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

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

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ABSTRACT

This study ascertained the effect of talent management practices on engagement of administrative employees in regional offices of the DCI Kenya. The study was significant to management of DCI, to the government and lastly to the other researchers. The study utilized descriptive research design. The target audience was administrative representative from 8 regional offices of DCI with a combined population of 864. The sampling design for the study was stratified random sampling, thus, a sample size of 86 respondents were involved. The Data collection instrument involved use of questionnaires. The data was quantitatively analyzed aided by SPSS software for data analysis to generate mean, std dev, percentage ratings and frequencies. The study utilized multiple linear regression model to assess the strength of the relationship between the independent and dependent variables. From the findings, the study established that talent attraction created opportunity for the organization to access employees who are innovative and full of creative ability needed to inject valuable ideologies for successful employee engagement to the organization. The findings showed that talent development strategies through training is achieved first by identifying training programs that matches the talents that needs to be developed into skills needed for the employees by specifying various skills that are affected and how they related to the employee engagement. Organizations that work to outperform their rivals in providing appealing employee remuneration, whether monetary or non-monetary, are more likely to retain highly valued, talented, and competent workers. The management of Department of Criminal Investigation should ensure that they enforce appropriate methods of identifying best talents among the existing staff or new recruits. This can be achieved by ensuring that those employees showing unique talents should be given best platform to put into use such talents. In talent development, by establishing training needs, the management can be able to establish the training resources available and number of work force that requires such training. The study recommended that in order to ensure that there is fulfillment of talent acquisition for employees, the policy makers and the management of Department of Criminal Investigation need to ensure that they create a solid talent acquisition strategy.

Key Words: Talent Attraction, Talent Acquisition, Development, Talent Retention, Employee Engagement

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INTRODUCTION

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

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

Regionally, research conducted by Artyom and Nicola (2017) titled the Case of a Major Bank in South Africa looked at how the reputation of a firm influences the level of employee engagement in that company. It was demonstrated that both employee engagement and company reputation, which are both limited organizational resources,

had a bearing on the competitive performance and profitability of South African banks. Both of these organizational resources were considered to be limited organizational resources. The findings of a theoretical model that was constructed after the hypothesis was tested provided support for the idea that an employee's level of involvement is significantly influenced by their perceptions of the reputation of their employer.

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

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

There are about 297 sub-counties spread out over the country in addition to eight regional offices, forty-seven county directorate offices, three

formations (ATPU, KAPU, DCI Academy, and Railways). The primary responsibilities of the Directorate of Criminal Investigations include: gathering and disseminating criminal intelligence; investigating major crimes like murder, drug trafficking, money laundering, and economic crimes; keeping the peace; identifying and apprehending criminals; and keeping track of criminal records. Handles issues raised by the Independent Police Oversight Authority-IPOA and coordinates national Interpol activities (DCI Kenya, 2022).

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

Statement of the Problem

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

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

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

Objectives of the Study

The general objective was to ascertain the talent management practices that are in place in the regional offices of Kenya's DCI as well as the level of employee engagement that exists in those offices. The specific objectives were;

- To ascertain the effect of talent attraction on engagement of administrative employees in regional offices of DCI in Kenya.
- To ascertain the effect of talent acquisition on engagement of administrative employees in regional offices of DCI in Kenya.

- To analyze the effect of talent development on engagement of administrative employees in regional offices of DCI in Kenya.
- To ascertain the effect of talent retention on engagement of administrative employees in regional offices of DCI in Kenya.

LITERATURE REVIEW

Theoretical Review

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

Work Engagement Theory

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

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

performance appraisal systems (Mellahi & Collings, 2010).

Resource Based Theory

This theory originated from works of Penrose (1950), Penrose described organizations as a set of resources that are unique in a way that the firms can differentiate themselves and manage to be successful. According to the resource-based theory (RBT) of competitive advantage, the key to the success of any company or organization over the long term is to identify the firm's internal resources (talented employees in this example), as well as the firm's abilities with using this manpower to devise a strategy that gives it an advantage over its competitors in the industry. This will allow the company to maintain its market leading position. The innovation, in turn, helps the company's employees achieve a solid financial performance in the market.

