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Influence of Talent Management Practices on Performance of State Corporations in Kenya

Nderi Caroline Wanjugu

Student' Masters of Sciences in Human Resource Management of Jomo Kenyatta University of Agriculture and Technology

Dr. David Kiarie Mburu

Lecturer' Jomo Kenyatta University of Agriculture and Technology

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management:

ABSTRACT

The greatest asset for any Country in general and Organization in particular is its human capital. In the recent past the performance of State Corporations is becoming a challenge in public service resulting to loss of government funds, this is great loss in a country. Talent management is therefore crucial and indispensable for any organization's management practice. Talent Management Practices has been recognized by many authors as an important Human resource management practice. Talent management practices are important in the ever changing global environment and in the in state corporations, are no exception. The objective of this study was to determine the influence of talent management practices on State Corporations' performance in Kenya. The specific objectives were; to evaluate the influence of performance Management on firm performance, to establish the influence of training and development on firm performance, to establish the influence of reward systems on firm performance and to assess the influence of employee empowerment on firm performance of State Corporations in Kenya. The scope of the study was the State Corporations in Kenya. The target population of the study was the Human Resources managers/equivalent in all the 147 state Corporations in Kenya. The study used census approach to reach all the Human Resources managers/equivalent in all the 147 state Corporations in Kenya. A questionnaire was used as the main data collection tool to collect primary data. Secondary data on state corporations' performance were obtained from documentaries and published reports available. Piloting of the instruments was done before the actual data collection to test on the reliability. Authorization letter for data collection was obtained from Jomo Kenyatta University. The primary data collected was analysed through the use of descriptive statistics where the SPSS Ver. 21.0 was used as the aid tool. Frequency tables, percentages, mean and standard deviation, pie charts, charts and graphs were used to present the analysed data. The study found out that reward management leads to improved performance in the state corporations in Kenya by enhancing target achievement, improving customer satisfaction and improving corporation ranking, training and development leads to improved performance in the state corporations in Kenya by enhancing target achievement, improving customer satisfaction, and improving corporation ranking,; performance management in the state corporations in Kenya leads to improved performance by enhancing target achievement, improving customer satisfaction, and improving corporation ranking, employee empowerment in state corporations in Kenya leads to improved performance by enhancing target achievement, improving customer satisfaction and improving corporation ranking. The study concluded that talent management practices in state corporations in Kenya improve performance. the study recommended that state corporations introduce a more competent strategy for rewarding their employees, training and development should be a practice employed on all employees of the state corporations not just those on top, and employee empowerment should not only be done to the top and middle level employees but to those at the bottom level management as well for they often feel left out.

Background of the Study

In order to increase the effectiveness of a firm several resources can be used to achieve this, which includes money, men and machines. Of this resources ,the most important of them all is the people (Kehinde, 2012).Over years men working in a business organization have differing values ,they were once referred to as factor of production, they were called human recourse of the organisation .Today more value has been accorded to them as they are regarded as talent working within the firm (Kehinde, 2012).This concept has been borrowed from the intellectual capital theory which is defined as stock of flows of knowledge available to an organisation. These can be regarded as the intangible resource associated with people who together with the tangible resources like money and physical assets comprise the market or total value of business (Armstrong, 2011).

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

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

Global Perspective on Talent Management

Managing talent is a challenge to all organizations in the context of globalization irrespective of the country (Gardner, 2002). Moreover, the concern about the scarcity of talent is almost universal. Organizations around the world are competing for the same pool of talents. This is seen as a global labor market for talents. Trend of global integration shows organizations' standardizations in talent recruitment, development and management, to ensure their competitive position and consistency. Therefore, organizations have to adapt global best practices of talent management and at the same time adapt the local requirements and local labor market (Stahl *et al.,* 2007).

Aberdeen group and human capital institute (2005) study which covered '170 human capital management professionals and executives had the following findings; 57 per cent of companies cited the inability to both get the talent needed and address talent requirements over the next five years as their top overall challenge. 79 per cent of the companies' chief concern was the issue of challenges in implementing succession planning. The study also revealed that 71 per cent of the firms surveyed had formal retention plans for executive and 65 per cent for the mid-level management staff. Nowadays, land, capital and fixed assets are no longer key resources for the organizations to be highly competitive in the current economy (Gardner, 2002). Human capital is a key resource to adapt the organizations to the worldwide competition. Therefore, organizations are competing against each other to acquire and retain talents in order to maintain their operations and continue to grow (Gardner, 2002).

The war for talent is not just about giving talents monetary incentives and material rewards, it is more about developing strategies and approaches that will ensure talented people, who are willing to learn, stand out and contribute. Williams, (2000) notes that "in the war for talent there are winners and losers, like in business there is success and failure". Therefore, an organization with talent management has more possibilities to be the winner in the war for talent (Williams, 2000). Hence talent management should be a high priority of every organization. Talent management best practices should assure organizations to build local talents in the way that is consistent with local norms but still globally standardized, which ensure that all parts of the organization attract diverse and sufficient professional talents (Stahl et al., 2007). Most organizations have applied global performance standards, which are supported by global leadership competency profile and performance appraisal system (Stahl *et al.*, 2007).

Poorhosseinzadeh and Subramaniam, (2012) found that each organization has its talent management strategies. However, there is a general understanding of the steps that employers should take to enhance talent management. In the study touching on attracting, deploying, development, retention of talent and succession planning, the researchers found that only 67.3% of Malaysian multinational companies had implemented talent management in their organizations. Those that had implemented reported significance relationship between developing talents, talent attraction, talent retention and successful talent management in organizations.

Talent Management in Africa

Chief Executive Officers (CEOs) in Africa are hiring, but it's becoming more difficult to find the right people. So talent management has become top CEO agenda that is 85% said that they planned to focus on the strategies for managing talent over the next years and 75% said that a lack of available talent was a threat to growth (Price Water House Coopers, 2012). Also, many poor African countries have lost some of their highly skilled professionals to the United States, Canada, France, the United Kingdom, Australia and the Gulf States (Gara, 2007).

The African Association for Public Administration and Management (AAPAM) found that African continent has not been able to recruit and retain well-trained and skilled personnel due to several challenges which include, among others, poor compensation, and an uncompetitive working environment (AAPAM, 2008). These factors hence lead to low organizational productivity and the migration of human resources. There is a huge demand in Egypt for skilled professionals of all types, particularly those with technical or quantitative skills such as telecommunications engineers, information technologists, financial planners and investment bankers. Gara (2007) further observed that since the oil boom began in the

Gulf region, the temptation for Egypt's best and brightest professionals to take up more lucrative positions abroad has been strong. The exodus of highly skilled professionals to Europe and the United States is a daily occurrence in many African countries such as Nigeria, Ghana, Kenya and Ethiopia, and is largely responsible for talent scarcity (Gara, 2007).

