

**TALENT MANAGEMENT PRACTICES AND
PERFORMANCE OF NATIONAL REFERRAL
HOSPITALS IN KENYA**

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**Talent Management Practices and Performance of National Referral
Hospitals in Kenya**

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DECLARATION

This thesis is my original work and has not been presented for a degree in any other university

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DEDICATION

I dedicate this work to my Parents; My late dad Sole Malle and my mom Worqe Sole who always encouraged me to pursue my education to the highest level.

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ABBREVIATIONS AND ACRONYMS

AAPAM	African Association for Public Administration and Management
CEO	Chief Executive Officer
FBO	Faith-based organizations
GoK	Government of Kenya
HR	Human Resource
KHSSP	Kenya Health Sector Strategic Plan
KNH	Kenyatta national hospital
MDGs	Millennium Development Goals
MOH	Ministry of Health
NGO	Non-governmental organization
NRH	National Referral Hospitals
NSE	Nairobi Security Exchange
PWC	PricewaterhouseCoopers
Q-Q	Quintile-Quintile
RBV	Resource based View
SDGs	Sustainable Development Goals
SOPs	Standard Operating procedures
SPSS	Statistical Package for Social Sciences
SRC	Salaries and Remuneration Commission
TM	Talent management
UK	United Kingdom
USA	United States of America
WB	World Bank

DEFINITION OF OPERATIONAL TERMS

Attraction	Tyson (2014) defines attraction as the processes that generate candidates, aid in building the employer brand, and significantly influence organizational culture through recruitment techniques.
Competitive Advantage	A company gains a competitive advantage when it can offer the same value as its rivals while doing so more affordably or by adding value through improved quality, adaptability, and innovation (Ahmad, 2017).
Development	Armstrong and Taylor (2014) define development as "the process by which people advance from a current state of understanding and capability to a future state requiring higher-level skills, knowledge, and competencies."
HR Rules and Regulations	HR rules and regulations set out clear directions regarding the required ethical behaviour of employees; their relationships and dealings with their stakeholders to promote transparency and accountability in the conduct of the service (PSC HR manual framework, 2017).
Organizational performance	Organizational performance is the actual results or output of an organization as measured against the intended outputs of that organization (Tomal & Jones, 2015).
Organizational Policies	Refer to principles, rules, and guidelines developed or adopted by an organization to achieve long-term goals and presented in a way that can easily be accessed (Charles & Gareth, 2009).

Performance	Armstrong and Taylor (2014) define performance as a method of getting better results from teams and individuals in the organization by establishing a structure of planned goals, standards, and competence requirements.
Public Healthcare Sector	All organized efforts to avert disease, promote health, and prolong life in the general population (WB, 2013).
Retention	Mita, Aarti, and Ravneeta (2014) defined employee retention as “an approach used by firms to maintain a productive workforce and at the same time meet operational needs”.
Standard Operating Procedures (SOPs)	Standard Operating Procedures are written documents that present detailed instructions for carrying out organizational operational activities (Damanik & Sitorus, 2022).
Strategy	A strategy is a plan of action and policy that is intended to address a significant challenge (Rumelt, 2011). strategy concept refers to the significant effort of organization to survive, expand and defeat competitors (Angwin & Cummings, 2017).
Talent	It refers to individuals systematically developed innate abilities that are used in activities they enjoy, value, and want to invest energy in (Nijs, Gallardo, Dries & Seis, 2014).
Talent development	Talent development is the process of ensuring that a company has qualified individuals to meet future demand and adapt to work changes, particularly in the current dynamic era of globalization and technology (Dalal & Akdere, 2018).
Talent Management	A systematic approach to attracting, identifying, developing, engaging and retaining those individuals who are valuable to an

organization, either due to their ‘high potential’ for the future or because they play key roles (CIPD, 2013).

Talent Management Practices	Include a wide range of activities that various organizations use to attract and retain a highly skilled and knowledgeable workforce. organizations use these techniques in retaining their employees (Human Capital Institute, 2008).
Talent Retention	Talent retention may involve the adoption of policies, practices, and strategies by organizations to satisfy their talents and prevent them from leaving (Bangwal & Tiwari, 2015).

ABSTRACT

Human resources are a critical component of any health-care system. Investing in the health workforce can help achieve the Sustainable Development Goals (SDGs) by ensuring universal access to qualified, skilled, and motivated health workers. One of the key challenges Kenya's health sector faces is ensuring that all its citizens, including the most vulnerable, have access to well-trained, professional health workers. This research sought to investigate the influence of talent management practices on the performance of national referral hospitals in Kenya. Specifically, the study was guided by the following objectives: to evaluate the influence of talent planning on performance of national referral hospitals in Kenya, to assess the influence of talent attraction on performance of national referral hospitals in Kenya, to determine the influence of talent development on performance of national referral hospitals in Kenya, to establish the influence of talent retention on performance of national referral hospitals in Kenya, and to examine the moderating effect of HR rules and regulations on the relationship between talent management practices and performance of national referral hospitals in Kenya. Using cross-sectional survey research design, the study targeted the national referral hospitals in Kenya. The target population of the study was 547 management staff from which a sample size of 225 respondents was statistically selected. The study employed a multi-stage sampling whereby purposive, stratified and simple random sampling were used to pick the sample while primary data was collected using questionnaires and interview guide. Secondary data was obtained from the organization's reports and publications. Reliability testing and validity testing were undertaken to ascertain the soundness of the instruments. Data was analyzed using descriptive and inferential statistics. Multiple regression analysis was applied to determine whether the proposed factors in the model together show the influence of talent management on the performance of national referral hospitals in Kenya. Also, inferential statistics such as regression and correlation analysis were conducted. The study findings indicated that talent planning, talent attraction, talent retention, and talent development have a positive and significant effect on the performance of national referral hospitals in Kenya with an r value of .837, .734, .565, .898, .941 respectively. Moreover, the findings revealed that there is a significant positive moderating effect between HR rules and regulations and performance. The study concluded that talent management practices are significant contributors of performance of national referral hospitals in Kenya. The most significant predictor of performance is talent development, then talent planning, followed by talent retention and lastly talent attraction with coefficients β of .483, .147, .134 and .114 respectively. The study recommends national referral hospitals need to put more effort in talent planning especially in identification of top performers and harnessing their skills. They should also align talent plan with business strategy, regularly review their talents and involve all the stakeholders in the process. Additionally, hospitals need to recognize and reward their existing best performers. The study further recommends that national referral hospitals to devise measures of retaining their best employees by offering competitive pay, provide autonomy and promotional opportunities.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organizations around the world face significant challenges when it comes to talent management. Lack of talents around the globe has pushed businesses compete for the same talent pool to acquire and retain talents in order to keep operations running and continue to grow in terms of service and profitability (Mervat, Dahshan, Ismail, & Shehata 2018). There is great demand for talented employees in high positions because these are the people who are in charge of steering the organization and are responsible for taking the organization to the peak of success; this is why organizations are fighting for the best people (Nouman, Tahira, and Tanzila (2015). Tangible assets like land, capital and fixed assets are no longer key resources for the businesses to be highly competitive, human capital is now the key asset for achieving a competitive advantage (Kagwiria, 2013). High demand for competent employees, particularly key decision makers have forced organizations to constantly compete for the best and most talented workers (Lyria, 2017).

Talent management (TM) has been viewed as a collection of human capital management processes designed to manage individuals within organizations. It is a process of attracting, developing, and retaining people capable of performing critical tasks in the organization (Rana & Abbasi, 2013; Al-Lozi, Almomani, & Al-Hawary, 2018). The emphasis on talent management is growing as the business environment changes, resulting in talent shortages, which increase competition for talent and thus have a significant impact on organizations (Deloitte, 2013; Thunnisen, Boselie & Fruytier, 2013; Manpower Group, 2015). Similar to every other strategy a company uses, talent management strategy can only be effective and contribute to overall company success if it is well-suited to both the firm itself and the business environment in which the company is currently operating or is heading (Ariss, Cascio, & Paauwe, 2014). To ensure that organizational talent management is on the right track, a company must understand how future talent

management may evolve, and based on those emerging trends, the company can decide where and how to invest to gain a competitive advantage.

According to Campbell and Smith (2014), talent management should aim to build a high-performance, stable organization that achieves its strategic and operational goals and objectives. The five primary goals of talent management are to attract, select, engage, develop, and retain employees. The need for human capital will continue to drive talent management since it is critical for companies to achieve competitiveness (Oladapo, 2014). In addition, talent management is shaped by three factors: recruiting, development, which includes nurturing, and retention, which is concerned with motivation and commitment. Employers use talent attraction as a strategy to attract skilled individuals to their organizations. This technique is used to find the right job matches (Songa & Oloko, 2016).

The assumption that effective talent management is a major source of competitive advantage is one of the key driving forces behind the growing interest in talent management among researchers and practitioners (McDonnell, Collins, Mellahi & Schuler, 2017). Furthermore, recent demographic changes around the world such as aging populations, low birth rates and increased workforce mobility have created challenges in talent supply and hence increasing interest in talent management (Tarique & Schuler, 2010; Schuler, Jackson & Tarique 2011). Organizations have also been facing numerous challenges both internally and externally; one such example is the way in which internal working procedures have changed as a result of technological integration, while externally, new offers, products, and services from rivals also force organizations to make changes in their work procedures (Starbuck, 2017; Collings et al; 2018). These has therefore necessitated organizations to acquire talented employees or enhance the skills of their current workforce so that those roles can be performed effectively and responsively to situational demands both within and outside the organization (Guthridge, Lawson, & Komm, 2008; Sidani & Al Ariss, 2014; Brewster, Cerdin, & Sharma, 2017). To succeed in today's competitive market, organizations need to implement an effective talent management systems and practices (Hongal & Kinange, 2020).

Each firm must develop its own unique talent strategy. A company's business strategy and human capital context must be in sync with its talent strategy for it to be effective. With regard to the type of talent that organizations require, Stahl, Björkman, Farndale, Morris, Paauwe, Stiles, and Wright (2012) identify the company strategy as the natural ground to begin when considering talent management. Following the formulation of business strategies and the determination of strategic goals, the organization has to come up with talent identification strategy in order to find suitable candidates with the necessary skills to meet these objectives and add value to the company (Karunathilaka, Yajid, & Khatibi, 2015). With today's competitive work environment talent management is a driving force for organizational success, talents management enables business to meet business talent demands which is critical for global market environment and business strategies. Talent management is concerned with business prospects and aims to maximize the potential of each individual employee. It also recognizes the importance of retaining individuals with necessary skills in a competitive labor market (Kurgat, 2016).

Connell and Roberts (2016) opine that talent management in the health sector is more difficult than in any other sector because of the following factors: the demand level for talent, scarcity of talent across a broad range of health care sector professions, the mobility of health experts, the diversity of the governance structure of healthcare service providers, and unfavorable external factors are all highly challenging issues in health sector which talent management must address. Additionally, the health care sector also needs to understand spatial distribution, regulation, and global circulation due to the imbalance in supply and demand of competent workers across the globe.

1.1.1 Global Perspective of Talent Management and Organizational Performance

Talent management of talented employees is becoming increasingly important for organizations operating on a global scale. Findings from a study by Manpower Group (2016) indicate that lack of skilled talent for key positions has become top concern for organizations in all the regions. It is most pressing in Asia Pacific (36%), owing to the region's rapid growth and the difficulty many employers there have in finding the talent they require to execute their business strategies In Europe; however, the most pressing

challenge is lack of talent at all levels (24%). Talent shortage posed major challenge in Norway (32%), Germany (31%), and Netherlands (24%). According to talent shortage survey conducted by the Manpower Group (2014), up to 36% of the more than 37,000 employers surveyed worldwide are having difficulty filling jobs as a result of talent shortage. In addition, the proportion of employers reporting that talent shortages have a high or medium impact on their ability to service clients increased from 36% in 2012 to 54% in 2016.

Further, a survey conducted in the United States revealed that 75 percent of companies rank TM as one of their top priorities. According to studies conducted in the United Kingdom, 90 percent of all corporations view TM as beneficial to their bottom line, and more than half of UK firms have implemented TM activities (Larsen, 2012). TM is a critical component for organizational success, as this result indicates and is supported by several authors (Dries & González-Cruz 2013), where talents, skills, and capabilities drive competitive advantage (McDonnell, Hickey & Gunnigle 2011). Recognizing the value of human capital in today's knowledge economy has led to TM becoming a top management priority (Mäkelä, Björkman, & Ehrnrooth 2010; Thunnissen, Boselie, & Fruytier 2013) and critical for business sustainability and survival (Gallardo-Gallardo, Dries, & González, 2013). According to Manpower Group Singapore (2018), 56% of companies are unable to find the skill they require, and 62% of firms with 50-249 employees cite talent shortages and a lack of qualified people as their biggest challenge.

According to AON Hewitt (2011) survey conducted in the United Kingdom, 45 percent of respondents anticipate slightly to significantly higher hiring volumes in the coming years, with a greater emphasis on candidate quality. Companies are increasingly competing on the basis of the skills and talents of employees as a result of the growth in hiring rate (Delaney & Huselid, 2016). Further, organizations are realizing that by attracting and retaining the best and most qualified individuals they can achieve higher market share and increased profits. According to De Gieter and Hofmans (2015), in today's workplace, employees expect higher integrated benefits that are aligned with the organization's overall profitability. In this regard, nurturing the existing talents can help

enhance the performance and attitudes of the employees, hence developing their competencies and preparing them for future careers prospects (Wilder, Collier & Barnes, 2014; Vaiman et al., 2018). Consequently, this will encourage employees to stay with the organization for the longer term.

A study by PWC (2014) also revealed that firms that have workforce with the necessary competencies and skills for executing their programs shape their competitive advantage. Research by Brandt (2013) on the competitive advantages in the United States airline industry revealed that a significant part of the recent poor industry performance can be attributed to competitive strategies that do not relate to industry structure. A study by Ibrahim and Zayed (2018) indicates that integrating business strategies and culture with talent management has a significant positive relationship with improving firm's competitive advantage. Maya and Thamilselvan (2013) state that organizations that adopt talent management do better than other organizations operating in the same industry when it comes financial performance. In their study on the importance of talent management practices for the pharmaceutical industry in Pakistan, Abbasi, Sohail, Cheema, and Syed (2013) noted that talent management can be used as a helpful tool for employee attraction, retention, development, and improving organizational performance in a highly competitive environment. Additionally, talent management improves the present and future performance of the workforce if given the proper attention through employee skill development and job enrichment.

1.1.2 Regional Perspective of Talent Management and Organizational Performance

The current outlook in Africa for organizations looking to maximize the effectiveness of their workforce is bleak. Companies are struggling to find, develop, and retain the high caliber personnel they need (Kamoche, Siebers, Mamman, & Kahindi, 2015), and this is limiting their capacity to compete (Spies, 2011). According to a report by Price Water House Coopers (2012), 75% of CEOs surveyed indicated that they lacked necessary talent to accomplish employee goals. The study also revealed that 85 percent of CEOs intended to focus their strategies on talent management. The case for talent management in Africa

is dire, as the continent has lost key talent to countries such as the United States, United Kingdom, France, and Australia (Pfeffer & Sutton, 2011). According to Piansoongnern and Anurit (2019), Africa has a very complicated dilemma in that, on the one hand, it has high unemployment rates, yet managers complain that they are short on talent and are willing to acquire people at any time. The problem with Africa is that it has experienced brain drain over the years since talented employees have sought greener pastures in Europe and America (Lewis & Heckman, 2016).

According to the African Association for Public Administration and Management (AAPAM) (2014), the continent has experienced difficulties in acquiring and retaining well-trained and skilled personnel due to a variety of challenges, including low pay and an uncompetitive working environment. They further add that Africa is suffering from talent shortage as a result of talented individuals moving to developed countries. Skilled professionals exit Africa's countries such as Kenya, Nigeria, Ethiopia, and Ghana, leaving Africa with a scarcity of talent (Gara, 2013). According to Kambui (2014), talent management in Africa has been a major challenge due to poor remuneration by companies and the prevalence of uncompetitive work environments, this negatively impact on employee productivity and desire to stay with the company. These constraints lower the organizational productivity hence affecting their ability to compete.

In South Africa, trends indicate that executives have prioritized recruiting over talent development. However, the global trend was toward developing internal talent rather than recruiting. The current focus is on developing leaders who are prepared for the country's ever-changing economic realities (Deloitte, 2013). According to the Deloitte report (2015) for the South African context, organizations that value learning and development have tripled since 2014, while leadership remains a challenge. Leadership skill development programs are thus critical. Ahmad (2017) in his study on Talent Management processes and Competitive Advantage suggests that companies should focus on talented employees and invest in talent and intellectual capital which is one of the valuable assets in this highly competitive environment. A study by Otoide (2014) revealed that talent management has a significant impact on organizational efficiency of central bank of Nigeria whereas

research by Sakineh, Mehrdad, & Hassan (2012) established that there is a strong correlation between talent management and organizational performance. Ngozi (2015) contends that talent management is an effective tool in remaining competitive in business. Additionally, high talents that are acquired through formal training from primary, to secondary and tertiary institutions are very vital for firm's performance.

Many public health institutions are experiencing a talent management crisis, which highlights the need for a committed, engaged, and competent workforce to achieve organizational success (Dahshan, Keshk, & Dorgham 2018). There is a mismatch between the demand and supply of talent, especially for certain roles, resulting in a shortage of skills and expertise (Cao & Li 2017; Pagano 2017). Statistics indicate that Nigeria's doctor-to-patient ratio is 1:6,000, and in certain regions, it is as high as 1:10,000. This is contrary to the World Health Organization's recommendation of one doctor for every 600 patients (1:600) (WHO, 2020). The government's failure to address the various health sector concerns has resulted to mass exodus of healthcare professionals to foreign countries. South Africa (SA) has national-level strategic plans for human resources for health (HRH), but it still faces significant challenges in its healthcare workforce. These challenges are mostly due to a lack of effective governance and high-level oversight in implementing HRH plans (Blecher *et.al*, 2017).

1.1.3 Local Perspective of Talent Management and Organizational Performance

Business Management Review (2013) reports that Kenya faces talent management challenges, notably in the recruitment, development, retention, and motivation of professional talent. Retention and engagement are the most pressing trend to address, with a 28 percent capability gap. It is becoming increasingly difficult to find senior management and specialized skill sets in the Kenyan job market. Furthermore, the scarcity of people with the necessary skill sets to fill senior management positions and positions requiring specialized skills has resulted in a high demand for the few people who are available to fill these positions. The key human capital challenge has also emerged as talent retention and engagement (Deloitte, 2014). Kenya, like most African countries, faces numerous challenges, including low employee morale and motivation, which are

among the most serious concerns affecting Kenyan firms and resulting in talent turnover (Tetty, 2016).

Lyria (2017) contends that human resource managers need to place a greater emphasis on the productive development and utilization of employees in order to collectively achieve the organization's strategic goals. This is supported by Kwamboka (2014) who states that the state corporations in Kenya that adopt integrated talent management approach are able to acquire talented workforce to enhance their organizational competitiveness. According to Chepkwony (2016), companies are determined to maintain their leadership in customer service, product differentiation, and profits. In this regard, they have incorporated talent management into their growth strategy. Talent management, as well as succession planning, are critical to the long-term success of the business.

A study by Kireru (2019) revealed that integrated talent management processes contribute to competitive advantage in telecommunication firms. It also increases organizational effectiveness and speed in innovation; similarly, a study by Waiganjo (2013) on the linkage between human resource management practices and organization performance found that they contribute to organizational sales growth and profitability. Kibui (2015) adds that talent management strategies can facilitate development of employees, enhance service delivery and also give the state corporations in Kenya an enhanced corporate image. In his study on strategy execution in the airline industry, Zakayo (2019) comes to the conclusion that it is crucial for organizational leaders to work toward acquiring the necessary skills to ensure the successful implementation of corporate strategies. More importantly, the study found that conceptual skills, technical skills, strategic management skills, and leaders' intuitiveness are all considered necessary skills for improving business strategy execution in any given industry, resulting in a firm's competitive advantage. According to Makworo (2014), Organizations should have recruitment and selection, learning and development, performance management, and compensation management processes in place in order to ensure integrated talent management is maintained for them to achieve a competitive advantage over their competitors, retain employees, and provide superior services to their customers.

1.1.4 Organizational Performance

According to Tomal and Jones (2015), organizational performance is the actual results or output of an organization as measured against the intended outputs of that organization. Organizational performance includes financial and non-financial measures that evaluates how well work is achieved in terms of cost, quality, and time (Ringim, Razalli & Hasnan, 2012). Organizational performance is an important indicator of any company's success or failure. This is according to Rehman, Mohamed and Ayoup (2019) who state that organizations that record high performance are considered successful in the market and those that do not perform well are considered failures in the market. Currently, organizational performance plays a significant role for organizations especially in the environment where organizations are experiencing high competition (Cania, 2014). According to Dornien and Selmi (2012), organization's performance is influenced by three factors: environmental factors which include; characteristic of industry, average profit and technological advancement, organizational aspects include; organization structure, company structure and company size, and human factor which includes organizational employees. An organization performance is considered sustainable when its able to meet the needs of its stakeholders while constantly increasing investment and managerial policies and strategies to ensure future profitability, social welfare, and environmental responsibility (Pantelica, Sakalb, & Zehetner, 2016).

There are several measures of organizational performance apart from pure financial figures (Huselid, 2010). One such indicator is the actual behaviour of employees, and this is indicated by turnover and labour productivity (Huselid, 2010). Drivers of organizational performance include Strategic focus, leadership, knowledge management, and others, which are all key considerations in growth of business (Albrecht, 2011). Attrition of health workers can affect both organizational performance and the general health system (Steinmetz, de Vries, & Tijdens, 2014). As a result, failure to retain could have a negative impact on access to health care and health outcomes in the affected population (Buykx, Humphreys, Wakerman, & Pashen, 2010).

According to Sareen and Mishra, (2016), organizations that promote work culture provide more career development opportunities for talented employees, which motivates other employees to maximize their talents in order to improve organizational performance and success. A company that wants to be successful must invest in the talent management of the employees themselves (Lyria, 2017). These talented employees will have the ability to make the company very difficult to compete with and potentially provide long-term benefits. Human capital has been found to improve performance by introducing new ideas, technology, and products (Jogaratnam, 2018), by gaining a competitive advantage and increasing firm market value (Hajiha & Hasanloo, 2012). Human resources are essential for enhancing organizational performance and also play a critical role in organizational management (Troshani, Jerram, & Hill, 2011). As a result, improving human resource quality is a prerequisite for superior organizational performance. Adoption of strategic human resource management is critical in human resource management (Kuo, 2011). According to Schermerhorn, Osborn, Bien and Hunt (2012), people are the necessary human resources whose knowledge and performance are critical for promoting an organization's purpose, mission, and strategies. Most importantly, in order to improve organizational performance, it is important for management to understand and establish various leadership sources that will result in improved organizational performance (Uhl-Bien, Schermerhorn & Osborn, 2014).

According to MOH (2022), Kenya's national referral hospitals are confronted by a number of challenges including; old and dilapidated infrastructure & equipments resulting in increased machinery breakdown and costs of repairs and maintenance, low automation levels leading to system inefficiencies, loss of revenue and insecure and irretrievable patient data, wasted time, delayed health care delivery and opening avenues for corruption, inadequate funding resulting in the disruption of key functions, and a staff shortage of staff in crucial specialties/cadres (health sector annual performance review report, 2022).

1.1.5 National Referral Hospitals in Kenya

In Kenya, the health sector is divided into two parts: the public system, which includes the ministry of health and parastatal organizations, and the private sector, which includes private for-profit, NGO, and FBO facilities (WB, 2022). Health services are delivered through a network of over 4,700 health facilities across the country, with the public sector system accounting for roughly 51% of these facilities. There are six levels of care in the public health system: community (level I), primary care (levels II-III), and referral (levels IV-VI) (WB, 2022). According to the new constitution, county governments are responsible for level I-V facilities, while the national government is in charge of level VI facilities (MOH, 2013). Currently, the country has six national referral hospitals namely; Kenyatta University Teaching and Referral Hospital, Kenyatta National Hospital, Moi Teaching, and Referral Hospital, Mathari National Teaching and Referral Hospital, Othaya Teaching and Referral Hospital, and National Spinal Injury Referral Hospital (MOH, 2019). These facilities offer advanced curative tertiary care. They also provide preventive care and take part in public health programs for the local community as well as the overall primary health care system.

Kenyatta National Hospital is biggest health facility in the country and receives patients on referral from other hospitals within or outside Kenya for specialized health care. It also provides facilities for medical education for the University of Nairobi, and for research purposes. Othaya is an annex of Kenyatta National Hospital, Nairobi. The hospital has a 350-bed capacity, offering a range of diagnostic services and various specialized clinics. The facility provides a 24-hour accident and emergency response unit, paediatric emergency unit, dialysis, a cancer center and antenatal services. Moi Teaching and Referral hospital provides specialized healthcare services on a referral basis within and outside the country. It also provides facilities for medical education for Moi university and for research either directly or through cooperating health institutions. Mathari hospital offers specialized mental health services as well as training and research facilities in neuropsychiatry. Their mission is to transform mental health services in Kenya by providing an environment and standards of care promoting recovery with dignity, respect

and human rights approach. Kenyatta university teaching and referral hospital has a 650-bed capacity and equipped with state-of-the-art medical amenities. The hospital is well equipped to offer Oncology, Trauma & Orthopedics, Renal, and Accident & Emergency among other services (MOH, 2022). National Spinal Injury hospital provides curative spinal services such as spine, plastic and general surgeries; nursing care, medical care, diagnostic laboratory and radiology. The facility also offers rehabilitative services including physiotherapy, occupational therapy, psychosocial therapy and orthopedics (Status of National referrals hospitals report, 2019).

One of the many challenges confronting Kenya's referral systems is the severe shortage of competent healthcare providers. A sizable number of doctors, nurses, environmental health officers, and other health professionals are lured away by development partners and non-governmental organizations in search of better pastures and lucrative opportunities as a result of inadequate infrastructure and poor compensation package (MOH, 2019). The management of the KNH for instance attributes the shortage of various kinds of experts to; high turnover of those hired due to the hospital's unattractive scheme of service and poor working conditions; and the long training periods required to acquire skills in specialized healthcare delivery. According to management, the constant loss of staff to other hospitals and institutions in the country and abroad is due to the failure to offer competitive terms of employment and lack of conducive working environment (Auditor General Report, 2012). Kenya's ability to meet her health goals is largely dependent on the strong skilled, motivated, knowledgeable, and appropriately deployed people in charge of organizing and delivering health services. Evidence suggests that there is a direct and positive relationship between the number of health workers and population health outcomes (WHO MBHSS, 2010).

1.2 Statement of the Problem

The health function is critical to the welfare and prosperity of any nation. The effectiveness of service delivery is heavily influenced by how the health sector is run (MOH, 2015). Human resources are a critical component of the health-care system,

particularly in the delivery of basic health-care services. The aspiration of universal health coverage in the Sustainable Development Goals (SDGs) is largely dependent on a health workforce that is responsive to the ever-evolving needs of health systems (Kenya Health Workforce Report, 2015). In healthcare organizations, talent management can enhance patient outcomes, staff productivity, clinical competencies and employee satisfaction (Hosseinzadeh & Ardabili, 2015). It is therefore, crucial for healthcare organizations to recognize the importance of talent management, as the organization's success relies on those providing direct care (Gallardo-Gallardo, Thunnissen, & Scullion, 2020).

The health sector in Kenya is facing the challenge of inadequate human resource for health especially specialized cadres and low absorption of skilled health professional into the active workforce and recurring health workers unrest impacting negatively provision of quality health care services (Health sector report, 2023). Nonetheless, there has been increased investment in both physical and medical infrastructure within the public health sector. These include expansion of ICU bed capacity from as low as 6 in the 2017/18 to 30 ICU Beds in 2019/2020. A new chronic diseases centre and new 5-bed critical care were established in Moi Teaching and Referral Hospital. In addition, a national referral centre for lifestyle diseases were completed and commissioned at the Kenyatta University Teaching, Research and Referral Hospital (KUTRRH) hospital and Othaya Level 6 Hospital (KHSSP, 2018-2023).

Despite the aforementioned progress, a report on status of national referral hospitals in Kenya by the National Assembly Health Committee (2019) reveals that the country's national referral hospitals are confronted by a number of challenges. One of the key concerns was acute shortage of competent healthcare providers across the national referral hospitals posing a threat to the delivery of specialized health care. KNH is overcrowded as a result of failed referral system and a shortage of 1456 staff, compromising quality service delivery. National spinal injury hospital's lack of emergency room services led to late admissions with patients having complications of spinal diseases. The hospital also recorded a 40% mortality rate at 2 years post discharge as a result of poor referral system. Mathari Teaching and Referral Hospital, being the only national referral mental hospital

in the country, falls significantly short of international standards in terms of services provided and staff ratio. Moi Teaching and Referral Hospital was found to be the most overstretched, with a clinical burden of 110% bed occupancy as a result of the high patient number (National Assembly health committee report, 2019). Furthermore, these problems were compounded by perennial healthcare worker strikes, crippling the healthcare services. The severe shortage of health specialists coupled with these other challenges is likely to jeopardize the country's efforts to realize the right to health, and pose a threat to the achievement of the Sustainable Development Goal (SDG) 3, which focuses on ensuring healthy lives and promoting well-being for all by reducing the burden of priority diseases, reducing mortality and achieving Universal Health Coverage (UHC). Hence, there is an urgent need for policies and strategies that provide a holistic approach to management of human resources in national referral hospitals in order to address those challenges.

Studies have been undertaken on the performance of public hospitals in Kenya by a number of researchers. Rintari (2019) conducted a study on relationship between organizational climate and performance in National referral hospitals in Kenya and focused on human relations, internal processes, open systems, and rational goals. Muthoka (2016) examined the influence of employee relation practices on organisational performance of public healthcare sector in Kenya, concentrating on conflict resolution, employee empowerment, employee compensation and employee voice. Makhamara (2017) investigated the influence of strategic human resource management practices on employee performance in the health sector in Kenya. However, these studies focused on other contextual issues that influenced performance of public hospitals in Kenya and not talent management practices. It is against this background this study was undertaken to address the research gap by determining the influence of talent management practices on the performance of national referral hospitals in Kenya.

1.3 Objectives of the Study

This study was guided by the following general and specific objectives.

1.3.1 General Objective

The general objective of the study was to investigate the influence of talent management practices on the performance of national referral hospitals in Kenya.

1.3.2 Specific Objectives

1. To evaluate the influence of talent planning on the performance of national referral hospitals in Kenya.
2. To assess the influence of talent attraction on the performance of national referral hospitals in Kenya.
3. To determine the influence of talent development on the performance of national referral hospitals in Kenya.
4. To establish the influence of talent retention on the performance of national referral hospitals in Kenya.
5. To examine the moderating effect of HR rules and regulations on the relationship between talent management practices and performance of national referral hospitals in Kenya.

1.4 Research Hypotheses

The study was be guided by the following hypotheses:

H₀₁: Talent planning has no significant influence on the performance of national referral hospitals in Kenya.

H₀₂: Talent attraction has no significant influence on the performance of national referral hospitals in Kenya.

H03: Talent retention has no significant influence on the performance of national referral hospitals in Kenya.

H04: Talent development has no significant influence on the performance of national referral hospitals in Kenya.

H05: HR rules and regulations has no significant moderating effect on the relationship between talent management practices and performance of national referral hospitals in Kenya.

1.5 Significance of the Study

The findings of the study will be used by players in the health sector to develop relevant talent management practices that will assist them in meeting their goals while also improving their performance. The Kenyan health sector could benefit from this study if it adopts the talent management practices developed by this study to improve its performance. The Kenyan health sector can also utilize this for policy making, collaborating with other ministries to develop policies aimed at effectively managing their human resources.

The human resource managers in the national referral hospitals will benefit from the study as the obtained findings sheds more light on talent management benefits and thus helping them to understand talent management practices that help their firm's performance. This research can help HR managers of NRH gain a comprehensive understanding of the importance of talent management, as well as serve as a guide for proper talent identifying, acquisition, and development to ensure the organization's long-term success.

This research will act as reference to future academic studies for scholars who seek to understand better the issues of talent management practices and organizational performance. Furthermore, this study will add knowledge to existing information about the influence of human resource talent management practices in organizations as an

anchor to effective human resource management. Researchers can also use this study as a basis for further research by filling the gaps identified in this study.

The findings from this study will encourage organizations to invest in human resource talent management practices thus increasing their performance and consequently their revenues. Other than the financial gain, the health sector will also benefit by understanding how they can as well manage their workforce better and increase their morale and commitment by adopting these talent management practices. The current study's findings will therefore be critical in providing information on methods of attracting, retaining, and developing talents.

