talent Management, to examine if learning and development affects Integrated Talent Management, to determine whether performance management affects Integrated Talent Management and to assess if compensation management affects Integrated Talent Management.

Research Questions

The research questions of this study were:

1. Does recruitment and selection affect Integrated Talent Management?
2. Does learning and development affect Integrated Talent Management?
3. Does performance management affect Integrated Talent Management?
4. Does compensation management affect Integrated Talent Management?

Scope of the Study

This study focused on the factors affecting ITM in State Corporations and was confined to KPLC Headquarters in Parklands, Nairobi. It is understood that there could be many other variables affecting ITM but this research was confined to only recruitment and selection, learning and development, performance management and compensation management.

LITERATURE REVIEW

a) Systems Theory

The systems theory was developed in the first half of the 20th century by Ludwig von Bertalanffy. According to Laszlo and Krippner (1998), a system may be described as a complex of interacting components together with the relationships among them that permit the identification of a boundary - maintaining entity or process. Ackoff (1981) as cited in Laszlo and Krippner (1998) defines a system as a set of two or more interrelated elements whereby each

element has an effect on the functioning of the whole and each element is affected by at least one other element in the system. The systems theory is concerned with problem or relationships of structures and of inter-dependence rather than with the constant attributes of object.

The systems theory views an organization as a system consisting of activities interrelated within a formal framework. It emphasizes coordination of the activities and interaction between the component parts and the environment. TM is a new concept which can be realized effectively with the coordination of the HR functions or activities which include recruitment and selection, training and development, performance management and compensation management. This theory stipulates the organization.

b) Talent Based Theory

Talent-based theory of the firm illustrates that talent is the only resource that provides sustainable competitive advantage, and, therefore, the firm's attention and decision making should focus primarily on talent and the competitive capabilities derived from it (Roberts, 2008 as cited in Moturi 2013). Roberts further states that the firm is considered a talent integrating institution which integrates the individually owned talent by providing structural arrangements of co-ordination and co-operation of specializedtalent workers. That is, the firm focuses on the organizational processes flowing through these structural arrangements, through which individuals engage in talent creation, storage, and deployment. This stipulates the dependent variable of Integrated Talent Management.

c) Human Capital Theory

Human Capital Theory states that HC is a valuable form of resource that organizations can invest in as it makes the organization productive. According to Becker (1964) as cited in Tarique and Schuler (2012), it is used to examine individuals with high levels of HC which can further the understanding and development of TM, both for academics and human resource practitioners. This theory has been widely used in the field of HRM (Crook et al; Fisher, 2009: Lepak and Snell, 1999: Nafukho et al 2004: Strober, 1990 as cited in Tarique and Schuler 2012). This theory can assist future scholars in examining how organizations and individuals make decisions regarding investments in HC (Tarique and Schuler 2012). In addition, investments related to attracting, developing, and mobilizing talent can be viewed as investments in the HC of the firm. HC theory can also be used to understand the decisions organizations make about how to staff their most valuable positions (Tarique and Schuler 2012). This theory stipulates the independent variable of recruitment and selection where the organization has to put in place the best recruitment and selection policies to enable it attract and acquire the best HR from the market.

d) Kolb's learning theory

Kolb et al (1974) as cited in Armstrong (2009) identified the experiential learning theory in which he argued that learning always starts with an experience. He saw learning as a cycle consisting of four stages as shown in figure 2.1 below. According to Kolb, learning can start at any stage depending on the learning style adopted by learners. He defined these stages as Concrete experience which can be planned or accidental whereby people with talents learn from their practical experience or of others.

Reflective observation involves actively thinking about the experience and its significance. Abstract conceptualization (theorizing) is generalizing from experience in order to develop various concepts and ideas which can be applied when similar situations are encountered and Active experimentation which is testing the concepts or ideas in new situations. This gives rise to a new concrete experience and the cycle begins again.