Business Review Management, (2013) reports that Kenya faces the challenge of shortage of talent. These challenges include hiring, retaining, training and motivating professional talent. Moreover, shortage of talent management is felt in both professional and nonprofessional management in Kenya. For example, early retirement leads to shortage of staff as there are no qualified personnel to fill these positions. Kenani, (2011) established that there seemed to be an urgent need for increasing scientific knowledge and skills of the employees at geothermal companies in Kenya. Human resource management needed to put more emphasis on the productive development and use of people in the company to collectively achieve the organization's strategic business objectives. Generally, it was found that geothermal companies were challenged to strive to work towards improved balance between labour supply and demand, a better trained workforce and increased employability of the workforce (Kenani, 2011).

Statement of the Problem

In Kenya, each state corporation has its own organizational structure with a matching headcount budget to support the business. The management is empowered to determine both structure and pay levels and ensure that the structure is manned with staff with relevant skills and experience (Njoroge 2012). The management has the mandate to ensure proper talent acquisition and subsequent management of talent. However, it is clearly known that state corporations have been unable to manage talent due to a number of issues which are uniquely experienced in the sector (Njiru, 2013).

State corporations in Kenya have been faced with a myriad of challenges, which are indicated by absenteeism from work, corruption, lateness, low quality of work output and high turnover of professional staff (Chepkilot, 2013). The increasing customer expectations, corporate obligations and responsibilities necessitate a continuous review of the services being offered by the state corporations to meet changing user needs. This calls for the development of talent management programs in order to help in recruitment and retention of talented staff that could play a significant role in improvement of the quality of public service delivery process. State corporations in Kenya, due to their weak governance structures, are vulnerable to loss through valuable people moving (Wario, 2012). However, none of this local study has sought to determine the influence of talent management practices on performance of State Corporations in Kenya.

In Kenya, the talent management domain is not given much emphasis within the public sector and this has lowered the level of employees' retention by 30% in over 60% of state corporations. Over 38% of employees leave public sector annually to join the private sector or to take up self-employment hence making state corporations to lose most of the talented employees. Poor talent management practices within state corporations leads to high staff turnover rates which in turn impacts on State Corporation's ability to deliver adequate services to the public. According to PWC (2013), Kenya State Corporations are losing 40% of their workforce due to talent management problems hence leading to low level of employees' retention in most corporations. Recommendation by various scholars on matters to do with talent management have not addressed the most important factor; human capital. This study seeks to fill the existing research gap by conducting a study to determine the influence of talent management practices on performance of State Corporations in Kenya.

Objectives of the Study

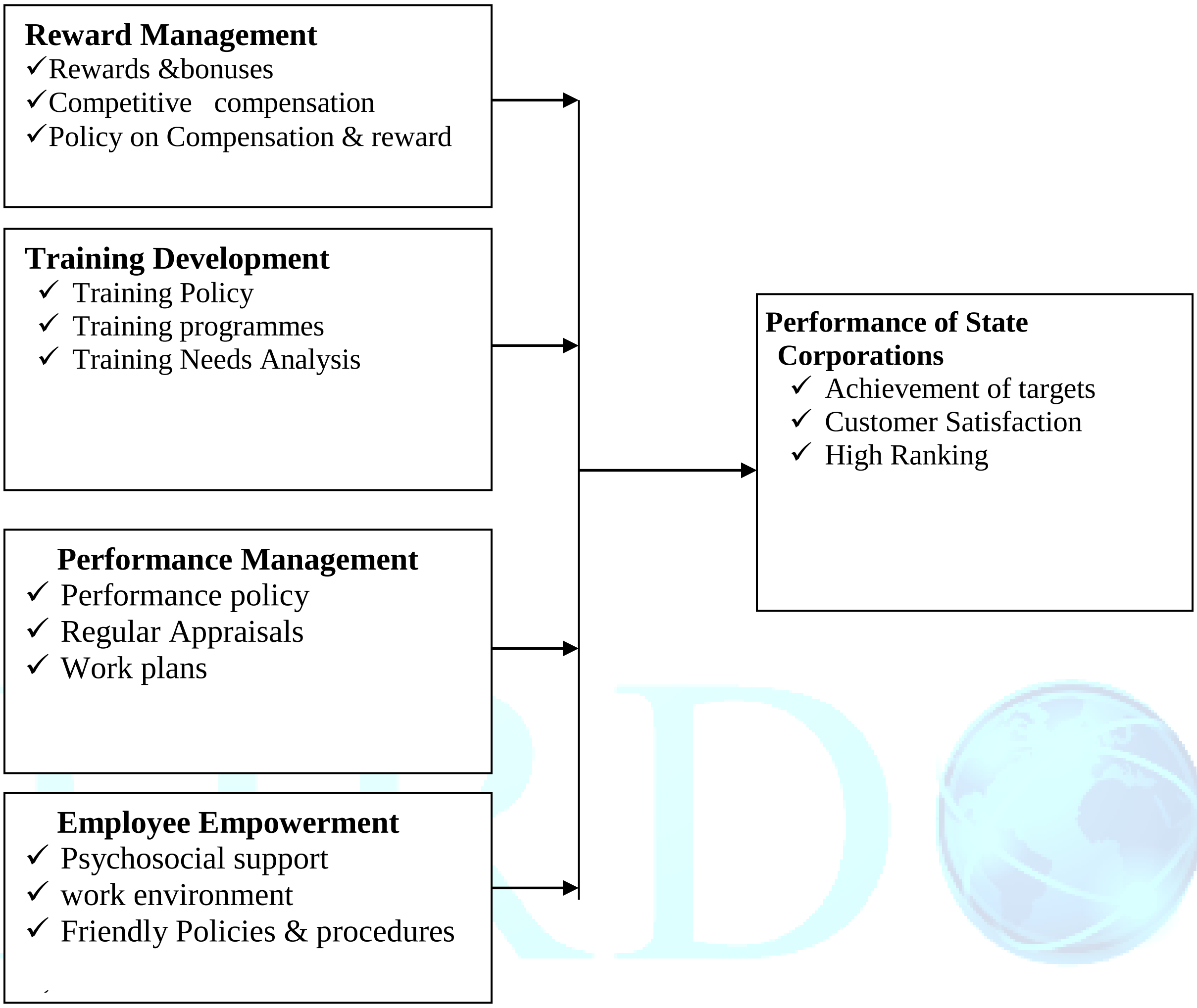
This study was guided by the following research specific objectives:

i. To establish the influence of reward management on performance of State Corporations in Kenya.
ii. To establish the influence of training and development on performance of State Corporations in Kenya.
iii. To evaluate the influence of performance management on performance of State Corporations in Kenya.

iv. To assess the influence of employee empowerment on performance of State Corporations in Kenya.

Conceptual Framework

A conceptual framework is a schematic diagram which shows the variables included in the study (Urco, 2009). The study will adopt a conceptual framework that has the following independent variables (Reward Management, training and development, Performance Management and employee empowerment). Performance of state corporations will be the dependant variable.