Human resource practitioners and talent management professionals will benefit from the proposed talent management framework because it will aid and guide effective talent management practices. The application of best practices in talent management will be successful only if the research insights are followed in terms of planning, attraction, retention, and development dimensions of talent management. As talent management practices were positively correlated to organizational performance, the current findings can assist HR practitioners in adopting the most effective approach to improve their organization's performance.

1.6 Scope of the Study

The study focused on influence of talent management practices on the performance of the national referral hospitals in Kenya. The talent management practices for this study include talent planning, talent attraction, talent retention and talent development. This was informed by talent management model of optimis (2011) which states that talent management is composed of five key elements: Plan and attract, engage, build, retain and reward. The study was confined to four national referral hospitals in Kenya. These include; Kenya National Hospital which is located in Nairobi, Moi Teaching Referral Hospital located in Eldoret, Mathari National Teaching and Referral Hospital, based in Nairobi and National Spinal Injury Referral Hospital located in Nairobi. The rationale for choosing the national referral hospitals is informed by the fact that these health facilities

are at the peak of the healthcare system, providing sophisticated diagnostic, therapeutic, and rehabilitative services (Rok 2011). Therefore, if managed well, these hospitals will respond to the health needs of the Kenyan population, thereby contributing to the realization of Vision 2030, MDGs, and universal health coverage (Kenya Health Sector Referral Strategy, 2014-2018). The study adopted a cross-sectional survey design. The choice of this design was appropriate for this study as it helps in making predictions regarding the occurrence of the phenomenon under the study and by taking a sample of the population at one point at a time. The data on performance was collected from 2017 to 2021 as it provided the most recent information on the performance of the National referral hospitals. Other researchers like Muthoka (2016), Mwenje (2019) and Lyria (2017) have also assessed performance in their studies using a 5-year model.

1.7 Limitations of the Study

The major challenge experienced was obtaining permission to collect data in the hospitals. The process was lengthy, taking up most of the researcher's time. A letter of permit from Nacosti and introduction letter from university helped in obtaining approval to collect data. The other challenge was the unavailability and accessibility of the directors/HoD's who were eligible to take part in the study. This was exacerbated by either they were in a meeting, on leave or engaged in the wards for the clinical departments. However, this was mitigated by doing constant follow up. Some respondents were also reluctant to provide data and return the questionnaires due to the sensitivity of the information given. This was mitigated by assuring the respondents that the information given would be treated with utmost confidentiality and would only be used for academic purpose only. Obtaining secondary data was also a challenge because of the sensitive nature of data. Also, the respondents being interviewed who were senior HR managers tried to evade some questions posed to them for fear of victimization. This was also mitigated by assuring them that the data and information obtained would be treated with utmost confidentiality.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews relevant literature on the influence of talent management practices on the performance of national referral hospitals in Kenya. The chapter presents the theoretical review, conceptual framework, empirical review, critique of literature and research gaps as well as the chapter summary.

2.2 Theoretical Framework

The theoretical framework discusses models and theories on the influence of talent management practices on organizational performance. Theories serve as analytical tools that facilitate the comprehension, clarification, and prediction of phenomena within a specific subject area. Foundational research is established on the basis of underlying theories, which serve to provide previous expectations (Gujarati & Porter, 2010). A theoretical framework is a collection of interrelated ideas based on theories. The utilization of theories is employed in an endeavor to elucidate the underlying reasons behind the observed phenomena. The statement posits a general assumption regarding the characteristics and occurrences found in the natural world (Kombo & Tromp, 2006). In order to explain the relationship between talent management and organizational performance, the study focused on the following theories: Talent based theory, Human capital theory, Resource based view (RBV), Talent DNA Model, and Institutional theory, all of which are relevant to this study.

2.2.1 Talent Based Theory

The proponent of this theory is Roberts (2008). Talent-based theory is also attributed to scholars such as Barney (1991); Peteraf and Berge (2003). Based on the theory, talent is the only resource that provides long-term competitive advantage, and thus the firm's focus and decision-making should be on talent and the competitive capabilities that it provides. According to Rabbi *et al.* (2015), the talent-based theory posits that the responsibility for

talent development and acquisition lies with the individual, rather than the organization. Talent resides within an individual and thus it is incumbent upon the organization to effectively incorporate and harness this skill by establishing institutional structures that facilitate coordination and collaboration among individuals possessing such talent. Thus, the firm emphasizes the organizational processes that underlie these structural arrangements and enable individuals to create, store, and deploy talents (Roberts, 2008). Davis, Maggie, and Neil (2007) argue that organizations will utilize highly skilled teams to build teams that can achieve success for the organization. Every department should establish a group of talented staff to address the internal challenges within the department.

Many organizations lack an adequate understanding of talent in terms of talent-based theory. Talent is viewed as something above-average, but something that fits well certain expectations. Various types of projects established and implemented in diverse organization programs present concerns. They point to the possibility of inconsistency in talent management. As a result, it is suggested that the term talent management be replaced with talent development, which entails creating an optimal environment for talent identification, development, and exploitation. An organization that nurtures talents is one that is concerned with the development of organizational culture while also achieving results, as talented employees are likely to have opportunities for self-realization. The processes are the success factors that should arise so that individuals truly desire to contribute everything they have, and even more. It also represents a management style that rejects haphazardness and replaces it with continuous improvement of working environment and management (Lepak & Snell, 2002). The talent-based theory of organization posits that talent is the main resource that provides a competitive advantage to an entity; hence, the focus of national referral hospitals should be specifically directed towards managing existing talents and the formidable potential derived from them.

2.2.2 Human Capital Theory

Founded by Becker (1962), this theory emphasizes the significance of individuals within organizational contexts. According to the theory, individuals are regarded as valuable

assets to the organization, thus necessitating the implementation of optimal policies and procedures to ensure their retention and well-being. According to Boxall (1996), the human capital of any organization can serve as a competitive strategy, as well as provide a conceptual basis for asserting that individuals with exceptional abilities are valuable assets that contribute to a competitive advantage. This happens if the resources of the firm are of high value, scarce, unique and non-substitutable. Human Capital Theory justifies the need to high value activities regarding talent management initiatives. Becker (1962) concludes that this theory offers a framework for assessing the impact individuals have on a business entity and the value addition on the shares by establishing a standardized benchmark against which future personnel, business goals and procedures may be structured to improve on the effectiveness of talent management.

The relevance of this theory is that there is provision of talent management especially to the scholars with relevant structure so as to scrutinize an array of issues that are linked to human capital of the high levels. When organizations prioritize goal congruence and place greater emphasis on retaining top performers, the substantial investment made in these individuals yields long-term benefits for the organization. If employees are sufficiently engaged, well managed and retained, they are more likely to exhibit innovation and creativity. This, in turn, enhances their usefulness and availability to the company, enabling them to perform their tasks with the appropriate motivation. As a result, the success of organizational goals becomes evident and tangible (Herbling, 2012). This perspective highlights the potential for firms to enhance productivity by allocating resources towards talent development initiatives such as education, training, and reward management systems. Hence, organizations should consistently endeavor to attract the best talents by investing in training and development. This will consistently aid in retaining individuals with exceptional skills, so achieving a competitive edge for the firm and enhancing its overall returns.

The strategic objective of talent management is underpinned by the crucial measure of expert knowledge, which serves as the primary determinant of capital that influences competitive positioning (Wilson, 2015). Although this theory has made significant

contributions to the field of Human Resource Management (HRM), it is important to note that it adopts a perspective that regards human beings as mere tools of productivity. Furthermore, it does not consider all individuals on an equal footing and assumes that education directly correlates with increased productivity. Moreover, there exists a divergence of opinions among scholars about the estimation of the private rate of return on education based on income disparities observed among individuals with varying levels of education (Becker, 1975). The majority of critics contend that the true rate of return on education is grossly overestimated due to the fact that individuals who differ in education also differ in a variety of other characteristics that cause their incomes to vary systematically. The current research therefore draws on human capital theory because it can be linked to the factors that can contribute to the adoption of employee attraction, retention, and development with expected returns of high organization productivity and profits. Organizations can effectively attract talent by implementing policies and strategies that employees see as fair and just, such as a competitive compensation system that ensures both internal and external equity. This theory can assist the management of national referrals in making decisions regarding investments in their human resources. By applying human capital theory, national referral hospitals can improve their performance by developing employees' knowledge, expertise, and ability through investments in training and education, thereby increasing their ability to work efficiently. The theory is therefore anchored to talent attraction and talent development.

2.2.3 Resource Based View (RBV)

The origins of the Resource Based View theory can be attributed to earlier research conducted by Penrose (1959), Stigler (1961), Chandler (1990), and Williamson (1975). These studies underscore the significance of resources and their potential impact on firm performance. Barney (1991) expanded upon the Resource-based paradigm by introducing strategic variables, markets, and the function of expectations. Resource Based View (RBV) examines and interprets the resources of organizations in order to gain a deeper understanding of how firms achieve sustained competitive advantage. The Resource-Based View (RBV) centers its attention on the notion of difficult-to-imitate attributes of

the firm, which serve as the foundation for achieving exceptional performance and gaining a competitive edge (Barney, 1986; Hamel and Prahalad, 1996). Resources that cannot be simply transferred or acquired, that necessitate an extensive learning curve or a significant change in the organizational climate and culture, are more likely to be unique to the organization and, thus, more difficult for competitors to imitate. According to Conner (1991), the performance variability of firms is contingent upon their possession of unique inputs and skills. Researchers have concluded that a resource qualifies as a source of sustained competitive advantage only if it enhances the firm's value and is scarce, unique, and irreplaceable. Guest (1990) states that when management trust their employees and assigns them demanding tasks, employees are likely to reciprocate with high motivation, dedication, and performance.

RBT, according to Yang and Conrad (2011), is concerned with the heterogeneity of organizational performance. The primary goal is to integrate a variety of internal resources in a strategic manner, with the aim of generating a competitive edge for the firm. Internal resources include various types of capital: Physical capital (buildings; machinery; stock); financial capital (investments; cash reserves; operating capital); human capital (the knowledge, qualifications, skills and experience of employees) and corporate capital (trademarks; patents; systems). The classification of firm resources on RBT can alternatively be based on two categories: tangible and intangible assets (Barney, 1991; Molloy et al., 2011). Tangible resources encompass all assets that yield economic benefits and contribute visibly to a business, such as products and commodities (Lyons & Brennan, 2019). Intangible resources entail all the assets owned by the organization that pertain to the ability to access capabilities and information, as well as organizational, strategic, and social benefits (Keränen & Jalkala, 2013).

According to Yang and Conrad (2011), these resources become useful when they are employed to help the firm execute its business strategy. Sustainable competitive advantage (SCA) can be achieved through the implementation of business strategy. The Resource-Based View (RBV) posits that each internal resource may only generate strategic value within its respective organization. However, it is plausible that a particular resource may

yield even more strategic value when integrated into a different firm. Armstrong (2009) contends that the Resource-Based View (RBV) has limitations. Firstly, it can be challenging to identify resources that meet all the requirements. Additionally, it offers only broad suggestions on which resources are suitable. Secondly, the neglect of external factors such as product market pressures, and thirdly, various resource configurations might yield equivalent value for enterprises. The theory has been criticised for its static nature and its failure to address the impact of organizational activities on resource effectiveness over time (Kozlenkova, Samaha & Palmatier, 2014). According to Bowman and Hird (2014), RBV's applicability to TM relies on collective interactions and path dependence, rather than individual actions. TM is filtered through a historical lens, which then informs action. To be effective across cultures, TM methods should focus on more than just economic motivations. Vaiman and Brewster (2015) emphasize the need of considering the institutional context, occupation, social status, and nature of resource distribution when making decisions.

Resource-Based View (RBV) theory seeks to justify the significance of resourcing activities, particularly talent management, in order to enhance the value of HR's contribution to gaining competitive advantage (Armstrong, 2009). This theory is therefore relevant to the current study as it focuses on the resources (Talents) necessary to develop and maintain organizational performance hence supports talent retention and development variables. Therefore, national referral hospitals can utilize this theory by developing strategic approach to the management of the key resources in order to retain and develop their core capabilities and achieve high performance. In this study the theory is anchored to talent development and talent retention.

2.2.4 Talent-DNA model

Sumanth (2008) proposed a talent management approach that aims to create a road map for achieving business goals. The Talent DNA model provides a mechanism for making informed decisions on Talent Needs. The model is based on the concept of DNA, which includes three components: identification of key roles, identification of competencies

required for key roles, and establishment of a database of competencies. Talent DNA functions as a building block that establishes a link among various human resources processes, including career planning and performance management. To effectively achieve balance between the concept of talent supply and business demand, it is imperative to establish a congruence between individual skills and organizational requirements (Shravanthi, 2008). The primary focus of the DNA model is to effectively translate the overarching vision of a business into specific goals, while also strategically aligning the necessary competences required to successfully achieve these goals. Organizations must conduct talent assessments in order to evaluate the capability levels of individuals. In order to effectively adapt to a dynamic environment and embrace diverse roles that contribute to overall progress, individuals must prioritize personal development and acquire the necessary knowledge and skills needed for change.

The talent DNA model's relevance to the study is critical in talent management and organizational performance because it emphasizes two components: necessary skills and capabilities are described and must correlate to job and organizational needs. Thus, organizations can use the talent DNA model after identifying the three components (Subramaniam & Mahan 2012). The Talent DNA model is pertinent to the current study due to its emphasis on the identification of skills and capabilities necessary throughout the organization. These skills should be aligned with job positions, enabling organizations to effectively hire the right people. Consequently, the model supports talent planning variable.

2.2.5 Institutional Theory

The roots of institutional theory can be traced back to the 19th century (Scott 1995). It explains why organizations adopt practices, policies, and procedures (DiMaggio & Powell, 1983; Meyer & Rowan). The theory is attributed with emphasizing the contextual, historical, and processual dimensions of organizational actions (Currie 2009). Institutional theory also provides answers to questions about institutional influence on social choices (Powell & DiMaggio, 1991). Moreover, institutional theory holds that organizations are

not only production systems but also social and cultural systems (Scott, 2001). The theory further contends that there are forces outside of non-rational institutions such as the state, social norms, traditions, and customs that comprise the organization. Social behaviors, norms, and values within the environment constrain and impact organizational choices and actions (Selznick, 1957). As a result, organizations may have the urge and need to adopt and adhere to rules and practices imposed by environmental pressure that were not intended by the organization.

According to Scott (2008), institutional theory is concerned with the tenacity of social structure. To understand institutional theory, one must study the variables that make up formal organizational structures, such as formal and informal schemes, rules, norms, and routines, all of which become established as authoritative standards for social behavior. Institutional theory emphasizes that organizations are open systems that are heavily influenced by their surroundings, but that it is not solely competitive and efficiency-based forces at work. Socially built belief and rule systems wield great power over organizations, influencing both their structure and how they carry out their work (Meyer & Rowan, 1977; Meyer & Scott, 1983). In today's business environment, organizations are viewed not only as a production system, but also as a cultural and social system (Scott, 2014). Essentially, an institution or organization is established by public opinion, constituent views, general, social, legal, and regulatory knowledge (Meyer & Rowan, 2002). However, institutions can create an ecosystem that supports organizational legitimacy by mobilizing social, economic, and political resources to adapt to an environment and improve organizational performance (Yang, Su, & Fam, 2012).

In adjusting the organization to external influences, institutional theory proposes the idea of isomorphism, or the adaptation of an organization to its environment (DiMaggio & Powell, 2000). Isomorphism has three concepts: coercive, mimetic, and normative. These three concepts can be used in assessing the institution's essential components (Stone, 2011). Coercive isomorphism emerges from both official and informal pressures exerted on organization by other organizations, which rely on and are guided by cultural expectations in the society in which they operate (DiMaggio & Powell 1983). Normative

isomorphism includes the relations between management policies and employee backgrounds in terms of educational level, job experience, and professional association networks" (Paauwe & Boselie 2003). Mimetic isomorphism is the result of an organization's reaction to uncertainty. For instance, when organizational technologies are poorly understood, goals are ambiguous, or the environment creates symbolic uncertainty, organizations may model themselves on other organizations in the organizational field that are perceived to be successful and legitimate (DiMaggio and Powell 1983). The relevance of this theory is that it explains the adoption and spread of formal organizational structures, including written policies, and standard practices by organization hence supports HR rules and regulations.

2.3 Conceptual Framework

A conceptual framework explores the relationship between the independent and the dependent variables. An independent variable is the presumed cause of changes in the dependent variable (Kothari, 2004). The study is aimed at examining the influence of independent variables (talent planning, talent attraction, talent retention and talent development) on the dependent variable (performance of national referral hospitals) and the moderating effect of HR rules and regulations as shown in figure 2.2. HR rules and regulations communicate expectations and standards to staff, set guidelines for operations and improvements, and streamline processes in hospitals. Talent management model by Optimis (2011) guided the development of the conceptual framework of this study. According to the model there are five key components of talent management: Plan and attract, engage, build, and retain and reward. These components are linked to workforce performance which eventually leads to organization performance as shown in figure 2.1.

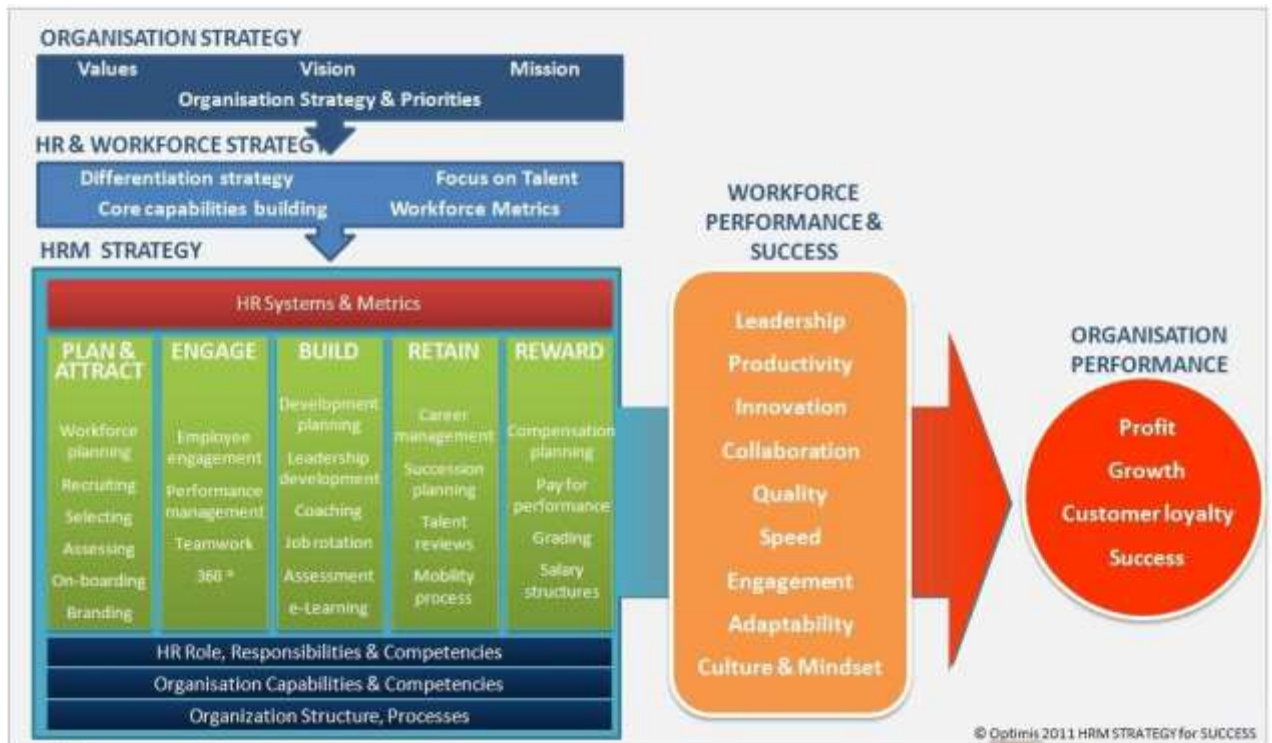


Figure 2. 1: Talent Management Model

Previous studies have also shown the link between talent management practices (talent planning, talent attraction, talent retention, and talent development) and organizational performance. According to Najm & Manasrah (2017, talent planning helps organizations understand their current status, predict gaps in talent, and take steps to reduce these gaps hence results to a positive outcome. Cheraisi and Busolo (2020) found that talent attraction has statistically positive effect on organizational performance. This implies that firms are likely to see significant improvements in organizational performance as a result of implementing talent attraction practices such as recruiting and selection, employer branding, and the provision of safe working environment. Lyria (2017) found that talent retention significantly influences organisational performance. Dayana and Savarimuthu (2022) opined that talent development benefits both the business and the personnel. Having experienced and talented staff and management can increase the company's competitiveness and adaptability to changing environments.

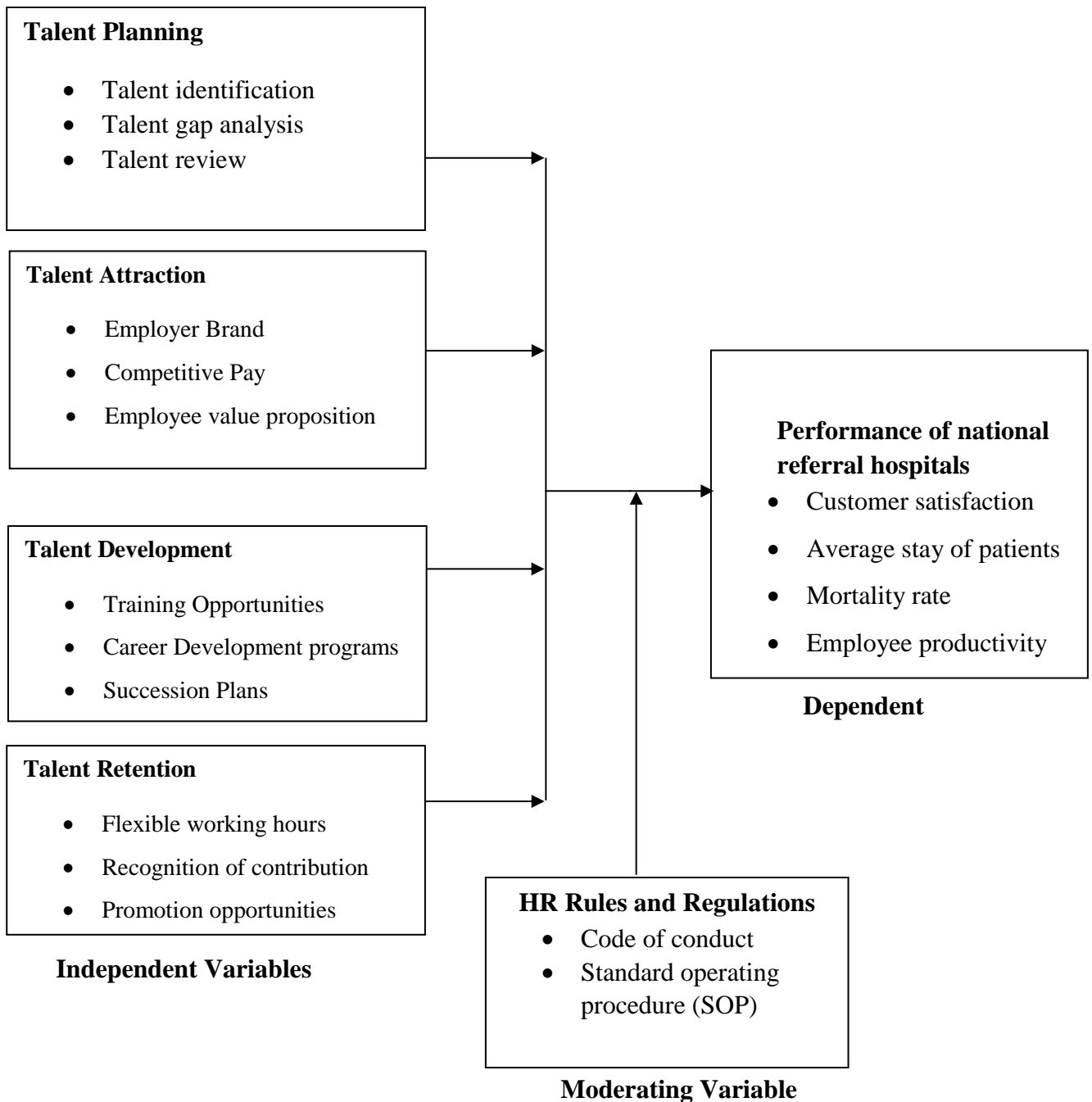


Figure 2. 2: Conceptual Framework

(A conceptual model Adopted and modified from Optimis 2011)

2.3.1 Talent Planning

Workforce planning is the process of examining an organization's current workforce, determining future workforce needs, identifying the gap between the workforce available and future needs, and implementing solutions in order for the company to achieve its mission, goals, and strategic plan (CIPD, 2018). Talent Planning is the process of selecting suitable persons based on their abilities, knowledge, pragmatism, maturity, and ensuring that they fit into their assigned roles as well as the broader system (Garg & Rani, 2014). The business plan serves as the foundation for human resource planning, as it outlines the necessary human capital requirements (Armstrong, 2006). Additionally, it guides the development of policies and programs aimed at attracting and retaining employees (finding talent within the organization and developing and promoting it). Talent planning, as part of business strategy planning, is critical in positioning a company to maximize talent effectiveness and achieve competitive advantages (Chow, 2014).

Talent planning refers to the systematic process of identifying and assessing the necessary talent, both in terms of quantity and specific skill sets, required by an organization in the present and future (Armstrong & Taylor, 2014). The first step in determining the talent Pools that a business should focus on is identifying the critical positions, competencies, and performance targets. Following that, organizations must understand their talent requirements in order to fulfill performance-related goals. Understanding a company's talent requirements allows it to attract, develop, and retain employees whose talents are well aligned with the company's current and future demands. The success of any talent management plan is dependent upon the existence of a well-defined roadmap that aligns with long-term vision (Lathitha, 2012). The long-term vision of the organization will aid in the evaluation of its current personnel. The goal of Human Resource growth (HRD) is to continuously assess individuals' competency needs in order to improve their effectiveness in carrying out their assigned job, while also providing opportunities for skill development. This is done to prepare individuals for future jobs within the organization.

Talent planning, according to Chikumbi (2011), is the foundation for an organization's existing capabilities and potential to meet current and future business needs. Furthermore, an organization should determine its specific candidate requirements. This should be in line with the job specification matched by a job description. Kehinde (2012) contends that talent management systems have failed in most organizations due to insufficient planning, ineffective management policies, and inadequate procedures and programs. According to Momtazian (2016), the talent management planning stage consists of three major areas: understanding the organizational/business strategy, evaluation and measurement/analytics, and workforce development. Alignment with the overarching business strategy is of utmost importance when implementing any talent management system. When evaluating the organizational strategy, the environment surrounding the organization is also taken into account. Before formulating the workforce plan, it is imperative to do an evaluation of previous initiatives, an assessment of the workforce profile, and an analysis of talent performance and behaviors exhibited thus far. A workforce plan is thereafter developed by taking into account the existing workforce situation and the envisioned future state. Aligning HR strategies and business goals is critical for ensuring that talent management activities support the broader company plan (Karthik, 2023).

According to Nafei (2015), talent planning is intended to leverage an organization's existing talents and potential to satisfy current and future business needs. Some of the key areas to evaluate are how the company performed the previous year, what the organization's short-term and long-term business goals are, and what future product plans are in place. Other areas that need to be taken into account include the necessary skills needed to achieve predetermined goals, as well as the crucial roles that are essential for the achievement of organizational goals. Organizations are investing heavily in talent identification strategies because they believe it will help them identify and nurture future leaders (Nijis, Dries, Vlasserlaer & Sels 2021). Fundamentally, talent planning refers to a comprehensive strategic approach employed by organizations to effectively plan and acquire the necessary personnel for critical roles, both presently and in the future. It involves

the evaluation of an organization's existing talent pool and the comparison of this talent with the present and future talent requirements of the organization, which are essential for the attainment of its strategic and tactical goals. The implementation of talent planning strategies has been found to be positively associated with faster revenue growth and enhanced overall organizational success. Firms that effectively implement talent planning strategies are more likely to be classified as top-performing entities (National centre for middle market, 2016).

2.3.2 Talent Attraction

Recruitment and selection, employer branding, employee value proposition, and employer of choice are all components of talent attraction (Rop, 2015). The goal of talent attraction is to attract prospective candidates who have the right qualifications and are a good fit for the available positions (Songa & Oloko, 2016). Talent attraction focuses on rebranding existing human resource management techniques to target and attract highly skilled workers and exceptional performers who bring value to an organization (Humaid, 2018). Many firms are currently facing a talent shortage, which could be attributed to inadequate talent attraction and selection (Walford & Scott, 2018). Conversely, the increasing age of the population and the subsequent scarcity of labor also lead to a shortage of diverse labor supply in the market, thereby affecting the availability of talents (Kraichy & Walsh, 2022). Human resource departments can explore flexible working hours as a strategy for attracting key talent. Employer branding refers to a collection of activities that a business might use to attract potential employees. It makes an organization more appealing to job seekers, thus the organization expends less effort to develop its talent. The concept of organizational attractiveness is widely recognized as a factor that can contribute to an organization's competitive advantage (Yaqub & Khan, 2011; Moayedi & Vaseghi, 2016).

The employee value proposition refers to a comprehensive set of benefits and rewards that an organization offers to its employees in exchange for their performance and contributions in the workplace. According to Ariss, Cascio, and Paauwe (2014), it promotes staff loyalty and parity, as well as employee job satisfaction. Moreover, most

businesses develop competitive pay packages to attract skilled and talented individuals or professionals who will eventually be easily engaged in the organization system to boost their productivity in the competitive environment (Schlecter, 2014). The primary goal of talent management strategy is to recruit talented individuals. Talent pool is a collection of individuals with specialized skills who serve as the firm's prospective senior executives (Kehinde, 2012). Talented employees can be sourced internally or externally. The utilization of internal sources is widely regarded as an optimal approach for establishing a talent pool, as individuals within the organization already possess the requisite knowledge and skills for effectively running the organization, while also being well-equipped to seamlessly assume vacant positions. Nevertheless, in the event of radical changes or culture renewal the external source proves to be the most suitable option (Baum & Kabst, 2013). Many firms look for external talent before looking for internal talent for a number of reasons, including corporate culture and managers struggling to keep the highest performing individuals and avoid losing them to their competitors (Branham, 2012).

Another factor that is associated with the attraction and retention of a skilled workforce is the corporate brand. This is because the qualities and popularity of the brand contribute to the perception of its value (Wallace, Lings & Cameron 2012). Employer branding is the strategic efforts undertaken by a business to cultivate a positive reputation, so enhancing its appeal to potential employees. It entails building the company's image with the goal of ensuring that it is good enough to attract the necessary personnel. Employer reputation refers to the public opinion of a company and how it affects job seekers' decisions to apply. It is based on job seekers' perceptions of how others see the organization as an employer (Kashive & Khanna, 2017). According to Barbaros (2020), reputation can be established by the way an organization's culture is perceived. If stakeholders perceive a negative culture within the organization, it might damage the organization's reputation. Branding is seen as a critical approach for attracting talent to a firm. If a company is effective in managing its brand, it can easily achieve competitive advantage (Kim, 2014). Corporate branding is a strategic approach employed by organizations to effectively attract top

talents, efficiently manage their brand, and ultimately gain a competitive edge. The process of job selection involves a significant level of uncertainty, prompting potential employees to invest their time and energy into acquiring additional knowledge about the organization they are considering for employment.

According to Mosley (2016), companies should utilize a differentiated employer brand to represent the sum total of traits the company wishes to be renowned for in order to recruit the right candidate. Organizations that adopt employer branding are well positioned to compete in the labor market (Cascio, 2014). Fapohunda (2014) asserts that the successful onboarding of new talents is an integral aspect of any talent management strategy. Given the cost associated with talent acquisition, it is imperative for business leaders to acknowledge that the effective intergration of new hires into the organization is a pivotal measure to ensure their success. An organization that is appealing enough to attract people/talent fast can reduce the cost of recruitment. In other words, in order to attract talent, firms must first ensure that they are appealing enough to attract competent candidates. Hence, when it comes to talent acquisition, employment branding is essential. It serves as the cornerstone for all other talent acquisition activities since it encompasses all actions that assist organizations in defining their company image, communicating their organizational culture, and attracting potential candidates (Kumudha & Priyadarshini, 2016). This is supported by Lyria (2017) who opines that good image or reputation built by the corporations assist them to find the best prospective individual. Corporate reputation has a huge impact on the company's talented personnel (Biswas & Suar, 2016). Employees will be proud to be able to join a company with a positive image or reputation. Moreover, other factors like as work-life balance, competitive or attractive salary packages, and provision of adequate opportunities are viewed as critical for attracting competent candidate (Anwar, Nisar, Khan & Sana, 2014). Accordingly, Cheraisi and Busolo (2020) are of the opinion that talent attraction has a direct impact on organizational performance, and that by implementing talent recruitment practices (such as recruitment and selection, employer branding, and providing a safe working environment), organizations can significantly improve organizational performance.