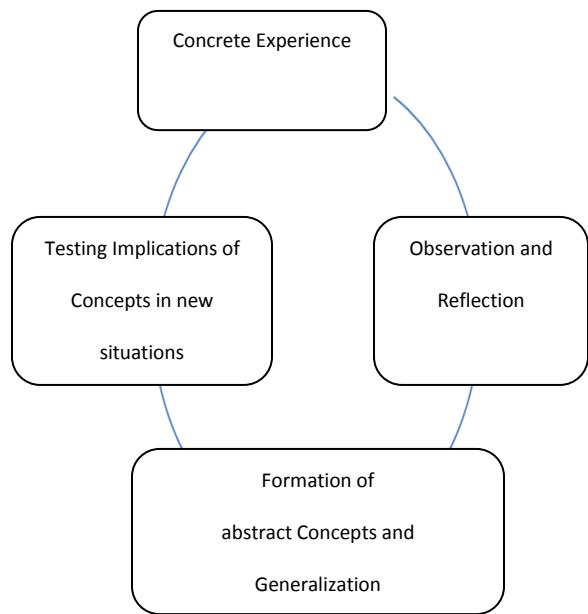


Figure 1. Kolb's Learning Theory

The key to Kolb's theory is that it is a simple description of how experience is translated into concepts which are then used to guide the choice of new experiences. This theory is stipulated in the independent variable of training and development. Other than the employees having special and unique talents in them, the organization has a responsibility of providing a training and development environment. The HR is unique and every person has his or her own learning style hence the trainers ought to adjust their approaches to the learning styles of trainees. Training and development should be a continuous process in

the organization, a practice which will enable the talented employees to be at par with technology, new practices and enable the organization to have a competitive advantage over their competitors. This can effectively be achieved through an ITM strategy.

e) Agency theory

Agency or principal agent theory indicates that stakeholders must develop ways of monitoring and controlling the activities of their employees (Armstrong 2009). Agency theory suggests that employers may have problems in ensuring that employees do what they are told. It is necessary to clear up ambiguities by setting objectives and monitoring performance to ensure that objectives are achieved. With performance management in place and talented workforce in the organization, the organizational productivity will be witnessed. This theory stipulates the independent variable of performance management which requires that the organization has to come up with techniques of managing the performance to ensure that it is in line with the organization mission and vision in order to attain high productivity.

f) Herzberg's two-factor theory

Other than Maslow's Hierarchy of Needs theory, Herzberg's two-factor theory is the most famous motivation theory. Known as the theory of satisfiers and dissatisfiers, the theory was developed by Herzberg *et al* (1957) following an investigation into the sources of job satisfaction and dissatisfaction of accountants and engineers (Armstrong 2012). The study found out that employees are satisfied by achievement, recognition, advancement, responsibility, and the work itself. On the other hand, dissatisfiers included company policy and administration, supervision, salary and working conditions. The

main implications of this research, according to Herzberg *et al*, included that while financial incentives may motivate in the short term, the effect quickly wears off. The theory emphasizes the positive value of the intrinsic motivating factors. As a result, Herzberg had immense influence on the job enrichment movement, which sought to design jobs in a way that would maximize the opportunities to obtain intrinsic satisfaction from work and thus improve the quality of working life. This theory stipulates the independent variable compensation management.

Conceptual Framework

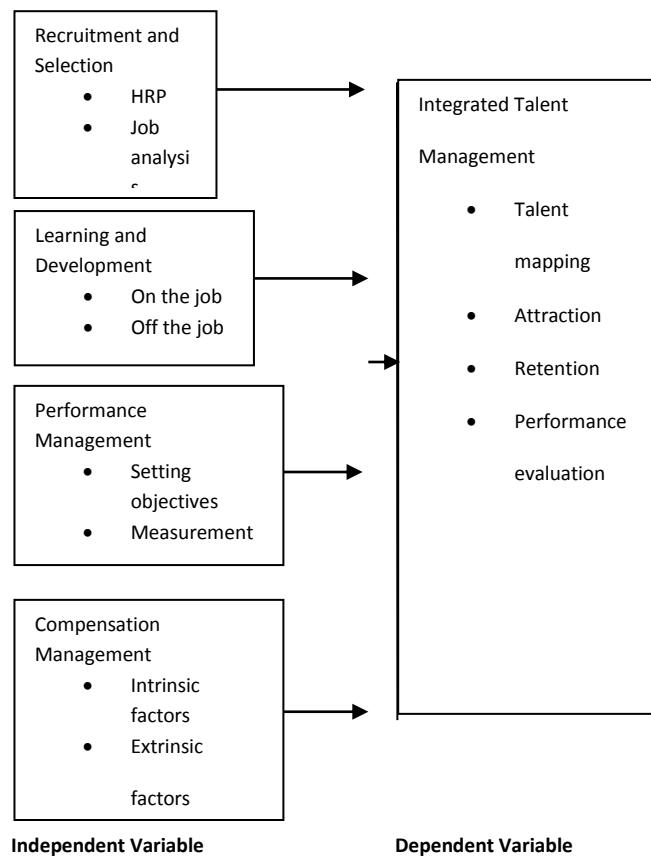


Figure 2. Conceptual Framework

Integrated Talent Management

Garr (2012) looks at ITM as a three or more connected organizational processes designed to

attract, manage, develop, motivate, and retain key people. These processes include activities such as talent acquisition, performance management, total rewards hence retention among others. With a tightly ITM strategy that aligns all the functions, organizations are able to thrive. The globalization of the work also increases the need for connectivity between processes such as career management and learning and development. ITM fuses human resources processes together at the right places, leading to tangible benefits for the organization.