Independent Variables **Dependent Variable**

Figure 1: Conceptual Framework

Reward Management

To ensure that the organization has competent and motivated employees, there should be a fair basis for compensating employees (Agarwala, 2007). According to Manus and Grahan (2003) total reward includes all types of rewards indirect as well as direct and intrinsic as well as extrinsic. Kaplan (2007) asserts that total rewards encompass everything that employees value in their employment relationship, compensation, benefits, development and the work environment. Zingheim (2000) categorized total rewards into four components: convincing future, encouraging workplace, Individual growth and total pay. IDS (2003) adds that companies that address individual's need and preferences adequately in terms of total pay are more likely to attract and retain key workers and by applying such methods organization anticipates enormous concentration to non-monetary aspects of rewards. Reward strategies, which include both financial and nonfinancial, can contribute to the engagement and commitment of talented people by demonstrating that they are valued for their contribution and by operating fairly and consistently (Armstrong, 2008). Paying competitive rates will affect the ability of organizations to attract and retain people, but there is a limit to the extent to which companies can compete with the pull of the market as Cappelli (2000) points out. Sandra (1998) stated that a reward strategy is critical to addressing the issues created by recruitment and retention as well as providing a means of influencing behaviour and that it can help create a work experience that meets the needs of employees and encourages them to contribute extra effort thus improving their performance. However, Agarwala (2007) notes that it is rare to come across companies that have a clearly articulated total compensation and rewards philosophy.

Money is obviously an important part of reward, it is increasingly evident that it takes more than just cash to recruit and retain high quality employees. According to Silverman and Reilly (2003) total reward and flexible benefits are in the limelight because organizations have rightly calculated that having a better understanding of what turns their employees on will bring benefits in recruitment and retention. Hay Group (2009) carried out a research across all sectors and regions and examined how Organizations from the board down are looking to their compensation programs to deliver the performance they need and found out that companies are channelling the limited rewards available in a far more focused way to those employees most vital to the future of the company. However, Nazir, (2012), studied literature to design an expatriate reward strategy for the employees based in China with an aim to identify the likelihood of total rewards for a diverse workforce and found out that the total reward is improves organization performance. If managers in organizations need to improve employee's productivity, then effective reward management must be in the forefront. Improved employee productivity leads to improved customer satisfaction, as well as the general performance and the ranking of organizations.

Training and Development

Training and development is a function of human resource management and a practice concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings (Rothwell & Kazanas, 2004). Talent management was initially in past centuries reserved for the top management it is becoming increasingly clear that training and development is also necessary for the retention of any to all employees, no matter what their level in the company. Research has shown that some type of career path is necessary for job satisfaction and hence job retention. Perhaps organizations need to include this area in their overview of employee satisfaction.

Training and development policies and programs are essential components in talent management practices, Training and development activities are important means of developing managers and gaining the engagement and commitment of employees by giving them opportunities to grow in their present roles and to progress to higher level roles. Rothwell & Kazanas (2004) states two top most effective talent management activities, in-house development programs and coaching. Similarly, CIPD (2011) survey in UK, US and India, studied effectiveness of learning and training development practices and found out that in-house development programs are viewed as most effective by practitioners in all three countries.

Talent management needs to continue to train and develop high performers for potential new roles, identify their knowledge gaps, and implement initiatives to enhance their competencies, ensure their retention and improve their performance (Cairns, 2009). Gómez-(2007), argue that loyalty and commitment are no longer relevant issues in human resource management and instead, personal growth, learning and development have become more relevant as they make individuals more employable and improve their performance. Further, Hewitt (2008) survey revealed that almost half of the companies studied planned to increase or sustain employee learning, engagement and development budgets during the economic slowdown. Puvitayaphan (2008) also notes that, when the organizations pay special attention to the development of the best talent, they also take good care of their own performance.

Kaplan (1996) said that the success of the organization depends mainly on people. If they have knowledge and skills, as well as opportunities for development, they will be able to improve their jobs and enhance their performance. In this matter, Rothwell (2003) said that training requires not only formal classroom training but also there are other approaches such as mentoring and autonomous learning. Rothwell (2003) and Puvitayaphan (2008) studies suggests that learning and development programs are essential components in the process of developing talent. Talented individuals are allowed to develop in their current positions and can proceed to new positions through training and development.

Performance Management

Performance management is a process by which managers and employees work together to plan, monitor and review an employee's work objectives and overall contribution to the organization. Performance management (PM) includes activities which ensure that goals are consistently being met in an effective and efficient manner. Managing employee or system performance and aligning their objectives facilitates the effective delivery of strategic and operational goals. Some proponents argue that there is a clear and immediate correlation between using performance management programs or software and improved business and organizational results. In the public sector, the effects of performance management systems have differed from positive to negative, suggesting that differences in the characteristics of performance management systems and the contexts into which they are implemented play an important role to the success or failure of performance management.

At the workplace, performance management is implemented by employees with supervisory roles. Normally, the goal of managing performance is to allow individual employees to find out how well they had performed relative to performance targets or key performance indicators during a specific performance period from their supervisors and managers. The results of performance management exercises are used: in employee development planning to select the most appropriate and suitable development intervention to improve employees' knowledge, skills and behaviour, as factual basis for compensation and rewards (pay raise & bonuses being the most common) and as a factual basis in consideration with other factors for mobility for example; transfers and promotions (Horsfield, 2010).

Performance management helps clarify an employee's role, while focusing employee development on competencies that determine the organization's success. When companies get performance management right, they can provide the foundation for other talent management practices. For example, if employees align their goals with business goals, they will make better day-to-day decisions, which have an immediate impact on business performance. In addition, data gathered during the performance management process can inform other processes. For example, performance over time becomes a deciding factor in succession planning (Tansley, 2007).

Experiences that stimulate success can be fed back into the recruiting processes (Isabel, 2010). Firms with established performance management practices achieve improved quality, speed and higher innovative ability (Kontoghiorghes 2009). There is an obvious connection between getting day-today performance right and driving better firm results critically important in today's economic environment (Isabel 2010). Organisations that apply talent management practices demonstrate significantly higher financial performance compared to their industry's peers. Performance management also helps clarify an employee's role, while focusing employee development on competencies that determine the organization's success (Tansley, 2007).

Employee Empowerment

Empowerment has been defined as sharing with employees on: more decision-making, power and autonomy; information on strategy, business plans, competitor information, customer data; skills and knowledge via training in understanding business information, effective teamwork skills, customer complaint management; and rewards based upon performance (Bowen & Lawler, 1992). Armstrong (2012**)** asserts that employee empowerment is a strategy and philosophy that enables employees to make decisions about their jobs. Employee empowerment helps employees own their work and take responsibility for their results. Employee empowerment helps employees serve customers at the level of the organization where the customer interface exists.