2.3.3 Talent Development

Cascio (2015) defined talent development as the science of leveraging strategic HR to enhance business value and enable firms and organizations to achieve their objectives. Talent development focuses on planning, selection and implementation of development practices for the workforce in the organization to accomplish pre-set objectives (Maycock & Ikuomola, 2015). Most firms regard human talent as their most valuable resource, thus any plan to develop the company's operations should begin with an investment in human capital (McFarland & Jestaz, 2016). Prior to developing a suitable talent development program, it is crucial for the organization to clearly establish its business plan and ensure that this strategy is in line with the talent management strategy. The talent development plan is designed solely to support the company strategy (Bluen, 2013). Talent development begins with a performance appraisal and evaluation, which assesses an individual's strengths and weaknesses and identifies training needs, offering feedback for learning programs and career planning (Ra'ed, Haneen, Yasar, & Bader, 2018). According to Lawler (2017), the process of talent development has seen significant changes over the past two decades. These changes may be attributed to shifts in the workforce, advancements in technology, and the increasing demand for organizational agility. Continuous training and development of a talent pool through mentoring, job rotation, and formal training is widely recognized as an effective approach. (Stahl *et al.*, 2012).

Training and development are critical human resource strategies that attempt to improve employees' skills, knowledge, experience, and competencies. The goal of training is to bridge the gap between job requirements and the worker's current competence in terms of job security and skills of the job holder (Spr et al., 2015). However, training and development of talent is costly (Lawler, 2017). It is a low-production period for talent, and trainers are expensive. It is often challenging to decide whether to train existing employees or to recruit individuals with comparable skills from external labor markets. Nevertheless, when it comes to talented individuals, the challenge of finding suitable replacements for their talents and potential becomes apparent, so making training a valid option. TM focuses on finding potential personnel and then training and developing them

in accordance with their career-specific potential and aspirations (Tyskbo, 2019). As a result, it is critical that potential employees have the opportunity to advance in their careers (Dabirian, Kietzmann, & Diba, 2017). Succession planning is a valuable tool for establishing a clear trajectory for staff training and development (Stahl *et al.*, 2012). Enhancing the abilities of talented individuals and planning for their future not only benefits the organization in terms of expanded capacities, but it has also proven to foster employee loyalty and retention (Lawler, 2017). Stahl *et al.* (2012), recommend creating "employee value proposition" that encompasses both tangible and intangible elements. These elements include an attractive organizational culture, challenging tasks, employee autonomy and freedom, prospects for progress and personal development, and the presence of an inspiring mentor.

In an ideal business environment, it is important for institutions to develop the potential of their talented employees in order to enhance their productivity more rapidly (Malmgren & Hedström, 2016) hence talent development process should be integrated into the staffing progress and be recognized as an effective strategy for institutions to enhance the capabilities of their highly skilled personnel (Wu *et al.*, 2016; Moayedi & Vaseghi, 2016; Mohan *et al.*, 2016). The nurturing of talent is widely recognized as an essential tool for establishing a distinctive position and maintaining a long-term competitive edge (Beardwell & Thompson 2014; Mohan *et al.*, 2015). Talent management strategies, which are utilized to develop people directly, have an impact on satisfaction, creativity, motivation, and competency (Kaleem, 2019). In addition, organizational leaders should also make sure that flexible growth opportunities are available to accommodate varied staff schedules.

Talent development is widely recognized as a critical stage in talent management process (Mathimaran & Kumar, 2017). Organizations have the potential to implement various talent development strategies aimed at enhancing the skills, competences, attitude, and knowledge of their employees, with the aim of fostering high performance (Rathod, 2014). Currently, organizations should prioritize the establishment of a learning culture that facilitates the achievement of their objectives (Bhatti, 2014). The learning policy may be

influenced by the prevailing learning culture. Learning policy pertains to management understanding of organizational and employee learning and development (Sahoo, 2015). The creation of a learning organization can be achieved by implementing effective learning and development strategies (Armstrong, 2012). Training and development, mentorship, coaching, and succession planning are all key mechanisms in the establishment of a learning organization. According to Farrukh and Waheed (2015), these techniques are regarded as talent management approaches that have the potential to contribute to favorable business performance.

Succession planning (SP) involves the certification of highly skilled and competent individuals who can step into important managerial positions when those jobs become available (Jyoti & Rani, 2014). Succession planning has three main goals: identifying major possible vacancies, selecting critical competencies and skills, and prioritizing staff development to meet future business demands (Cardy and Lengnick, 2011). According to Jackson and Allen (2022), the implementation of succession planning programs conveys a good message to employees on their prospects for growth and advancement within the firm. It illustrates that the organization is committed to their growth and acknowledges their potential contributions. Moreover, a well-executed succession plan assures qualified executives to steer organizations through transitions, maintain stakeholder confidence, and drive organizational success (Fusarelli, 2018).

2.3.4 Talent Retention

Talent retention, as an element of talent management, pertains to the organization's strategic efforts to retain its highly skilled personnel or those individuals who are likely to leave the organization (Armstrong, 2011). Employee retention is one of primary concerns for many organizations today. It is a strategy used by organizations to establish a work environment that encourages talented employees to stay with the organization (Zainee & Puteh, 2020). Retention is perceived as a strategic opportunity for many firms to sustain a competitive workforce (Oladapo, 2014). The primary focus of many firms is the retention of highly skilled individuals, as it serves as a crucial factor in distinguishing human capital management. Employees in the future global market must be more adaptable and agile, as

well as have necessary skills to effectively perform their tasks and responsibilities (Ali & Kasim, 2019). To achieve this, talented employees are required, thus keeping them will be the best alternative rather than obtaining new talents. Given the significant costs associated with replacing talented individuals, it is imperative to establish an integrative retention policy that effectively address these issues. Companies must therefore strive to retain their talented individuals by minimizing turnover through effective employee retention strategies (Singh, 2019).

Every organization has the task of attracting and retaining high-caliber staff in order to achieve operational excellence and gain a competitive edge (Sparrow & Cooper, 2017). However, organizations are not always successful at retaining talented workers but can use tried and tested strategies to retain their best employees (Armstrong, 2011). Organizations should provide employees with suitable working conditions in order to maintain top talents who contribute to organizational success. This will keep other companies from poaching their employees. This strategy demonstrates unequivocally that talent management can always boost organizational performance (Frimpong et al. 2016). Juhdi, Pa'wan, and Hansaram (2018) opined that unfavorable work environment hinders employees' ability to perform effectively. Boamah and Laschinger (2016), also emphasized the importance of the working environment as a tool to retain employees and also encourage employee involvement in the organization. Therefore, it is imperative to establish a favorable working environment that ensures the safety and well-being of workers, enabling them to fulfill their duties and responsibilities effectively. Singh (2018) asserts that employee recognition programs enhance talent retention. As a result, management must recognize that every employee is a critical asset and their contributions should be acknowledged.

Major companies are currently confronted with formidable task of effectively retaining their talented workforce amidst intense competition within the global business landscape (Mohammed, 2015). According to McDonnell and Wiblen (2020), companies with HR best practices have talent retention as their primary focus. Typically, they possess well designed strategies that prioritize important organizational competencies in attaining the

companies' long-term goals. Talent retention seeks to encourage employees to stay with the firm for extended period of time. Retaining competent or talented staff is critical and regarded as one of the fundamental functions of companies when it comes to maintaining the firm's competitive position in the market (Rawashdeh, 2018). Employee retention also reflect good corporate image (Anwar et al. 2014). The retention of talents can be facilitated by several strategies such as implementing performance-based pay systems, providing training opportunities, offering demanding job assignments, fostering intrinsic motivations, supporting career growth, and proactively providing benefits in advance of employee demands (Devi, 2017). An organization may benefit economically by retaining its most talented employees, which can be accomplished through cost control and effective utilization of talent (Smit, Stanz & Bussin 2015).

Currently, talent retention is widely recognized as one of the most important tasks that presents a significant challenge for many firms (Fayyazia, Shahbazmoradib, Afsharc, & Shahbazmoradib, 2015). Firms use it as a strategic weapon to maintain their competitive advantage. In order to maintain a high retention rate, HR departments implement various talent management strategies. (Paillé, 2014). The turnover of talented individuals has a detrimental impact on the overall performance of organizations, as it results in both direct and indirect costs incurred by the firm (Burbach, 2010). Masri and Jaaron (2017) contend that firms can achieve talent retention by utilizing both monetary and non-monetary rewards that motivate employees and increase their loyalty to the organization. In order to retain their high-performing personnel, organizations should provide them with a compensation package that is aligned with market standards (Mehta, Kurbetti, & Dhankhar, 2014). Talents consider monetary incentives as a key tool for retaining them. As a result, in order to keep their talented individuals, firms must implement effective motivational mechanisms. This is because motivated personnel are loyal, committed, contented, dedicated, and excited about their jobs (San *et al.*, 2012).

One strategy for retaining the top talent in the organization is to provide opportunities for future career advancement (Al-Mohaisen & Al-Kasasbeh, 2021; Jindal & Shaikh, 2021). One of them is to include the top talents in the succession plan for strategic positions in

the organization. According to Mokaya (2014), the failure of a business to retain its employees results in significant expenses related to employee turnover, such as increased workload for the remaining staff, recruitment and training costs. Therefore, it is imperative for organizations to embrace Human Resource Management (HRM) practices that optimize employee utilization and foster talent retention. Firms' primary goal is not only identifying and selecting the right talent but also should entail retaining them for a long period of time (Palwasha, Abdul, &Faisal, 2015).

2.3.5 HR Rules and Regulations

Organizations encounter many challenges in their endeavor to enhance performance (Armstrong & Taylor, 2014). Organizations frequently face challenges related to ineffective human resource management, a lack of appropriate HR tools for employee management, a lack of understanding of HR manuals or frameworks that outline policies for successful HR management, and a high rate of legal disputes. The purpose of HR rules and regulations is to greatly improve the emphasis on performance, customer orientation, and discipline inside enterprises. The regulations and rules set out clear directions regarding the required ethical behaviour of employees; their relationships and dealings with their stakeholders to promote transparency and accountability in the conduct of the service. Rules and regulations govern the day-to-day operations and activities of a company. The flow and coordination of activities and operations in an organization are heavily influenced and guided by the established rules and regulations (Huffman, King & Reichelt, 2017). Organizations should therefore adopt HR administrative rules and regulations as crucial and essential to enhance their own performance and the productivity of the service. HR policies and practices undoubtedly affect both organizational and individual performance (Rugami, Wambua, & Muathe, 2016).

Bureaucratic organizations are governed by rules. Using rules and standard operating procedures improves organizational efficiency by formalizing and standardizing procedures, allowing for predictable and routine tasks. Standard Operating Procedures are sets of written instructions that document the specific processes involved in carrying out

administrative duties inside a company (Hotima, 2021). These instructions outline the details of how, when, and by whom these activities should be performed. Standard Operating procedures aim to ensure that the work processes, which have been created, serve as clear and systematic guidance and instructions (Ajusta & Addin, 2022). Many companies do not follow SOPs, therefore the impact on the company's business processes does not go as planned, worsening the company's situation. As conditions change, the organization must regularly update its existing SOPs.

HR procedures outline how management and managers should handle employee-related issues. These policies provide a structured method to addressing various challenges in the workplace. Procedures are more stringent than policies. They state both what has to be done and how to do it (Armstrong, 2010). HR rules and regulations enable the workforce to clearly understand individual and team responsibilities, thus saving time and resources (Armstrong, 2010). Depending on the needs of the organization, various policies and procedures establish rules regarding employee conduct, attendance, dress code, privacy and other areas related to the terms and conditions of employment (Armstrong, 2010). They establish the organization's views and values regarding how people should be handled, and from these are derived the principles by which managers are required to act while dealing with HR issues (Armstrong, 2006). The primary ethical concerns that human resource management must address include privacy issues, cash and compensation plans, employment matters, safety concerns, racism and disability, performance appraisal, and employee responsibility (Johnston, 2018).

Human Resource Management Policies and Procedures manuals provide guidelines for management and development of the human resource to facilitate achievement of an organizational goal/mandate (PSC, 2023). The policies and practices of an organization have a direct impact on employee behavior, and these policies and practices, which are designed to motivate people, directly affect the performance of the organization. Human resource management is currently concerned with ethical demands in the workplace (Jack, Greenwood, and Schapper, 2012). Ethics in the workplace ensures employees' rights and well-being. Since the success or failure of the business is entirely dependent on the ethical

behavior demonstrated by the organization's managers. For the organization's success, management must demonstrate consistent ethical behavior toward all employees in the workplace. The behavior of employees in an organization has a direct impact on achieving organizational performance (Cania, 2014).

Regulation balances economic and social issues, including worker rights, equality, and justice. The regulation of work and employment is both conceptually complicated and empirically extensive. Its interpretation is crucial for legitimizing and normalizing work practices and employment dynamics in global and local labor markets (Rodriguez & Mearns 2012). HR rules and regulations serve to ensure that when dealing with people-related issues, an approach consistent with company values is adopted throughout the firm. They serve as the foundation for enacting values, transforming professed beliefs into values in practice. They give frameworks for consistent decision-making and promote equity in the way people are treated (Armstrong, 2016). HR rules and regulations are required to ensure that human resource management issues are dealt with consistently in line with the values of the organization on how people should be treated, and that legal requirements are met (Armstrong, 2010). Mazerolle and Eason (2013) argue that some policies established by organizations are somewhat unsupportive of employees. Katou and Budhwar (2010) are of the opinion that organizational policies impact on employees' job performance, particularly, human resource management policies. Organization policy needs to maintain a central focus on employee contribution as a channel to build their attitudes as the key engine of organizational commitment. Kanten and Sadullah (2012) opine that when organization offers quality of work life to their employees, it helps in boosting organizational image so as to attract and retain employees.

Organizational HR policy should be detailed enough to aid employee in knowing the status of their idea and how it is valued by the organization and the relationship of their contribution to their quality of work life improvement programs (Narehan, Hairunnisa, Norfadzillah, and Freziamella 2014). Modern organizations are more dynamic and flexible, in which corporations not only make profits but also shape company branding and employee relations in the workplace. As a result, in order to recruit, motivate, develop,

and retain personnel, it is vital to delve further into relevant human resource policies and practices (Daft, 2015). Most HR managers restructure human resource procedures and policies in order to empower employees to attain higher levels of satisfaction, employee engagement, and corporate culture, all of which are critical for firms to remain competitive (Aggarwal, Sadhna, Gupta, Mittal, & Rastogi, 2020). According to Gibbons (2021), many firms' human resource policies and procedures adopt four (4) approaches in the workplace, including recruitment and selection, leave and time off, health, safety, and security, employee conduct, performance management, and work travel. Fapohunda (2013) states that for companies to gain competitive advantage, they must be concerned about the policy that encourage employee quality of work life which is the most important assets that take consistent and steadfast measures taken to improve employ high-quality of work-life experiences. Therefore, it is imperative for management to understand the value of employee contribution to organizational policy because it helps management and employee to agree on common goal towards achieving organizational vision.

According to Kiran (2017), HR policy is a vital tool for a sustainable competitiveness of both nations and organizations. Importantly, quality of work life should not be perceived as a complex venture that stems the inventions and technological advancement, because it is emerges from day-to-day activities in the workplace channeled towards organization's survival and prosperity (Ahmad, 2013). Therefore, the main concern for many organizations is their policy; how to organize and stimulate it to balance employee and organizational demands. Human resource policies and practices need to contribute to people's overall well-being, allowing them to achieve better personal and professional fulfillment (Demo, 2012). When policies are properly implemented, they become the strongest motivators for appropriate individual and organizational behavior. Good corporate governance relies on clear policies which are related to the organizational goals, and which are flexible and responsive to external factors and changes (Georges, 2011). Geiger, Marlin, and Ritchie (2013) concluded that goals can come into alignment when the organizational culture strives to focus on productivity and getting the organization's primary missions achieved. This may include, but not limited to, timely delivering

products or services to customers, shipping out more products than the organization's chief competitor or any other relevant goal. Organizations should provide employees with suitable opportunities, regardless of their capability to adhere to human resources policies, in order to leverage their skills (Cappelli, 2014). Primarily, there is a requirement for a robust support system for human resources professionals. Furthermore, it is essential to have an adequate capacity to engage in the implementation of human resource activities. It is also crucial to clearly define and allocate roles, while also avoiding any uncertainty surrounding them. In addition, rules and regulations should be designed to provide consistent support (Cappelli, 2014).

2.3.6 Performance of National Referral Hospitals

Organization performance is the ability of an organization to effectively and efficiently utilize its resources in order to achieve its goals and objectives (Rop, 2015). Organizational performance refers to the ability of an organization to achieve its goals, such as profitability, robust financial outcomes, significant market share, high-quality products, customer satisfaction, and long-term survival, through the implementation of suitable strategies and action plans (Sawalha, 2013). The measurement of organizational performance entails evaluating an organization's ability to efficiently and effectively fulfill its goals. In business organizations, three key outcomes are typically examined: financial performance, market performance, and shareholders' value performance (Adler, 2015). According to Huselid (2010), there exist other indicators beyond mere financial metrics that signify an enhancement in organizational performance. One indicator that can be utilized is the observable behavior of employees, which can be measured through turnover rates and labor productivity (Huselid, 2010).

Managers have traditionally been evaluated based on their performance using one of three primary criteria: business results, encompassing metrics such as turnover, profits, return on investment, productivity, customer service, staff retention, and absenteeism. The impact of turnover on organizational performance is predominantly adverse due to the loss of organizational memory, as well as the loss of knowledge, skills, and talents that

employees have acquired through experience and training (Ployhart et al. 2014). According to Loecker and Goldberg (2013), firm performance can be measured in a variety of ways. Accounting measurements of profitability, the Lerner index, sales per input, and total factor productivity are examples of such methods. However, many scholars have claimed that using financial performance measure alone to evaluate an organization's performance is insufficient. According to Munir & Baird (2016), financial performance measure is no longer sufficient to assess organizational success, particularly in today's volatile business environment. Firms that consistently achieves high levels of customer satisfaction and loyalty demonstrates its capacity to meet consumer needs and exceed expectations. This suggests that customers strongly value the company's products or services, believe in its brand, and have a positive experience (Bhagat & Bolton 2019).

According to Armstrong and Taylor (2014), the implementation of talent management strategies contributes to the improvement of organizational performance through the acquisition and retention of highly skilled individuals. The ability of an organization to adapt and create a conducive working environment for talented individuals contributes to the attainment of sustainability and growth (Mohammed & Znad, 2017). When talent is managed appropriately and comprehensively, it can help a business achieve its goals and objectives (Milky, 2013). In the view of Sinambela (2012), organizational performance is the sum of individual employee performance; thus, the greater the individual employee performance, the higher the organizational performance. Theriou and Chatzoglou (2014) contend that implementing human resource management practices such as knowledge management, organizational learning, and organizational capability creation improves organizational performance. Armstrong (2019) asserts that talent management strategies foster a positive culture that supports excellent performance in areas such as productivity, quality, customer service levels, growth, profits, and, ultimately, enhanced shareholder value.

WHO report, (2012) indicate that the performance of the health workforce in Kenya is below 50%. It also ranks Kenya as one of the 57 countries in the world with a critical crisis in health workforce. A study carried out by ministry of health (MOH,2015) found

out that 61% of health managers in hospitals were inadequately skilled, lacked knowledge and expertise for the management roles and this further affected service delivery as they led to unconsciously mismanaging health facilities, financial mess and loss of lives. According to a study by Lesiyampe (2013), various factors continue to compel the performance and limit the output of National Referral hospitals in Kenya. These include, poor pay, lack of job satisfaction, excessive bureaucracy, the weak functioning of the health system and a poor working environment, where supplies are low or absent and critical equipment is not maintained and consequently, many industrial actions like strikes have been witnessed in agitation for improvement. According to the Kenya Health System Assessment Report (2019), KEPH's fourth strategic health sector strategy aims for Universal Health Care (UHC). However, KEPH implementation is hampered by a lack of enough infrastructure to provide services, as well as persisting regional differences in treatment access, healthcare quality, and service utilization.

2.4 Empirical Review

Findings from a study by Kireru (2017) revealed that talent acquisition, talent development, talent compensation, and talent retention had a role in driving competitive advantage. A study by Alma'aitah (2013) established that competitive advantage was significantly related to talent management and knowledge integration. Further, the study revealed that knowledge integration was a significant moderator in the correlation between talent management and competitive advantage. Rukunga (2018) notes that there is a need for organizations to understand the concept of talent management in order to appropriately harness and exploit intangible assets in the firm to achieve competitive advantage, and employees should be rewarded for superior performance. The study further recommends that firms should maintain and uphold best practices in strategic talent management in order to maximize the utilization of their talents and skills, and they should perform frequent audits to ensure that strategic talent management programs are fully implemented. Odierno (2015) indicates that despite the many challenges that organizations face in order to be sustainable, talent management provides real and tangible benefits such as reduced recruitment costs, effective knowledge transfer, business strategy

realization, delivery of cutting-edge services and products, and the creation of a competitive advantage. Findings from study by Wungsnuopparat and Jiarui (2022) revealed that organizational leader qualities, talent identification, and management had a significant impact on the effective acquisition of valuable workers among SMEs in China. SMEs that identify and manage the relevant talent pool are better positioned to attract and retain qualified staff.

Onwuka (2015) concludes that there is an existence of strong relationship between talent management and employees' performance in selected private sector organization. Findings from a study by Mathur (2015) showed that attracting and maintaining the appropriate people in the right job with the right talents and attitude is the source of success in today's highly competitive business market, and firm performance is dependent on employee behavior, perception, and dedication. In a study on managing talent for competitive advantage, Khurshid and Darzi (2016) revealed that talent management has increased the competition for companies to maintain their great market share and improving its position in the competitive business market. Accordingly, findings from study by Karthik (2023) underline the importance of effective talent management and succession planning strategies for firms to survive in today's competitive business world. Organizations can improve their competitive edge, generate innovation, and achieve long-term success by effectively managing talent and establishing a robust pipeline of future leaders. Nijveld's (2014) research sought to explore the internal and external challenges and practices of global talent management. Based on the findings, the researcher concludes that talent Management's role is to provide the business with the opportunity to manage time, minimize losses, improve profits, and enhance its performance.

Findings from a study by Ahmad (2017) showed that talent management processes have an impact on attaining competitive advantage; talent development had the highest significance, followed by talent discovery, then talent recruitment and finally talent retention. Al-Azzam (2015) study revealed that that there is a significant statistical effect of talent management strategies on achieving competitive advantage; development strategy of talent management is the most influential in achieving competitive advantage

at the hospital, followed by attraction strategy in second place in terms of importance and then retention strategy and finally succession planning strategy. The findings of the study by Asaad et.al (2023) indicated that talent management practices (recruitment and selection, training and development, and rewards and compensation) significantly and positively affect employee retention and performance in service organizations. Thus, implementing talent management strategies will assist firms in retaining high-performing staff. Moghtadaie and Taji (2016) looked into the link between Talent Management Practices and organizational performance. Their research discovered that talent attraction has an impact on organizational performance and further recommended that organizations must attract prospective employees with the relevant qualifications. Rastgoo (2016) did research to investigate the relationship between talent management and Organizational Development with Job Motivation of Employees, with the findings emphasizing the importance of talent attraction on organizational performance. Organizations should recruit individuals with the necessary qualities in order to improve and sustain organizational performance.

Results from research by Kibui (2015) showed that there was significant positive relationship between competencies mapping, employees' engagement, performance management, and career development and employee retention. In addition, the findings revealed that there is a significant positive moderating effect between age and employee retention. This view is also supported by a study by Karemu, *et.al* (2014), on critical analysis of talent management on medical employees' retention in public hospitals in Kenya, which indicated that talent management strategies impact positively on the retention of doctors and nurses at Kenyatta National hospital in Kenya. Yllner and Brunila (2013) found out that talent management is of great importance especially in the ever-changing contemporary world as a strategic and competitive tool while a study by Chepkwony (2016) focusing on the link between talent management practices, succession planning and corporate strategy among commercial banks in Kenya revealed that there is a significant relationship between talent management practices, succession planning and overall organization strategy. Robert and Ladislav (2014) conclude that companies need

to align talent management with their business strategy, HR strategy and the organizational culture. Further, organizations need to fit and tailor their talent management approaches to their own context. Botjancic and Slana (2018) study on the role of talent management in medium and big organizations concluded that high potential employees assist the organization in realizing and achieving its vision.

Findings from a research by Knott (2016) revealed that there is a statistically significant relationship between training and development of employees and employee performance whereas a study by Nyaga (2015) indicate that the talent management practice adopted by the organization aligns the workforce so that employees understand how their goals connect to and support overall organizational goals and the organization actively engages the core components of talent management performance, compensation, and learning management; succession planning; and active collaboration with the social networking resources apply to their organization. A study by Azara and Syed (2013) on staff development and the organization competitive advantage revealed a significant and positive association between capability development and the organization competitiveness while findings from a study by Njoroge (2015) concludes that there is a strong relationship between compensation and reward on employee performance in the county government of Nakuru. On the other hand, a study by Makwaro and Abok (2014) established that factors such as organizational culture, reward, career development and workforce environment significantly affect implementation of talent management. Tiwari et al (2013) investigated the strategies and practices of talent management and their impact on employee retention and effectiveness of its execution. The study revealed that age of employees is independent from satisfaction but experience of employees does affect the satisfaction with the practices of talent management.

Ochieng (2016) concludes that talent management practices in a greater extent determine employee retention; the company needs to develop other practices such as knowledge management, health and safety and also employee engagement. The research also established that successful talent management is driven by a 'talent mind-set' in which every manager in a firm regards talent management as their business and not the sole

responsibility of the Human Resource department. Riany (2018) established that there is a positive connection between talent management dimensions and employee retention of civil society organizations. He further adds that talent management should be integrated with the organization management process such as leadership style instead of building it as a under one process in order to realize effective retention of employees. Findings from research by Panday and Kaur (2019) revealed that good talent acquisition practices and effective performance management system has direct relation with effective talent management system that further leads to sustainability of the organization. Also, according to their study, employee engagement gives different approach; it creates positive as well as negative relationship with talent management. A study by Raheem and Khan (2019) opines that telecom organizations require a thoughtful strategic planning to implement TM programs to identify, develop, deploy and retain their high potentials to obtain organizational effectiveness. Further, implementation of TM in the organization requires dedication, passion and commitment of the owners as well as employees of the company.

A study by Ciptagustia (2015) established that the level of competitive advantage of rattan furniture industry Cirebon has positively and significantly influenced by the level of talent management. This view is also supported by a study by Ingram (2016) which revealed that there is a relationship between talent management, in particular, the ability to reconcile strategic contradictions in TM dimensions, and organizational performance. Climate for creativity comprises of a mechanism that helps to unveil stated relationship. Therefore, it is necessary to create proper conditions for talent management that enable its influence on other organizational outcomes. Results from research by Weerakoon and Dilanthi (2019) revealed that talent management practices would help to retain the talented employees within the organization.

Similarly, Asaad et. al (2023) revealed that talent management practices (recruitment and selection, training and development, and rewards and compensation) have a significant and positive influence on employee retention and performance in service firms. Thus, talent recruitment and selection are key components to retaining talent, since an efficient

recruiting process ensures hiring the most qualified people and contributes to high employee retention. Rastgoo (2016) conducted a study to investigate the relationship of TM strategies with organizational performance and discovered a significant link between talent recruitment and organizational success. Mtinda (2019) investigated the impact of talent management strategies on the performance of executive agencies in Tanzania. The results indicate that ineffective talent management practices, such as a poor succession plan policy, insufficient training and development programs, and inadequate career development planning, had significant effects on the organization's performance.

2.5 Critique of Existing Literature Relevant to the Study

Raheem and Khan (2019) in their study on impact of talent management on organizational effectiveness adopted only qualitative research method although; other techniques such as mixed method including interviews could also be used to provide a richer understanding of the constructs. A study by Kireru (2017), examined the role of transformational leadership as a moderator of the relationship between integrated talent management practices and competitive advantage of telecommunication firms in Kenya. The findings indicate that transformational leadership plays a significant role in driving policy frameworks, which support competitive advantage. The study however failed to explore the role of other leadership styles on firm's competitive advantage besides transformational leadership.

The study on the role of talent management strategies on the organizational performance in the telecommunication firms in Kenya by Rukunga (2018) restricted itself to the use of only questionnaires for data collection. Interview method could have also been used in order to gather in-depth information on the issues under investigation. The research is also a case study; this shows that the results of the study are skewed towards the perceptions and data from only one organization. Ahmad (2017) engaged quantitative method to study the impact of Talent Management on competitive advantage of Jordanian telecommunication firms hence leaving out the qualitative aspects which are crucial because they give insights into employee opinions on talent management practices and

gives room for suggestions. A close ended questionnaire was also used to collect data. Open-ended questions could have been included to gather additional information that might not have been captured in the close-ended questions. The researcher has also not reviewed any theory that might have been relevant to the study.

Auranzeb and Arz (2016) in their study on influence of talent management in enhancing organization performance in service sector in Pakistan did not use the provision of control variables in the conceptual model and they therefore recommended other researchers to introduce these variables like the size of the companies and establish whether the findings can be generalized. Al-Azzam (2015) in his study on talent management strategies and its role in achieving competitive advantage, employed case study method across hospitals in Jordan and while a case study analyses an issue in detail, it is limiting in that the researcher concentrates only one organization.

Owade (2018) investigated impact of perceived practices on the general performance of employees at Kenya ICT Authority. However, the study failed to explore all the determinants of employee performance. Moreover, the study focused only on a public institution in the ICT business, the study could have been extended also to private establishments so that a comparative analysis is done to give a more exact conclusion to the factors influencing employee performance. The study by Lyria (2014) on effect of talent management on organizational performance in companies listed in NSE Kenya did not use the provision of control variables in the conceptual model and the researcher recommends other scholars to introduce these variables in their studies and establish whether the findings can be generalized. The study by Kahinde, (2012) sought to establish the effect of talent management on the organization performance, and found that there is positively correlated to organizational profitability and return on investment. However, the study had a small sample of 16 respondents, which could not be representative enough.

2.6 Research Gaps

According to Gandhok and Smith (2014), TM is considered as quite well studied concept when it comes to multinational companies from developed world (Cappelli, 2008; Laff, 2006; Chowdhury, 2002; Mellahi and Collings, 2010, Marants, 2012). The situation though is completely different in the emerging market context. As it has been found out by the means of literature review, TM in developing countries hasn't been deeply researched as most of the empirical studies such as a study by Al-Azzam (2015), Yllner and Brunila (2013), Khurshid & Darzi (2016), Ahmad (2017) and Mathur (2015) were undertaken in developed nations and thus there lacks a comprehensive study within the local context that explains the influence of talent management practices on the performance of national referral hospitals in Kenya.

In the research done by Dries (2013), it is indicated that studies have been done on theoretical frameworks in an international context in human resource management. Most research has been done on solitary case studies or built on the subjective proof of best practices. A number of local studies on talent management are also case studies (Knott 2016; Moturi 2013; Owade 2018; Wandia 2013; Ochieng 2016; Owaga 2017). These studies covered only one company, this shows that the results of this study are skewed towards the perceptions and data from only one organization. Rita 2014; Onwuka 2015; Kibui 2015, and Knott 2016 focused on talent management practices and performance in other sectors. To increase knowledge on talent management, there is need to carry out a thorough and comprehensive study to unearth talent management practices that influence performance of national referral hospitals in Kenya.

In addition, most of local studies on talent management were carried out in other sectors such as banks (Matata, 2017; Gitonga, 2016; Kibui, 2015; Gachunga& Namusonge, 2014; Silvia, 2013), commercial state corporations (Mwajuma, 2015; Njeri, 2014; Kagwiria, 2013; Wambui, 2012), Telecommunication sector (Mwendwa, 2018; Kireru, 2017) training institutions (Waweru, 2017). Kibui (2015) study was hinged on the moderating effect of age on the relationship between talent management and employee retention. This

study intends to fill the existing gap by looking at moderating effect of HR rules and regulations on the relationship between talent management and organizational performance. Kagwiria (2013) study looked at other components of talent management that contribute to performance of NSE. Therefore, there is a need to fill the existing research gap by conducting a study on the influence of talent management practices (talent planning, talent attraction, talent retention and talent development) on the performance of national referral hospitals in Kenya.