The proponents of this theory contend that an organization may often turn a profit in a very, very competitive market as long as it will take benefit of favorable resources. Despite the fact that this might not necessarily be the case, the proponents of the theory continue to maintain that this belief exists. It does not take into account any external elements that may have an effect on the company as a whole; a company should also include Porter's business structure analysis (also known as Porter's 5 Forces). Semi-permanent implications that ensure its premises: One of the most notable sources of competitive advantages for properties is ambiguity in the causes. Despite the fact that this may be unquestionably accurate, it still allows a clumsy possibility: the company may not be prepared to handle a resource that it is unaware even exists, despite the fact that a changing environment necessitates doing so (Nilsson & Ellstrom, 2018).

Theory of Vocational Personalities

A theorist named John Hollands came up with the concept of "vocational personalities" (1966). According to personality theory, there are six distinct sorts of people, each with their own distinct set of traits, habits, and passions. Six distinct

categories can be distinguished, including the realistic, fact-finding, artistic, social, entrepreneurial, and conventional perspectives. Each profile illustrates the characteristics of a person who is more likely to choose, succeed in, and appreciate a certain career path.

In a similar vein, the hypothesis acknowledges that the RIASEC typologies can be applied to the organization of workplaces as well as other places where people live, work, and play. A career counselor's description of a profession as "normal" or "useful" makes logic, at least in theory. Career mentors employ the typological system and the strategy of pairing those who represent specific types with similar working environments to improve their clients' chances of making satisfying career decisions that lead to career stability and, eventually, career success and action (Kahn, 2019).

Talent Based Theory

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

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

Theory of Work Adjustment

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

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

Empirical Review

Talent Attraction and Employee Engagement

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

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

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

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

revealed that one way for businesses to ensure their success is by employing suitable strategies for talent acquisition.

Talent Acquisition and Employee Engagement

Kanengoni (2019) explored the influence of talent acquisition strategies on staff retention rates in order to gather data for their research. This was in sugar industry in Kenya's Western Province, twenty-five people made up the study's population at any given time. The information was gathered by way of questionnaires and in-person interviews. When doing the analysis of the data, we relied on both descriptive and inferential statistical methods. According to the conclusions of the study, there is a possibility that a candidate shortage will result in a drawn-out process of talent acquisition. It is possible that the hiring process may take an excessive amount of time, or that the hiring teams was unable to achieve an agreement, which will cause the most qualified individuals to look for work elsewhere.

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

Research on the impact of talent acquisition on employee performance was carried out by Syeda and Abida (2018) in the Kenyan telecommunications industry. There, were a total of 250 people included in this study's population. The

study adopted measures of central tendency, variance, and correlation, descriptive statistics was chosen. According to the findings, having a strong employer brand is beneficial to an organization's capacity to recruit and keep talented employees. This is because a strong employer brand makes it easier to compete for talent. Increasing the investment in employer branding by one factor of three will improve the likelihood that one will make a great hiring. However, the study focused on one particular aspect of talent management leaving out a number of talent management practices.

Talent Development and Employee Engagement

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

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

order to boost workers' levels of engagement in their jobs. Despite the study focusing on talent management, the dependent variable was on performance of teachers whereas the current study is on employee engagement.

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

Talent Retention and Employee Engagement

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

Analysis of Talent Retention Strategies and Employee Performance: A Meta-Analysis of Their Impact on Talent Retention in Manufacturing Firms in Nairobi's Industrial Areas was published in 2018 by Pandita. The methodology used in the study was referred to as Mixed Methods. In the first phase of

the project, a sample of 272 workers participated in a poll conducted by Gallup Workplace Audit. The results showed a connection between employee performance and retaining talent. It has been suggested that this topic undergo more investigation in order to build an independent scale of employee performance. This scale would concentrate on the factors that have been outlined above and test them for conceptual support.

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

Talent Management Practices and Employee Engagement

Employee engagement can be maintained by talent management initiatives such as training and education, public acknowledgment, creating a supportive organizational culture, and providing assistance to leaders, as reported by Onda (2016). According to the survey's findings, an organization's financial line may benefit from enhancing employee engagement and reducing turnover rates via sound

people management strategies. Marachi and Wario's (2018) research reveals that talent management practices that prioritize workers' professional development, awards, and recognition have a substantial impact on staff morale and productivity.