Employee empowerment can be a powerful tool for organizations. This new management style can increase efficiency and effectiveness inside an organization. It increases employee productivity. By empowering employees, leaders and managers have the freedom to dedicate their time to more important matters (Spreitzer, 2008). Dessler (2011) asserts that empowerment is based on the idea that giving employees skills, resources, authority, opportunity, motivation, as well holding them responsible and accountable for outcomes of their actions, will contribute to their competence and satisfaction. Dessler (2011) sees it as a process of allowing employees to have input and control over their work, and the ability to openly share suggestions and ideas about their work and the organization as a whole. Empowered employees are committed, loyal and conscientious. They are eager to share ideas and can serve as strong ambassadors for their organizations. Many managers feel that by empowering employees, they relinquish the responsibility to lead and control the organization this is not the case.

Employees can be empowered by counselling, have proper working facilities and well defined policies and procedures in organization. Lawler (2008) states that empowered employees provide exceptional service and have the power to make decisions without a supervisor. They are entitled to go off script, bend the rules, do what they see fit if they believe it is the right thing to do for the customer. More than any other kind of employee, the empowered employee is able to create a feeling of true customer service that ultimately yields much greater customer loyalty, he says. Companies that give employees the freedom to make decisions on the spur of the moment that may even sometimes fly in the face of established rules and protocol often find that service to internal and external customers is improved. In addition, empowered employees take pride and ownership in their jobs when they know that they can exercise independent judgment when necessary.

Empowered employees feel free to challenge the status quo, which is critical for companies in today's fast-changing, technology-driven environment, According to Dessler (2011) employee empowerment provides some distinct advantages. Employee empowerment should lead to increased organizational responsiveness to issues and problems and an increase in productivity. It should also lead to a greater degree of employee commitment to organizational goals, since employees can take some degree of ownership in the decisions made towards goal achievement.

Research Methodology

Descriptive research design was used to determine the influence of talent management practices on firm performance of State Corporations in Kenya this is because it gave clear defined information and its findings were conclusive. Descriptive research design was considered appropriate for this study as it enabled the researcher to describe state of affairs as they exist without manipulation of data (Kothari, 2008). The target population was all the147 human resource managers or their equivalent in all the state corporations. This study used census technique given the low number of the targeted respondents. This meant that all the 147 human resource managers or their equivalent in state corporations in Kenya were requested to participate in the study. The research study used semi-structured questionnaires to collect primary data from the respondents. The drop and pick method was used to collect primary data. Structured questions were used in an effort to conserve time as well as to facilitate data analysis and presentation as they are in immediate usable form. The data analysis tool (Statistical Package for Social Sciences (SPSS Version. 21.0) was used to analyse quantitative data and results interpreted to give meaning to the study. Analysis of variance (ANOVA) which is a collection of statistical models used to analyse the differences among group means and their associated procedures (such as "variation" among and between groups) were determined. Multiple regression analysis was used to establish the relationship between dependent and the independent variables. The regression model is in the form;

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4} + €$$

Where **Y** is the dependent variable (Employee performance in State Corporations),

$\boldsymbol{\beta_0}$ is the constant or intercept

$\boldsymbol{\beta_1}$**,** $\boldsymbol{\beta_2}$**,** $\boldsymbol{\beta_3}$**, and** $\boldsymbol{\beta_4}$ are the slopes or change in Y

$\mathbf{X_1}$ is the training and development independent variable,

$\mathbf{X_2}$ is the reward system independent variable,

$\mathbf{X_3}$ is employee empowerment independent variable,

$\mathbf{X_4}$ is the performance management independent variable,

€ is the Error Term

Results of the Findings

The study targeted a sample size of 147 respondents from which 125 filled in and returned the questionnaires making a response rate of 85%. This response rate was satisfactory to make conclusions for the study as it acted as a representative. According to Mugenda and Mugenda (1999), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate was excellent.

Rewards management effect on Performance

The study sought to find out how rewards management affect performance in the respondents' State Corporations.

Table 1: Rewards and Bonuses effect on Performance

Statements	Strongly agree	agree	moderately	Disagree	Strongly agree	Mean	Standard deviation
Reward and bonuses in this state corporation leads to reduction of customer complains	59	47	13	5	1	1.74	0.210
Reward and bonuses given to the employees influence the position of the state corporation during ranking	30	29	43	11	12	2.57	0.108
Reward and bonuses are well distributed to all employees who have helped the state corporation achieve its targets	41	34	31	10	9	2.30	0.117
Competitive compensation within this state corporation leads to achievement of targets	65	38	9	6	7	1.82	0.208
Competitive compensation within this state corporation influence customer satisfaction.	56	27	21	13	8	2.12	0.150
Competitive compensation within this state corporation leads to reduction of labour turnover of high performing staff which influences position during ranking.	54	40	16	10	5	1.98	0.168
Policy on Compensation and rewards significantly affects state corporation achievement of targets	47	28	23	15	12	2.34	0.111
Policy on Compensation and rewards significantly position of the state corporation during ranking	59	47	13	5	1	1.74	0.210
The state corporation has a reward management policy which is customer satisfaction oriented	30	29	43	11	12	2.57	0.108

The study sought to establish the respondent level of agreement on statement relating to reward management in State Corporation. From the findings, majority of the respondent agreed that the Policy on Compensation and rewards significantly position of the state corporation during ranking and reward and bonuses in this state corporation leads to reduction of customer complains shown by a mean of 1.74 for each statement,

Competitive compensation within this state corporation leads to achievement of targets shown by a mean of 1.82, Competitive compensation within this state corporation leads to reduction of labour shown by a mean of 1.98,competitive compensation within this state corporation influence customer satisfaction shown by a mean of 2.12, reward and bonuses are well distributed to all employees who have helped the state corporation achieve its targets shown by 2.30 and that policy on Compensation and rewards significantly affects state corporation achievement of targets shown by a mean of 2.34. The respondents were moderate on. The state corporation having a performance management policy which is customer satisfaction oriented and reward and bonuses given to the employees influence the position of the state corporation during ranking shown by a mean of 2.57 in each case. The findings were sustained by a low standard deviation which is an indication that respondents had similar view.

These finding concur with the findings of Agarwala (2007), who revealed that to ensure that the organization has competent and motivated employees; there should be a fair basis for compensating employees

The findings are also supported by Kaplan (2007) who stated that asserts that reward policy should encompass everything that employees value in their employment relationship, compensation, benefits, development and the work environment.