Recruitment and selection

To recruit sufficient and suitable staff with talent, an organization must conduct human resource planning which is concerned with labour statistics, quality of the personnel and with their deployment throughout the organization (Cole 2011). The organization then identifies human resource gaps which need to be filled. A clear recruitment and selection policy which will guide them in the attraction and employment of talent employees is hence put in place. Job analysis is conducted from where the job description is derived and is used in the attraction of the potential employees with talent from the labor market.

Training and development

Cole (2011) asserts that training and development needs arise from requirements of new comers, shortfalls in employee performance, organizational change and the individual's expressed needs. Talent employees need training and development to be at par with technological changes, individual advancement and equipped to handle competition or they will be compelled to leave the organization due to lack of growth and development opportunities. To meet these needs requires a systematic approach, commencing with performance appraisal.

Training and development can be done while on the job or off the job.

Empirical Review

This section will deal with past secondary studies or literature related to the topic under investigation in the study. The approach taken is to reflect the title of the past study, the author, year of publication, where it was conducted and the research findings.

Critique of the Literature

Agency theory has been critiqued by Gomez-Mejia and Balkin (1992 as cited in Armstrong 2009) as ‘managerialist’. They argue that the theory looks at the employment relationship purely from management’s point of view and regards employees as objects to be motivated by the carrot and stick.

Herzberg’s two-factor theory has been critiqued by, for example, Opsahl and Dunnette (1966) as cited in Armstrong (2012). The research method has been critiqued because no attempt was made to measure the relationship between satisfaction and performance. It has been suggested that the two-factor nature of the theory is an inevitable result of the questioning method used by the interviewers. It has also been suggested that wide and unwarranted inferences have been drawn from small and specialized samples and that there is no evidence to suggest that the satisfiers do improve productivity.

The study carried out by Ntonga (2007) was not able to realize genuine response from the interviewees for example while employees raised concern around the instruments used to identify potential and talent and how they are used for development and deployment, the top management argued that talent identification was done through an effective system known as

the nine block matrix which measured potential and performance. Cole-Gomolski (2006) as cited in Moturi (2013) observed that the problem with many reward systems and incentives for sharing talent is that useful talent comes from relatively low down in the organization, from people who are not on incentive systems since more resources are directed to the middle and top management level of talent at the detriment of the lower cadre staff that could actually generate more unique ideas to the realization of the firm’s strategy.

Research gaps

ITM being a new concept which has not been researched by many scholars, very little has been done in Kenya hence limited literature on which HRM practices are to be implemented in order to attain it. Most of the studies conducted are on TM and were conducted on the public sector hence research should be conducted on the private sector. Njoroge (2012) focused on leadership and high potential development, total reward compensation, learning and development and career management leaving other practices to be pursued by other scholars. Marachi and Wuyo (2013) studied training, succession planning, job rotation, and teamwork and performance management also leaving many other practices. This study sought to investigate the factors affecting ITM and more should be done on the same to help the organization come up with a strong ITM for high performance.

RESEARCH METHODOLOGY

Research Design

Kothari (2004) defines research design as the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose

with economy in the procedure. Hakim (2000) as cited in Saunders et al (2009) compares a researcher designing a research project with an architect designing a building. This study adopted a descriptive research design since the design helps to understand the characteristics of a group in a given situation, think systematically about aspects in a given situation, offer ideas for further probe and research, and help make certain simple decisions (Sekaran 2003). Mugenda and Mugenda (2003) define descriptive research as a process of collecting data in order to test hypotheses or to answer questions concerning the current status of the subjects in the study. Other scholars, (Kimani and Waithaka 2013 and Njoroge 2012 who have researched on related topics used a similar research design in their studies).

Target Population

Kothari (2004) defines population, also referred to as a universe as all the items under consideration in any field of inquiry. Kothari inferred that population is a set of persons or objects that has at least one common characteristics. The study population is the entire group of individuals or objects to which a researcher is interested in generalizing the conclusions and it will consist of about 4,000 Kenya Power and Lighting Company employees in the Nairobi County (KPLC HRM 2014). The target population is the accessible population in which the researcher can apply the conclusions (Schindler and Cooper 2006) and it consisted of only the employees (750) based at the Head Office at Parklands in Nairobi which are categorized into three management levels including the top, middle and lower level management.

Sampling Frame

Kothari (2004) defines sampling frame as a source list from which a sample is to be drawn.