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

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

Conceptual Framework

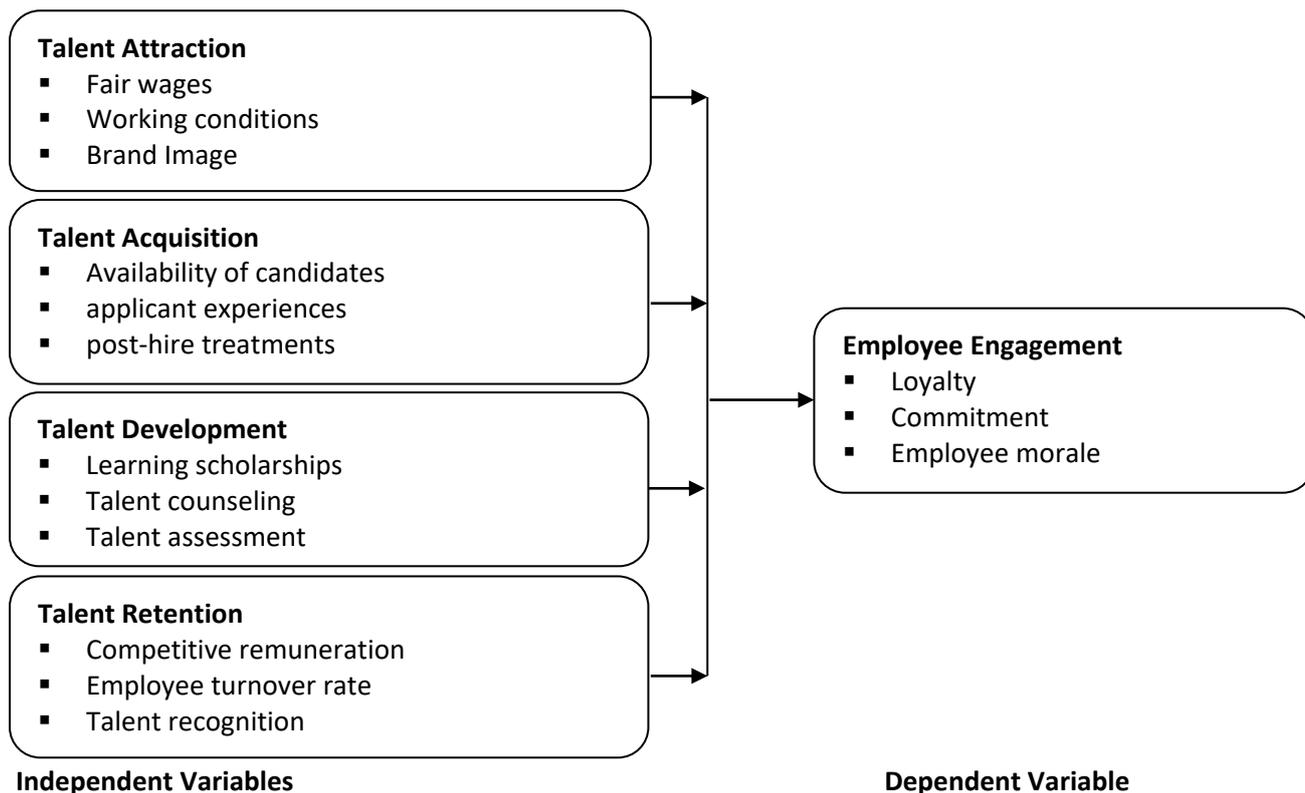


Figure 1. Conceptual Framework

METHODOLOGY

Descriptive research design was utilized for this study. It is estimated that as many as 100,000 police and paramilitary personnel are employed by Kenya's National Police Service. A total of 864 administrative staff members from the eight regions of the Directorate of Criminal Investigation were targeted in this research exercise. The method of sampling was a stratified random sampling. Therefore, 10% of the target population made up the sample size that was taken from each stratum. For the purposes of this investigation, the samples were taken from the administrative employees of Kenya's 8 Regional Directorate Offices. As a result, a total of 86 respondents were chosen and each of them was given a questionnaire to fill. At the Directorate of Criminal Investigation in Nairobi, the researcher collected primary data in order to conduct an analysis of the effect that talent management strategies had on employee engagement. Both open-ended and closed-ended

questions were utilized in the surveys to ensure accurate data collection. By satisfying the approval requirements, questionnaires were sent to Directorate of Criminal Investigation, Nairobi specifically their individual offices and via electronic mail to those who were not be in the office. Within the organization, convenient drop-off locations for completed questionnaires was established to accommodate workers with frequent field travels and hectic schedules.