2.7 Summary of Literature Reviewed

The chapter entails review of the concept of talent management in order to assess its role on the performance of national referral hospitals in Kenya. Talent management practices discussed are; Talent planning, talent attraction, talent retention and talent development. HR rules and regulations was also included as a moderating variable in the research, which moderates the links between the independent and dependent variables. The relevant literature was reviewed based on the relationship between talent management practices and organizational performance after which the conceptual framework was developed for better clarity of purpose. Evidence from the literature pointed out that talent management practices have significant influence on organizational performance. Talent management is a crucial process that encompasses all key aspects of an employee's life cycle, ensuring that an organization can meet its present and future business needs. Talent management must adopt a proactive approach and actively contribute to the development of the organizational strategy. Failure to prioritize talent management can have dire consequences for the organization, especially in the present business scenario characterized by intense competition. The theoretical framework that guided the discussion of the problem under study were RBV theory, human capital theory, talent-based theory and talent DNA model. The chapter has also covered critique of existing literature and identified research gaps. Most of local studies on talent management were carried out in other sectors such as banks, telecommunication, commercial state corporations, hospitality, and training institutions. Hence, this study focused on health sector in order to bridge the existing gap.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section gives an outline of the research methodology used for the study and it comprises the research design, study population, data collection instruments, data collection procedure, pilot study, data analysis and presentation. The chapter additionally shows the variables of the study, their operationalization and the models which were employed in the study.

3.2 Research Philosophy

According to Bryman (2012), research philosophy is a belief about the way in which data about a phenomenon should be collected, analyzed and interpreted for use. Our individual understanding of reality has an effect of how we gain knowledge of the world meaning that our perception of reality, and how we gain knowledge, will affect the conduct of the research (Leitch, Hill & Harrison, 2010). Research philosophies include positivism, realism, interpretivism, and pragmatism. These ideologies share a common set of assumptions, and their similarities identify them as examples of broader philosophies. (Saunders, Lewis & Thornhill, 2015). This study adopted a positivist research paradigm which is an epistemological perspective. In the positivist paradigm, epistemological work focuses on how to analyze the social system as a natural science (Bisman, 2010). Positivism in philosophy strongly adheres to the concept that any knowledge regarded factual is actually trustworthy if obtained from observation or measurement (Bryman & Bell, 2015). This means that researchers using this method are restricted to interpretation and data collecting, and their findings are either quantifiable or observable. This study embraced a positivism strategy since it involves the use of existing theory to develop hypotheses to be tested.

3.3 Research Design

A research design is the strategy and structure of exploring to accurately develop answers to the research questions (Saunders, Lewis & Thornhill, 2012). It is a blueprint that outlines the specific methods and procedures to be used in collecting and analyzing the required information (Mutua, 2020). The research design encompasses all essential elements of a study, including variables, hypotheses, experiments, methodology, and statistical analysis (Creswell & Creswell, 2018). This study employed cross-sectional survey research design using both quantitative and qualitative approaches. Cross sectional survey is a method that involves the analysis of data collected from a population, or a representative subset, at one specific point in time (Orodho, 2003). According to Kothari (2017), cross-sectional survey design is useful for formulating hypotheses and analyzing the relationship between variables. The choice of this design is suitable for this study as it facilitates the prediction of the phenomenon's occurrence by sampling the population at one point at a time (Elahi & Dehashti, 2011). Previous researchers who utilized similar research design include; Makhamara, 2017; Atikiya, 2015; and Jeruto, 2019.

Creswell (2015) defines a research approach as the strategies and procedures for study that extend from broad assumptions to precise methods of data collection, analysis, and interpretation. The main focus of this study was quantitative. However, some qualitative approaches were used in order to gain a better understanding and possibly enable a better and more insightful interpretation of the results from the quantitative study. Quantitative approach places emphasis on methodology, procedure and statistical measures to test hypothesis and make predictions (Mugenda & Mugenda 2012), while qualitative research helps in analyzing information in a systematic way in order to come to some useful conclusions and recommendations on the social settings and the individuals who portray those characteristics. The major designs that can be employed in mixed research are; triangulation, embedded designs, and explanatory designs (Creswell, 2016). The research used this approach because the data collected using the main questionnaire was quantitative which was analyzed using statistical methods. Qualitative approach on the other hand involved interpretation of phenomena without depending on numerical

measurements or statistical methods. Qualitative data was obtained through interviews with managers and open-ended questions.

3.4 Target Population

According to Saunders and Thornhill (2012) a population is the total collection of elements which researchers seek to examine or make inference about. The target population encompasses individuals, events, or records that possess the relevant information and can provide answers to the measurement questions. On the other hand, population represents the complete set of elements for which we aim to draw certain inferences (Cooper & Schindler, 2014). The more precise a population of interest is specified, the better the ability to describe and explain the behavior meant to be examined (Blumberg, Cooper & Schindler, 2014). The target populace for this study was 547 management staff drawn from four National referral hospitals in Kenya namely; Kenyatta National Hospital, Moi Teaching and Referral Hospital, National Spinal Injury Referral Hospital, and Mathari National Teaching and Referral Hospital. The rationale for selecting the national referral hospital is because these hospitals are relatively big facilities that often operate beyond capacity and have critical patients that overstretch both human and physical resources (Jelagat, 2018). Additionally, there is acute shortage of competent healthcare providers across the national referral hospitals posing a threat to the delivery of specialized health care (National health committee report, 2019) hence there is high demand for talented workforce.

Table 3. 1: Target Population

National Referral Hospitals	Number of Management Staff
Kenyatta National Hospital	280
Moi Teaching & Referral Hospital	177
Mathari National Teaching and Referral Hospital	52
National Spinal Injury Referral Hospital	38
Total	547

Source: (HR Registry of National Referral Hospitals, 2021)

3.5 Sampling Frame

According to Kothari (2004), a sampling frame is a physical representation of the target population and it comprises all the units that are potential members of the sample. It enables the researcher to draw reasonably adequate random sample, where all members of the population of interest gets an equal chance of being selected for the sample. The sampling frame for this study was the four national referral hospitals in Kenya (MOH, 2020). The respondents selected for this study were the management staff including the directors, divisional and heads of departments, section head/supervisors. These critical groups are believed to have responsibility in issues of organizational strategy and are aware of the role of talent management on organizational performance in their respective hospitals.

3.6 Sample Size and Sampling Technique

3.6.1 Sample size

A sector of the larger population that is identified to represent the entire population refers to as a sample size (Levy & Lemeshow, 2013). The sample of this study was drawn from four National Referral Hospitals (Kenyatta national hospital, Moi teaching and referral hospital, National spinal injury hospital, and Mathari national teaching and referral hospital) since they have sufficient information required for the study.

The following formula developed by Cochran (1963) was used to guide the selection of the respondents.

$$n=Z^2pq/e^2$$

Where:

n=the desired sample

Z=the value of the standard normal deviate at a given confidence level (to be read from the table) and it is 1.96 for a 95% confidence level

p=sample proportion-the population proportion in target population estimated to have characteristics being measured (assume 50% if unknown)

$$q=1-p$$

e=acceptable error or the desired level of precision

Therefore;

$$n=1.96^2 \times 0.5^2/0.05^2=384.$$

To adjust the sample size for finite population the following formula by Crano and Brewer (1986) was used. This formula is applicable when the sample size is more than 10% of the population size.

$$n = \frac{N \cdot n'}{N + n'}$$

Where *N* is the population size

n is the corrected sample size

n' is the sample size calculated with the previous formula that gave a sample size larger than 10% of the population.

$$n = \frac{547 \cdot 384}{547 + 384}$$

$$=225$$

Table 3. 2: Sample Size

Hospitals	Directors	Heads of Departments	Section Heads	Total Sample	Percentage Taken
Kenyatta National Hospital	16	55	38	109	58 %
Moi Teaching & Referral Hospital	13	50	27	90	32 %
Mathari National Teaching & Referral Hospital	2	8	5	15	6 %
National Spinal Injury Referral Hospital	1	8	2	11	4%
Total	32	121	72	225	100%

3.6.2 Sampling Technique(s)

According to Groves (2010), sampling focuses on the individual's subset selection inside a measurable populace to estimate qualities of the entire populace. The sample size of the study was drawn using multi-stage sampling technique. The study adopted Purposive sampling to select only four national referral hospitals; these are KNH, Moi teaching and referral hospitals, Mathari hospital and national spinal injury hospital. According to Sekaran and Bougie (2010), purposive sampling entails selection of subjects who can give an advantage to the study being conducted and should be those in possession of requisite information. Only cases that match the criteria are selected as members of the sample (Mutua, 2020). Going by the timelines of when data was collected (2017 to 2021), some of the hospitals were not operational. Kenyatta University Teaching, Referral & Research Hospital became operational in 2020 while Othaya National Teaching and Referral Hospital in 2019 (MOH, 2020) hence it was not be feasible to assess their performance during that particular period. Stratified sampling technique was then used to categorize staff into Directors, Heads of departments and section heads. Finally, simple random sampling technique was used to proportionally select sample respondents from each stratum. This sampling method is considered efficient, representative, reliable, and flexible. It also addresses systematic bias that may arise from non-respondents (Bryman, 2017).

3.7 Data Collection Instruments

3.7.1 Primary Data

Saunders, Lewis and Thornhill (2012) states that the choice of an effective tool and instrument to collect data for research depends primarily on the characteristics of the subjects, the proposed research topic, objectives of the study, the problem statement, research design, and the expected data results. For this study, primary data was obtained by use of questionnaires and interview schedule. Questionnaires are preferred since according to Kothari (2006) the information obtained from questionnaires is free from bias and researchers influence and thus accurate and valid data will be gathered. Self-

administered questionnaires are advantageous in that they cost less than personal interviews and also enable the researcher to reach participants who may otherwise be inaccessible (Cooper & Schindler, 2014).

The questionnaire contained both open ended and close ended questions with the quantitative section of the instrument utilizing both a nominal and a Likert-type scale format. The Likert-type format is selected because it yields equal-interval data, as it allows the use of more powerful statistics to test research variables (Kieiss & Bloomquist, 2009). The close-ended questions provided more structured responses to facilitate tangible recommendations whereas open-ended questions provided additional information that might not have been captured in the close-ended questions. Additionally, interviews were conducted using a structured interview schedule (appendix III) in order to get in-depth information on the issues under investigation. The interviewees were the Human resource managers and this group of people were considered to be key informants for this research. This instrument was brief but exhaustive to ensure quick purposive conversations that focused towards collection of qualitative data in order to meet the study objectives.

3.7.2 Secondary Data

According to Dawson (2009), secondary data involves the data collected using information from studies that other researchers have made of subject. Secondary data are the data collected by a party not related to the research study but collected these data for some other purpose and at different time in the past available in written, typed or in electronic forms (Ramesh, 2016). Secondary sources give insight on variables selection, development of instruments and discussion of the findings (Ng'ethe, 2013). This kind of data is also used to gain initial insight into the research problem. Secondary data are obtained from literature sources or data collected by other people for some other purposes and this is achieved by reviewing published literature such as journals articles, published theses and textbooks. For this study secondary data was obtained from the hospitals' HR and health records. It was used to validate the findings from analysis of primary data, which was collected using questionnaires.

3.8 Data Collection Procedure

Data collection is gathering empirical evidence in order to gain new insights about a situation and answer questions that prompt undertaking of the research (Flick, 2011). The data collection procedures involved getting the introduction letter from the University as well as a research permit from NACOSTI to facilitate data collection. An authority letter was also sought from the hospitals. The list of the directorates and departments was accessed from the Human Resource and Development department. The questionnaires were self-administered with assistance from the research assistants. A drop and pick method was adopted where 225 questionnaires were dropped with the help of research assistants and picked after a mutually agreed period to allow respondents time to complete them. The researcher also carried out a one-on-one interview with the HR managers in order to obtain qualitative data. The interviews were arranged at a mutually convenient time for the participants, while also ensuring that they fully understood the confidentiality and the voluntary nature of their participation. KoboCollect tool was used to transcribe the interviews. On average, it took one hour to complete the interview with each HR manager. The interview schedule was prepared in advance so as to certify that all information is captured comprehensively. Document analysis guide was also used to collect secondary data on the performance of national referral hospitals.

3.9 Pilot Study

Cooper and Schilder (2011) state that a pilot test is conducted to detect weaknesses in design and instrumentation and to provide proxy data for selection of a probability sample. Sekaran (2015) suggests that the questionnaire should be developed and tested in the field to eliminate any ambiguity or inadequacies. The rule of the thumb is that 1-10% of the sample should constitute the pilot test (Cooper & Schilder, 2011). For this study, the questionnaire was pretested on 23 respondents from Kenyatta University Teaching, Referral & Research Hospital who were not part of the sample representing 10 percent of the sample size. Simple random sampling was used in selecting respondents for pilot testing. Questionnaires were administered to 23 management staff at KUTRRH with an intention of pre-testing the questions of the questionnaire.

3.9.1 Reliability of Research Instruments

According to Kothari and Garg (2014), reliability refers to the measure of the degree to which a research instrument yields consistent results across time and across the various items of the instrument. The most common reliability coefficient is Cronbach's alpha (α), which was used to estimate internal consistency by determining how all items on a test relate to all other items and to the total test. The reliability is expressed as a coefficient between 0 and 1.00. The higher the coefficient, the more reliable is the test. To determine the correlation among items, Cronbach's coefficient Alpha was computed at the threshold of 0.7. Cronbach alpha is the most commonly used coefficient of internal consistency and it was computed as follows;

$$\alpha = \frac{k}{k-1} \times \left[1 - \frac{\sum (S^2)}{\sum S^2_{\text{sum}}} \right]$$

Where:

α = Cronbach's alpha

k = Number of responses

$\sum (S^2)$ = Variance of individual items summed up

$\sum S^2_{\text{sum}}$ = Variance of summed up scores

3.9.2 Validity of Research Instruments

Picardi and Masick (2013) define validity as the accuracy and meaningfulness of inferences which are based on the research results. Validity is the degree to which results obtained from analysis of the data actually represent the phenomenon. It is the measure of the accuracy in which an instrument measures what it ought to measure. In order to test so as to improve the validity of the instrument, the questionnaires were pre-tested in a pilot study. This study adopted content validity and construct validity. Kothari (2008) argues that determination of content validity is primarily judgmental and intuitive. It can also be determined using a panel of persons who shall judge how well the instrument meets standard, but there is no numerical way of expressing it. Expert judgment can be

used to enhance content validity through identifying weaknesses and trying to correct (Best & Kahn, 2011).

Drost (2012) contends that there are basically two ways of assessing content validity, that is, ask a number of questions about the instrument or test and/or ask the opinion of expert judges in the field. Assistance was sought from a panel of subject experts to assess the relevance of the content in the research tools against the objectives of the study. Validity was also tested by use of factor analysis using Principal Component Analysis (PCA) to extract the factors. The criteria, as suggested by Hair et al (2010), is that factor loadings greater than 0.40 are considered statistically significant for studies.

3.10 Data Analysis and Presentation

Data was processed and analyzed after the filled questionnaires are collected. Processing involved coding, editing, and cleaning of collected data ready for analysis. Data collected was analyzed using the Statistical Package for Social Sciences (SPSS). According to Kothari (2004), analysis refers to the computation of certain measures along with searching patterns of relationships. Measures of central tendency used was mean and median while the measures of dispersion were mainly range, variance and standard deviation. Descriptive statistics reports, representing the various research items was developed during the analysis. According Kombo and Tromp (2006) data presentation involves using graphical and statistical techniques. The analyzed data was presented in the form of frequency distribution tables and figures for ease of understanding.

3.10.1 Descriptive Statistics

Descriptive analyses are important since they provide the foundation upon which correlational and experimental studies emerge; they also provide clues regarding the issues that should be focused on leading to further studies (Mugenda & Mugenda, 2008). Descriptive statistics was employed to give a descriptive element of analysis of data by obtaining simple summaries such as a measure of central tendency and dispersion which include mean, median and standard deviation.

Content analysis was used to analyze qualitative data. Qualitative content analysis is defined as research method for the objective interpretation of content of text data through the systematic classification process of coding and identifying themes or patterns (Tracy, 2012). Content analysis has also been defined as an approach of empirical, methodological controlled analysis of texts within the context of communication by following content analysis rules and step by step models, without rash quantification and any qualitative data reduction and sense making effort that makes a volume of qualitative material and attempts to identify core consistencies and meanings (Kumar, 2011). All these definitions agree that content analysis emphasizes an integrative view of speech or text and their specific contexts. It goes beyond just counting words or extracting objective content from text to examine meanings, themes and patterns that may be manifested in a particular text (Picardi & Masick, 2013). Since there are some open-ended questions in the questionnaires, the researcher used content analysis approach of data analysis. The open-ended questions were subjected to content analysis, wherein key themes were identified based on the phrases used. These themes were then analyzed, and the findings were presented in the form of frequencies and percentages.

3.10.2 Diagnostic Tests

Normality: Regression assumes that variables have normal distributions. Non-normality distributed variables (highly skewed or kurtotic variables, or variables with substantial outliers) can distort relationships and significance tests. For this study the assumption will be tested by use of skewness and kurtosis. According to Kline (2011), the univariate normality of variables can be assumed if the skewness statistic is within the interval (-3.0, 3.0) and the kurtosis statistic lying in the interval (-10.0, 10.0).

Multicollinearity: Multicollinearity refers to a situation in which two or more explanatory variables in a multiple regression model are highly linearly related. The most common multicollinearity detection test is the Variance Inflation Factor (VIF) for each independent variable. If the VIF is more than 10 for any independent variable, it indicates that this variable is highly explained by other variables and might be considered for exclusion from

the model. For this study, VIF for each independent variable was done and all those variables whose VIF was found to be above the cut off value of 10 were excluded (Hair *et al.*, 2010).

Autocorrelation: This assumption asserts that the error terms are not related with each other. Autocorrelation refers to the characteristic of data where the correlation between the values of the same variables is determined by the relationship between related objects (Park, 2018). The presence of autocorrelation was determined by calculating the Durbin-Watson statistic to test for autocorrelation. The Durbin Watson test looks for a specific type of serial correlation (Creswell & Creswell, 2017). The Durbin-Watson statistic should fall between the range of 1.5 to 2.5 when dealing with independent observations (Pallant, 2013; Scott, 2015).

Homoscedasticity. Homoscedasticity refers to a situation where the error term remains constant across all values of the independent variables (Leavy, 2017). In regression, a key assumption is that the variance of the errors remains consistent across observations. If the errors have constant variance, the errors are called homoscedastic (Chopra *et al.*, 2017). The violation of homoscedasticity, often referred to as heteroscedasticity, makes it difficult to accurately determine the true standard deviation of forecast errors. This often leads to confidence intervals that are either too wide or too narrow (Barley, 2009). The study tested the null hypothesis that the data collected were homoscedastic in variance using the Breusch Pagan test.

3.10.3 Inferential Statistics

Inferential data analysis was done using Pearson Correlation Coefficient, regression analysis through enter method and multiple regression analysis through stepwise method. This is in line with Maheshwarkar and Sohani (2013), who observed that in many statistical methods in particular parametric measures one presumes a normal distribution of variables. Therefore, for the purposes of using parametric statistics as such as Pearson Correlation and regression analysis, normal distribution of variables is needed; hence the

variable is internally standardized. However, the regression analysis equation is given for standardized and unstandardized Coefficient (Taylor, 2014). The inferential statistics analysis is based on the results obtained from the analysis of variance (ANOVA), correlation analysis, coefficient analysis, and multiple regression analysis (Cantos, 2019). The correlation analysis was used to determine the degree of association between the variables.

3.10.4 Statistical Model

A regression model helps one understand how the usual value of the dependent variable changes when any one of the independent variables is altered, while the other independent variables are held fixed (Kalnins, 2022). This study adopted multiple regression model. The model attempts to predict the degree the independent variables, and the moderating variable influence the performance of national referral hospitals in Kenya and thus multiple regression models was as follow;

$$i) \quad Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

$$ii) \quad Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_{1z} X_1 Z + \beta_{2z} X_2 Z + \beta_{3z} X_3 Z + \beta_{4z} X_4 Z + \varepsilon$$

Where: Y represents dependent variable (Performance of national referral hospitals)

β_0 = Constant

X_1 = Talent planning

X_2 = Talent attraction

X_3 = Talent retention

X_4 = Talent development

Z = moderating variable (HR rules and regulations)

$\beta_1, \beta_2, \beta_3,$ and β_4 represent the regression coefficient of $X_1, X_2, X_3,$ and X_4

β_z = The coefficient of the moderating variable Z

$\beta_{1z} X_1 Z, \beta_{2z} X_2 Z, \beta_{3z} X_3 Z, \beta_{4z} X_4 Z$ Interaction term of HR rules and regulations (moderating variable) with each of the independent variables

ε represents the error term.

Bivariate regression was also used to determine the influence of each independent variable on performance of national referral hospitals as follow;

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

$$Y = \beta_0 + \beta_2 X_2 + \varepsilon$$

$$Y = \beta_0 + \beta_3 X_3 + \varepsilon$$

$$Y = \beta_0 + \beta_4 X_4 + \varepsilon$$

Where;

Y = performance of national referral hospitals

β_0 – The intercept of the equation (Constant term)

X1 – Talent Planning

X2 – Talent Attraction

X3 – Talent Development

X4 – Talent Retention

ε – The Error term

3.10.5 Confirmatory Factor Analysis

Confirmatory Factor Analysis allows the researcher to test the hypothesis that a relationship between the observed variables and their underlying latent construct(s) exists. In confirmatory factor analysis, the researcher first develops a hypothesis about what factors they believe are underlying the used measures and may impose constraints on the model based on these a priori hypotheses (Sarmiento, 2019). Factor analysis was done in two stages: during pilot study and after the main data have been collected. In factor analysis, item communalities are considered 'high' if they are all 0.8 or greater. In social science studies, moderate communalities values of 0.5640 and 0.70 are common and acceptable. A communality value of less than 0.40 may suggest that the item does not relate to the other items in the same factor.

3.10.6 Test of Hypothesis

To test the hypotheses, the following tests were carried out as shown in table 3.2.

Table 3. 3: Summary of Hypotheses to be tested

Hypotheses	Type of Analysis	Interpretation
H ₀₁ : Talent planning has no significant influence on performance of national referral hospitals in Kenya	Pearson Correlation Multiple regression analysis F-test t-test	If p value < 0.05 reject null hypothesis if p value > 0.05 fail to reject the null hypothesis
H ₀₂ : Talent attraction has no significant influence on performance of national referral hospitals in Kenya	Pearson Correlation Multiple regression analysis F-test t-test	If p value < 0.05 reject null hypothesis if p value > 0.05 fail to reject the null hypothesis
H ₀₃ : Talent development has no significant influence on performance of national referral hospitals in Kenya	Pearson Correlation Moderated multiple regression analysis F-test t-test	If p value < 0.05 reject null hypothesis if p value > 0.05 fail to reject the null hypothesis
H ₀₄ : Talent retention has no significant influence on performance of national referral hospitals in Kenya	Pearson Correlation Multiple regression analysis F-test t-test	If p value < 0.05 reject null hypothesis if p value > 0.05 fail to reject the null hypothesis
H ₀₅ : HR rules and regulations has no significant moderating effect on the relationship between talent management practices and performance of national referral hospitals in Kenya	Pearson Correlation Moderated multiple regression analysis F-test t-test	If p value < 0.05 reject null hypothesis if p value > 0.05 fail to reject the null hypothesis

3.10.7 Operationalization of Study Variables

Table 3. 4: Summary of the Research Variables

Type of variable	Variable Name	Indicator	Scale	Questionnaire Item
Independent Variables	Talent planning	<ul style="list-style-type: none"> • Talent identification • Talent gap analysis • Talent review 	5- point likert scale, 10 items	Section 1 Item 1-10
	Talent attraction	<ul style="list-style-type: none"> • Employer brand • Competitive pay • Employee value proposition 	5- point likert scale, 10 items	Section 2 Item 11-20
	Talent development	<ul style="list-style-type: none"> • Training opportunities • Succession plans • Career Development programs 	5-point likert scale, 10 items	Section 3 Item 21 -30
	Talent retention	<ul style="list-style-type: none"> • Flexible working hours • Work environment • Recognition of Contribution 	5-point likert scale, 10 items	Section 4 Item 31- 40
Moderating variable	HR rules and regulations	<ul style="list-style-type: none"> • Code of conduct • Standard operating procedure (SOP) 	5-point likert scale, 10 items	Section 5 Item 41-50
Dependent variable	Performance of national referral hospitals	<ul style="list-style-type: none"> • Customer satisfaction • Average stay of patients • Mortality rate • Employee productivity 	10 items	Section 6 Item 51-60

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the findings of the study on the influence of talent management practices on the performance of national referral hospitals in Kenya. The findings are presented according to the specific objectives that the study was set to investigate. The chapter also provides correlations and regression analysis, hypothesis testing models and inferences drawn from the analysis.

4.2 Response Rate

The study involved four national referral hospitals in Kenya. In total, 225 questionnaires were administered to directors, HOD's and head of units. From this number, 201 questionnaires were filled and returned. The overall response rate was therefore 89 percent. This response rate was deemed satisfactory as suggested by Sekaran & Bougie (2016) who recommend 75 percent as a rule of thumb for minimum responses. The response rate is presented in table 4.1.

Table 4. 1: Response Rate

Response	Frequency	Percent (%)
Returned	201	89
Unreturned	24	11
Total	225	100

4.3 Demographic Information

4.3.1 Distribution of Respondents

The results of distribution of respondents are presented in Table 4.2

Table 4. 2: Distribution of Respondents

Hospital	Frequency	Percent
Kenyatta National Referral Hospital	91	45.2
Moi Teaching and Referral Hospital	84	41.8
Mathari National Teaching & Referral Hospital	15	7.5
National Spinal Injury Referral Hospital	11	5.5
Total	201	100

Table 4.2 shows that Kenyatta national hospital had most (45.3%) respondents. This was followed by Moi Teaching and Referral Hospital (41.8%), Mathari National Teaching and Referral Hospital (7.5%) and National Spinal Injury Referral Hospital (5.5%). KNH has highest the number of management staff compared to other hospitals considering that it is the largest national referral hospital in Kenya followed by MTRH hence recording high response rate. KNH is biggest health facility and receives patients on referral from other hospitals within and outside Kenya hence requiring high number of staff to operate (MOH, 2022).

4.3.2 Position at Workplace

The study sought to establish the position of respondents in the National referral Hospitals. Table 4.3 shows majority of respondents were head of departments (55%), followed by head of units (35%) and finally directors (10%). The information is important to understanding the contributions of respondents on issues of talent management in their organization. The respondents were aware of the role of talent management practices on organizational performance hence they are in a position to respond to questionnaires adequately.

Table 4. 3: Position

Position	Frequency	Percent (%)
Directors	20	10
Head of Departments	111	55
Head of Units	70	35
Total	201	100

4.3.3 Department

The respondents were asked to indicate the departments in which they work. Majority of the respondents (57.2%) were from medical departments, followed by (30.8%) who were from administrative departments, and only a few (12%) were from supportive departments. Health care facilities are largely dominated by health care workers. They are also critical staff hence the responses from heads of clinical departments were relevant. Administrative departments are in charge of organizing and overseeing the health services and daily activities of a healthcare facility, while supportive departments provide support services.

Table 4. 4: Department

Category	Frequency	Percent (%)
Clinical departments	115	57.2
Administrative departments	62	30.8
Supportive departments	24	12
Total	201	100

4.3.4 Work Experience

The respondents were asked to indicate the number of years they had worked with the national referral hospitals. Results in Table 4.5 reveal that majority (76.1%) of the respondents had work experience of 10 years and above, this was followed by those with work experience of 4-6 years (8%), 7-9 years (7%), 1-3 years (5%). Those with less than year experience was 4%. From the findings, the study concluded that majority of the respondents had enough experience with the hospitals' talent management practices and hence would provide valid and credible information with regard to talent management practices and organizational performance. This is in agreement with findings by Makhamara (2017) who asserts that respondents with high working experience are aware of the hospital's operations, procedures, and rules and hence would provide valid and credible information.

Table 4. 5: Work Experience of Respondents

Year	Frequency	Percent
Less than 1 year	8	4.0
1 - 3 years	10	5.0
4 - 6 years	16	8.0
7 - 9 years	14	7.0
10 years and above	153	76
Total	201	100

4.4 Reliability Test Findings

The Cronbach alpha coefficient test was used to measure the internal consistency of the instruments used and the coefficient alpha of these variables were reported as shown in Table 4.6. The Cronbach alpha test showed values ranging from a value of 0.870 (talent planning), 0.925 for talent attraction, 0.940 for talent retention, 0.949 for talent development, 0.945 for HR rules and regulations and 0.923 for organizational performance. According to Sekaran & Bougie (2016) these findings are in line with the

rule of thumb, where coefficient of 0.60 is regarded to have an average reliability while coefficient of 0.70 and above indicates that the instrument has a high reliability standard. Some items were revised for better clarity, to avoid ambiguity.

Table 4. 6: Overall Reliability Analysis

Variable	Alpha coefficient	No of items	Decision
Talent planning	0.870	10	Reliable
Talent attraction	0.925	10	Reliable
Talent retention	0.940	10	Reliable
Talent development	0.949	10	Reliable
HR rules and regulations	0.945	10	Reliable
Organizational Performance	0.923	10	Reliable
Overall	0.925	50	Reliable

4.4.1 Reliability Analysis for Talent Planning

The predictor variable, talent planning was measured using ten items. Table 4.7 shows the variable registered a Cronbach's Alpha value of 0.870. Each item also is seen to have reliability values greater than 0.7. According to Ghazali (2018), a variable is reliable if it has a Cronbach's Alpha value higher than 0.70.

Table 4. 7: Reliability Test for Talent Planning

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Overall Cronbach's Alpha
My organizations has a strategic plan that outlines how the organization acquires, retains and develops talents	37.43	30.886	.658	.853	.870
In my hospital critical positions are identified according to business strategy	37.56	32.538	.487	.865	
Skill gap analysis is carried out in my department	37.86	29.560	.664	.852	
Jobs and roles are clearly described for staff in my department	37.33	33.262	.467	.867	
Jobs are assigned according to one's qualification in my department	37.60	31.211	.557	.861	
Talent planning in my hospital is long-term focused and there is an understanding of what talent is currently in place to be successful in future	37.75	30.538	.669	.852	
Talent identification is done across department in my organization	37.73	32.030	.554	.861	
There is frequent talent review in my hospital	38.36	31.372	.480	.868	
Talent plan is formal, well documented and shared with all employees in my hospital	38.02	29.650	.676	.851	
Talent inventory analysis is done on frequent basis in my hospital	38.09	30.026	.677	.851	

4.4.2 Reliability Analysis for Talent Attraction

Table 4.8 shows that talent attraction had an average Cronbach's reliability alpha of 0.925. All the ten items had a Cronbach's Alpha Coefficient greater than 0.7. It was therefore considered to be reliable since it was greater than the set threshold value of ($\alpha > 0.70$).

Table 4. 8: Reliability Test for Talent Attraction

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Overall Cronbach's Alpha
Our organization has recruitment and selection practices that attracts the best talent	38.77	36.500	.713	.917	.925
My organization strives to build a good brand image to attract talented employees	38.55	36.869	.715	.917	
The Employment Brand is strong and compelling among prospective employees in my hospital	38.65	37.178	.717	.917	
Staff in my hospital are offered attractive salaries that are commensurate to the level of competence, skills, knowledge and experience	39.19	36.487	.671	.920	
My organization has competitive compensation system in comparison to other organizations in the same industry	38.76	36.485	.747	.916	
My hospital is actively involved in communication and implementation of employer branding	38.75	35.640	.775	.914	
I am happy and satisfied working in my current organization	38.77	37.990	.694	.919	
The hospital ensures good organizational climate in order to attract the right talents	38.71	36.068	.801	.913	
The job i am assigned is aligned with my interest	38.77	37.377	.602	.924	
I feel highly valued and appreciated by my employer	38.72	36.654	.710	.918	

4.4.3 Reliability Analysis for Talent Development

The results in table 4.9 show that talent development had an average Cronbach's reliability alpha of 0.949. This means that the variable met the set threshold value of ($\alpha > 0.70$) hence considered reliable.