It is a list that includes every member of the population. The sample frame of this study comprised the 750 employees based at the Head Office at Parklands in Nairobi. The study adopted a sample size of 30%. Tyrrell (2009) suggest 30% or more of the population properly selected to constitute an adequate sample. According to Mugenda and Mugenda (2003), 30% conforms to the widely held rule of the thumb that to be representative, a sample should have thirty or more sample units. Marachi and Wuyo (2013) who studied the effects of HR management practices on talent development used a similar approach. The sample population of the study comprised of 224 respondents.

Sample and Sampling Technique

A sample is a small proportion of a population selected for observation and analysis or study (Greener, 2008). Gupta and Gupta (2004) define sampling as a procedure of estimating population parameters from only a few items. It is the selection of a given number of subjects from a definite population or a subset of a population as a representative of that population. According to Sekaran (2003), some of the advantages of the sampling method include reduced cost, greater speed and greater accuracy.

The Kenya Power and Lighting Company population is heterogeneous hence adoption of stratified random sampling methods. Kothari (2004) explains that if the population from which a sample is to be drawn does not constitute a homogeneous group, then stratified sampling technique is applied so as to obtain a representative sample. Simple random sampling technique was used to give each item within the strata an equal chance of being selected. Randomness in sampling is important because only then the law of statistical

regularity operates. Some of the scholars who have successfully used stratified random sampling in studying TM include (Kimani and Waithaka 2013).

Data Collection Instruments

Primary data was collected at source through structured questionnaires. According to Mugenda (2008), questionnaires give a detailed answer to complex problems. Kothari (2004) asserts that questionnaires are cost effective in construction and administering when compared to face-to-face interviews. Scholars who have researched on TM (Marachi and Wuyo 2013, Njoroge 2012 and Kimani and Waithaka 2013) have successfully employed the use of questionnaires in their studies.

Data Analysis and procedures

Both qualitative and quantitative data was generated from the study. Qualitative data was presented using descriptive techniques while quantitative data was processed through the use of statistical techniques such as frequencies, percentages, graphs, pie charts, tables and cross-tabulations to summarize, organize data and describe the characteristics of the sample population.

Upon collection, the qualitative data was analyzed using qualitative analysis. The qualitative analysis was done using content analysis. Content analysis is the systematic qualitative description of the composition of the objects or materials of the study. It involves observation and detailed description of objects, items or things that comprise the object of study. Quantitative data from the questionnaires was coded and then fed into the Statistical Package for Social Sciences (SPSS) version 21 (George and Mallery 2003) for analysis. The Multiple Linear Regression Analysis Model was used to show the relationship between the dependent and

independent variables (Kothari 2004). The model used was as follows:

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

Where:

Y represents Integrated Talent Management:

X_1 represents recruitment and selection:

X_2 represents performance management:

X_3 represents learning and development

X_4 represents compensation management and

ϵ represents all the other independent variables which the researcher will not focus on.

FINDINGS AND DISCUSSION

Response Rate

Mugenda and Mugenda (2003) looks at response rate as the extent to which the final data set include all sample members and it is calculated as from the number of people with whom interviews are completed divided by the total number of people in the entire sample, including those who refused to participate and those who were unavailable. 224 questionnaires were distributed, 121 were filled and returned. This was a response rate of 54% as displayed in figure 4.1 above. This response rate is adequate and conforms to assertions by Mugenda and Mugenda (2003) that a 50% response rate is adequate for analysis and reporting, a rate of 60% is good while a response rate of 70% and over is excellent. Based on the assertion, the response rate was considered adequate. Abbasi et al (2010) in a study on TM as success factor for organizational performance in Pakistan achieved a response of 53% which according to Mugenda and Mugenda (2003) is adequate.

Reliability and Validity

The reliability of a measure indicates the extent to which it is without bias (error free) and hence ensures consistent measurement across time and across the various items in the instrument. In other words, the reliability of a measure is an indication of the stability and consistency with which the instrument measures the concept and helps to assess the —goodness of a measure while validity ensures the ability of a scale to measure the intended concept (Sekaran 2003). The reliability of the questionnaire was evaluated through Cronbach's Alpha which measures the internal consistency. Cronbach's Alpha was calculated

by application of SPSS version 21 for reliability analysis. The value of the Alpha coefficient ranges from 0-1 and the closer it is to 1.0 the greater the internal consistency of the items in the scale (Gliem and Gliem. 2003). A score of above 0.7 is accepted as it indicates that the instrument is reliable.