FINDINGS AND DISCUSSIONS

Descriptive Statistics

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

Talent Attraction and Administrative Employee Engagement

The study aimed to establish the influence of talent attraction on employee engagement at the Directorate of Criminal Investigation. The presentations were provided on table 1.

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

Table 1. Talent Attraction and Administrative Employee Engagement

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

Table 1. demonstrate that the participants agreed that talent attraction influences the engagement of administrative employees in regional offices of DCI in Kenya as demonstrated by an aggregate mean score of 4.38 and aggregate stan dev of 0.614. 39.6% of the participants strongly agreed with the claim, while 46.9% agreed, 6.2% were indifferent, 4.9%disagreed, and 1.9%strongly disagreed. The respondents strongly agreed on the assertion that; their organization works hard to preserve a great reputation in order to draw in skilled worker’s employees (M=4.63, SD=0.367). 38.8% of the participants strongly agreed with this claim, while 55.3% agreed, 3.5% were indifferent, and 2.4% disagreed. The regular upward improvement of environmental working conditions has spurred interest among potential candidates towards this organization (M=4.57, SD=0.427). 39.5% of the participants strongly agreed with this claim, while 46.6% agreed, 6.8% were indifferent, 4.7% objected, and 2.6% disagreed. The organization has been able to attract the most qualified candidates based competitive wages (M=4.56, SD=0.437). This assertion was strongly agreed by 35.3% of the participants, 49.4%agreed, 4.7%neutral and disagreed respectively and that the employer image

is strong and compelling among prospective employees (M=4.52, SD=0.427). The participants’ responses on this claim were as follows: 41.2% strongly agreed, 34.1% agreed, 12.9% agreed, 8.2% disagreed, and 3.5% strongly disagreed.

The participants agreed on the assertion that; the organization has a reputation of awarding substantial wages and salaries which attracts potential candidates (M=4.11, SD=0.886). This statement was strongly agreed by 36.5% of the participants, 49.4%agreed, 11.8%neutral and 2.4%disagreed. The good environmental working condition has enabled to attract the right talents (M=3.91, SD=1.088). Of the participants, 45.9% strongly agreed with this claim, 44.7% agreed, 5.9% disagreed, and 3.5% severely disagreed. The findings are in line with Thiriku and Were (2020), research that was done on the impact of management strategies and talent acquisition on employee retention among Kenyan private companies. According to the findings of the research, talent attraction made it easier to position employees with the relevant abilities in the proper places and highlighted the crucial qualities that helped businesses to be successful.

Talent Acquisition and Administrative Employee Engagement

Directorate of Criminal Investigation. The presentations were provided on table 2.

The study sought to establish the influence of talent acquisition on employee engagement at the

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

Table 2. Talent Acquisition and Administrative Employee Engagement

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

The results exhibited in Table 2. indicate that the participants agreed that talent acquisition influences the engagement of administrative employees in regional offices of DCI in Kenya as indicated by an aggregate mean score of 3.98 and aggregate stan dev of 1.558. Of the participants, 45.9% strongly agreed with this claim, 33.7% agreed, 8.2% were indifferent, 6.6% disagreed, and 5.6% strongly disagreed. The participants strongly agreed on the assertions that; the hiring process may be excessively lengthy leading the best employee prospects to seek employment elsewhere (M=4.57, SD=0.427). Of the participants, 50.6% strongly agreed with this claim, 42.4% agreed, 5.9% were indifferent, and 1.2% disagreed. A strong applicant experience can help build the employer brand, which encourages potential candidates to apply (M=4.55, SD=0.448). 39.5% of respondents strongly agreed with this claim, compared to 46.6% who agreed, 6.8% who were indifferent, 4.7% who disagreed, and 2.6% who strongly agreed. The

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

The participants indicated neutral on the statements that; post hiring treatments by employers determines future talent acquisition in

this organization (M=3.44, SD=1.558). 36.5% of participants strongly agreed with this claim, compared to 34.1% who agreed, 11.8% who were neutral, 4.7% who disagreed, and 12.9% who severely disagreed. The way an employer handles candidates during the employment process is indicative of how they were treated post-hire (M=3.27, SD=1.726). 68.2% of respondents strongly agreed with this claim, 12.9% agreed, and 18.8% disagreed. The finding contradicts with Kanengoni (2019) who conducted a study to examine the

influence of talent acquisition strategies on staff retention rates in order to gather data for their research. According to the conclusions of the study, there is a possibility that a candidate shortage will result in a drawn-out process of talent acquisition.