Table 4. 9: Reliability Analysis for Talent Development

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Overall Cronbach's Alpha
The HR department is responsive to employees training and development needs	38.30	49.052	.693	.947	.949
The organization identifies potential talent and develops staffs at the senior and middle level.	38.56	46.058	.807	.942	
My hospital improves their employee talents and aligns their talents with the needs for the business at the current position.	38.39	46.089	.818	.942	
The hospital actively creates opportunities for employee to participate in challenging assignments	38.50	45.781	.809	.942	
Staff in my department are provided with opportunities for growth and development	38.56	47.078	.802	.942	
My hospital identifies and prepares suitable high potential employees to replace key players within the organization as their terms expire	38.32	43.948	.879	.939	
The organization always plans on employee career growth and progression	38.48	45.061	.801	.943	
My organization has in house development programmes to develop its employees	38.33	45.763	.841	.940	
Employees learn autonomously to improve their performance	38.40	49.751	.610	.950	
The organization encourages employees to develop new ideas and discover new ways of doing things and solving problems	38.16	47.335	.764	.944	

4.4.4 Reliability Analysis for Talent Retention

From the findings in Table 4.10, it can be noted that the variable talent retention had an average Cronbach's reliability alpha of 0.940. This means that the variable met the set

threshold value of ($\alpha > 0.70$). This indicates an acceptable level of internal consistency necessary for the study (Tavakol & Dennick, 2011).

Table 4. 10: Reliability Test for Talent Retention

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Overall Cronbach's Alpha
My organization's good working condition has enabled it to retain the right talents.	38.16	43.738	.668	.938	.940
My organization's flexible working hours is a motivating factor to employees in my organization	38.25	44.410	.629	.939	
The hospital has established programmes that support work-life balance for staff in my department	38.43	40.946	.737	.935	
Employee appreciation for better performance in my hospital is excellent	38.38	41.228	.836	.930	
My hospital ensures employees are satisfied and motivated all the time	38.51	41.441	.806	.931	
In my hospital there is open line of communication and feedback is given to employees on time.	38.17	41.285	.832	.930	
My organization shows appreciation to employees through its policy of promoting from within	38.27	40.637	.802	.932	
This hospital has a clear promotional policy	38.20	42.693	.713	.936	
My organization gives employees a sense of ownership and autonomy	38.52	42.641	.757	.934	
There is good workplace relationships guided by the organization policies	38.02	42.940	.793	.933	

4.4.5 Reliability Analysis for HR Rules and Regulations

From the findings in Table 4.11, the variable HR rules and regulations had an average Cronbach's reliability alpha of 0.945. This means that the variable met the set threshold value of ($\alpha > 0.70$), hence no adjustment is required.

Table 4. 11: Reliability Analysis for HR Rules and Regulations

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Overall Cronbach's Alpha
Our standard operating procedures (SOPs) clarify work expectations and standards to be achieved by employees	39.49	33.291	.755	.941	.945
SOPs quality control processes ensure that deadlines are met leading to quality service	39.57	34.376	.612	.946	
SOPs outline structured quality systems and processes that contribute towards employee productivity	39.36	33.341	.809	.939	
SOPs quality assurance processes supports frequent talent reviews for improved performance	39.65	30.990	.862	.935	
Our SOPs help prevent errors from happening resulting to better patient outcomes	39.83	32.421	.738	.941	
My organization's code of conduct ensures employees adhere to ethical standards in delivering services	39.67	32.743	.760	.940	
Our corporate values as set out in the code of conduct encourages innovativeness and creativity enhancing service delivery	39.67	31.793	.849	.936	
Our code of conduct clearly sets out social norms, regulations and responsibility for each employee fostering a performance culture	39.84	31.915	.803	.938	
Observance of ethical conduct and integrity in the workplace helps uplift employee's morale hence boosting performance	39.77	32.617	.792	.939	
There are clearly stated guidelines for appropriate behaviour in my organization	39.87	31.123	.772	.940	

4.4.6 Reliability Analysis for Organizational Performance

From the findings in Table 4.12, the variable organizational performance had an average Cronbach's reliability alpha of 0.923. This means that the variable met the set threshold value of ($\alpha > 0.70$). This indicates an acceptable level of internal consistency which is required for the study (Tavakol & Dennick, 2011).

Table 4. 12: Reliability Analysis for Organizational Performance

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Overall Cronbach's Alpha
The hospital has high rate of in/out patient flow due to outstanding service delivery	38.75	35.410	.459	.927	.923
Most of our customers are satisfied with the services offered by the health facility	38.98	31.350	.729	.914	
Hospital's equipment and systems are well maintained to avoid unnecessary delay in service delivery resulting from breakdown	39.09	30.152	.823	.909	
There is improved operational efficiency in all sections of the health facility	39.06	30.601	.811	.910	
Services in my hospital are delivered promptly without delay	39.30	30.542	.838	.908	
My hospital undertakes patients follow up	39.19	32.657	.601	.921	
There is adequate health worker patient ratio in my hospital	39.96	29.513	.673	.920	
Our clients take the shortest time possible to be served	39.64	29.721	.704	.917	
Services in my hospital are accessible all the time	39.14	30.110	.777	.911	
The quality of work provided by the employees in this hospital is exceptional	39.03	32.224	.729	.915	

4.5 Validity Test Findings

The measured variables were tested for construct validity to see whether they accurately reflected the theoretical conceptions. Construct validity involves determining how successfully an item is developed and operationalized to measure a specific construct. (McNabb, 2015). Factor analysis using Principal Component method of extraction was computed to determine the sampling adequacy, Kaiser-Meyer-Olkin (KMO) and Bartlett's test of sphericity were conducted which analyses if the samples are from populations with equal variances produced p-values less than 0.05 ($p < .001$). Bartlett's test of sphericity tests the hypothesis that the correlation matrix is an identity matrix, which would indicate that the variables are unrelated and therefore unsuitable for structure detection. Small values (less than 0.05) of the significance level indicate that a factor analysis may be useful with the data. The Bartlett's test of sphericity test is used in testing the hypothesis that the correlation matrix is an identity matrix. This simply indicates that there are sufficient relationships among variables (Wilson, 2017). KMO measure varies between 0 and 1, and values closer to 1 are better with a threshold of 0.5. Table 4.13 shows KMO value was 0.887, which is within the threshold. There were 1225 degrees of freedom and a p-value less than 0.05, which means that the data can be used to look for structures in the data.

Table 4. 13: KMO and Bartlett's Test for Sampling Adequacy

Test	Value
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.887
Approx. Chi-Square	12193.611
Bartlett's Test of Sphericity	df 1225
	Sig. .000

4.5.1 Communalities for Constructs

Communality values measure the variability of each observable variable that could be explained by the extracted factors (Field, 2009). The factor extraction procedure was performed to determine the smallest number of factors that can best be used to represent the interrelations among the set of variables. The most used extraction technique is the principal component analysis while others are image factoring; maximum likelihood factoring; alpha factoring; unweighted least squares and generalized least square. As a rule of the thumb, only variables with loadings greater than .32 are interpreted (Pallant, 2010). The greater the loading, the more the variable is considered to be a pure measure of the factor. Loadings in excess of 0.71 (50% overlapping variance) are considered excellent, 0.63 (40% overlapping variance) as very good, 0.55 (30% overlapping variance) as good, 0.45 (20% overlapping variance) as fair and 0.32 (10% overlapping variance) as poor (Tabachnick & Fidell, 2007). Table 4.14 shows that the extraction communalities for the retained items assessing National referral hospitals construct performance were all more than 0.4, suggesting that the retained things matched well with other items in the factor solution.

Table 4. 14: Communalities for Constructs

Item	Statements	Initial	Extraction
TP1	My organizations has a strategic plan that outlines how the organization acquires, retains and develops talents	1.000	.737
TP2	In my hospital critical positions are identified according to business strategy	1.000	.603
TP3	Skill gap analysis is carried out in my department	1.000	.646
TP4	Jobs and roles are clearly described for staff in my department	1.000	.726
TP5	Jobs are assigned according to one's qualification in my department	1.000	.762
TP6	Talent planning in my hospital is long-term focused and there is an understanding of what talent is currently in place to be successful in future	1.000	.564
TP7	Talent identification is done across department in my organization	1.000	.481
TP8	There is frequent talent review in my hospital	1.000	.755
TP9	Talent plan is formal, well documented and shared with all employees in my hospital	1.000	.758
TP10	Talent inventory analysis is done on frequent basis in my hospital	1.000	.723
TA1	Our organization has recruitment and selection practices that attracts the best talent	1.000	.752
TA2	My organization strives to build a good brand image to attract talented employees	1.000	.747
TA3	The Employment Brand is strong and compelling among prospective employees in my hospital	1.000	.681
TA4	Staff in my hospital are offered attractive salaries that are commensurate to the level of competence, skills, knowledge and experience	1.000	.790
TA5	My organization has competitive compensation system in comparison to other organizations in the same industry	1.000	.703
TA6	My hospital is actively involved in communication and implementation of employer branding	1.000	.847
TA7	I am happy and satisfied working in my current organization	1.000	.651
TA8	The hospital ensures good organizational climate in order to attract the right talents	1.000	.781

Item	Statements	Initial	Extraction
TA9	The job i am assigned is aligned with my interest	1.000	.859
TA10	I feel highly valued and appreciated by my employer	1.000	.794
TR1	My organization's good working condition has enabled it to retain the right talents.	1.000	.735
TR2	My organization's flexible working hours is a motivating factor to employees in my organization	1.000	.856
TR3	The hospital has established programmes that support work-life balance for staff in my department	1.000	.860
TR4	Employee appreciation for better performance in my hospital is excellent	1.000	.822
TR5	My hospital ensures employees are satisfied and motivated all the time	1.000	.900
TR6	In my hospital there is open line of communication and feedback is given to employees on time.	1.000	.815
TR7	My organization shows appreciation to employees through its policy of promoting from within	1.000	.811
TR8	This hospital has a clear promotional policy	1.000	.740
TR9	My organization gives employees a sense of ownership and autonomy	1.000	.855
TR10	There is good workplace relationships guided by the organization policies	1.000	.817
TD1	The HR department is responsive to employees training and development needs	1.000	.753
TD2	The organization identifies potential talent and develops staffs at the senior and middle level.	1.000	.741
TD3	My hospital improves their employee talents and aligns their talents with the needs for the business at the current position.	1.000	.764
TD4	The hospital actively creates opportunities for employee to participate in challenging assignments	1.000	.812
TD5	Staff in my department are provided with opportunities for growth and development	1.000	.821
TD6	My hospital identifies and prepares suitable high potential employees to replace key players within the organization as their terms expire	1.000	.887
TD7	The organization always plans on employee career growth and progression	1.000	.808

Item	Statements	Initial	Extraction
TD8	My organization has in house development programmes to develop its employees	1.000	.830
TD9	Employees learn autonomously to improve their performance	1.000	.802
TD10	The organization encourages employees to develop new ideas and discover new ways of doing things and solving problems	1.000	.819
HRR1	Our standard operating procedures (SOPs) clarify work expectations and standards to be achieved by employees	1.000	.841
HRR2	SOPs quality control processes ensure that deadlines are met leading to quality service	1.000	.697
HRR3	SOPs outline structured quality systems and processes that contribute towards employee productivity	1.000	.829
HRR4	SOPs quality assurance processes supports frequent talent reviews for improved performance	1.000	.815
HRR5	Our SOPs help prevent errors from happening resulting to better patient outcomes	1.000	.688
HRR6	My organization's code of conduct ensures employees adhere to ethical standards in delivering services	1.000	.670
HRR7	Our corporate values as set out in the code of conduct encourages innovativeness and creativity enhancing service delivery	1.000	.860
HRR8	Our code of conduct clearly sets out social norms, regulations and responsibility for each employee fostering a performance culture	1.000	.852
HRR9	Observance of ethical conduct and integrity in the workplace helps uplift employee's morale hence boosting performance	1.000	.759
HRR10	There are clearly stated guidelines for appropriate behaviour in my organization	1.000	.800

Extraction Method: Principal Component Analysis.

4.5.2 Total Variance Explained

The principal components analysis was performed and five factors that had eigen values greater than 1.0 were extracted. These factors accounted for 51.191%, 4.889%, 3.964%, 3.539% and 3.383% of the variance respectively. The five factors accounted for the total variance of 66.967 % as shown in table 4.15.

Table 4. 15: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	25.596	51.191	51.191	25.596	51.191	51.191
2	2.444	4.889	56.080	2.444	4.889	56.080
3	1.982	3.964	60.044	1.982	3.964	60.044
4	1.770	3.539	63.583	1.770	3.539	63.583
5	1.692	3.383	66.967	1.692	3.383	66.967
6	1.414	2.828	69.795			
7	1.302	2.603	72.398			
8	1.150	2.301	74.699			
9	1.071	2.142	76.841			
10	.966	1.932	78.772			
11	.920	1.840	80.612			
12	.860	1.719	82.331			
13	.719	1.439	83.770			
14	.707	1.413	85.183			
15	.605	1.209	86.393			
16	.557	1.115	87.507			
17	.520	1.040	88.548			
18	.484	.968	89.515			
19	.446	.892	90.407			
20	.434	.869	91.276			
21	.382	.764	92.040			
22	.344	.687	92.727			
23	.315	.629	93.356			
24	.311	.622	93.978			
25	.262	.524	94.502			

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
26	.260	.520	95.022			
27	.249	.498	95.520			
28	.244	.487	96.007			
29	.221	.443	96.450			
30	.197	.394	96.844			
31	.185	.369	97.213			
32	.164	.328	97.541			
33	.142	.285	97.826			
34	.130	.260	98.087			
35	.120	.241	98.327			
36	.109	.219	98.546			
37	.102	.205	98.751			
38	.093	.187	98.937			
39	.085	.169	99.106			
40	.084	.167	99.274			
41	.061	.123	99.396			
42	.056	.112	99.509			
43	.049	.099	99.608			
44	.044	.088	99.696			
45	.033	.067	99.763			
46	.032	.064	99.827			
47	.031	.062	99.889			
48	.021	.042	99.931			
49	.019	.037	99.969			
50	.016	.031	100.000			

Extraction Method: Principal Component Analysis.

4.5.3 Factor Analysis for Independent and Dependent variables

This study applied principal component analysis (PCA) in order to validate the construct validity of the items. A total number of 10 items were loaded. In addition, the factor loadings for all items were above 0.4, which satisfied the minimum criteria of 0.30 (Hair *et al.*, 2010).

4.5.4 Factor Analysis for Talent Planning

The findings in table 4.16 indicates the factor loadings of items measuring talent planning. From the results, all items had values more than 0.4 and therefore they were all accepted. None of the items was dropped.

Table 4. 16: Factor Loading for Talent Planning

Sub Variables	Factor
Loadings	
My organizations has a strategic plan that outlines how the organization acquires, retains and develops talents	0.907
In my hospital critical positions are identified according to business strategy	0.846
Skill gap analysis is carried out in my department	0.823
Jobs and roles are clearly described for staff in my department	0.674
Jobs are assigned according to one's qualification in my department	0.445
Talent planning in my hospital is long-term focused and there is an understanding of what talent is currently in place to be successful in future	0.893
Talent identification is done across department in my organization	0.759
There is frequent talent review in my hospital	0.727
Talent plan is formal, well documented and shared with all employees in my hospital	0.564
Talent inventory analysis is done on frequent basis in my hospital	0.555

4.5.5 Factor Analysis for Talent Attraction

The findings in table 4.17 shows the set of sub variables under the variable talent attraction that had factor loadings. All the sub variables had values more than 0.4 and therefore they were accepted. This implies none of the sub variables was dropped.

Table 4. 17: Factor Loading for Talent Attraction

Sub Variables Loadings	Factor
The hospital has established programmes that support work-life balance for staff in my department	0.898
I feel highly valued and appreciated by my employer	0.896
The job i am assigned is aligned with my interest	0.699
I am happy and satisfied working in my current organization	0.697
My hospital is actively involved in communication and implementation of employer branding	0.609
My organization strives to build a good brand image to attract talented employees	0.93
Our organization has recruitment and selection practices that attracts the best talent	0.913
The Employment Brand is strong and compelling among prospective employees in my hospital	0.858
My organization has competitive compensation system in comparison to other organizations in the same industry	0.679
Staff in my hospital are offered attractive salaries that are commensurate to the level of competence, skills, knowledge and experience	0.519

4.5.6 Factor Analysis for Talent Retention

The findings in table 4.18 indicates the factor loadings of items measuring talent retention. From the results, all items had values more than 0.4 and therefore they were all accepted. None of the items was dropped.

Table 4. 18: Factor Loading for Talent Retention

Sub Variables	Factor Loadings
This hospital has a clear promotional policy	.951
My organization shows appreciation to employees through its policy of promoting from within	.925
My hospital ensures employees are satisfied and motivated all the time	.897
The hospital has established programmes that support work-life balance for staff in my department	.838
Employee appreciation for better performance in my hospital is excellent	.816
In my hospital there is open line of communication and feedback is given to employees on time.	.796
There is good workplace relationships guided by the organization policies	.412
My organization's flexible working hours is a motivating factor to employees in my organization	.965
My organization's good working condition has enabled it to retain the right talents.	.796
My organization gives employees a sense of ownership and autonomy	.508

4.5.7 Factor Analysis for Talent Development

The findings in table 4.19 shows the set of sub variables under the variable talent deveopment that had factor loadings. All the sub variables had values more than 0.5 and therefore they were accepted. This implies non of the sub variables was dropped.

Table 4. 19: Factor Loading for Talent Development

Sub Variables	Factor Loadings
My hospital identifies and prepares suitable high potential employees to replace key players within the organization as their terms expire	0.916
My organization has in house development programmes to develop its employees	0.888
My hospital improves their employee talents and aligns their talents with the needs for the business at the current position.	0.873
The hospital actively creates opportunities for employee to participate in challenging assignments	0.867
The organization always plans on employee career growth and progression	0.867
The organization identifies potential talent and develops staffs at the senior and middle level.	0.866
Staff in my department are provided with opportunities for growth and development	0.852
The organization encourages employees to develop new ideas and discover new ways of doing things and solving problems	0.803
The HR department is responsive to employees training and development needs	0.743
Employees learn autonomously to improve their performance	0.656

4.5.7 Factor Analysis for HR Rules and Regulations

The findings in table 4.20 indicates the factor loadings of items measuring HR rules and regulations. From the results, all items had values more than 0.5 and therefore they were all accepted. None of the items was dropped.

Table 4. 20: Factor Loading for HR Rules and Regulations

Sub Variables	Factor Loadings
Our standard operating procedures (SOPs) clarify work expectations and standards to be achieved by employees	0.905
SOPs quality control processes ensure that deadlines are met leading to quality service	0.879
SOPs outline structured quality systems and processes that contribute towards employee productivity	0.851
SOPs quality assurance processes supports frequent talent reviews for improved performance	0.848
Our SOPs help prevent errors from happening resulting to better patient outcomes	0.844
My organization’s code of conduct ensures employees adhere to ethical standards in delivering services	0.844
Our corporate values as set out in the code of conduct encourages innovativeness and creativity enhancing service delivery	0.834
Our code of conduct clearly sets out social norms, regulations and responsibility for each employee fostering a performance culture	0.811
Observance of ethical conduct and integrity in the workplace helps uplift employee’s morale hence boosting performance	0.799
There are clearly stated guidelines for appropriate behaviour in my organization	0.69

4.5.8 Factor Analysis for Organizational Performance

The findings in table 4.21 shows the set of sub variables under the variable organizational performance that had factor loadings. All the sub variables had values more than 0.4 and therefore they were accepted. This implies none of the sub variables was dropped.

Table 4. 21: Factor Loading for Organizational Performance

Sub Variables	Factor
Loadings	
There is improved operational efficiency in all sections of the health facility	0.896
Services in my hospital are delivered promptly without delay	0.889
Hospital's equipment and systems are well maintained to avoid unnecessary delay in service delivery resulting from breakdown	0.888
Services in my hospital are accessible all the time	0.85
The quality of work provided by the employees in this hospital is exceptional	0.821
Most of our customers are satisfied with the services offered by the health facility	0.819
Our clients take the shortest time possible to be served	0.766
There is adequate health worker patient ratio in my hospital	0.736
My hospital undertakes patients follow up	0.691
The hospital has high rate of in/out patient flow due to outstanding service delivery	0.451

4.6 Descriptive Analysis of Study Variables

Descriptive analysis is crucial in a study because it enables the researcher to gain a deep understanding of the phenomenon upon which the research is founded and to specify the findings as they are (Creswell & Creswell, 2017). Descriptive statistics was employed to give a descriptive element of analysis of data by obtaining simple summaries such as a measure of central tendency and dispersion which include mean, standard deviation and percentages.

4.6.1 Descriptive Statistical Findings of Talent Planning

Talent planning was measured using 10 items. The contribution of the items is presented in Table 4.22. The respondents were asked to indicate their level of agreement with specific statements on talent planning based on a 5-points Likert's scale where 1 was strongly disagree, 2 was disagree, 3 neutral, 4 was agree and 5 was strongly agree.

Table 4. 22: Descriptive Statistics on Talent Planning

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Deviation
My organization has a strategic plan that outlines how the organization acquires, retains and develops talents	4	1.5	9	23.1	62.3	4.43	0.975
In my hospital critical positions are identified according to business strategy	2	4.5	9	35.3	49.3	4.38	0.892
Skill gap analysis is carried out in my department	3.5	11.5	17	39	29	4.04	1.065
Jobs and roles are clearly described for staff in my department	2	4	6	31.3	56.7	4.57	0.856
Jobs are assigned according to one's qualification in my department	3	6.1	16.8	29.4	44.7	4.3	1.038
Talent planning in my hospital is long-term focused and there is an understanding of what talent is currently in place to be successful in future	2	7.1	22.8	33	35	4.14	0.948
Talent identification is done across department in my organization	1.5	6.5	13.4	50.7	27.9	4.18	0.893
There is frequent talent review in my hospital	6	16.4	31.3	30.3	15.9	3.59	1.078
Talent plan is formal, well documented and shared with all employees in my hospital	8.7	15.4	22.6	30.8	21.5	3.86	1.081
Talent inventory analysis is done on frequent basis in my hospital	6	13.5	33.5	27.5	19.5	3.79	1.035
N=201						4.128	0.9861

Findings in table 4.22 show that majority of respondents (85%) were in agreement with the statement that their organizations have strategic plan that outlines how the organization acquires, retains and develops talents (M = 4.38, SD = 0.892) while 84% agreed that in

their hospitals critical positions are identified according to business strategy ($M = 4.43$, $SD = 0.975$). These findings concur with Kibui (2015) who stated that talent management plan must be integrated into the business strategy. Additionally, 68% agreed that skill gap analysis is carried out in their department ($M = 4.04$, $SD = 1.065$), while also 88% agreed that jobs and roles are clearly described for staff ($M = 4.57$, $SD = 0.856$) and 74% of respondents agreed that jobs are assigned according to one's qualification ($M = 4.3$, $SD = 1.038$). It was further established that most of the respondents (68%) agreed that talent planning is long-term focused and there is an understanding of what talent is currently in place to be successful in future ($M = 4.14$, $SD = 0.948$). In addition, 78% Of respondents agreed that talent identification is done across departments in their organization ($M = 4.18$, $SD = 0.893$). Further, 46% of respondents agreed that there is frequent talent review in their hospital, 22.4 % disagreed with the statement and 31.3% showing neutral position with ($M = 3.59$, $SD = 1.078$), while 52% agreed with the statement that talent plan is formal, well documented and shared with all employees ($M = 3.86$, $SD = 1.081$) and 47% agreed that talent inventory analysis is done on frequent basis in their hospital, While 24% disagreed with the statement and 33.5% showing neutral position with ($M = 3.79$, $SD = 1.035$). From the findings of the study, it can also be noted that the mean ranged between 3.5 – 4.4 and the standard deviation of all the items is within the range of 0.8 – 1.0 which indicates that majority of the respondents were in agreement with the statements that were used to measure talent planning.

Further, these findings are consistent with the responses of HR managers interviewed, who stated that talent planning is practiced in their hospitals and is a top-down initiative that entails identifying key positions/talents and assessing their skills and capacity. According to the managers, talent planning also involves creating talent pipeline by identifying top performers from all divisions and preparing them for future jobs. Talent planning is also guided by organization's strategic plan according to the informants. These findings agreed with Nafei (2015) who observed that talent planning includes identifying the necessary skills needed to achieve the laid down plans and what important posts are necessary to reach these organizational goals. According to Bersin (2010), talent planning

must first incorporate the organization’s mission, vision and strategic objectives. By doing so, the employees will be aware of the organization’s intended direction and therefore align their skills and competencies with the company’s goals.

The respondents were asked to indicate other ways in which talent planning influences organizational performance. According to findings in table 4.23, majority indicated that it leads to provision of quality service (49.2%), 19.1 % indicated that it bridges skills gaps, 11.1% were of the opinion that it allows for smooth succession planning, 12.7% reported that it helps in talent identification and 7.9% stated that it ensures the hospital has best qualified staff to perform critical roles. These findings are in agreement with chikumbi (2011) who states that talent planning ensures that the organization has the necessary capabilities to meet current and future business needs.

Table 4. 23: How Talent Planning Influences Organizational Performance

Thematic Response	Frequency	Percentage (%)
Helps in talent identification	16	12.7
Bridges skills gaps	24	19.1
It allows for smooth succession planning	14	11.1
It leads to provision of quality service	62	49.2
Ensures the hospital has best qualified staff to perform critical roles	10	7.9
Total	126	100

4.6.2 Descriptive Statistics of Talent Attraction

The study sought to find out the influence of talent attraction on the performance of national referral hospitals in Kenya. To examine the variable talent attraction, ten items were measured on a five-point Likert scale ranging from 1-strongly disagree to 5- strongly agree.

Table 4. 24: Descriptive Statistical Findings of Talent Attraction

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Deviation
Our organization has recruitment and selection practices that attracts the best talent	4	1.5	9	23.1	62.3	4.2	0.994
My organization strives to build a good brand image to attract talented employees	1.5	4	8	34.3	52.2	4.42	0.955
The Employment Brand is strong and compelling among prospective employees in my hospital	1	6	19.9	32.3	40.8	4.3	0.919
Staff in my hospital are offered attractive salaries that are commensurate to the level of competence, skills, knowledge and experience	3.5	10	27.9	38.8	19.9	3.82	0.979
My organization has competitive compensation system in comparison to other organizations in the same industry	5	7	8.5	45.3	34.3	4.21	0.95
My hospital is actively involved in communication and implementation of employer branding	5	5	15.4	42.3	32.3	4.21	1.017
I am happy and satisfied working in my current organization	3.5	7.5	13.4	46.3	29.4	4.28	0.774
The hospital ensures good organizational climate in order to attract the right talents	1.5	7.5	20.9	36.3	33.8	4.28	0.922
The job i am assigned is aligned with my interest	7.5	5	14.5	28.9	44	4.28	0.951
I feel highly valued and appreciated by my employer	7	4	14.9	32.3	41.8	4.3	0.928
N=201						4.23	0.9389

The findings in table 4.24 indicate that 85.4% of respondents agreed that their organization has recruitment and selection practices that attracts the best talent ($M = 4.2$, $SD = 0.994$). These findings concur with Okeke-Uzodike and Subban (2015) assertion that competitive recruitment helps a firm to acquire the most qualified candidates and provides certain benefits to the organization. Most of the respondents 86.5 % also agreed that their organization strives to build a good brand image to attract talented employees ($M = 4.42$, $SD = 0.955$) while 73.1% concurred the employment brand is strong and compelling among prospective employees ($M = 4.3$, $SD = 0.919$). The findings concur with Kim (2014) who stated that branding is a very important strategy in attracting the best talents. In addition, 58.7% agreed with the statement that staff in their hospital are offered attractive salaries that are commensurate to the level of competence, skills, knowledge and experience ($M = 3.82$, $SD = 0.979$) while also 79.6% of respondents agreeing that their organization has competitive compensation system in comparison to other organizations in the same industry ($M = 4.21$, $SD = 0.95$). These findings concur with Cosack, Guthridge, and Lawson (2010) assertion that salary is a key component in attracting the best talent.

Further, 74.6% agreed that their hospital is actively involved in communication and implementation of employer branding ($M = 4.21$, $SD = 1.017$), while 75.7% agreed that they are happy and satisfied working in their current organization ($M = 4.28$, $SD = 0.774$), and 70.1 % of the respondents agreeing that their hospital ensures good organizational climate in order to attract the right talents ($M = 4.28$, $SD = 0.922$). Additionally, 72.9% concurred that the job they are assigned is aligned with their interest ($M = 4.28$, $SD = 0.951$) and finally, 74.1% agreed that they feel highly valued and appreciated by their employer ($M = 4.3$, $SD = 0.928$). The findings agree with Poorhosseinzadeh and Subramaniam (2012), who asserted that the chances of a company attracting the right talent is determined by its values and the targeted talent's perception of the organization.

From the analysis, it can be noted that the means of all the items used to measure talent attraction are in the range of 3.8 – 4.4. This implies that the items used were appropriate in measuring the variable since the respondents are all in agreement with the statements given. The standard deviation ranged between 0.7 – 1.0 meaning that the data was distributed around the mean. This denoted that majority of the respondents' shared similar opinion in regard to most of the statements on talent attraction.

These findings are also consistent with the responses of HR managers who were interviewed, who stated that they attract the right candidates in their firm by providing a conducive working environment and by creating a compelling employer brand. The informants disclosed that salary structure is determined by SRC and may not be one of the tools used for attracting the best talents in their hospitals. However, they provide some special allowance for their top performers as a way of motivating them. Furthermore, these findings agree with Philips and Roper (2009) observation that one way to attract talents is by offering them a competitive or above-market compensation packages, which include better benefits than other players in the same market they are operating. The findings are also in tandem with Lyria (2017), who established that the positive image or reputation that firms have helps them find the best prospective candidates.

Further, respondents were asked to indicate other ways in which talent attraction influences organizational performance. Majority, (34.9%) indicated that it helps the organization to acquire the most qualified staff, followed by (30.3%) who stated that it leads to quality service delivery, (13.6%) opined that it enhances employee motivation, (9.1%) revealed that it boosts organizational image and (12.1%) indicated that it improves work commitment. These findings are supported by Cherai and Busolo (2020) who stated that talent attraction ensures that the organization has an adequate number of high-quality personnel with the requisite skills and knowledge to achieve its goals and objectives. It is also consistent with Rudsada (2016) assertion that talent attraction contributes to effective work and retention of the best talent. Further, Al Aina and Atan (2020) revealed that talent attraction strategies result in enhanced organizational

performance by improving employee performance, promoting the achievement of firm objectives, and positively impacting financial outcomes.

Table 4. 25: How Talent Attraction Influences Organizational Performance

Thematic Response	Frequency	Percentage (%)
Helps the organization to acquire the most qualified staff	46	34.9
It leads to quality service delivery	40	30.3
Enhances employee motivation	18	13.6
Boosts organizational image	12	9.1
Improves work commitment	16	12.1
Total	132	100

4.6.3 Descriptive Statistical Findings of Talent Development

The study sought to find out the influence of talent development on the performance of national referral hospitals in Kenya. The respondents were requested to indicate their level of agreement with various statements on aspects of talent development. Table 4.26 shows the findings.

Table 4. 26: Descriptive Statistics on Talent Development

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Dev
The HR department is responsive to employees training and development needs	1.5	5.5	10.9	42.8	39.3	4.29	.853
The organization identifies potential talent and develops staffs at the senior and middle level.	5.5	7.5	14.9	43.8	28.4	3.99	1.035
My hospital improves their employee talents and aligns their talents with the needs for the business at the current position.	3	10.4	16.9	39.8	29.9	4.15	1.024
The hospital actively creates opportunities for employee to participate in challenging assignments	4.5	9.5	11	44	31	4.03	1.094
Staff in my department are provided with opportunities for growth and development	4	11.9	14.9	42.3	26.9	4.02	.939
My hospital identifies and prepares suitable high potential employees to replace key players within the organization as their terms expire	3.5	9.5	22.1	25.6	39.2	4.20	1.153
The organization always plans on employee career growth and progression	4.5	11.9	15.9	38.3	29.4	4.05	1.114
My organization has in house development programmes to develop its employees	3.5	5	15.4	39.3	36.8	4.21	1.015
Employees learn autonomously to improve their performance	1	3.5	16.4	50.7	28.4	4.22	.802
The organization encourages employees to develop new ideas and discover new ways of doing things and solving problems	1.5	5.5	14.4	30.3	48.3	4.43	.917
N=201						4.159	0.9946

The results indicate that majority of respondents who were 82.1% agreed that the HR department is responsive to employees training and development needs (M = 4.29, SD = 0.853), while 72.2% agreed that the organization identifies potential talent and develops staffs at the senior and middle level (M = 3.99, SD = 1.035). The findings also indicate that 69.7% agreed with the statement that the hospital improves their employee talents and aligns their talents with the needs of the business (M = 4.15, SD = 1.024), while 75%

agreed that their hospital actively creates opportunities for employee to participate in challenging assignments ($M = 4.03$, $SD = 1.094$). Further, 69.2% of respondents agreed that staff in their department are provided with opportunities for growth and development ($M = 4.02$, $SD = 0.939$), while 64.8% agreed that their hospital identifies and prepares suitable high potential employees to replace key players within the organization as their terms expire ($M = 4.20$, $SD = 1.153$) and 67.7% agreeing with the statement that their organization always plans on employee career growth and progression ($M = 4.05$, $SD = 1.114$).