These findings concur with findings of Silverman and Reilly (2003) total reward and flexible benefits are in the limelight because organizations have rightly calculated that having a better understanding of what turns their employees on will bring benefits in recruitment and retention. This is also supported by Sandra (1998) stated that a reward strategy is critical to addressing the issues created by recruitment and retention as well as providing a means of influencing behaviour and that it can help create a work experience that meets the needs of employees and encourages them to contribute extra effort thus improving their performance

Performance Management

Table 2: Effect of Performance management on performance of state corporation

Statements	Strongly agree	Agree	Moderately agree	Disagree	Strongly disagree	Mean	Standard deviation
The state corporation has a performance management policy geared to achievement of targets	62	49	8	5	1	1.67	0.227
The state corporation has a performance management policy which is customer satisfaction oriented.	59	49	13	3	1	1.70	0.217
Policy on performance significantly affects state corporation position during ranking.	51	48	17	6	3	1.90	0.184
Regular appraisal of staff leads to good performance thus influence the position of the corporation during ranking.	59	34	9	16	7	2.02	0.174
All the staff in the state corporation are appraised regularly on Quarterly basis this leads to achievement of targets	11	12	14	54	34	3.70	0.150
All the staff in the state corporation are appraised regularly on Quarterly basis this leads to reduction of customer complains	44	35	21	16	9	2.29	0.114
All the staff in the state corporation have individual work plan which is aligned to the achievement of targets.	36	32	18	27	12	2.58	0.079
All the staff in the state corporation have individual work plan which is aligned to the departmental performance work plan which influence the position of organization during ranking.	62	49	8	5	1	1.67	0.227
All the staff in the state corporation have individual work plan which is clearly states the requirements employees need in order to perform thus led to customer satisfaction.	59	49	13	3	1	1.70	0.217

The study sought to establish the respondent level of agreement on statement relating to performance management in State Corporation. From the findings, majority of the respondent agreed that the staff in the state corporation have individual work plan which is aligned to the departmental performance work plan and the state corporation has a performance management policy geared to achievement of targets shown by a mean of 1.67 for each statement element, state corporation has a performance management policy which is customer satisfaction oriented shown by 1.70, policy on performance significantly affects state corporation position during ranking shown by 1.90, regular appraisal of staff leads to good performance shown by a mean 2.02 and the staff in the state corporation are appraised regularly on quarterly basis shown by 2.29. The respondents were moderate that staff in the state corporation have individual work plan which is aligned to the achievement of targets shown by a mean of 2.58 and that the staff in the state corporation are appraised regularly on Quarterly basis shown by a mean of 3.70. The findings were supported by a low standard deviation which is an indication that respondents had similar view.

The findings concur with the study done by Kontoghiorghes(2009) which stated that Firms with established performance management practices achieve improved quality, speed and higher innovative ability .

The findings are also in line with Tansley, (2007) who stated that organisations that apply performance management practices demonstrate significantly higher financial performance compared to their industry's peers

Training and Development

Table 3: Training and development in State Corporation

Statements	Strongly agree	agree	Moderately agree	disagree	Strongly disagree	mean	Standard deviation
There is a training policy in this state corporation aimed at increasing achievement of targets	68	55	1	1	0	1.50	0.269
The training policy in this state corporation influences the position of organization during ranking.	76	46	2	1	0	1.46	0.276
Training policy clearly indicate that all employees to undergo training annually in order to reduce customer satisfaction	100	25	0	0	0	1.20	0.346
State corporation use diverse methods in training programs for employees in this state corporation aimed at boosting customer satisfaction.	72	51	0	1	1	1.46	0.273
Training and development programs for employees in this state corporation are performance oriented therefore they lead to achievement of targets	94	28	0	2	1	1.30	0.322
Training and development programs have an impact on the position of state corporation during ranking.	78	45	1	0	1	1.41	0.282
The form of training and development courses offered are based on training needs analysis which leads to achievement of targets.	119	4	1	1	0	1.09	0.421
Scholarships and funding to employees who wants to further their training in this state corporation to enhance customer satisfaction is based on training need analysis done at the beginning of the year	68	55	1	1	0	1.50	0.269
Implementation of Training needs analysis done at the beginning of the year clearly influences the position of state corporation during ranking.	76	46	2	1	0	1.46	0.276

The study sought to establish the respondent level of agreement on statement relating to training and development in State Corporation. From the findings, majority of the respondent strongly agreed that the form of training and development courses offered are based on training needs analysis shown by a mean of 1.09, Training policy clearly indicate that all employees to undergo training annually in each case shown by a mean of 1.20, training and development programs for employees in the respondents state corporation are performance oriented shown by a mean of 1.30, training and development programs have an impact on the position of state corporation during ranking shown by 1.41 and that Implementation of Training needs analysis done at the beginning of the year clearly influences the position of state corporation during ranking , State corporation use diverse methods in training programs and that training policy in state corporation influences the position of organization during ranking shown by a mean of 1.46 for each statement element. The respondent further agreed that there is a training policy in state corporation and that scholarships and funding to employees who wants to further their training in state corporation to enhance customer satisfaction is based on training need analysis shown by a mean of 1.50. The findings were sustained by a low standard deviation which is an indication that respondents had similar opinion.

The findings concur with Gómez- (2007), who stated that that loyalty and commitment are no longer relevant issues in human resource management and instead, personal growth, learning and development have become more relevant as they make individuals more employable and improve their performance

The findings are in line with the study's done by Rothwell & Kazanas (2004) which stated that training and developing employee empower employees with the right skills that they need to do their job The findings concurs with the study by Peffer (1995) explains that training and skills development helps companies retain talent..

Employee empowerment

Table 1; Employee empowerment at State Corporation

Statements	Strongly agree	Agree	Moderate	Disagree	Strongly disagree	Mean	Standard deviation
There are counselling sessions and counsellor for guiding and counselling employees on various issues aimed at enhancing performance thus the achievement of targets.	65	49	8	2	1	1.60	0.239
the psychosocial support given to employees helps in reduction of customer complains	88	37	0	0	0	1.30	0.310
psychosocial support has a lot of influence on motivation of employees thus improves the position of corporation during ranking.	66	34	22	1	2	1.71	0.215
There are well documented policies and procedures to effectively and efficiently guide employees as they perform their duties this helps employees to achieve their targets	85	39	1	0	0	1.33	0.300
The friendly procedures assist employees to perform their duties thus leads to customer satisfaction.	95	23	4	2	1	1.33	0.321
The friendly procedures assist employees to perform their duties effectively thereby improving the position of corporation during ranking	67	55	2	1	0	1.50	0.265
There are well maintained facilities in your state corporation that create a good working environment for the employee's performance thus the employees are able to achieve all their targets	76	47	1	1	0	1.42	0.279
Good working environment improves the morale of employees thus leads to customer satisfaction.	65	49	8	2	1	1.60	0.239
Good working environment motivates employees to work hard thus influences the position of empowerment strategies used by the management in this state corporation to enhance performance	88	37	0	0	0	1.30	0.310

The study sought to establish the respondent level of agreement on statement relating to employee empowerment in State Corporation. From the findings, majority of the respondent strongly agreed that good working environment motivates employees to work hard and the psychosocial support given to employees helps in reduction of customer complains shown by a mean of 1.30 in each case, friendly procedures assist employees to perform their duties and that there are well documented policies and procedures to effectively and efficiently guide employees as shown by a mean of 1.33 in each statement. the respondents further agreed that friendly procedures assist employees to perform their duties effectively as shown by 1.50, there are counselling sessions and counsellor for guiding and counselling employees shown by a mean of 1.60 and that psychosocial support has a lot of influence on motivation of employees shown by a mean of 1.71. The findings are supported by low standard deviations which is an indication that respondents had similar opinion.