Talent Development and Administrative Employee Engagement

The study aimed to establish the influence of talent development on employee engagement at the Directorate of Criminal Investigation. The presentations were provided on table 3.

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

Table 3. Talent Development and Administrative Employee Engagement

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

The results presented in Table 3. illustrate that the participants agreed that talent development influences the engagement of administrative employees in regional offices of DCI in Kenya as demonstrated by an aggregate mean score of 4.23 and aggregate stan dev of 0.767. 52.9% of respondents strongly agreed with this claim, compared to 31.3% who agreed, 0.2% who were neutral, 10.8% who disagreed, and 4.7% who strongly disagreed. The participants strongly agreed on the assertions that; employees have been having talent counseling opportunities at work to learn and grow (M=4.56, SD=0.437). 29.4% of the participants strongly agreed with this claim, 49.4% agreed, 1.2%

were neutral, and 20.0% disagreed. There is a standby counselor at work who encourages employee development (M=4.52, SD=0.479). 60.0% of respondents strongly agreed with this claim, 18.8% agreed, 8.2% disagreed, and 12.9% strongly disagreed. The organization offers partial scholarships to employees who want to further their studies (M=4.48, SD=0.519). Of the participants, 55.3% strongly agreed with this claim, 42.4% agreed, and 2.4% disagreed.

The participants agreed on the assertions that; in their organization there is effective talent assessment and employer engagement aimed at

identifying training needs (M=4.08, SD=0.918). 63.5% of the participants strongly agreed with this claim, compared to 27.1% who agreed, 4.7% who disagreed, and 4.5% who strongly disagreed. The management regularly carries out talent assessment and updates employees on their progress (M=3.99, SD=1.009). 36.5% of participants strongly agreed with this claim, compared to 34.1% who agreed, 11.8% who were neutral, 4.7% who disagreed, and 12.9% who strongly disagreed. Learning scholarship programs provided by this organization are adequate for my talent development (M=3.76, SD=1.237). 56.5% of respondents strongly agreed with this claim, 18.8% agreed, 18.8% disagreed, and 5.9% strongly

disagreed. The findings agree with Rukunga (2018) who conducted an investigation on the influence that the formulation of a talent management strategy has on the performance of an organization by way of a case study of Kenyan telecoms firms. The results show that an employee's total performance is significantly impacted by their ability to develop their abilities.

Talent Retention and Administrative Employee Engagement

The study sought to establish the influence of talent retention on employee engagement at the Directorate of Criminal Investigation. The presentations were provided on table 4.

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

Table 4. Talent Retention and Administrative Employee Engagement

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

The results exhibited in Table 4. indicate that the participants agreed that talent retention influences the engagement of administrative employees in regional offices of DCI in Kenya as demonstrated by an aggregate mean score of 4.13 and aggregate stan dev of 0.867. 43.5% strongly agreed, 38.8% agreed, 11.8% strongly disagreed, 4.5% disagreed, and 1.4% were neutral. The respondents strongly concurred with the claims that there is a low percentage of staff turnover in this the organization (M=4.60, SD=0.399). 38.8% of the participants strongly agreed with this claim, followed by 28.2%

who agreed, 1.2% who were neutral, 9.4% who disagreed, and 22.4% who strongly disagreed. The regular nonmonetary rewards are meeting the employee satisfaction level contributing towards retaining work force (M=4.58, SD=0.419). 45.9% of the respondents strongly agreed with this claim, compared to 35.3% who agreed, 2.4% who were indifferent, and 14.1% who strongly disagreed.

The participants agreed on the assertions that; the recognition of talented workforce by the management is satisfactory among employees (M=4.19, SD=0.809). 30.6% of the participants

strongly agreed with this claim; 55.3% agreed; 3.5% were neutral; 2.4% disagreed; and 8.2% strongly disagreed. The organization's Human Resource policies and practices are effective in retaining skilled workforce (M=4.03, SD=0.967). 34.1% of responders strongly agreed, 61.2% agreed, and 4.7% strongly disagreed with this proposition. The organization has competitive remuneration system which is motivating factor to the employees (M=3.82, SD=1.180). 29.4% of the respondents strongly agreed with this claim, while 49.4% agreed, 1.2% were neutral, and 20.0% strongly opposed. Competitive remuneration enables the organization to attract and retain talents (M=3.57, SD=1.429). 55.3% of respondents strongly agreed with this

claim, compared to 29.4% who agreed, 4.7% who disagreed, and 10.6% who strongly disagreed. The results concur with a study that was carried out by Tiwari (2019) with the purpose of determining the factors that influence staff retention and turnover in the hotel industry in Ireland. According to the findings of the poll, factors such as a healthy work-life balance, incentive and recognition programs, opportunities for professional growth, and training all play an important role in retaining employees.