Table 1 Reliability and validity

Variable	Mean	Std. Deviation
Coefficient Reliability		
Recruitment and Selection	4.030	8.513
0.952		
Learning and Development	3.958	8.942
0.933		
Performance Management	3.775	9.019
0.894		
Compensation Management	3.994	9.152
0.942		

From the table above, recruitment and selection had the highest reliability (0.952) followed by compensation management (0.942). Third in line were learning and development (0.933) and last performance management (0.894). This illustrates that all the four scales were reliable as their reliability values exceeded the prescribed threshold of 0.7 (Mugenda and Mugenda, 2008). Kamau et al (2013) in their study on the influence of institutional leadership on TM in public universities in Kenya achieved a Cronbach's alpha of 0.726 meaning that scales were more reliable hence consistent. Similarly, Marachi and Guyo (2013) in their study on the effects of HRM practices on talent development in public organizations in Kenya achieved a reliability of between 0.944 to 0.954 indicating that the gathered data had relatively high internal consistency and could be relied upon (Mugenda and Mugenda, 2008).

Gender of the Respondents

This section sought to determine the gender of the respondents and the results were that majority of the respondents were male represented by 57.7% while 42.3% were female. This is in line with the Kenyan constitution which calls for one third of either gender in the employee composition.

Age of the Respondents

To understand the kind of employees at KPLC, it was necessary to determine the age of the respondents where according to the finding 10% indicated that they were 18-27 years old, 19 % of the respondent indicated that they are 28-37 years old, 39% were 38-47 years old, and 32% were 48 years and above. Mariachi and Wario (2013) who conducted a related topic in the KPLC found out that the majority (56%) of the respondents were between 41 and over. This shows that majority of the respondents were middle aged who are energetic.

Level of Education

To find out if the respondents were academically and professionally qualified in their respective

Job undertakings, respondents were requested to indicate their highest education level and the results were that 45% indicated that they had Diploma level of education, 37% indicated that they had bachelor degree while 12% indicated that they had Masters Degree and 6 % indicated that they had PHD degree. This shows that majority of the respondent had diploma level of education and so were well informed. Mariachi and Wario (2013) in a related topic and at the KPLC found out that the 50% of the employees had university degrees while the rest had diplomas and other professional qualifications. The study hence deduced that most of the respondents were professionally qualified for their jobs.

Years of Service

The study requested the respondents to indicate their years of service with KPLC to help determine the level of experience the finding were that the majority of the respondent had worked for between 11 and 15 years represented by 34% of the respondents. This is followed by those who had worked for 2 to 5 years who were 29%. The least had worked for more than 16 years, which is represented by 8%. It is clear from the findings that majority had been with the organization for a long period of time and they have the experience concerning their work and they were perceived to be in a good position to provide credible and relevant answers to the study research questions.

Study variables

The study sought to evaluate the factors that influence ITM in state corporations in Kenya. These section indented to get the general few of the effects of the recruitment and selection; learning and development; performance and compensation management. The mean, percentage, and standard deviation were used to gauge the overall opinions of the respondents in general. The statements in the table are presented based on the mean scores. A score of 1 represents strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree and 5 strongly agree. Therefore factors with an overall mean of 3 to 5 are considered to be significant influencers of that independent variable. A factor with the lowest standard deviation is considered to have scores whose value are close to the mean, and is a more reliable factor. The vice versa is true. A higher frequency explains that the respondents believe the factor to be the most important and vice

versa. The findings are as shown in table 2 below.

Table 2 Statements from Integrated Talent Management

	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation
Our Organization has a talent strategy in place	4.9	9.4	5.6	43.6	36.6	1.21	0.407
Our Organization has a talent strategy which constantly guide, providing direction on how organization will acquire, develop, manage and compensate employees	5.6	8.0	5.2	43.2	38.0	1.19	0.394
The talent strategy is formal, well documented and shared with all employees	5.2	8.7	5.2	43.6	37.3	3.55	1.118
Senior executives spend significant amount of time devoted to integrated talent management issues	5.9	7.3	6.6	41.5	38.7	3.54	1.169
Members of the Integrated Talent Management staff are viewed as credible and competent in performing their duties	8.4	6.6	7.3	40.8	36.9	3.60	1.144
Talent strategy is embedded in the overall strategic plan	6.3	6.6	7.7	41.5	38.0	3.75	1.267

From the finding, the respondents indicated that the company did have a talent strategy in place a mean of 1.21 and a standard deviation of 0.407. It is also clear from the finding that the organization has a talent strategy which constantly guide, providing direction on how organization will acquire, develop, manage and compensate employees by a mean of 1.19 and a standard deviation of 0.394, this is considered

to be the least significant factor of all the others, because it has the lowest mean scores and the most reliable factor because it has the lowest standard deviation. The findings also indicated that the talent strategy is formal, well documented and shared with all employees and senior executives spend significant amount of time devoted to ITM issues represented by means of mean of 3.55 and 3.54 and standard deviations of 1.118 and 1.167 respectively. Finally Members of the ITM staff are viewed as credible and competent in performing their duties which is supported by the majority of the respondents with a mean of 3.60 and a standard deviation of 1.144 and that talent strategy is embedded in the overall strategic plan with a mean of 3.75 and a standard deviation of 1.267.