The findings are in line with Dessler (2011) who observed that empowerment is based on the idea that giving employees skills, resources, authority, opportunity, motivation, as well holding them responsible and accountable for outcomes of their actions, will contribute to their competence and satisfaction

The findings also concurs with Armstrong (2011) who sees empowerment as a process of allowing employees to have input and control over their work, and the ability to openly share suggestions and ideas about their work and the organization as a whole. Empowered employees are committed, loyal and conscientious

Study by Choi and Chu (2001) concluded that staff quality, room qualities, and value are the top three factors that determine employee performance this concurs with findings of this study.

State Corporation Performance

Achievement of Targets

The study sought to find out the respondents' corporation targets for the last five years

Achievement of Targets in the year 2011

Table 2: Achievement of Targets in the year 2011

Target achievements year 2011

Target Achievement Year 2011	Frequency	Percent
Some Targets were not met	23	18.4
Targets partially met	33	26.4
Targets fully met	69	52.2
Total	**125**	**100.0**

From the study findings, majority of the respondent as shown by52.2% in the year 2011 indicated that their corporations had their targets fully met, 26.4% of the respondent indicated that their corporations had their targets partially met and 18.4% of the respondent indicated that their corporations hadn't met some targets.

Table 3: Achievement of Targets in the year 2012

Target achievement year 2012	Frequency	percent
Some Targets were not met	24	19.2
Targets partially met	26	20.8
Targets fully met	75	60
Total	**125**	**100.0**

The study also revealed that in the year 2012 majority of the respondent as shown by 60% indicated that their corporations fully met their targets, 20.8% of the respondents of their corporations had partially met their targets and 19.2% of the respondents had their corporations not able to meet some targets.

Table 4: Achievement of Targets in the year 2013

Target Achievement Year 2013	Frequency	Percent
Some Targets Were Not Met	22	17.6
Targets Partially Met	25	20
Targets Fully Met	78	62.4
Total	**125**	**100.0**

The findings from the study showed that in the year 2013 majority of the respondent as shown by 62.4% indicated that their corporations met the set targets, 20% of the respondents of their corporations had partially met their targets and 17.6% of the respondents had their corporations not able to meet some targets.

Achievement of Targets in the year 2014

Table 5: Achievement of Targets in the year 2014

Target Achievement Year 2014	Frequency	Percent
Some Targets were not met	21	16.8
Targets partially met	23	18.4
Targets fully met	81	64.8
Total	**125**	**100.0**

In the year 2014, the study revealed that majority of the respondent as shown by 64.8% indicated that their corporations fully met their set targets, 18.4% of the respondents of their corporations had met their targets partially and 16.8% of the respondents had their corporations unable to meet some targets.

Table 6: Achievement of Targets in the year 2015

Target achievement year 2015	Frequency	Percent
Some Targets Were Not Met	20	16
Targets Partially Met	23	18.4
Targets Fully Met	82	65.6
Total	**125**	**100.0**

The study further revealed that in the year 2015 majority of the respondent as shown by 65.6% indicated that their corporations met the set targets, 18.4% of the respondents of their corporations had partially met their targets and 16% of the respondents had their corporations not able to meet some targets.

Customer satisfaction

The study sought to find out the level of customer satisfaction in respondents' corporation for the last five years. The findings are presented in the tables below.

Table 10: Level of Customer Satisfaction in the year 2011

Percentage increase	Frequency	Percentage
Reduction of number of customers complain by 5%	53	42.4%
Increased number of return customers by 5%	30	24.0%
Increased number of new customers by 5%	42	33.6%
Total	**125**	**100.0**

From the study findings, most of the respondents as shown by 42.4% indicated that their corporations recorded a Reduction of number of customer complaints by 5%. 33.6% of the respondents indicated that their corporations recorded an Increased number of new customers by 5% while 24.0% of the respondents indicated that their corporations recorded an Increased number of new customers by 5% in the year 2011.

Level of Customer Satisfaction in the year 2012

Table 7: Level of Customer Satisfaction in the year 2012

Percentage increase	Frequency	Percentage
Reduction of number of customers complain by 5%	52	41.6%
Increased number of return customers by 5%	41	32.8%
Increased number of new customers by 5%	32	25.6%
Total	**125**	**100.0**

From the study findings, most of the respondents as shown by 41.6% indicated that their corporations recorded a Reduction of number of customer complaints by 5%. 32.8% of the respondents indicated that their corporations recorded an increased number of new customers by 5%, while 25.6% of the respondents indicated that their corporations recorded an increased number of new customers by 5%, in the year 2012.

Level of Customer Satisfaction in the year 2013

Table 8: Level of Customer Satisfaction in the year 2013

Percentage increase	Frequency	Percentage
Reduction of number of customers complain by 5%	50	40.0%
Increased number of return customers by 5%	45	36.0%
Increased number of new customers by 5%	30	24.0%
Total	**125**	**100.0**

From the study findings, most of the respondents as shown by 40.0% indicated that their corporations recorded a Reduction of number of customer complaints by 5%. 36.0% of the respondents indicated that their corporations recorded an increased number of new customers by 5%, while 24.0% of the respondents indicated that their corporations recorded an increased number of new customers by 5%, in the year 2013.

Level of Customer Satisfaction in the year 2014

Table 13: Level of Customer Satisfaction in the year 2014

Percentage increase	Frequency	Percentage
Reduction of number of customers complain by 5%	51	40.8%
Increased number of return customers by 5%	46	36.8%
Increased number of new customers by 5%	28	22.4%
Total	**125**	**100.0**

From the study findings, most of the respondents as shown by 40.8% indicated that their corporations recorded a Reduction of number of customer complaints by 5%. 36.8% of the respondents indicated that their corporations recorded an increased number of new customers by 5%, while 22.4% of the respondents indicated that their corporations recorded an increased number of new customers by 5%, in the year 2014.

Level of Customer Satisfaction in the year 2015

Table 9: Level of Customer Satisfaction in the year 2015

Percentage increase	Frequency	Percentage
Reduction of number of customers complain by 5%	48	38.4%
Increased number of return customers by 5%	47	37.6%
Increased number of new customers by 5%	30	24.0%
Total	**125**	**100.0**

From the study findings, most of the respondents as shown by 38.4% indicated that their corporations recorded a Reduction of number of customer complaints by 5%. 37.6% of the respondents indicated that their corporations recorded an increased number of new customers by 5%, while 24.0% of the respondents indicated that their corporations recorded an increased number of new customers by 5%, in the year 2014

Ranking

The study sought to find out the ranking of the respondents' corporation for the last five years. The findings are presented in the tables below.