Additionally, 76.1% of the respondents agreed that their organization has in house development programmes to develop its employees ($M = 4.21$, $SD = 1.015$), while 79.1% concurred that employees learn autonomously to improve their performance ($M = 4.22$, $SD = 0.802$), and finally 78.6% agreed that their organization encourages employees to develop new ideas and discover new ways of doing things and solving problems ($M = 4.43$, $SD = 0.917$). Further, from the analysis it can be noted that the average mean of the responses was 4.159, a clear indication that majority of the respondents agreed with the statements about talent development. Additionally, the overall standard deviation of 0.995 implies that the responses were varied.

These findings are corroborated by HR managers' responses, who revealed that their firms had various talent development programs, such as training and development, career growth and development, mentoring and coaching, and team building activities and continuous medical education (CMEs). Similarly, Bersin (2010) observed that most firms use training and development as a key talent development strategy in order to cultivate and grow a competitive team of highly motivated, enthusiastic, and self-driven employees. This view is supported by Mensah and Bawole (2017) who found that coaching is an effective developmental technique that facilitates the alignment of employees' knowledge, skills, and abilities (KSAs) with their job requirements. Accordingly, Karthik (2023) deduced that effective succession planning fosters a culture of continuous learning and development, engages people with growth opportunities, and builds a talent pipeline for long-term success.

The respondents were further requested to provide other ways in which talent development influences their organization’s performance. Majority of respondents (36.8%) revealed that it improves employee skills and knowledge for better service delivery, 28.1 % stated that it increases employee productivity and service delivery, 16.7% reported that it enhances innovation and creativity, and 18.4 % revealed that it improves employee motivation. These findings concurred with the findings of Gray and Ongesa (2023) who reported that talent development initiatives enhance job satisfaction and retention, inspire creative and innovation, and increase employee productivity (Gray, & Ongesa 2023). Moreover, Wilkinson and Grecic (2019) stated that organizations adopt talent development strategies to enhance the knowledge, skills, competencies, and attitudes of their employees with the aim of maximizing employee performance efficiency.

Table 4. 27: How Talent Development Influences Organizational Performance

Thematic Response	Frequency	Percentage (%)
Improves employee skills and knowledge for better service delivery	42	36.8
Enhances innovation and creativity	19	16.7
Enhances employee productivity and service delivery	32	28.1
It leads to employee motivation	21	18.4
Total	114	100

4.6.4 Descriptive Statistical Findings of Talent Retention

The study sought to find out the influence of talent retention on the performance of national referral hospitals in Kenya. The respondents were asked to indicate their level of agreement with the statements on talent retention using a five level likert scale (1- strongly disagree, 2-disagree, 3-neutral, 4- agree, and 5- strongly agree). The results are shown in Table 4.28.

Table 4. 28: Descriptive Statistics on Talent Retention

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Deviation
My organization's good working condition has enabled it to retain the right talents.	2	4	13.9	47.3	32.8	4.36	.889
My organization's flexible working hours is a motivating factor to employees in my organization	3	4.5	13.5	41.5	37.5	4.29	.834
The hospital has established programmes that support work-life balance for staff in my department	5.5	6.5	23.9	34.8	29.4	4.00	1.155
Employee appreciation for better performance in my hospital is excellent	6	8.5	25.9	36.8	22.9	4.04	1.017
My hospital ensures employees are satisfied and motivated all the time	4	12.9	29.9	31.8	21.4	3.93	1.002
In my hospital there is open line of communication and feedback is given to employees on time.	5	10.4	15.9	31.8	36.8	4.28	.997
My organization shows appreciation to employees through its policy of promoting from within	4	5	24	35	32	4.12	1.129
This hospital has a clear promotional policy	4	8	14.4	41.8	31.8	4.21	1.017
My organization gives employees a sense of ownership and autonomy	2.5	5	32.8	37.3	22.4	3.97	.885
There is good workplace relationships guided by the organization policies	1.5	5	11.4	44.3	37.8	4.45	.868
N=201						4.165	0.9793

The findings show that majority of the respondents who were 80.1% agreed that the organization's good working condition has enabled it to retain the right talents ($M = 4.36$, $SD = 0.889$), while 79% of the respondents agreed with statement that the organization's flexible working hours is a motivating factor to employees ($M = 4.29$, $SD = 0.834$). Further, 64.2% of the respondents agreed that their hospital has established programmes that support work-life balance for staff ($M = 4.0$, $SD = 1.115$). Additionally, 59.7% of the

respondents agreed that employee appreciation for better performance is excellent ($M = 4.04$, $SD = 1.017$), while 53.2% agreed that their hospital ensures employees are satisfied and motivated all the time ($M = 3.93$, $SD = 1.002$).

It was further established that most of the respondents (68.6%) agreed that in their hospital there is open line of communication and feedback is given to employees on time ($M = 4.28$, $SD = 0.997$) while 67% were in agreement with the statement; my organization shows appreciation to employees through its policy of promoting from within ($M = 4.12$, $SD = 1.129$). Further, 73.6% of the respondents agreed that their hospital has a clear promotional policy ($M = 4.21$, $SD = 1.017$). In addition, 59.7% agreed that their organization gives employees a sense of ownership and autonomy ($M = 3.97$, $SD = 0.885$). Finally, 82.1% of the respondents agreed that there is good workplace relationships guided by the organization policies ($M = 4.45$, $SD = 0.868$). From the findings of the study, it is further noted that responses to the statements used to measure talent retention ranged between the mean of 3.9 – 4.4, this shows that majority of the respondents were in agreement with the statements. Similarly, the standard deviation of majority of the items are in the range of 0.8- 1.1 meaning that the responses were varied.

These results are supported by the responses from the HR managers interviewed who revealed that they put efforts in retaining their best talents by providing training opportunities and conducive working environment. Staff are also allowed to work in shifts and those who meet and exceed targets are rewarded with some extra allowances. These findings further corroborate the position of Noel, Hollenbeck, Gerhart, & Wright (2017) who stated that if the organization provides the talented individuals with opportunities to learn, develop, promote, compensate and create communication with them, their chances of staying in the organization will increase.

The respondents were also requested to indicate other ways in which talent retention influences their organization's performance. Majority, (32.8%) opined that it helps retain highly qualified workers, (28.1%) stated that it improves service delivery, (21.9%) reported that it reduces staff turnover, and (17.2%) indicated that it motivates staff hence

high performance. The findings are in agreement with Rombaut and Guerry (2020) who revealed that the main goal of employee retention is to prevent competent employees from leaving the organization. Furthermore, it is in tandem with Zainee and Puteh (2020), who stated that employee retention facilitates the attainment of competitive advantage, which in turn helps them mitigate the direct cost of losing talents and the loss of tacit knowledge. By retaining key talent, organizations can ensure that they have the necessary skills and expertise to meet their strategic goals and objectives (Kundu & Lata, 2017).

Table 4. 29: How Talent Retention Influences Organizational Performance

Thematic Response	Frequency	Percentage (%)
Helps retain highly qualified and skilled workers	42	32.8
Leads to staff motivation hence high performance	22	17.2
Improves service delivery	36	28.1
Reduces staff turnover thus enhanced performance	28	21.9
Total	128	100

4.6.5 Descriptive Statistical Findings of HR Rules and Regulations

The study's participants were asked to indicate the extent to which they agreed with the moderating effect of HR Rules and Regulations on the relationship between talent management practices and the performance of national referral hospitals in Kenya using the five-point Likert scale of 5= [SA] strongly agree, 4= [A] agree, 3= [N] neutral, 2= [D] disagree, 1= [SD] strongly disagree). The results are presented in table 4.30.

Table 4. 30: Descriptive Statistics on HR Rules and Regulations

Statement	SD (%)	D (%)	N	A (%)	SA (%)	Mean	Std. Deviation
Our standard operating procedures (SOPs) clarify work expectations and standards to be achieved by employees	0.5	6	6.5	37.3	49.8	4.50	.783
SOPs quality control processes ensure that deadlines are met leading to quality service	1	3.5	10.9	43.3	41.3	4.46	.747
SOPs outline structured quality systems and processes that contribute towards employee productivity	0.5	4	7	29.4	59.2	4.65	.744
SOPs quality assurance processes support frequent talent reviews for improved performance	2	5	18.4	37.3	37.3	4.34	.954
Our SOPs help prevent errors from happening resulting to better patient outcomes	5	5	18.9	41.8	29.4	4.14	.879
My organization’s code of conduct ensures employees adhere to ethical standards in delivering services	1	7	13.9	43.8	34.3	4.33	.799
Our corporate values as set out in the code of conduct encourages innovativeness and creativity enhancing service delivery	3	5	15	41.5	35.5	4.32	.841
Our code of conduct clearly sets out social norms, regulations and responsibility for each employee fostering a performance culture	2.5	9.5	18.9	42.3	26.9	4.13	.885
Observance of ethical conduct and integrity in the workplace helps uplift employee’s morale hence boosting performance	4.5	5.5	15.4	45.3	29.4	4.23	.782
There are clearly stated guidelines for appropriate behaviour in my organization N=201	4	6	26.5	34	29.4	4.10	.995
						4.32	0.8409

Results revealed that majority of the respondents who were 87.1% agreed that SOPs clarify work expectations and standards to be achieved by employees (M = 4.50, SD = 0.783), while 84.6% agreed that SOPs quality control processes ensure that deadlines are met leading to quality service (M = 4.46, SD = 0.744). 88.6% of study participants were in agreement with the statement that SOPs outline structured quality systems and

processes that contribute towards employee productivity ($M = 4.65$, $SD = 0.747$). Additionally, 74.6% agreed that SOPs quality assurance processes support frequent talent reviews for improved performance ($M = 4.34$, $SD = 0.954$), while 71.2% of the respondents agreed that SOPs help prevent errors from happening resulting to better patient outcomes ($M = 4.14$, $SD = 0.879$). The results also indicate that 78.1% of the respondents agreed that their organization's code of conduct ensures employees adhere to ethical standards in delivering services ($M = 4.33$, $SD = 0.779$). Additionally, 77% of the respondents agreed that their organization's values as set out in the code of conduct encourages innovativeness and creativity enhancing service delivery ($M = 4.32$, $SD = 0.841$). Most of the respondents (69.2%) also agreed that code of conduct clearly sets out social norms, regulations and responsibility for each employee fostering a performance culture ($M = 4.13$, $SD = 0.885$). In addition, 74.7% of respondents agreed that observance of ethical conduct and integrity in the workplace helps uplift employee's morale hence boosting performance ($M = 4.23$, $SD = 0.782$). Finally, 63.4% agreed that there are clearly stated guidelines for appropriate behaviour in my organization ($M = 4.10$, $SD = 0.995$). These findings concur with that of Retari (2019) who revealed that adhering to rules and regulations in the national referral hospitals in Kenya is deemed extremely important. Further, from the analysis it can be noted that the average mean of the responses was 4.32, a clear indication that majority of the respondents agreed with the statements about moderating effect of HR rules and regulations. Additionally, the overall standard deviation was 0.841 implying that the responses were varied.

These findings are corroborated by the responses from the interviews, where the informants revealed that their hospitals had HR rules and regulations that guide the day-to-day operations and activities of their hospitals. They also revealed that their hospital ensures that all employees follow the established rules and regulations, and that the code of conduct is strictly observed in order to maximize the customer experience. The clear SOPs established also help them in maintaining quality and safety standards in hospital operations. These findings were also consistent with Abraham and Taylor (2013) assertion that HR rules and regulations provide a clear direction for the company to follow in order

to lead business operations. The view was supported by Hazra, Sengupta, and Ghosh (2013) who established that human rules and regulations had a direct impact on employee performance.

The respondents were also requested to give any other comments related to the influence of HR rules and regulations on the performance. Majority, (29.8%) indicated that it ensures the organization's target are met, 23.4 % stated that it ensures adherence to set rules and regulations, 10.6% reported that it improves patients care, 21.3% stated that it ensures quality service provision, and 14.9% indicated that it leads to consistency in work performance. These findings concurred with Huffman, King and Reichelt, (2017) assertion that the flow and coordination of activities and operations in an organization are heavily influenced and guided by the established rules and regulations.

Table 4. 31: How HR Rules and Regulations Influences Organizational Performance

Thematic Response	Frequency	Percentage (%)
Ensures the target are met within the organization	28	29.8
Ensures adherence to set rules and regulations	22	23.4
Improves patients care	10	10.6
Ensures quality service provision	20	21.3
Leads to consistency in work performance	14	14.9
Total	94	100

4.6.6 Descriptive Statistical Findings of Organizational Performance

The respondents were asked to give their opinions in regards to performance of national referral hospitals using the five-point Likert scale of 5= [SA] strongly agree, 4= [A] agree, 3= [N] neutral, 2= [D] disagree, 1= [SD] strongly disagree). The results are presented in table 4.32.

Table 4. 32: Descriptive statistics on Organizational Performance

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean (%)	Std. Dev.
The hospital has high rate of in/out patient flow due to outstanding service delivery	1.6	0.5	10.8	29.6	57.5	4.82	.469
Most of our customers are satisfied with the services offered by the health facility	0	3.7	12.8	34.8	48.7	4.46	.909
Hospital's equipment and systems are well maintained to avoid unnecessary delay in service delivery resulting from breakdown	0.5	9.6	21.9	27.8	40.1	4.36	.929
There is improved operational efficiency in all sections of the health facility	0.5	10.7	9.6	36.9	42.2	4.37	.890
Services in my hospital are delivered promptly without delay	1.6	8.6	20.9	41.7	27.3	4.17	.826
My hospital undertakes patients follow up	3.2	6.5	18.4	36.8	35.1	4.29	.790
There is adequate health worker patient ratio in my hospital	8	20.3	30.5	21.4	19.8	3.54	1.081
Our clients take the shortest time possible to be served	7	11.2	28.3	27.8	25.7	3.81	1.061
Services in my hospital are accessible all the time	1.1	6.4	9.1	39	44.4	4.30	.957
The quality of work provided by the employees in this hospital is exceptional	0	4.8	13.9	39.6	41.7	4.42	.743
N=201						4.254	0.8655

Findings in table 4.32 shows that majority of respondents who were 87.1% agreed that their hospital has high rate of in/out patient flow due to outstanding service delivery (M = 4.82, SD = 0.469). Additionally, 83.5% of study participants agreed that most of their customers are satisfied with the services offered by the facility (M = 4.46, SD = 0.909). Further, 67.9% concurred that hospital's equipment and systems are well maintained to avoid unnecessary delay in service delivery resulting from breakdown (M = 4.36, SD = 0.929), while 79.1% of respondents agreed there is improved operational efficiency in all

sections of the health facility ($M = 4.37$, $SD = 0.890$). The findings further revealed that 69% of respondents agreed that services are delivered promptly without delay ($M = 4.17$, $SD = 0.826$). In addition, 71.9% agreed that their hospital undertakes patients follow up ($M = 4.29$, $SD = 0.790$). 41.2% agreed that there is adequate health worker patient ratio in their hospital. The participants were also interrogated on whether there is adequate health worker patient ratio in their hospital. The response show that 41.2% agreed, while 28.3% disagreed with the statement and 30.5% showing neutral position. This suggests that national referral hospitals may be lacking adequate health worker patient ratio. According to MOH (2020), the density of core health personnel is at 15.6 per 10,000 against WHO recommended target of 23/10,000.

Additionally, 53.5% of the respondents agreed that patients take the shortest time possible to be served ($M = 3.81$, $SD = 1.061$). Further, 83.4% concurred that services in their hospital are accessible all the time ($M = 4.30$, $SD = 0.957$), and finally 81.3% agreed that the quality of work provided by the employees in the hospital is exceptional ($M = 4.42$, $SD = 0.743$). According to Huang and Lee (2015), service quality and customer satisfaction eventually impacts organizational performance.

In conclusion, the average mean of the responses was 4.254 when viewed on a scale of five points this means that the majority of the respondents agreed with the statement on the performance of national referral hospitals. Furthermore, the overall standard deviation of 0.8655 implied that the data was distributed around the mean. This denoted that majority of the respondents' shared similar views in regard to most of the statements on organizational performance. These findings are corroborated by responses from the interviews in which the informants stated that they conduct customer satisfaction surveys in order to enhance service quality and, more importantly, that they follow up with patients to improve patient satisfaction.

The respondents were also requested to indicate how else they can improve on their organizations' performance. According to findings in table 4.33, 21.1% of respondents indicated that their hospitals need to increase worker-patient ratio, 11.4% suggested

adequate funding to meet customer demand, 43.8% proposed provision of continuous medical education for staff, 13.3% recommended provision of competitive pay for staff, and 10.5% suggested implementation of electronic systems to improve efficiency. These results are supported by the responses from the HR managers interviewed who indicated that some of the ways they can improve their organization's performance is through; adequate funding by the government and staff capacity building. These findings are also in agreement with Ngoma (2018) who stated that through strategic allocation of resources, such as personnel, equipment, supplies, and finances, the healthcare system is able to efficiently meet the needs of its patients. According to Nyaboga and Muathe (2024), implementing information management strategies in public hospitals optimizes administrative and clinical processes, resulting in enhanced efficiency and productivity.

Table 4. 33: How else to Improve Organizational Performance

Thematic Response	Frequency	Percentage (%)
Increase worker-patient ratio	22	21.0
Adequate funding of hospital to meet customer demands	12	11.4
Provide continuous medical education for staff	46	43.8
Provide competitive pay for staff to boost morale	14	13.3
Implement electronic health records to improve efficiency	11	10.5
Total	105	100

4.6.7 Rate of Increase of Performance Occasioned by Talent Management Practices.

Table 4. 34: Rate of Increase of Performance

category	Talent Planning	Talent attraction	Talent Retention	Talent Development
1 - 25%	9(4.5)	15(7.5)	14(7.0)	13(6.5)
26 - 50%	2(1.0)	2(1.0)	2(1.0)	2(1.0)
51 - 75%	62(30.8)	55(27.4)	53(26.4)	33(16.4)
76 - 100%	128(63.7)	129(64.2)	132(65.7)	153(76.1)

Respondents were asked to indicate rate of increase of performance in their organization occasioned by talent management practices. Findings in table 4.34 revealed that majority of respondents (63.7) % reported that the level of organizational performance increased by 76-100% due to talent planning, followed by 30.8% who reported that performance increased by 51-75 %, 4.5 % reported 26-50% increase in performance respectively and 1.0% reported an increased in performance level by 1 to 25% as a result of talent planning. Similarly, majority 64.2% reported that through talent attraction the rate of organizational performance increased by 76-100% followed by 27.4 % who recorded an increased level of performance by 51-75% while 7.5% recorded an increased rate of 1-25% and 1.0% recorded an increase of 26-50 %.

Further, majority 65.7% reported that through talent retention the rate of performance increased by 76 to 100% followed by 26.4% who recorded an increased rate of performance by 51-75%, while 7% recorded an increased rate of 1-25% and 1.0% recorded an increase of 26-50%. Finally, study findings revealed that majority 76.1% reported that through talent development the rate of performance increased by 76 to 100% followed by 16.4% who recorded an increased rate of performance by 51 to 75% while 6.5% recorded an increased rate of 1-25% and 1.0% recorded an increase of 26-50 %. From these findings it can be concluded that organizational performance is influenced by talent planning, talent attraction, talent development and talent retention practices adopted by the national referral hospitals in Kenya. These results are consistent with those of Sembiring and Damayanti (2023), who established that talent management practices such as talent attraction, talent retention, and talent development have a significant effect on organizational performance.

4.6.8 Performance outcomes of National Referral Hospitals

The participants were further asked to indicate the performance outcomes of their hospitals over the last five years. The results are presented in figure 4.1-4.5.

4.6.9 Rate of Absenteeism

The study established that the rate of absenteeism differed across the years targeted. Findings in figure 4.1 shows the highest computed rate was an average of 42 lost days in the year 2021, followed by 40 days in the year 2020. This can be attributed to nationwide health-care workers' strike that occurred amidst the pandemic. Year 2019 recorded the lowest rate with an average of 32 days, year 2017 and 2018 recorded average rate of 37 and 39 lost days. According to MOH (2018), the absence rate in Kenya's health sector is 52.8 percent. The Kenya health service delivery indicator report (2018) shows absenteeism of doctors at a staggering 60.7% followed closely by nurses at 54.5% and clinical officers at 49.5% countrywide.

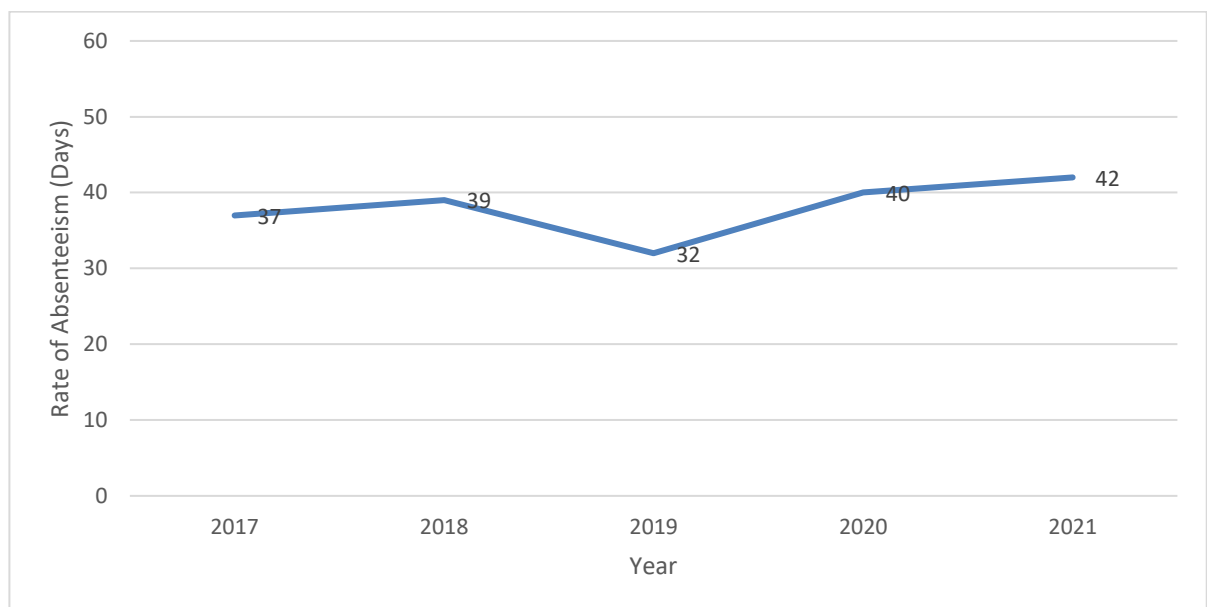


Figure 4. 1: Rate of Absenteeism

4.6.10 Employee Turnover Rate

According to the findings in figure 4.2, the rate of turnover in the year 2017 was 5.3%, 4.9% in 2018, 6.6% in 2019, 6.4% in 2020, and 3.4% in 2021. There was an average attrition rate of 5.3% in the period under study. A study by Muthoka (2016) on performance of public health sector in Kenya found that there was an average attrition rate of 5.1% among healthcare workers. According to Kollar & Buyx (2013), high levels of attrition lead to a large loss of

public resources spent on education and training of health workers. Attrition also contributes to increased workload and worse working conditions for the remaining workforce, which in turn contributes to lower quality of care and worse health outcomes.

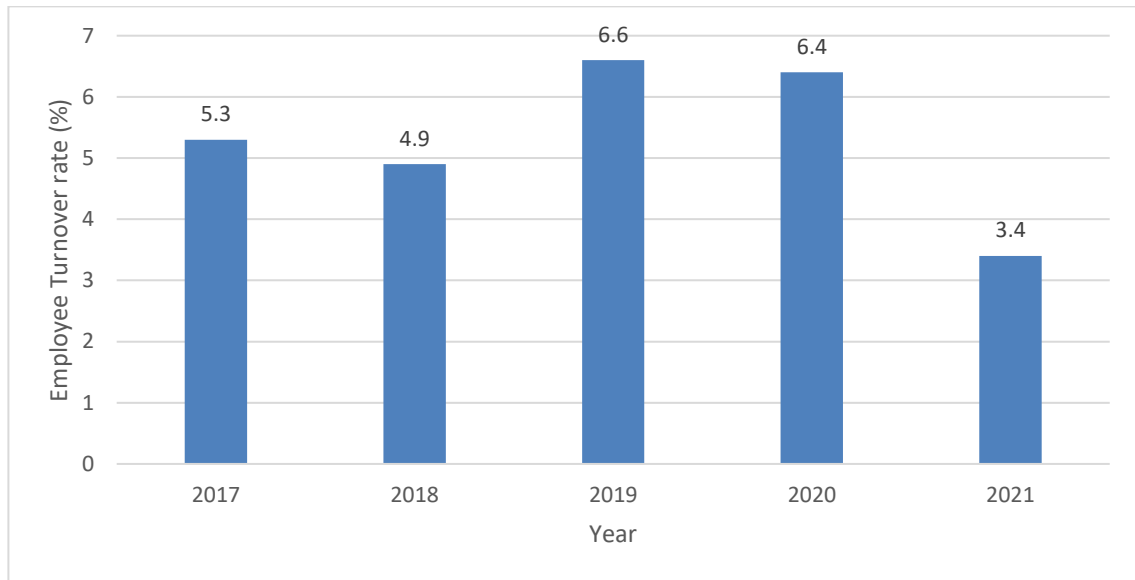


Figure 4. 2: Employee Turnover Rate

4.6.11 Average Stay of Patients

Average length of stay refers to the average number of days that patients spend in hospital. The study established that the average stay of patients varied across the years targeted with the year 2019 recording the highest average time of stay in hospital of 13.6 days, year 2018 and 2021 recorded 12.9 days. The year that recorded the lowest average stay in hospitals was 2017 with an average of 8.2 days followed by year 2020 which recorded average time of stay of 12.7 days as shown in figure 4.3. A study by Muthoka (2016) on performance of public health sector in Kenya established the highest average time of stay in hospital of 12.8 days. The average length of stay (LOS) for a hospitalization is 5½ days. Unnecessary days in hospital may lead to increased hospital-acquired patient complications (e.g., healthcare-associated infections, falls) and increased costs for patients and healthcare systems (AHA, 2020).

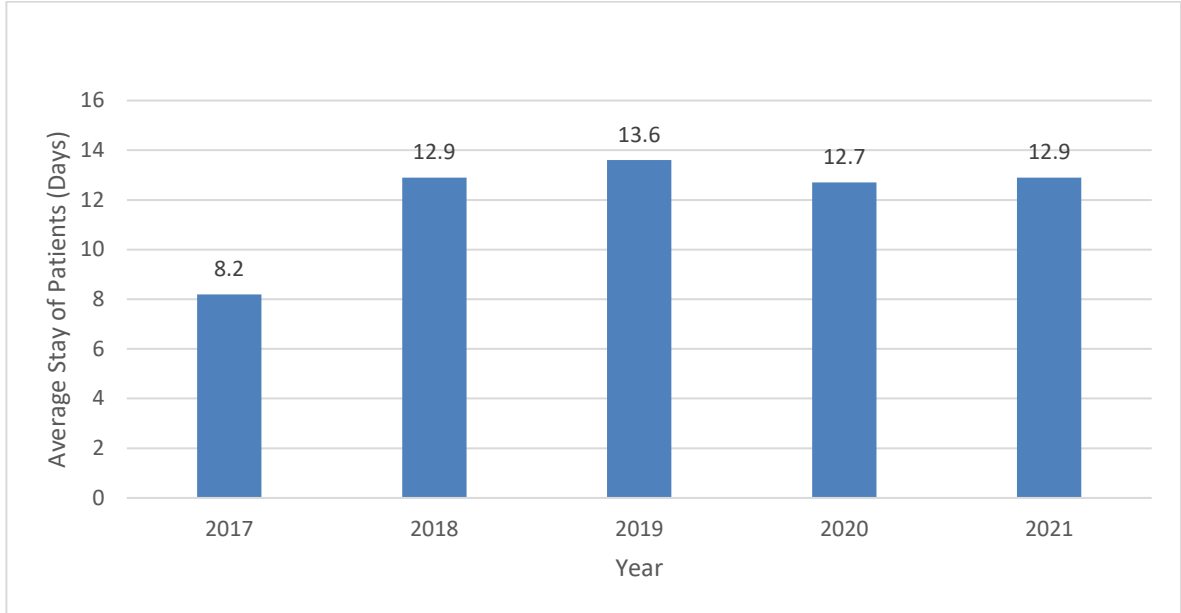


Figure 4. 3: Average Stay of Patients

4.6.12 Customer Satisfaction Rate

Customer Satisfaction is the belief that a product or service feature or the product or service itself has (or is providing) a satisfying level of consumption-related fulfillment, including levels of under- or over-fulfillment (Oliver, 2014). The study sought to find out customer satisfaction rate. From the results in figure 4.4, it can be noted that the customer satisfaction rate was high across the years with year 2019 and 2021 recording the highest rate of 72%, 63% in 2017, 60% in 2018, and 61% in year 2021 suggesting that the quality of services in national referral hospitals are satisfactory. This also indicates the patients were attended to by the respective health providers for their sickness and received the service they perceived to receive at the facilities under study. These findings are in agreement with that of Mungure (2021) who argued that overall service quality increases customer satisfaction rate.

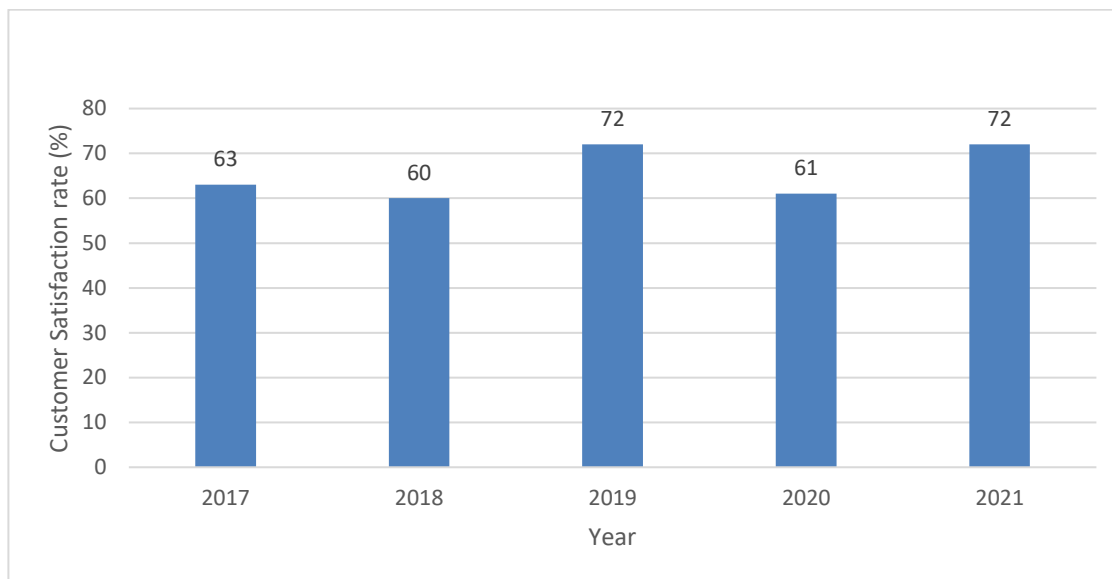


Figure 4. 4: Customer Satisfaction Rate

4.6.13 Mortality Rate

The study revealed that the mortality rate experienced an upward trend with 2017 recording a mortality rate of 8.7%, 2018 and 2019 recorded mortality rate of 8.8%, Year 2020 and 2021 recorded the highest rate of 9.1% and 9.4 % as shown in figure 4.5. This trend can be attributed to Covid pandemic that increased mortality rate across the country. A mortality index below 20% and case fatality rates for direct obstetric complications of less than 1% are considered indicative of health systems that are managing severe cases optimally (WHO, 2011). According to WHO (2020), life expectancy increased by 8% due to gains made in reducing child mortality and the decline in the incidence of communicable diseases.