Recruitment and Selection

The study sought to evaluate the influence of recruitment and selection on ITM in state corporations in Kenya. This was through determining the level at which respondents agreed or disagreed with some statements relating to recruitment and selection in regard to ITM in state corporations. This is in line with the literature review where to recruit sufficient and suitable staff with talent, an organization must conduct Human Resource Planning (HRP) which is concerned with labour statistics, quality of the personnel and with their deployment throughout the organization (Cole 2011). The organization then identifies HR gaps which need to be filled. A clear recruitment and selection policy which will guide them in the attraction and employment of talent employees is hence put in place. Job analysis is conducted from where the job description is derived and is used in the attraction of the potential employees with talent from the labor market (Armstrong, 2009).

The findings are as shown in table 3 below.

Table 3 Statements relating to Recruitment and Selection

Recruitment and selection	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation
The company approach to talent identification is through inherited positions by certain employees	50.0	41.0	9.0	0	0	1.59	0.653
Managers at all levels are involved in the recruitment process	0	1.3	10.3	66.7	21.8	3.91	0.607
Our organization develops innovative recruitment strategies to find the best people for instance having close ties with leading universities to attract top talent	0	0	11.6	41.0	47.4	3.64	0.683

From the finding, the respondents disagreed that the company approach to talent identification is through inherited positions with a mean of 1.59 and a standard deviation of 0.653. The mean score in this case is the lowest which means the statement was not significant, it is also clear that it is not through the inheritance but merit. It is also clear from the finding that managers at all levels are involved in the recruitment process this is indicated by a mean of 3.91 and a standard deviation of 0.607, this is considered to be the most significant factor of all the others, because it has the highest mean scores and the most reliable factor because it has the lowest standard deviation. The respondents also indicated that the organization develops innovative recruitment strategies to find the best people for instance having close ties with leading universities to attract top talent as shown by a mean of 3.64 and a standard deviation of 0.683. According to the finding, 14.1 % of the respondent stated that recruitment and

selection affected ITM in State Corporations to a very great extents at KPLC. 41% of the respondents stated that it is to a great extent, 33.3 stated that it is moderate extent, 9.0% to a low extents and only 2.6 % said to no extent. It is therefore clear from this finding that the largest number of the respondent felt that the recruitment and selection had a great influence on ITM in State Corporations.

Learning and Development

The study sought to examine if learning and development affects ITM in State Corporations.

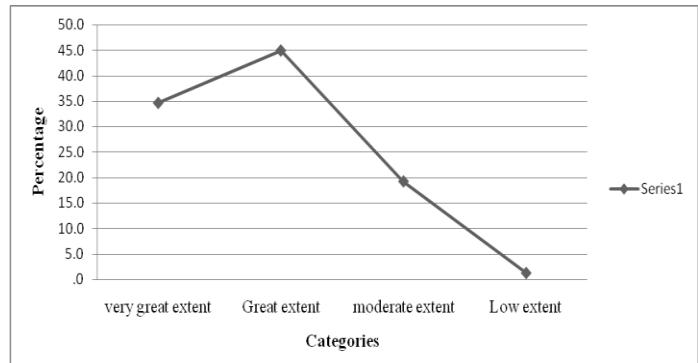


Figure 3 Extents to which Learning and Development affect the ITM in KPLC

According to the findings the extents of the effects of the learning and development on the ITM can be explained in the figure as shown above. From the finding, 34.6% of the respondents indicated that the learning and development affect the ITM at a very high extent, 44.9% of the respondents indicated that learning and development affected the ITM to a great extents, 19.2% of the the respondents indicate that it was to a moderate extent, while 1.3% of the respondents indicated that it was to a low extent.