Corporation ranking in the year 2011

Table 10: Corporation Ranking in the year 2011

Ranking Position Year 2011	Frequency	Percent
The position was between 1-20	23	18.4
The position was between 20-50	54	43.2
The position was 50 and above	48	38.4
Total	**125**	**100.0**

From the findings the study established that most of the respondents had their corporation in the last five years ranked in the position 20 to 50 as shown by 43.2%, 38.4 % of the respondent had their corporations ranked in the position 50 and above and 18.4% of the respondent had their corporations ranked between position 1 and 20.

Corporation Ranking in the year 2012

Table 11: Corporation Ranking in the year 2012

Ranking Position Year 2012	Frequency	Percent
The position was between 1-20	27	21.6
The position was between 20-50	56	44.8
The position was 50 and above	42	33.6
Total	**125**	**100.00**

The study sought to establish the ranking of state corporations in the year 2012. From the findings the study established that majority of the respondent as shown by 44.8% had their state corporations ranked between positions 20 to 50, 33.6% of the respondent had their corporations' ranked position 50 and above while 21.6% of the respondent had their corporations ranked between positions 1 to 20.

Corporation ranking in the year 2013

Table 17: Corporation Ranking in the year 2013

Ranking Position Year 2013	Frequency	Percent
The position was between 1-20	31	24.8
The position was between 20-50	51	40.8
The position was 50 and above	43	34.4
Total	**125**	**100**

From the findings, the study established that most of the respondents were between positions 20 and 50 as shown by 40.8%, 34.4% of the respondent indicated that their corporations were positions 50 and above and 24.8% of the respondents pointed out their corporations were in positions 1 to 20.

Corporation Ranking in the year 2014

Table 18: Corporation Ranking in the year 2014

Ranking Position Year 2014	Frequency	Percent
The position was between 1-20	33	26.4
The position was between 20-50	58	46.4
The position was 50 and above	34	27.2
Total	**125**	**100**

The study revealed that majority of the respondent were ranked positions 20 to 50 as shown by 46.4%, 27.2% of the respondent revealed that their corporations were ranked positions 50 and above while 26.4% of the respondent were ranked positions 1 to 20.

Corporation ranking in the year 2015

Table 19: Corporation Ranking in the year 2015

Ranking Position Year 2015	Frequency	Percent
The position was between 1-20	35	28
The position was between 20-50	59	47.2
The position was 50 and above	31	24.8
Total	**125**	**100**

The study revealed that majority of the respondent were ranked positions 20 to 50 as shown by 47.2%, 24.8% of the respondent revealed that their corporations were ranked positions 50 and above while 28% of the respondent were ranked positions 1 to 20.

Regression Analysis

Table 12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.919	0.844	0.796	.223

Adjusted R squared is coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variable. From the findings in the above table the value of adjusted R squared was 0.796 an indication that there was variation of 79.6 percent on performance of state corporations in Kenya, due to changes in reward management, training and development, performance management and employee empowerment at 95 percent confidence interval. this shows that 79.6 percent changes in performance of state corporations in Kenya could be accounted to reward management, training and development, performance management and employee empowerment. r is the correlation coefficient which shows the relationship between the study variables, from the findings shown in the table above is notable that there extists strong positive relationship between the study variables as shown by 0.919.

Table 13: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	2.588	4	0.647	2.067	.001[b]
1	Residual	37.56	120	0.313		
	Total	40.148	124			

Critical value =1.997

From the ANOVA statics, the study established the regression model had a significance level of 0.1% which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 5%. the calculated value was greater than the critical value (2.067>1.997) an indication that reward management, training and development, performance management and employee empowerment all affects performance of state corporations in Kenya. The significance value was less than 0.05 indicating that the model was significant.

Table 14: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.543	1.033		1.494	.001
	Reward Management	.281	.108	.203	2.602	.002
	Employee Training and Development	.321	.127	.227	2.528	.003
	Performance Management	.316	.125	.216	2.528	.001
	Employee Empowerment	.376	.113	.251	3.327	.000

From the data in the above table the established regression equation was

$$\mathbf{Y = 1.543 + 0.376X_1 + 0.321X_2 + 0.316\ X_3 + 0.281\ X_4}$$

From the above regression equation, it was revealed that reward management, training and development, performance management and employee empowerment to a constant zero, the performance of state corporations in Kenya would be at 1.543.

The results on table 23 above reveal that reward management had a positive significant coefficient (B= 0.281, p value=0.002). This implies that reward management had positive significant affect the performance of state corporations in Kenya positively. These finding concur with the findings of Agarwala (2007), who revealed that to ensure that the organization has competent and motivated employees, there should be a fair basis for compensating employees.

The finding of the study on table 4.22 above reveal that employee training and development had a positive significant coefficient (B= 0.321, p value=0.003). This implies that training and development had positive significant effect on performance of state corporations in Kenya.Rothwell and Kazanas (2004) states two top most effective talent management activities, in-house development programs and coaching.

The findings revealed that performance management had a significant coefficient (B= 0.316, p value=0.001). This implies that performance management had positive significant effect on performance of state corporations in Kenya. Firms with established performance management practices achieve improved quality, speed and higher innovative ability (Kontoghiorghes, 2009).

The study finding further revealed that employee empowerment had a significant coefficient (B= 0.376, p value=0.000). This implies that employee empowerment had significant positive significant on performance of state corporations in Kenya. Armstrong (2012**)** asserts that employee empowerment is a strategy and philosophy that enables employees to make decisions about their jobs.

Correlations Analysis

Table 15: Correlations Table

		Performance	Reward Management	Training and development	Performance management	Employee empowerment
Performance	Pearson Correlation	1	.661**	.378**	.820**	.525**
	Sig. (2-tailed)		.002	.003	.001	.000
	N	125	125	125	125	125
Reward Management	Pearson Correlation	.661**	1	-.041	-.119	-.129
	Sig. (2-tailed)	.003		.802	.463	.428
	N	125	125	125	125	125
Training and development	Pearson Correlation	.378**	-.041	1	.205	.035
	Sig. (2-tailed)	.022	.002		.004	.001
	N	125	125	125	125	125
Performance management	Pearson Correlation	.820**	.119	.205	1	.546**
	Sig. (2-tailed)	.004	.003	.004		.000
	N	125	125	125	125	125
Employee empowerment	Pearson Correlation	.525**	.129	.035	.546**	1
	Sig. (2-tailed)	.003	.002	.001	.000	
	N	125	125	125	125	125

**. Correlation is significant at the 0.01 level (2-tailed).

On the correlation of the study variable, the researcher conducted a Pearson moment correlation. From the finding in the table above, the study found that there was strong positive correlation coefficient between performance of state corporation and performance management as shown by correlation factor of 0.820, this strong relationship was found to be statistically significant as the significant value was 0.001 which is less than 0.05, the study also found strong positive correlation between performance of state corporations and reward management as shown by correlation coefficient of 0.661, this too was also found to be significant at 0.002 level. The study also found strong positive correlation between performance of State Corporation and employee empowerment as shown by correlation coefficient of 0.525 at 0.000 level of confidence.