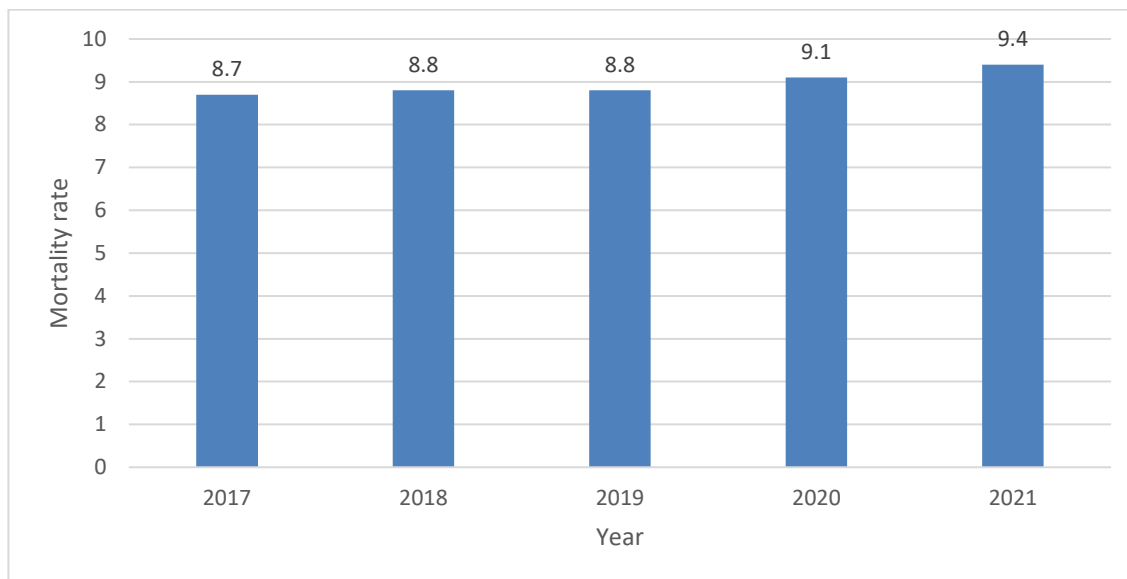


Figure 4. 5: Moratlity Rate

4.7 Diagnostic Tests of Regression Model

Various diagnostic tests were conducted to ensure that the coefficients of the estimates were consistent and could be relied upon in making inferences. As argued by Greene (2013) regression can only be accurately estimated if the basic assumptions of multiple linear regressions are observed. The study thus performed tests for, Normality, autocorrelation, multicollinearity and homoscedasticity taking remedial action where necessary as presented below.

4.7.1 Normality Test

The results presented in table 4.35 shows a K-S statistic whose probability values were greater than 0.05 which was an indication the data was normally distributed. Further, all predictors and dependent constructs were subjected to the Shaphiro Wilk test where a P value (Sig. value) greater than 0.05 showed the data is normally distributed. According to Hanusz and Tarasinska (2014), if the statistic falls between zero (0) and one (1) and the p-values are greater than 0.05, it suggests that the data is normally distributed.

Table 4. 35: Test of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Talent planning	.077	112	.097	.974	112	.076
Talent attraction	.118	112	.061	.944	112	.098
Talent retention	.075	112	.150	.973	112	.082
Talent development	.058	112	.200*	.985	112	.254
Organization Performance	.074	112	.175	.985	112	.231

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Furthermore, normal Q-Q plots were also used to determine how the standard errors in the models were distributed. According to Pallant (2007), in a standard probability plot, the Q-Q plot, the observed value for each score is plotted against the expected value from a normal distribution, with a reasonable straight line indicating a normal distribution. The Q-Q plots in figures 4.6-4.10 show an approximately normal distribution, with data points grouped and balanced around the line of the exact-normal distribution.

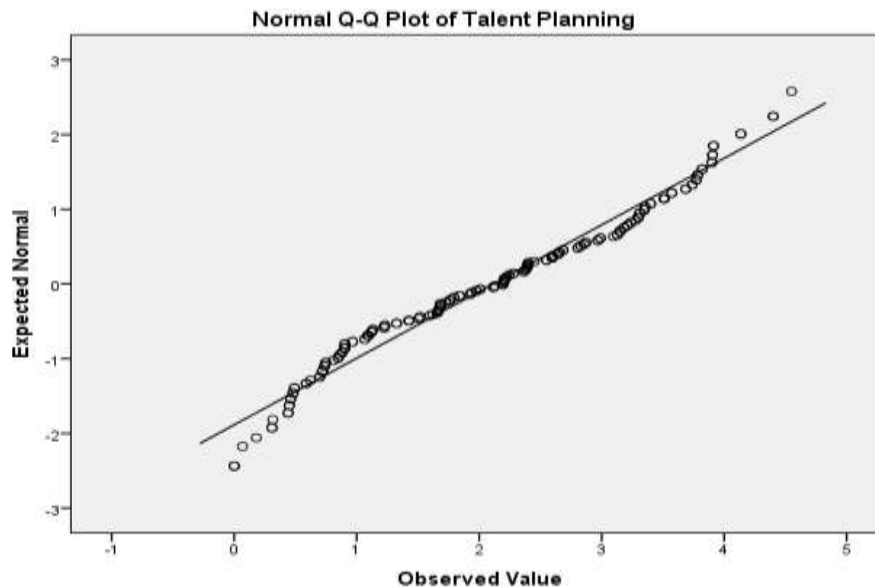


Figure 4. 6: Normal Q-Q Plot of Talent Planning

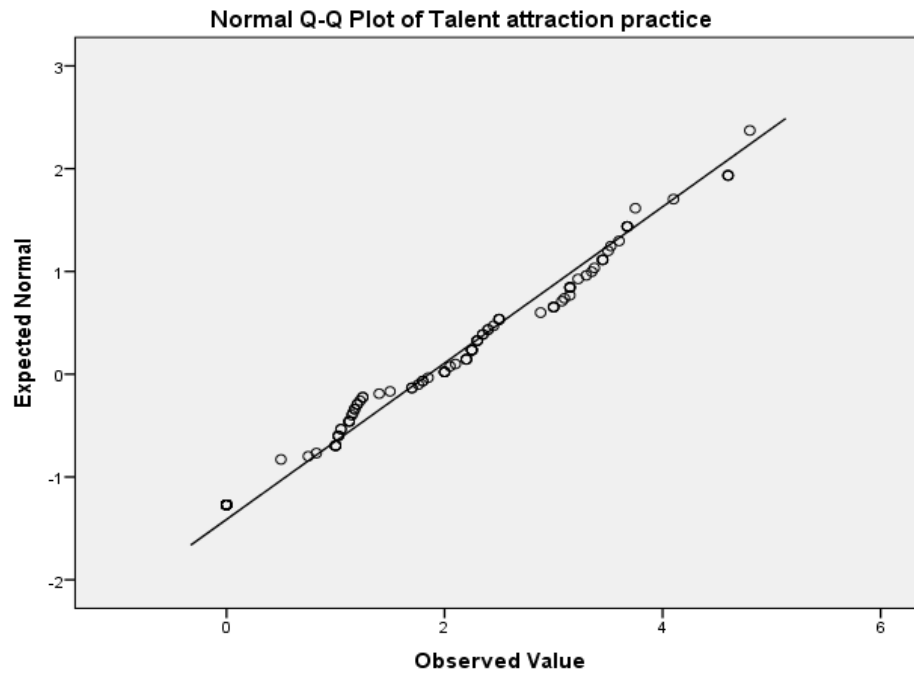


Figure 4. 7: Normal Q-Q Plot of Talent Attraction

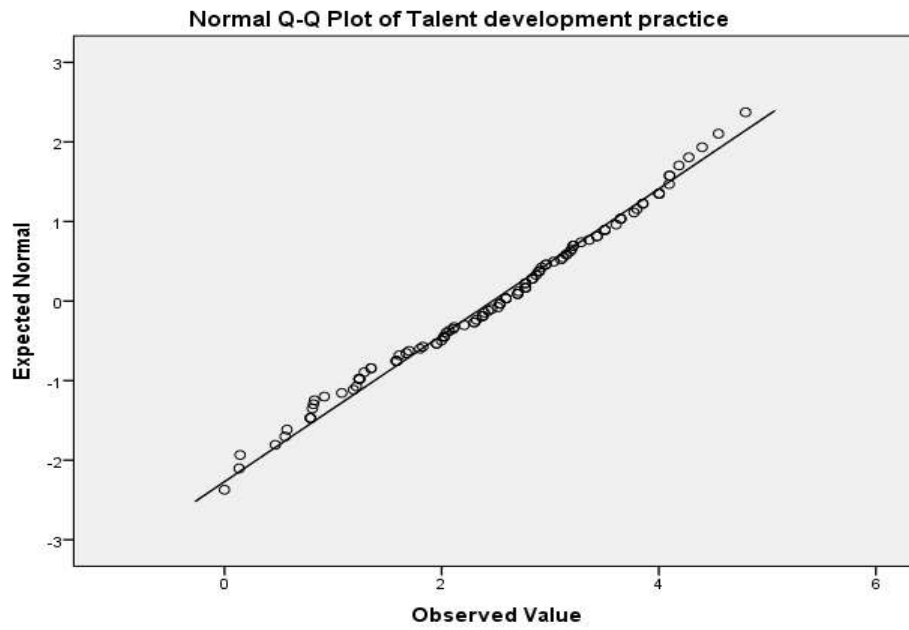


Figure 4. 8: Normal Q-Q Plot of Talent Development

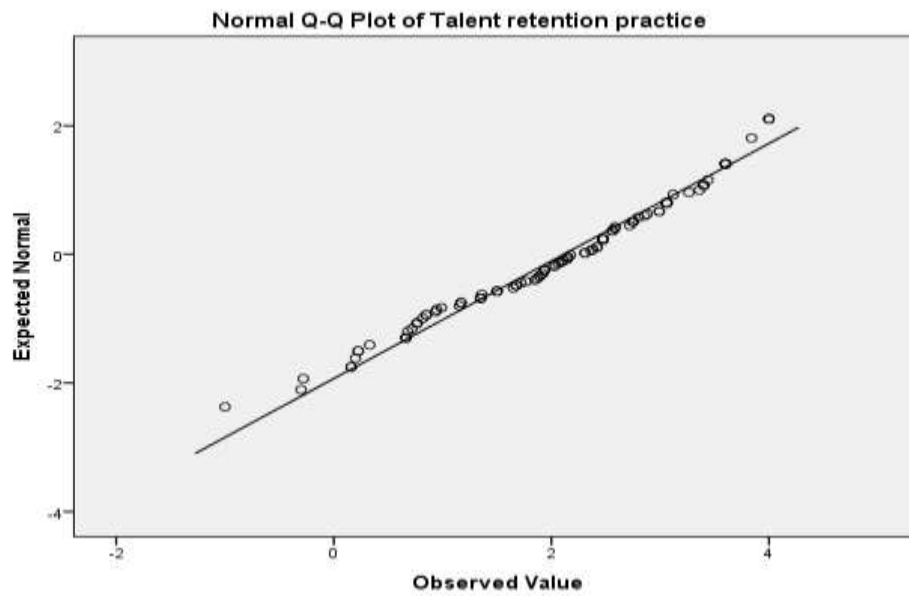


Figure 4. 9: Normal Q-Q Plot of Talent Retention

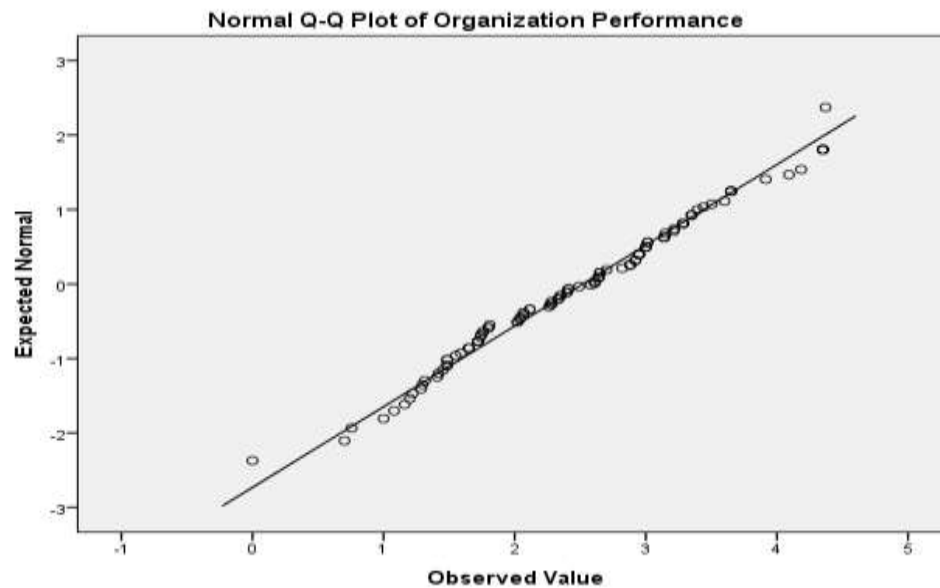


Figure 4. 10: Normal Q-Q Plot of Organizational Performance

4.7.2 Multicollinearity Test

Multicollinearity was assessed using the variance inflation factors (VIF). According to O’Brien (2007), very small tolerance values (<0.10) indicate that a predictor is redundant and a variable whose VIF values is greater than 10 may merit further investigation. The findings in Table 4.36 show that variance inflation factors were all found to be less than 10 while the tolerance values were all greater than 0.10 which was an indication of non-existence of multicollinearity between the independent variables.

Table 4. 36: Multicollinearity Test

Variables	Tolerance	VIF
Talent planning	.208	4.812
Talent attraction	.304	3.285
Talent retention	.581	1.723
Talent development	.360	2.780
Average VIF		3.150

4.7.3 Autocorrelation Test

Durbin Watson Statistic was conducted to test for autocorrelation in the data before accepting it for regression analysis. According to Kothari, (2004), Autocorrelation occurs when the residuals are not independent from each other. In other words, when the value of $y(x+1)$ is not independent from the value of $y(x)$. Therefore, the null hypothesis that there was no autocorrelation in the data collected for this study was tested with use of Durbin Watson Statistics. The results reveal that the Durbin Watson Statistics for lag 1 was 1.631 which was between the two critical values $1.5 < d < 2.5$ Therefore the null hypothesis which stated that there was no autocorrelation in the data was accepted. This implies that the residuals were independent from each other. Similarly, the result satisfied the rule of thumb which states that values of $1.5 < d < 2.5$ show that there is no autocorrelation in the data (Barley, 2014).

Table 4. 37: Durbin-Watson Test of Auto-correlation

Model	R	R Square	Adjusted Square	Std. Error of the Estimate	Durbin Watson
1	.927a	0.859	0.853	0.35330	1.631

4.7.4 Homoscedasticity Test

One of the assumptions of linear regression analysis tested in this study was homoscedasticity; this implies that the error terms along the regression line were equal. According to Barley (2009), the violation of homoscedasticity which is otherwise known as heteroscedasticity makes it difficult to gauge the true standard deviation of the forecast errors, usually resulting in confidence intervals that are too wide or too narrow. Particularly, if there is increase in the variance of the error term over time, confidence intervals for out-of-sample predictions will tend to be unrealistically narrow. In that case,

heteroscedasticity may also have the effect of giving too much weight to a small subset of the data (namely the subset where the error variance was largest) when estimating coefficients. Thus, to prevent such scenario when conducting research, it is expedient to test for homoscedasticity before carrying out a regression analysis. Therefore, this study tested the null hypothesis that the data collected was homoscedastic in variance using Breusch pagan test.

Table 4. 38: Breusch Pagan Test for Homoscedasticity

Test Statistics	Degree of Freedom	P-Value
195.234	3	1.000

The result of the test presented in Table 4.38 revealed that the test statistics was 195.234, while the p-value was 1 ($p > 0.05$) indicating that the data collected was not heteroscedastic in variance and thus necessitating the acceptance of null hypothesis that the data collected was homoscedastic in variance and can be relied on for regression analysis.

4.8 Inferential Analysis

Inferential statistics explain the relationships between variables, providing researchers with a solid ground for drawing conclusions and making recommendations (Guetterman, 2019). The study used correlation analysis determine the relationship between variables. Further, linear regression analysis was utilized to determine the nature of relationship.

4.8.1 Correlation Analysis of the Variables

In order to specify the strength and direction of the linear relationship between the independent variables and organizational performance, bivariate correlations between the computed study variables and the dependent variables were conducted. The correlation coefficient varies over a range of +1 through 0 to -1. When r is positive, the regression line has a positive slope and when r is negative, the regression line has a negative slope.

Findings in table 4.39 shows that talent planning had a strong positive and significant association with organizational performance ($r = .837$, $P = .000$) at 5% level of significance. This indicates that improvement in talent planning is significantly connected with increase in organizational performance. According to Najm & Manasrah (2017), talent planning helps organizations understand their current status, predict gaps in talent, and take steps to reduce these gaps hence results to a positive outcome.

In addition, the research found a strong positive and significant linear association between talent attraction and performance of national referral hospitals ($r=0.734$, $P= .000$) at 5% level of significance. This meant there was a significant link between talent attraction and performance of national referral hospitals in Kenya. This concurs with Rukunga (2018) study that found a positive significant relationship between talent attraction strategy and performance of telecommunication firms in Kenya.

Further, the outcome shows that talent retention had a strong positive and significant association with firm performance ($r = .565$, $P = .000$). This implied that improvement in talent retention is significantly connected with increase in performance of national referral hospitals. The study findings were consistent with Lyria (2017) that talent retention has a significant association with organizational performance.

A Pearson correlation coefficient of 0.898, $p= .00$ at 5 % significance level showed that there is a strong positive and significant relationship between talent talent development and performance. This implied an improvement in talent development leads to improvement in performance of national referral hospitals. According to Rukunga (2018), the performance of the organization is greatly influenced by staff training programs, job rotation opportunities, scholarships, and mentoring and coaching.

Table 4. 39: Correlation of the Study Variables

		PF	TP	TA	TR	TD	HRR
PF	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	201					
TP	Pearson Correlation	.837**	1				
	Sig. (2-tailed)	.000					
	N	201	201				
TA	Pearson Correlation	.734**	.786**	1			
	Sig. (2-tailed)	.000	.000				
	N	201	201	201			
TR	Pearson Correlation	.565**	.545**	.231**	1		
	Sig. (2-tailed)	.000	.000	.001			
	N	201	201	201	201		
TD	Pearson Correlation	.898**	.782**	.731**	.426**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
	N	201	201	201	201	201	
HRR	Pearson Correlation	.941**	.837**	.707**	.589**	.910**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	201	201	201	201	201	201

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

4.9 Regression Analysis

The study used the regression model to illustrate the relationship between the variables using model summary, variance (ANOVA), and standardized coefficients. The five null hypotheses of were tested using linear regression models. The hypotheses were tested at 95 percent confidence level ($\alpha=0.05$), hence decision points to reject or fail to reject a hypothesis were based on the p-values. Where $p<0.05$, the study rejected the hypotheses, and where $p>0.05$, the study failed to reject the hypotheses.

4.9.1 Regression Analysis on Talent planning

The study sought to establish the influence of talent planning on the performance of national referral hospitals in Kenya using hypothesis that is stated below.

H₀₁: Talent planning has no significant influence on the performance of national referral hospitals in Kenya.

To determine the relationship, the model $Y = \beta_0 + \beta_1 TP + \varepsilon$ was fitted. The regression results were as shown in table 4.40.

Table 4. 40: Model Summary of Talent Planning

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.832 ^a	.692	.690	.51382

a. Predictors: (Constant), Talent Planning

The regression results in table 4.40 show that the influence of talent planning on performance of national referral hospitals in Kenya was significant. With $R^2 = 0.692$ the model implies that 69.2% of variation in performance was brought about by talent planning while the remaining 30.8% could be attributed to other factors not included in the model.

Table 4. 41: ANOVA^a of Talent Planning

		Sum of Squares	DF	Mean Square	F	Sig.
1	Regression	65.400	1	65.400	247.714	.000 ^b
	Residual	29.042	199	.264		
	Total	94.442	200			

a. Dependent Variable: Performance of National Referral Hospitals

b. Predictors: (Constant), Talent Planning

The findings of the analysis of variance are shown in table 4.41 (ANOVA). The F test was significant with a p value =0.000 which was less than the standard p value of 0.05 and this meant that the model was significant. From ANOVA, since p value p=0.000 and was lower than p=0.05 (p value 0.000<0.05), then the contribution of talent planning was significant, and it can be inferred that talent planning has a significant influence on the performance of national referral hospitals in Kenya.

The equation that was fitted for the model was;

$$P = 1.095 + 0.685TP$$

Table 4. 42: Coefficients^a of Talent Planning

Model		Unstandardized		Standardized	T	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.095	.103		10.667	.000
	Talent planning	.685	.044	.832	15.739	.000

a. Dependent Variable: performance of National Referral Hospitals

The regression model obtained from the output was;

$$Performance = 1.095 + 0.685 \text{ talent planning} + \text{error term}$$

Table 4.42 shows the coefficient for Talent planning (β) was also significant ($\beta = 0.685$, $t = 15.739$, $p = 0.000 < 0.05$) indicating that talent planning increases performance by about 0.685 units. Since p-value =0.000< 0.05, the null hypothesis was rejected and concluded that there was a statistically significant relationship between talent planning and performance of national referral hospitals in Kenya.

These findings agree with Chow (2014) who states that talent planning plays a crucial role in positioning a company to enhance the effectiveness of talents and achieve competitive advantages. Silzer and Dowell (2010) support this view by suggesting that organizations need to carefully consider their talent needs in order to gain long-term success. A talent management strategy begins with identifying individual star performers who are a source

of competitive advantage and promoting strategies that attract, retain, and develop these high performance and high potential employees (Thompson, 2011).

4.9.2 Regression Analysis on Talent Attraction

The study sought to establish the influence of talent attraction on the performance of national referral hospitals in Kenya using the hypothesis that is stated below.

H₀₂: Talent attraction has no significant influence on the performance of national referral hospitals in Kenya.

To determine the relationship, the model $Y = \beta_0 + \beta_2 TA + \varepsilon$ was fitted. The regression results were as shown in table 4.43.

Table 4. 43: Model Summary of Talent Attraction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.737 ^a	.543	.539	.62650

a. Predictors: (Constant), Talent Attraction

The regression results in table 4.43 show that the influence of talent attraction on performance of national referral hospitals in Kenya was significant. An R squared (coefficient of determination) of R=0.543 indicates that 54.3% of the variations in performance of national referral hospitals is explained by talent attraction.

Table 4. 44: ANOVA^a of Talent Attraction

		Sum Squares	of DF	Mean Square	F	Sig.
1	Regression	51.267	1	51.267	130.615	.000 ^b
	Residual	43.175	199	.393		
	Total	94.442	200			

a. Dependent Variable: Performance of National Referral Hospitals

b. Predictors: (Constant), Talent attraction

The findings of the analysis of variance are shown in Table 4.44 (ANOVA). The F test was significant with a p value =0.000 which was less than the standard p value of 0.05 and this meant that the model was significant. From ANOVA, since p value p=0.000 and was lower than p=0.05 (p value 0.000<0.05), then the contribution of talent attraction was significant, and it can be inferred that talent attraction has a significant influence on the performance of national referral hospitals in Kenya.

The equation that was fitted for the model was;

$$P = 1.559 + 0.517TA$$

Table 4. 45: Coefficients^a of Talent Attraction

Model	Unstandardized		Standardized	T	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	1.559	.103		15.162	.000
Talent attraction	.517	.045	.737	11.429	.000

a. Dependent Variable: performance of Natioal Referral Hospitals

Table 4.45 shows the coefficient for Talent attraction (β) was also significant ($\beta = 0.517$, $t = 11.429$, $p = 0.000 < 0.05$) indicating that talent attraction increases performance by about 0.517 units. Since p-value =0.000< 0.05, the null hypothesis was rejected and it can be inferred that there was a statistically significant relationship between talent attraction and performance of national referral hospitals in Kenya. The regression model obtained from the output was;

$$Performance = 1.559 + 0.517 \text{ talent attraction} + \text{error term}$$

The study concurs with that of Lyria (2015) which also found that talent attraction had a positive influence on the organization performance. According to the findings, having a proper recruitment policy helped to attract the right employees for the company's success. Poaching/headhunting talented employees from competitors may help improve organization performance, and good employee allowances provided by their company

helped them attract committed workforce. According to Rastgoo (2016), there is a strong link between talent attraction and organizational performance.

Similarly, Sokro (2012) investigated the impact of employee branding on employee attraction and retention and discovered that branding is a key tool for firms to attract quality personnel. Tansley (2012) states that in order to succeed in talent management, the organization must strategize on the best way to get the right people in the right jobs and ensure that organizational strategy is well aligned with the employees already in place. This view is supported by Lawler (2017) who suggests that the recruitment and staffing process should be considered already in an organization's business strategy to make sure that the strategy supports the intentions to attract the talent needed to execute that strategy. Managers must recognize that recruiting and developing talented employees is critical to the achievement of their company's goals (Lyria, 2015). Furthermore, organizations should make an effort to match employees' talents, experience, and attitudes to the demands of the job in order to avoid burnout and early resignation (Schiemann, 2014). However, the study findings contradict those of Al Aina and Atan (2020), who concluded that talent attraction had no impact on organization performance of real estate enterprises.

4.9.3 Regression Analysis on Talent Development

The study sought to establish the influence of talent development on the performance of national referral hospitals in Kenya using the hypothesis that is stated below.

H₀₃: Talent development has no significant influence on the performance of national referral hospitals in Kenya.

To determine the relationship, the model $Y = \beta_0 + \beta_4 TD + \varepsilon$ was fitted. The regression results were as shown in table 4.46.

Table 4. 46: Model Summary of Talent Development

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.889 ^a	.791	.789	.42378

a. Predictors: (Constant), Talent Development

The regression results in table 4.46 show that the effect of talent development on performance of national referral hospitals in Kenya was significant. With $R^2 = 0.791$, the model implies that 79.1% of variation in performance was brought about by talent development.

Table 4. 47: ANOVA^a of Talent Development

		Sum of Squares	DF	Mean Square	F	Sig.
	Regression	74.687	1	74.687	415.882	.000 ^b
1	Residual	19.755	199	.180		
	Total	94.442	200			

a. Dependent Variable: Performance of National Referral Hospitals

b. Predictors: (Constant), Talent development

The findings of the analysis of variance are shown in Table 4.47 (ANOVA). The F test was significant with a p value =0.000 which was less than the standard p value of 0.05 and this meant that the model was significant. From ANOVA, since p value p=0.000 and was lower than p=0.05 (p value $0.000 < 0.05$), then the contribution of talent development was significant, and it can be inferred that talent development has a significant influence on the performance of national referral hospitals in Kenya.

Table 4. 48: Coefficients^a of Talent Development

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.656	.100		6.582	.000
	Talent Development	.755	.037	.889	20.393	.000

a. Dependent Variable: performance of National Referral Hospitals

Table 4.48 shows the coefficient for Talent development (β) was also significant ($\beta = 0.755$, $t = 20.393$, $p = 0.000 < 0.05$) indicating that talent development increases performance by about 0.755 units. Since $p\text{-value} = 0.000 < 0.05$, the null hypothesis was rejected and it can be inferred that there was a statistically significant relationship between talent development and performance of national referral hospitals in Kenya. The regression model obtained from the output was;

$$\text{Performance} = 0.656 + 0.755 \text{ talent development} + \text{error term}$$

The study is consistent with that of Auranzeb and Bhutto (2016) which found that Practices such as the company's policies on employee growth and progression, as well as having established career paths, counseling facilities, and retirement preparation programs, all contributed positively to organizational performance. In order to have a direction for the training and development of an employee, succession planning is a useful tool (Stahl et al., 2012). The purpose of succession planning is to plan ahead for any emerging vacancies or new positions that will require a high potential successor. Improving talents' abilities and planning for their future does not only benefit the organization in terms of extended capabilities, but it has been also demonstrated to increase loyalty and retention of employees (Lawler, 2017). Karla (2018) found that talent development practices such as Job rotation and shadowing, graduate development programs, high potential development schemes, and graduate development programs were all positively associated with organizational commitment. Similarly, Aina and Atan (2020) concluded that management should emphasize learning and development, as well as employee career management, with a focus on coaching and training programs and job rotation, in order to support the organization's long-term success.

4.9.4 Regression Analysis on Talent Retention

The study sought to establish the influence of talent retention on the performance of national referral hospitals in Kenya using the following hypothesis that is stated below.

H₀₄: Talent retention has no significant influence on the performance of national referral hospitals in Kenya.

To determine the relationship, the model $Y = \beta_0 + \beta_3 TR + \varepsilon$ was fitted. The regression results were as shown in table 4.49.

Table 4. 49: Model Summary of Talent Retention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.557 ^a	.311	.304	.76927

a. Predictors: (Constant), Talent Retention

The regression results in table 4.49 show that the effect of talent retention on performance of national referral hospitals in Kenya was significant. With $R^2 = 0.311$, the model implies that 31.1% of variation in performance of national referral hospitals was brought about by talent retention.

Table 4. 50: ANOVA^a of Talent Retention

		Sum of Squares	DF	Mean Square	F	Sig.
	Regression	29.347	1	29.347	49.592	.000 ^b
1	Residual	65.095	199	.592		
	Total	94.442	200			

a. Dependent Variable: Performance of National Referral Hospitals

b. Predictors: (Constant), Talent retention

The F test was significant with a p value =0.000 which was less than the standard p value of 0.05 and this meant that the model was significant. From ANOVA, since p value p=0.000 and was lower than p=0.05 (p value 0.000<0.05), then the contribution of talent

retention was significant, and it can be inferred that talent retention has a significant influence on the performance of national referral hospitals in Kenya.

Table 4. 51: Coefficients^a of Talent Retention

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.526	.159		9.613	.000
	Talent retention	.470	.067	.557	7.042	.000

a. Dependent Variable: Performance of National Referral Hospitals

The coefficient for Talent retention (β) was also significant ($\beta = 0.470$, $t = 7.042$, $p = 0.000 < 0.05$) as shown in table 4.51 indicating that talent retention increases performance by about 0.47 units. Since p -value = $0.000 < 0.05$, the null hypothesis was rejected and it can be inferred that there was a statistically significant relationship between talent retention and performance of national referral hospitals in Kenya. The regression model obtained from the output was;

$$\text{Performance} = 1.526 + 0.470 \text{ talent retention} + \text{error term}$$

This study's results are consistent with that of Auranzeb and Bhutto (2016) which revealed that talent retention is statistically significant in explaining organization performance of service sector companies. Companies that maintain the best talent retention practices achieve competitiveness according to Eshiteti et al. (2013). Retaining competent or skilled talent is critical and regarded as one of the fundamental functions of corporations when it comes to maintaining a firm's competitive position in the market (Rawashdeh, 2018). Similarly, Lyria (2017) study found that there is a positive and significant relationship between employee retention and organizational performance, confirming the effectiveness of successful retention practice implementation. Oladapo (2014) agreed with this assertion and added that the success of any firm could be assessed through its talent retention level. Organizations that acknowledge and value employees' contributions and abilities, and provide opportunities for personal and professional development, experience high rates of talent retention. The study, however, contradicts with Sareen and Mishra

(2016) findings that there is no statistically significant relationship between talent retention and performance.

4.9.5 Overall Regression Model

The study sought to establish the influence of talent management practices on the performance of national referral hospitals in Kenya.

To determine the relationship, the model $Y = \beta_0 + \beta_1TP + \beta_2TA + \beta_3TR + \beta_4TD + \varepsilon$ was fitted. The regression results were as shown in table 4.52.

Table 4. 52: Model Summary of Overall Regression Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.927 ^a	.859	.853	.35330

a. Predictors: (Constant), Talent planning, Talent attraction, Talent retention, Talent Development

The regression results in table 4.52 show that the effect of talent planning, talent attraction, talent retention and talent development was significant ($F(4,107) = 162.408$, $p=0.000 < 0.05$). With $R^2 = 0.859$, the model implies that variation of 85.9% in performance were brought about by all the predictor variables together.

Table 4. 53: ANOVA^a of Overall Regression Model

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	81.086	4	20.272	162.408	.000 ^b
	Residual	13.356	196	.125		
	Total	94.442	200			

a. Dependent Variable: Performance of National Referral Hospitals

b. Predictors: (Constant), Talent planning, Talent attraction, Talent retention, Talent development

The findings of the analysis of variance are shown in table 4.53 (ANOVA). The findings suggest that the total model was statistically significant as evidenced by a p value of 0.000 which is smaller than the essential p value of 0.05. The findings also suggest that the independent factors are effective predictors of performance. An F statistic of 162.408 was used to support this, as was the stated p value (0.000), which was less than the normal significance threshold of 0.05.