Table 4 Statements relating to Learning and Development

Learning and development	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation
Our Organization has in-house development programs to develop its employees	1.3	0	6.4	43.6	48.7	3.62	0.725
Personal growth and development is encouraged	0	1.3	3.8	46.2	48.7	3.58	0.635
Our organization encourages Coaching and mentorship by managers	1.3	1.3	1.3	33.3	62.8	3.45	0.714
Department heads are evaluated and compensated for their efforts to develop talent	0	0	3.8	38.5	57.7	3.46	0.574
There is policy on sponsorship of trainings/programs to development of identified talent.	2.6	0	5.1	20.5	71.8	3.41	0.813
There is reasonable allocation of funds to learning and development	1.3	0	0	56.4	42.3	3.62	0.629

From the findings, the respondents indicated that the organization has in-house development programs to develop its employees as indicated by mean of 3.62 and a standard deviation of 0.725 and 48.7% strongly agreeing with the statement, this is considered to be the most significant factor of all the others, because it has the highest mean scores and the most reliable factor because it has the lowest standard deviation. The finding also indicated that personal growth and development is encouraged as indicated by a mean of 3.58 and a standard deviation of 0.635 and 48.7% agreeing on the statement.

The study also indicated that the organization encourages coaching and mentorship by managers as indicated by a mean of 3.45 and a standard deviation of 0.714 and 62.8% strongly agreeing with statement. Furthermore, the study also indicated that department heads are evaluated and compensated for their efforts to develop talent as indicated by the mean of 3.46

and a standard deviation of 0.574. Finally, the findings indicated that there is policy on sponsorship of trainings/programs to development of identified talent supported by mean of 3.41 and a standard deviation of 0.813. Finally the findings also indicated that there is reasonable allocation of funds to learning and development within KPLC represented by the mean of 3.62 and the standard deviation of 0.629.

Regression Analysis

This section presents a discussion of the results of inferential statistics. The researcher conducted a multiple regression analysis so as to investigate the factors affecting ITM in state corporations in Kenya, a case study of KPLC. The researcher applied the statistical package SPSS to code, enter and compute the measurements of the multiple regressions for the study. Findings are presented in the following tables;

Table 5 Model Summary

Model	R Adjusted		R Std. Error of the Estimate
	Squared	R	
1	.760 ^a	.577	.559 5.69097

- a. Predictors: (Constant) Recruitment and selection, Learning and development, Performance Management, Compensation Management
- b. Dependent variable: Integrated Talent Management

Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (ITM) that is explained by all the 4 independent variables (recruitment and selection, learning and development, performance management, compensation

management). The four independent variables that were studied, explain 57.7% of variance in ITM in state corporations as represented by the R². This therefore means that other factors not studied in the research contribute 42.3% of variance in the dependent variable. Therefore, further research should be conducted to investigate into the other factors that influence of ITM in state corporations in Kenya. R is the correlation coefficient which shows the relationship between the study variables. From the findings shown in the table above there was a strong positive relationship between the study variables as shown by 0.760.

Table 6 ANOVA (Analysis of Variance)

Model	Sum of Squares		Mean Square		F	Sig.
	df					
1 Regress ion	6.239	4	.157	16	.001	a
Residual	50.345	116	.120			
Total	56.584	120				

a. Predictors: (Constant), Recruitment and selection, Learning and development, Performance Management, Compensation Management

b. Dependent variable: Integrated Talent Management

F critical (value = 16.0), this shows that the overall model was significant. The significance is less than 0.05, thus indicating that the predictor variables, (Recruitment and selection, Learning and development, Performance Management, Compensation Management) explain the variation in the dependent variable which is Integrated Talent Management in state corporations in Kenya. Subsequently, we reject

the hypothesis that all the population values for the regression coefficients are 0. Conversely, if the significance value of F was larger than 0.05 then the independent variables would not explain the variation in the dependent variable but being 0.001 shows that data is ideal for making a conclusion on the population's parameter as the value of significance (p-value) is less than 5%. The significance value was less than 0.05, an indication that the model was statistically significant.

Table 7 Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	β	Std. Error	Beta		
1 (Constant)	3.632	0.77			.000
Recruitment and selection	3.254	0.261	.243		.001
Learning and development	1.132	0.123	.175		.004
Performance management	2.868	0.557	.349		.002
Compensation Management	1.355	0.576	.054		.003

From the regression findings, the substitution of the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4$) becomes:

$$Y = 3.632 + 3.254 X_1 + 1.132X_2 + 2.868X_3 + 1.355X_4.$$

Where Y is the dependent variable (Integrated Talent Management in state corporations.), X_1 is recruitment and selection, X_2 is learning and development, X_3 is performance management and X_4 is the compensation management variable.

According to the equation, taking all factors (recruitment and selection, learning and development, performance management, compensation management) constant at zero,

Integrated TM will be 3.632. The data findings also show that a unit increase in recruitment and selection variable will lead to a 3.254 increase in ITM; a unit increase in learning and development will lead to a 1.132 increase in ITM; a unit increase in performance management will lead to a 2.868 increase in ITM and a unit increase in compensation management variable will lead to a 1.355 increase in ITM. This means that the most significant factor is recruitment and selection followed by performance management in affecting the ITM in the state corporations in Kenya.