Administrative Employee Engagement

The study aimed to establish the state of employee engagement at the Directorate of Criminal Investigation. The presentations were provided on table 5.

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

Table 5. Administrative Employee Engagement

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

The results presented in Table 5. indicate that the participants agreed that talent management practices influence the engagement of administrative employees in regional offices of DCI in Kenya as demonstrated by an aggregate mean score of 4.20 and aggregate std dev of 0.796. 39.6% of those polled strongly agreed with this claim, followed by 39.2% who agreed, 3.38% who were neutral, 2.13% who disagreed, and 15.7% who strongly disagreed. The participants strongly agreed

on the assertions that; the manager is responsible for creating an improved environment where employees' talents are supported (M=4.63, SD=0.370). 30.6% of the participants strongly agreed with this claim, while 55.3% agreed, 3.5% were neutral, 2.4% disagreed, and 8.2% strongly disagreed. The organization motivates them to go beyond what they would do in a similar role elsewhere (M=4.59, SD=0.409). The management of talent practices develops and allocate human

capital in the best possible ways in order to achieve great employees ($M=4.52$, $SD=0.479$). 29.4% of those polled strongly agreed with this claim, 20.0% agreed, 1.2% disagreed, and 49.4% strongly disagreed.

The participants agreed on the assertions that; Employees are self-driven full of moral in executing their duties ($M=4.01$, $SD=0.990$). 36.5% of those polled strongly agreed with this claim, compared to 34.1% who agreed, 11.8% who were neutral, 4.7% who disagreed, and 12.9% who strongly disagreed. When employees get to participate in daily operations in organization, they become more loyal to the organization ($M=3.90$, $SD=1.097$). 38.8% of those polled strongly agreed with this claim, while 43.5% agreed, 1.4% were neutral, 4.5% disagreed, and 11.8% strongly disagreed. Employees are committed to work in this organization ($M=3.57$, $SD=1.430$). 47.1% of those polled strongly agreed with this claim, 43.5% agreed, 1.2% were indifferent, and 8.2% strongly disagreed. 47.1% of those polled strongly agreed with this claim, 43.5% agreed, 1.2% were neutral, and 8.2% strongly disagreed.

CONCLUSIONS

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

The conclusion drawn from the study showed that in talent retention, continuous learning to promote employees' individual skills was considered one of the best ways to retain talented work force. The study further concluded that in talent acquisition there could be presence of issues which may

subject talent acquisition to experience issues, as noted in the study this may include a high number of applicants who do not meet the minimum qualifications, consequences of applicants being lost to competitors, constructing an unfavorable interview experience, a hiring delay and branding is insufficient in the organization.

RECOMMENDATIONS

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

The study recommends that in order to ensure that there is fulfillment of talent acquisition for employees, the policy makers and the management of Directorate of Criminal Investigations need to ensure that they create a solid talent acquisition strategy, by keeping an eye on the competitors, create talent pipelines that are future-proof., consider involving the larger business community and the management need to make use of the power of employee referrals.

Thus, the study recommends that the policy makers and the management of Directorate of Criminal Investigations should embrace talent development programs in the organization. The management should consider carrying out training needs evaluation so that the management can identify weak points associated with talented skills of employees. By establishing training needs, the management can be able to establish the training

resources available and number of work force that requires such training to fill the skill gap.

The study recommends that for the purpose of attaining effective strategies of managing talents, the policy makers and the management concerned at Directorate of Criminal Investigations should exercise fair retention strategies. This may be accomplished within the workforce by properly compensating those workers who make a substantial contribution to the health of the company. Employees would likely feel strongly driven to perform even better when they do not encounter any difficulties with the manner of talent retention tactics that have been put in place by being appropriately rewarded and practicing quick

compensation based on their feedback. This is likely to create a strong base for employee engagement.

Recommendation for Further Research

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

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