Finally, the study found a positive correlation between performance of state corporation and as shown by correlation coefficient of 0.378 at 0.003 level of significance

Conclusions

From the study findings, reward management leads to improved performance in the state corporations in Kenya by enhancing target achievement, improving customer satisfaction and improves corporation ranking, training and development leads to improved performance in the state corporations in Kenya by enhancing target achievement, improving customer satisfaction, improving corporation ranking, performance management in the state corporations in Kenya leads to improved performance by enhancing target achievement, improving customer satisfaction, and improves corporation ranking, employee empowerment in state corporations in Kenya leads to improved performance by enhancing target achievement, improving customer satisfaction, and improves corporation ranking,. The study therefore concludes that talent management practices in state corporations in Kenya improve performance.

Recommendations

This study recommends that state corporations introduce a more competent strategy for rewarding their employees. Rewards such as bonuses, appreciative rewards such as holidays should be introduced to reward exceptionally performing employees. This study also recommends that training and development should be a practice employed on all employees of the state corporations not just those on top. Corporations should not only source for international scholarships for their employees but also scholarships to local universities as well. The study further recommends that employee empowerment should not only be done to the top and middle level employees but to those at the bottom level management as well for they often feel left out.

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Appendix I : List Of State Corporations

1. Agricultural Development Corporation
2. Agricultural Finance Corporation
3. Agro-chemical and Food Company
4. Athi Water Services Board
5. Bomas of Kenya
6. Bukura Agricultural Institute
7. Capital Markets Authority
8. Catering & Tourism Training Levy Trustee
9. Chemelil Sugar Company
10. Coast Development Authority
11. Coast Water Services Board
12. Coffee Board Kenya
13. Coffee Development Authority
14. Coffee Research Foundation
15. Commission for Higher Education
16. Communications Commission of Kenya
17. Consolidated Bank of Kenya
18. Cooperative College of Kenya
19. Cotton Development Authority
20. Council of Legal Education
21. Deposit Protection Fund Board
22. Development Bank of Kenya
23. East African Portland Cement Company
24. Egerton University
25. Energy Regulatory Commission
26. Ewaso Ng'iro North Dev. Authority
27. Ewaso Ng'iro South Dev. Authority
28. Export Processing Zones Authority
29. Higher Education Loans Board
30. Industrial and Commercial Development Corporation
31. Industrial Development Bank
32. Insurance Regulatory Authority
33. Investment Promotion Centre
34. Jomo Kenyatta University of Science and Technology
35. Jomo Kenyatta Foundation
36. Kenya Accountants and Secretaries National Examination Board (KASNEB)
37. Kenya Agricultural Research Institution (KARI)
38. Kenya Airports Authority
39. Kenya Broadcasting Corporation
40. Kenya Bureau of Standards
41. Kenya Civil Aviation Authority
42. Kenya Coconut Authority
43. Kenya Copyright Board
44. Kenya Dairy Board
45. Kenya Education Staff Institute
46. Kenya Electricity Generating Company
47. Kenya Ferry Services
48. Kenya Film Commission
49. Kenya Forest Services
50. Kenya Forestry Research Institute (KEFRI)
51. Kenya Industrial Estates
52. Kenya Industrial Property Institute
53. Kenya Industrial Research Institute (KIRDI)
54. Kenya ICT Board
55. Kenya Institute Administration
56. Kenya Institute for Special Education
57. Kenya Institute of Education
58. Kenya Investment Authority
59. Kenya Literature Bureau
60. Kenya Marine and Fisheries Research Institute (KMFRI)
61. Kenya Maritime Authority
62. Kenya Meat Commission
63. Kenya Medical Research Institute
64. Kenya Medical Supplies Agency
65. Kenya Medical Training College
66. Kenya National Assurance Co. (2001) Ltd
67. Kenya National Examination Council
68. Kenya National Highway Authority
69. Kenya National Library Services
70. Kenya Ordinance Factories Corporation
71. Kenya Pipeline Company
72. Kenya Plant Health Inspectorate Services (KEPHI)
73. Kenya Polytechnic University College
74. Kenya Ports Authority
75. Kenya Post Office Savings Bank
76. Kenya Power & Lighting Company(KPLC)
77. Kenya Railways Corporation
78. Kenya Re-Insurance Corporation

79. Kenya Revenue Authority
80. Kenya Roads Board
81. Kenya Safari Lodge and Hotels
82. Kenya Seed Company
83. Kenya Sisal Board
84. Kenya Sugar Research Foundation (KESREF)
85. Kenya Tourism Board
86. Kenya Tourist Development Corporation
87. Kenya Water Services
88. Kenya Wildlife Services
89. Kenya Wine Agencies Ltd
90. Kenyatta International Conference Center (KICC)
91. Kenyatta National Hospital
92. Kenyatta University
93. Kerio Valley Development Authority (KVDA)
94. Kenya Institute for Public Policy Research and Analysis (KIPPRA)
95. Lake Victoria North Water Services Board
96. Lake Victoria South Water Services Board
97. Lake Basin Development Authority (LBDA)
98. Local Authorities Provident Fund
99. Maseno University
100. Masinde Muliro University of Scie. & Tech.
101. Moi Teaching & Referral Hospital
102. Moi University
103. Multi-Media University (formerly KCCT)
104. National Aids Control Council
105. National Cereal and Produce Board
106. National Commission on Gender & Development.
107. National Campaign Against Drug Abuse (NACADA)
108. National Coordination Agency for Population and Development
109. National Oil Company (NOC)
110. National Council for Children Services
111. National Council of Persons with Disabilities
112. National Environment Management Authority (NEMA)
113. National Hospital Insurance Fund (NHIF)
114. National Housing Corporation (NHC)
115. National Irrigation Board
116. National Museums of Kenya
117. National Social Security Fund (NSSF)
118. National Water Conservation and Pipeline Corporation
119. NGO Coordination Bureau
120. Northern Water Services Board
121. Numerical Machining Complex
122. Nyayo Tea Zones
123. Nzoia Sugar Company
124. Pest Control Board
125. Postal Corporation of Kenya
126. Privatization Commission of Kenya
127. Public Procurement & Oversight Authority
128. Pyrethrum Board of Kenya
129. Retired Benefits Authority
130. Rift Valley Water Services Board
131. Rural Electrification Authority
132. School Equipment Production Unit
133. South Nyanza Sugar Company
134. Sports Stadia Management Board
135. Tana and Athi Rivers Dev. Authority
136. Tanathi Water Services Board
137. Tea Board of Kenya
138. Tea Research Foundation
139. Teachers Service Commission
140. Telkom Kenya Ltd
141. University of Nairobi
142. University of Nairobi Enterprise Services
143. Water Appeals Board
144. Water Resources Management Authority
145. Water Services Regulatory Board
146. Water Services Trust Fund
147. Youth Enterprise Development