At 5% level of significance and 95% level of confidence, recruitment and selection had a 0.001 level of significance; performance management had a 0.002 level of significance, implying that the most significant factor is recruitment and selection followed by performance management, compensation management and finally learning and development. All the sign values were found to be less than 0.05; hence recruitment and selection, learning and development, performance management and compensation management were significantly influencing ITM in state corporations.

Qualitative Data Analysis

As indicated by the majority on the benefit that accrues to the company as a result of the managing its integrated talent the company may experience high performance and high retention.

On the issue on what should be improved majority stated that the company should include the training programmes to improve their talents and should have equality in the remunerations.

On the elements of recruitment and selection the respondents indicated that for the company

identifies the kind of employee and capability that will create value or deliver competitive advantage for the organisation they should seek employing qualified and experienced employees.

In learning and development and on the question on whether their organisation offer management training and leadership development within the company majority said through seminars and workshops. On the question on whether the organisation kept the data base majority said the company offer. On the question on how the company utilizes the individual employee talent in order to contribute positively to performance and enhance organisational image majority said it is done through giving the right job and through the use of performance contracting.

On the question on how the companies use a strong integrated talent management to improve its image and attractiveness and hence improve the performance, majority said that it is done through effective customer care service and through corporate social responsibilities.

On the issue of the different incentives which the company uses to motivate talent employees to work towards high performance and achieve a competitive advantage, majority said it is through promotion and high rewards.

On the question on what motivates them most in their work place to lead to valuable contribution, majority said it is through recognition and merit promotion.

Summary of Findings

Recruitment and Selection

The first objective of the study was to establish whether recruitment and selection affect ITM in the KPLC. From the findings, the results

revealed that it affected ITM to a great and a very great extent. It was also found that the company approach to talent identification is through merit and not through inherited positions by certain employees. It was also established that managers at all levels are involved in the recruitment process. In addition, it was established that the organization develops innovative recruitment strategies to find the best people for instance having close ties with leading universities to attract top talent. This is supported by the literature review on Talent-based theory of the firm which illustrates that talent is the only resource that provides sustainable competitive advantage, and, therefore, the firm's recruitment and selection should focus primarily on talent and the competitive capabilities derived from it (Roberts, 2008 as cited in Moturi 2013).

Learning and Development

The second objective of the study was to examine if learning and development affect ITM in the KPLC and the findings showed that it affected ITM to a high extent. Regarding development of its employees, the study found out that KPLC had in place in-house development programs to develop its employees. The study also established that the employees' personal growth and development is encouraged. In addition it was established that the organization encourages coaching and mentorship of employees by managers and departmental heads are evaluated and compensated for their efforts to develop talent. Moreover, the study established that there is a policy on sponsorship trainings/programs to development of identified talent. Further, the study revealed that there is reasonable allocation of funds to learning and development.

Conclusions

From the findings, the study concludes that recruitment and selection is very crucial in the ITM in state corporations and that organizations should develops innovative recruitment strategies to find the best people for instance having close ties with leading universities to attract top talent. The study also concludes that managers in all levels are involved in the recruitment process and the organizations develop innovative recruitment strategies to find talented employees.

Further, the study concludes that learning and development is important as it influences ITM in state corporations more especially those organization encouraging coaching and mentorship by managers and has in-house development programs to develop its employees. The study also concludes that state corporations have in place policies on sponsorship of trainings/programs to development of identified talent and they allocate reasonable funds to learning and development.

Recommendations

From the summary and conclusions, the study recommends that state corporations should adopt recruitment and selection processes as a way of ensuring that ITM is maintained. This will help to recruit talented employees from the market which will enable the organization to perform and have a competitive advantage over their competitors. The state corporations should also incorporate all managers at all levels in the recruitment process and develop innovative recruitment strategies to find the best people for instance having close ties with leading universities to attract top talent.

The study also recommends that state corporations should embrace learning and development in their efforts to improve the ITM. The organizations should hence have an in-house development programs to develop their employees, encourage personal growth and development, encourage managers by compensating them for their effort to develop talent and should allocate reasonable funds for learning and development.

Suggestion for further studies

This study has investigated into the factors affecting the ITM in state corporations in Kenya; to this end therefore a further study should be carried out to;

1. Assess the challenges hindering the effective implementation of ITM in state corporations in Kenya.
2. Investigating the effect of employee relations, knowledge management, continuous improvement and culture on ITM in state corporations in Kenya
3. The impact of ITM on business performance in the private companies in Kenya

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