Table 4. 54: Coefficients^a of Overall Regression Model

Model	Unstandardized		Standardized	T	Sig.
	Coefficients				
	B	Std. Error	Beta		
(Constant)	.526	.091		5.809	.000
1 Talent planning	.134	.066	.163	2.039	.044
Talent attraction	.114	.046	.163	2.468	.015
Talent retention	.147	.040	.174	3.647	.000
Talent development	.483	.051	.569	9.394	.000

a. Dependent Variable: performance of National Referral Hospitals

The results in table 4.54 show that talent planning had coefficients $\beta = .134$, $t = 2.039$, $p = 0.044 < \alpha = 0.05$, indicating significant influence of talent planning on performance. Talent attraction also showed a positive and significant influence on performance with the coefficients, $\beta = 0.114$, $t = 2.468$, $p = 0.015 < \alpha = 0.05$. Talent retention had coefficients $\beta = 0.147$, $t = 3.647$, $p = 0.000 < \alpha = 0.05$, showing a positive and significant influence of talent retention on performance. Talent development had coefficients $\beta = 0.483$, $t = 9.394$, $p = 0.000 < \alpha = 0.05$, which indicated that talent development positively and significantly influences performance of national referral hospitals.

The equation that was fitted for the model was;

$$P = 0.526 + 0.134TP + 0.114TA + 0.147TR + 0.483TD$$

From the above regression equation, it shows that holding talent planning, talent attraction, talent retention, talent development to a constant zero, performance would be at 0.526. Therefore, a unit increase in talent attraction while holding all other factors constant would result to increase in performance by a factor of 0.134. A unit increase in

talent attraction while holding all other factors constant would result to an increase in performance by a factor of 0.114. A unit increase in talent retention while holding all other factors constant would result to an increase in performance by a factor of 0.147. Likewise, a unit increase in talent development while holding all other factors constant would result to an increase in performance by a factor of 0.483. From the results, the null hypothesis was rejected and it can be inferred that there was a statistically significant positive relationship between talent planning, talent attraction, talent retention, talent development and performance of national referral hospitals in Kenya.

The findings are consistent with those of Heidrick and Struggles (2011), who stated that talent management practices create the most permanent competitive advantages. whereas new technologies and innovations can be easily replicated by competitors and generate only temporary competitive advantages, sustained competitive advantage can be achieved through talent management practices, or how an organization attracts, develops, retains, motivates, manages, and rewards its talent. Kehinde (2011) study found that there is the positive impact of talent management on the performance of the organization. This is also supported by Collings et al., (2018) who state that TM integrates organizational objectives with employees' knowledge and skills, allowing employees to better serve clients or customers and produce high-quality products and services for the satisfaction of the organization and its stakeholders. Moreover, Ogbari, Yewande, Ogunnaike, and Kehinde (2018) found that TM plays a vital role in determining organizational performance. According to Ogden (2010), talent management significantly influences patient safety, timely access to care, and cost control, which are regarded as the most crucial operational challenges in healthcare organizations. The implementation of T.M. strategies promotes nurses' clinical competencies, enhances staff job happiness, improves the skills of specialized medical attendants, and increases the organization's efficiency in patient therapy outcomes.

4.9.6 Results of Multivariate Regression in the Presence of Moderating Variable

The study sought to establish the moderating effect of HR rules and regulations on the relationship between talent management practices and performance of national referral hospitals in Kenya.

H₀₅: HR rules and regulations has no significant moderating effect on the relationship between talent management practices and performance of national referral hospitals in Kenya.

To determine the relationship, the model $Y = \beta_0 + \beta_1 TP * Z + \beta_2 TA * Z + \beta_3 TR * Z + \beta_4 TD * Z + \epsilon$ was fitted.

The regression results in table 4.55 show that R^2 for model one was 0.906 implying that talent planning, talent attraction, talent retention, talent development, and HR rules and regulations jointly explain 90.6% variation in performance of national referral hospitals in Kenya. This regression model one is a good fit as indicated by the significant F-statistic (Fvalue =376.964, $p < 0.05$). The results indicates that the inclusion of the interaction term resulted into an R^2 change of .009, [F (4, 191) = 5.226, $p < 0.05$], showing presence of significant moderating effect. This implies that the moderating effect of HR rules and regulations gained 0.9% variance in the performance of national referral hospitals in Kenya. Thus, the study rejects the null hypothesis.

Table 4. 55: Model Summary of Moderating Effect of HR Rules and Regulations

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics F	df1	df2	Sig. F Change
1	.952 ^a	.906	.904	.28596	.906	376.964	5	195	.000
2	.957 ^b	.915	.912	.27431	.009	5.226	4	191	.001

a. Predictors: (Constant), HR rules and regulations, Talent Planning, Talent Attraction, Talent Retention, Talent Development

b. Predictors: (Constant), HR rules and regulations, Talent Planning, Talent Attraction, Talent Retention, Talent Development, x1z, x2z, x3z, x4z

Further test on ANOVA in table 4.56 shows that upon introduction of the interaction term presented as model 2, the model is still significant (Fvalue=229.900, $p < 0.05$) inferring that HR rules and regulations moderates the relationship between talent management practices and performance of national referral hospitals in Kenya.

Table 4. 56: ANOVA^a of Moderating Effect of HR Rules and Regulations

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	154.124	5	30.825	376.964	.000 ^b
	Residual	15.945	195	.082		
	Total	170.070	200			
2	Regression	155.697	9	17.300	229.900	.000 ^c
	Residual	14.372	191	.075		
	Total	170.070	200			

a. Dependent Variable: Performance of National Referral Hospitals

b. Predictors: (Constant), HR rules and regulations, Talent Planning, Talent Attraction, Talent Planning, Talent Development

c. Predictor: (Constant), HR rules and regulations, Talent Planning, Talent Attraction, Talent Retention, Talent Development, x1z, x2z, x3z, x4z

Table 4. 57: Coefficients^a of Moderating Effect of HR Rules and Regulations

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.	
	B	Std. Error				
1	(Constant)	.218		3.334	.001	
	Talent Planning	.061	.041	.075	1.511	.013
	Talent Attraction	.067	.028	.097	2.373	.019
	Talent Retention	.065	.026	.079	2.498	.013
	Talent Development	.205	.049	.238	4.139	.000
	HR rules and regulations	.555	.069	.547	8.089	.000
	(Constant)	.326	.113		2.886	.004
2	Talent Planning	.035	.045	.042	.781	.043
	Talent Attraction	.048	.029	.069	1.665	.009
	Talent Retention	.008	.062	.010	.136	.008
	Talent Development	.249	.076	.290	3.290	.001
	HR rules and regulations	.537	.081	.529	6.651	.000
	x1z	.038	.010	.193	3.686	.000
	x2z	.006	.007	.025	.821	.041
x3z	.021	.024	.094	.859	.039	
x4z	.024	.024	.125	.997	.032	

a. Dependent Variable: Performance of National Referral Hospitals

Findings in Table 4.57 reveals the details of the inclusion of the interactive term in the model. Talent planning was found to be significant ($p < 0.05$, $B = .035$). Talent attraction was found to be significant ($p < 0.05$, $B = .048$), talent retention was found to be significant ($p < 0.05$, $B = .008$), talent development was found to be significant ($p < 0.05$, $B = .249$), HR rules and regulations was found to be significant ($p < 0.05$, $B = .537$), x1z was found to be significant ($p < 0.05$, $B = .038$), x2z was found to be significant ($p < 0.05$, $B = .006$), x3z was found to be significant ($p < 0.05$, $B = .021$) and x4z was also found to be significant ($p < 0.05$, $B = .024$).

The regression model obtained from the moderated effect of HR rules and regulations was;

$$P = 0.326 + 0.035TP + 0.048TA + 0.08TR + 0.249TD + 0.537HRR + 0.038TP * Z + 0.006TA * Z + 0.021TR * Z + 0.024TD * Z$$

4.9.7 Summary of the Hypotheses Testing

The hypotheses testing results are summarized in Table 4.58.

Table 4. 58: Hypothesis Testing Results

Hypothesis	Beta Value	t-value	P-value	Decision
H₀₁: Talent planning has no significant influence on the performance of national referral hospitals in Kenya.	$\beta = 0.685$	$t=15.739$	$0.000<0.05$	Reject H ₀₁ Accept H _{a1}
H₀₂: Talent attraction has no significant influence on the performance of national referral hospitals in Kenya.	$\beta = 0.517$	$t=11.429$	$0.000<0.05$	Reject H ₀₂ Accept H _{a2}
H₀₃: Talent development has no significant influence on the performance of national referral hospitals in Kenya.	$\beta = 0.755$	$t=20.393$	$0.000<0.05$	Reject H ₀₃ Accept H _{a3}
H₀₄: Talent retention has no significant influence on the performance of national referral hospitals in Kenya.	$\beta = 0.470$	$t = 7.042$	$0.000<0.05$	Reject H ₀₄ Accept H _{a4}
H₀₅: HR rules and regulations has no significant moderating effect on the influence of talent management practices on the performance of national referral hospitals in Kenya.	$\beta = 0.537$	$t = 6.651$	$0.000<0.05$	Reject H ₀₅ Accept H _{a5}

4.9.8 Optimal Model

According to the findings of this study, all the variables had a significant and positive influence on the performance of national referral hospitals in Kenya. The optimal model is therefore:

$$Y = 0.526 + 0.483X3 + 0.147X4 + 0.134X1 + 0.114X2$$

To determine the hierarchy of influence and contribution of the independent variables to dependent variable, the optimal model was drawn as shown in figure 4.7. The variables were arranged in order of significance as follows; talent development, talent retention, talent planning and lastly talent attraction.

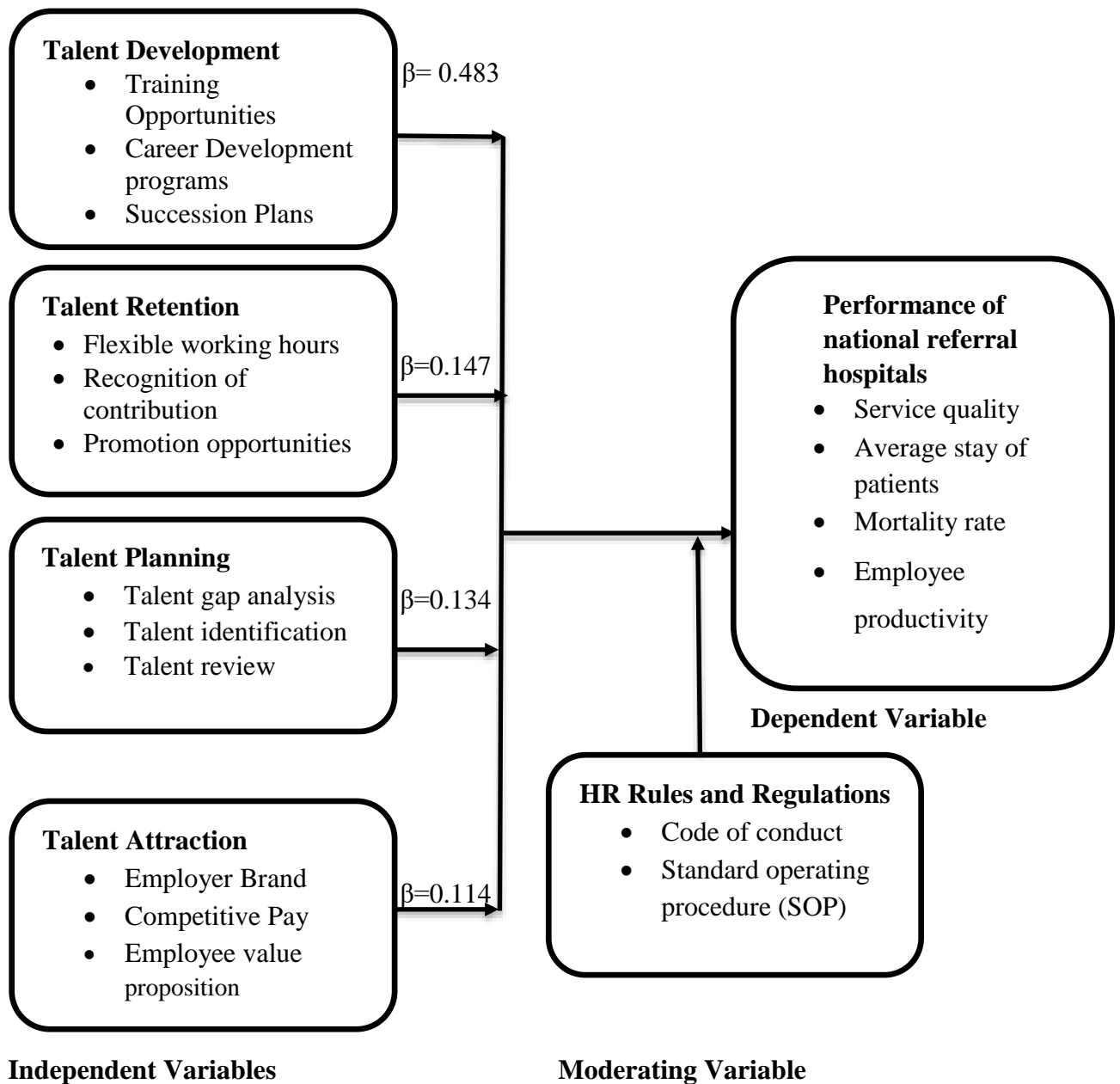


Figure 4. 11: Revised Conceptual Framework

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents an overview of the critical findings of the study, conclusions, and recommendations that are aligned to the specific objectives of the study. This chapter further gives recommendations on the area of further study that are considered essential for the extension of the research.

5.2 Summary of Major Findings

The general objective of the study was to investigate the influence of talent management practices on the performance of national referral hospitals in Kenya. Particular, the study sought to evaluate the influence of talent planning on the performance of national referral hospitals in Kenya, to assess the influence of talent attraction on the performance of national referral hospitals in Kenya, to determine the influence of talent development on the performance of national referral hospitals in Kenya, to establish the influence of talent retention on the performance of national referral hospitals in Kenya and finally, to examine the moderating effect of HR rules and regulations on the influence of talent management practices on the performance of national referral hospitals in Kenya.

5.2.1 Influence of Talent Planning on Performance of National Referral Hospitals in Kenya

The first objective of the study was to determine the influence of talent planning on the performance of national referral hospitals in Kenya. Talent planning encompasses how an organization plans for having the talent it needs in critical positions both currently and in the future. Based on the descriptive findings, majority of the respondents revealed that their hospitals have embraced talent planning, whereby they have a strategic plan that guides on proper talent planning. Further, it was noted that jobs and roles are clearly defined for the staff. In addition, the respondents noted that they have the right people in the right place and they carry out skills gap analysis to determine talent needs in the

organization. Critical positions are also identified so that they can better prioritize their resources and establish plans to exploit their most valuable assets while also filling talent gaps. However, descriptive results revealed that most of these hospitals do not engage in talent review. Also, majority of respondents did not support the statement that talent inventory analysis is carried out on frequent basis.

Correlation analysis showed that talent planning and performance of national referral hospitals are positively and significantly associated. Regression analysis indicated that talent planning has a positive and significant influence on performance of national referral hospitals in Kenya. The hypothesis results indicated that there is a positive significant relationship between talent planning and performance of national referral hospitals in Kenya. Based on the regression results, the null hypothesis that talent planning has no significant influence on the performance of national referral hospitals in Kenya was rejected.

5.2.2 Influence of Talent Attraction on Performance of National Referral Hospitals in Kenya

The second objective of the study was to determine the influence of talent attraction on the performance of national referral hospitals in Kenya. Descriptive results revealed that national referrals hospitals in kenya strive to maintain good image so as to attract talented workforce. Further, majority of the respondents noted that they feel highly valued and appreciated by their employer and therefore they're happy and satisfied working in their current organization. In addition, they noted that their hospitals create good organizational climate in order to attract the right talents. However, not many of the respondents agreed that national referral hospitals have programmes that support work-life balance.

Correlation analysis showed that talent attraction and performance of national referral hospitals are positively and significantly associated. Regression analysis indicated that talent attraction has a positive and significant influence on performance of national referral hospitals. The hypothesis results indicated that there is a positive significant relationship

between talent planning and performance of national referral hospitals in Kenya hence the null hypothesis was rejected.

5.2.3 Influence of Talent Development on Performance of National Referral Hospitals in Kenya

The third objective of the study was to determine the influence of talent development on the performance of national referral hospitals in Kenya. Based on the descriptive findings, majority of the respondents noted that the HR department is responsive to employees training and development needs. Further, the results indicate that national referral hospitals encourage employees to develop new ideas and discover new ways for doing things and solving problems. In addition, they also allow employees learn autonomously to improve their performance. Majority of the respondents also agreed that their hospital identifies and prepares suitable high potential employees to replace key players within the organization.

Correlation analysis showed that talent development and performance of national referral hospitals are positively and significantly associated. Regression analysis indicated that talent development has a positive and significant influence on performance of national referral hospitals. The hypothesis results indicated that there is a positive significant relationship between talent development and performance of national referral hospitals in Kenya.

5.2.4 Influence of Talent Retention on Performance of National Referral Hospitals in Kenya

The fourth objective of the study was to examine the influence of talent retention on the performance of national referral hospitals in Kenya. Based on the study findings, it was established that majority of respondents acknowledged that their hospitals have good working conditions that have enabled them retain the right talents. The hospitals also have open line of communication where feedback is given to employees on time. Further, they also noted that their hospitals have flexible work arrangements and staff engagement

policy and programmes. However, not many of the respondents agreed that their hospital ensures employees are satisfied and motivated all the time.

The correlation results indicated that talent retention had a positive and significant association with performance of national referral hospitals. The regression results revealed that separately and when combined with other talent management practices, talent retention had a positive and statistically moderate influence on performance of national referral hospitals. Based on the regression results, the null hypothesis that talent retention has no influence on the performance of national referral hospitals in Kenya was rejected.

5.2.5 The Moderating Effect of HR Rules and Regulations on the Relationship between Talent Management Practices and Performance of National Referral Hospitals in Kenya.

The fifth objective of the study was to establish the moderating effect of HR rules and regulations on the influence of talent management practices on the performance of national referral hospitals in Kenya. HR rules and regulations impact on employees' job performance whereby it creates consciousness in employees towards the need to reach business goals in the best possible and ethical manner and hence it is important for organization to have formal, documented rules and regulations. From the literature reviewed, scholars contend that rules and regulations guide every action and activity undertaken by an organisation and form the roadmap to be followed by all individuals in every department and they should not only be formulated but but also communicated, evaluated and monitored to ensure compliance. Based on the descriptive results, national referral hospitals have HR rules and regulations that clarifies work expectations and standards to be achieved by employees. Their policy also guides in acquisition of the right talents. Further, majority of the respondents also noted that there is adherence to ethical standard in delivering services in their hospitals. They also agreed that their HR rules and regulations ensure that deadlines are met leading to high employee productivity.

Based on the study findings, it was established that talent planning, talent attraction, talent retention, and talent development jointly explain significant variation in performance of

national referral hospitals in Kenya. This regression model was a good fit and indicated to be significant. Upon introduction of the interaction term of moderating factor (HR rules and regulations) the model was still significant inferring that HR rules and regulations significantly moderates the relationship between talent management practices and performance of national referral hospitals in Kenya. The null hypothesis that HR rules and regulations has no significant moderating effect on the influence of talent management practices on the performance of national referral hospitals in Kenya was rejected.

5.3 Conclusions

5.3.1 Influence of Talent Planning on Performance of National Referral Hospitals in Kenya

Based on the findings, the study concluded that talent planning influenced the performance of national referral hospitals in Kenya. The study found that with a proper strategic plan the national referral hospital would be guided on how they would acquire, retain and develop talents. Role clarification is also important as it would ensure that employees are in the right job doing the right thing. Talent planning should be long-term focused and there should be an understanding of what talent is currently in place to be successful in future. The study also identified skill gap analysis as a critical step in talent planning because it helps in understanding the organization's talent needs.

5.3.2 Influence of Talent Attraction on Performance of National Referral Hospitals in Kenya

Regarding talent attraction, the study concluded that talent attraction influenced the performance of national referral hospitals in Kenya. The study revealed that establishing a strong brand image can be one of the most effective ways of attracting the best talents. Based on the findings, it can be concluded that national referral hospitals have created good organizational climate that could attract the best talents. Jobs should also be assigned to employees based on their interest as it would enhance their job satisfaction.

5.3.3 Influence of Talent Development on Performance of National Referral Hospitals in Kenya

On the other hand, the study concluded that talent development influences the performance of national referral hospitals in Kenya. The study revealed that practices such as assigning employees challenging tasks, identifying and preparing suitable high potential candidates, allowing employees to learn autonomously, providing staff with opportunities for growth and development, improving employee talents and aligning their talents with business needs can contribute to organizational performance. Content analysis results indicated that when the employees are equipped with skills and talents that matches their job requirements, they perform their tasks excellently hence improving the overall organizational performance.

5.3.4 Influence of Talent Retention on Performance of National Referral Hospitals in Kenya

In reference to findings on talent retention, the study concluded that talent retention has a significant influence on the performance of national referral hospitals. The health sector is facing major talent shortage and therefore it is critical for national referral hospital to ensure they retain their best performers. Based on the findings, most of national referral hospitals have created good working conditions for their staff, they have also ensured workers feels valued, and appreciated for the valued they bring to the organization as this would enhance their commitment hence high performance and productivity is achieved. Furthermore, the study concludes that it is important to have an open line communication where performance feedback is given to employees on time.

5.3.5 The Moderating Effect of HR Rules and Regulations on the Relationship between Talent Management Practices and the Performance of National Referral Hospitals in Kenya.

Finally, the study concluded that HR rules and regulations had a positive moderating effect on the influence of talent management practices on the performance of national referral hospitals in Kenya. Having clear rules and regulations dictate how things are done in the

organization. It also ensures targets are met within the organization and the right procedures are followed in talent acquisition, retention and development hence improving organizational performance. Having standard operating procedures ensure workflow consistency so that the hospitals can get predictable patient outcomes. The code of conduct enables healthcare workers to maintain the highest ethical standards while also protecting the interests of patients and the healthcare system as a whole.

5.4 Recommendations

5.4.1 Managerial Recommendations

The study recommends that talent planning be regarded as one of the most critical steps in talent management. This is because without a proper plan, the organization may not be able to identify the talents they need. National referral hospitals need to have a formalized process for talent planning in place, as well as a comprehensive and diverse approach to talent planning. Talent strategy should be integrated with overall business strategy, doing so would ensure the organization meets its goals and objectives. National referral hospitals also need to identify the types of talent they need and where they need it, both now and in the future. It is also critical to involve top management in talent planning in order to gain their support; employees must also be engaged in this process. The study found that national referral hospitals rarely conducted talent inventory analyses. It is consequently recommended that they perform frequent talent inventory analysis in order to identify talent gaps and take appropriate measures to address them.

In talent attraction, the management of national referral hospitals need to focus more on offering competitive salary and providing conducive work environment. Top performers need to be appreciated and their efforts recognized as this would make them stay with the organization for long. They also need to recognize and reward their existing best performers, but it's important to identify future potential in addition to current contributions. The study also recommends management of national referral hospitals to place a high value on compensation and benefits policies in order to effectively retain

highly talented individuals since the study has established that talent retention significantly influences organization performance.

The study recommends national referral hospitals to prioritize talent development. This is because it helps in creating high performance culture in the organization. Offering talent development programs to employees also demonstrate their commitment to their employees' growth and development, hence keeping them engaged and appreciated in their roles. Further, providing them talent development opportunities will allow them to take control of how they apply their skills and strengths to their work. As a result, managers should aggressively seek feedback from top performing individuals within their firm to better understand what they can do to help them advance in their careers. In addition, all stakeholders need to be involved in talent development process. Human resources, team managers, and employees should all be in constant communication in order to detect performance gaps, stay up to date on progress, and actively participate in talent development programs.

The healthcare employee retention problem has become a growing epidemic with real-life consequences for patients and the industry at large. One of the HR managers interviewed revealed that their hospital has not put in place proper measures in retaining their talents. The study therefore, recommends the management of national referral hospitals to dedicate extra attention and resources to retaining their top talent so that they can keep them aboard and satisfied. Talented employees want recognition of the value they bring and as such, management of national referral hospitals need to put more effort in recognizing these individuals for their contribution as this would enhance their loyalty and morale. Healthcare professionals frequently endure a demanding schedule, characterized by long and unpredictable working hours. National referral hospitals should therefore consider offering a wide range of scheduling options to better retain them.

More importantly, the management of national referral hospitals need to understand that talent management process needs to have broad ownership not just by HR, but by managers at all levels, including the CEOs. The shortages of staff in healthcare institutions

in Kenya including National referral hospitals has led to the imbalance between demand and talent supply, and this can only be balanced if they decide to make strategic investments in planning, attracting, developing, and retaining their workforce through talent management practices.

5.4.2 Policy Recommendations

The study recommends policy makers to develop sound human resource management policies that prioritize talent management and are unique to their situations and institutions. Line managers should be the 'owners of talent management' since they are responsible for making decisions and investing in talent due to its critical impact on business performance. In order to ensure the alignment of talent management policies and practices, organizations should establish clear strategic objectives, conduct regular reviews and updates of policies, ensure alignment with the company's culture and values, foster open communication, and make decisions based on data and continuously monitor and adjust talent management practices to ensure they align with the organization's overarching goals. There also has to be stakeholder involvement in talent management process whereby once they implement talent management practices the direct stakeholder should be given a clear information about their talents. In order to achieve successful implementation of talent management practices, they need to have clear records of their talented employees indicating the details of individual job roles, their qualifications, their value to the organization and so on. The record needs to be continuously reviewed and updated. They should also conduct regular audits to ensure that talent management programs are fully implemented. Furthermore, results from qualitative analysis revealed that national referral hospitals are underfunded. As a result, the study proposes that the government, through the Ministry of Health, improve funding for national referral referrals to ensure smooth operation. The study findings also revealed that there is inadequate health worker-patient ratio in national referral hospitals and therefore, ministry of health should hire more health workers to achieve an acceptable ratio.

5.4.3 Theoretical Implication

From a theoretical perspective, this study advances the theoretical understanding of talent management. This study considers the management of talent and the strategy used to become an internal source of strength for the organizations. Acquisition of employees who have qualities that are of value, rare, unsubstitutable and inimitable would package the employees as a competitive advantage in line with the RBV theory. The unsubstitutable and inimitable qualities of employees will be realized about the talented employees by ensuring they are comfortable and they feel valued by acknowledging their efforts, rewarding them competitively as well as developing their potentials and skills. This kind of support will not only enhance the performance of National referral hospitals, but also help them achieve sustainable development goals. The study also contributes to the development of empirical research on the influence of talent management practices on the performance of hospitals. The widespread adoption of talent management in the health sector must be followed by an assessment of its effectiveness.

5.4.4 Contribution to New Knowledge

The study is beneficial in terms of knowledge, as it provides more insight, along with previous researches carried out on the importance of talent management practices on organizational performance. Based on the literature reviewed, it was established that talent planning is a limited area of research and has minority representation within TM literature. This study has therefore addressed the existing knowledge gap by incorporating talent planning as one of talent management practices. In addition, the study contributes to the advancement of the TM field by proposing an approach that focuses on top performers who are deemed to be key talents. It is well established that talented individuals are critical to organizational success. The strategic value of talents embedded in individual know-how, actions and collective experiences and expertise suggests that effectively managing the top performing individuals is critical for enhancing organizational performance and competitiveness.

5.5 Areas for Further Research

The qualitative analysis results indicated that there could be other component of talent planning, talent attraction, talent retention, and talent development that may contribute positively to the organization performance therefore this may be the focus of future researchers in this area. Further, while talent management has received considerable attention in the public sector in Kenya, it remains under-researched in the private sector. This study recommends a similar study to be conducted in private sector in Kenya including private hospitals. The variables studied explained 85.9% of the total variation in performance in National referral hospitals. The study recommends further research to be conducted to identify the remaining 14.1% of the variables that influence the performance of National Referral Hospitals in Kenya. The study focused on HR rules and regulations as the moderator, future studies can consider other moderators such as organization characteristics and demographic factors (i.e gender, age, position, qualification) that are expected to have an impact on the research model. The study adopted cross-sectional research design; future studies should therefore employ longitudinal design for gaining in depth knowledge regarding the relationship among the variables.

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APPENDICES

Appendix I: Introduction Letter

Dear Respondent,

I am a Post graduate student at Jomo Kenyatta University of Agriculture and Technology (JKUAT) pursuing a Doctor of Philosophy (PhD) Degree in Human Resource Management. I am carrying out research on “*Influence of talent management practices on the performance of national referral hospitals in Kenya*”. I’m therefore seeking your assistance to fill the questionnaires attached. Kindly answer all the questions. Your responses will be treated with utmost confidentiality and will only be used for the purpose of this study.

To guarantee confidentiality, kindly do not indicate your name on this form. Your cooperation is highly appreciated.

Yours Faithfully,

Hirbe Sole Malle

Appendix II: Questionnaire

The questionnaire below is meant for collection of data for academic purposes. The study intends to investigate the influence of talent management practices on the performance of national referral hospitals in Kenya. Please tick or fill in the blank spaces as required. Your contribution will contribute greatly to the development of this study. Thank you

PART A

Background Information

1. Name of the Hospital?

.....

2. Your Position (Title).....

Your Department.....

3. How long have you been working with this organization?

Less than 1 year 1 - 3 years 4 - 6 years 7 - 9 years 10 and above

Part B: Talent management practices

Section 1: Talent planning

To what extent do you agree with the following statements relating to influence of talent planning on the performance of national referral hospitals in Kenya?

(Use the scale: 1= strongly disagree, 2=disagree, 3= Neither agree nor disagree, 4= agree, 5= Strongly agree)

No	Statements	1	2	3	4	5
1.	My organizations has a strategic plan that outlines how the organization acquires, retains and develops talents					
2.	In my hospital critical positions are identified according to business strategy					
3.	Skill gap analysis is carried out in my organization					
4.	Jobs and roles are clearly described for staff in my department					
5.	Jobs are assigned according to one's qualification in my department					
6.	Workforce planning in my hospital is long-term focused and there is an understanding of what talent is currently in place to be successful in future					
7.	Talent identification is done across department in my organization					
8.	There is frequent talent review in my hospital					
9.	Talent plan is formal, well documented and shared with all employees in my hospital					
10.	Talent inventory analysis is done on frequent basis in my hospital					

In your opinion, how else does talent planning influence your organization's performance?

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Section 2: Talent Attraction

To what extent do you agree with the following statements relating to influence of talent attraction on the performance of national referral hospitals in Kenya?

(Use the scale: 1= strongly disagree, 2=disagree, 3= Neither agree nor disagree, 4= agree, 5= Strongly agree)

No	Statements	1	2	3	4	5
1.	Our organization has recruitment and selection practices that attracts the best talent					
2.	My organization strives to build a good brand image to attract talented employees					
3.	The Employment Brand is strong and compelling among prospective employees in my hospital					
4.	Staff in my hospital are offered attractive salaries that are commensurate to the level of competence, skills, knowledge and experience					
5.	My organization has competitive compensation system in comparison to other organizations in the same industry					
6.	My hospital is actively involved in communication and implementation of employer branding					
7.	I am happy and satisfied working in my current organization					
8.	The hospital ensures good organizational climate in order to attract the right talents					
9.	The job i am assigned is aligned with my interest					
10.	I feel highly valued and appreciated by my employer					

In your opinion, how else does talent attraction influence your organization’s performance?

.....

.....

.....

Section 3: Talent Retention

To what extent do you agree with the following statements relating to influence of talent retention on the performance of national referral hospitals in Kenya?

(Use the scale: 1= strongly disagree, 2=disagree, 3= Neither agree nor disagree, 4= agree, 5= Strongly agree)

No	Statements	1	2	3	4	5
1.	My organization's good working condition has enabled it to retain the right talents.					
2.	My organization’s flexible working hours is a motivating factor to employees in my organization					
3.	The hospital has established programmes that support work-life balance for staff in my department					
4.	Employee appreciation for better performance in my hospital is excellent					
5.	My hospital ensures employees are satisfied and motivated all the time					
6.	In my hospital there is open line of communication and feedback is given to employees on time.					
7.	My organization shows appreciation to employees through its policy of promoting from within					
8.	This hospital has a clear promotion policy					
9.	My organization provides employees with promotional opportunity					
10.	There is good workplace relationships guided by the organization policies					

In your opinion, how else does talent retention influence your organization’s performance?.....

Section 4: Talent Development

To what extent do you agree with the following statements relating to influence of talent development on the performance of national referral hospitals in Kenya? Please record your answer by ticking in the spaces provided, by the scale indicator (Use the scale: 1= strongly disagree, 2=disagree, 3= Neither agree nor disagree, 4= agree, 5= Strongly agree)

No	Statements	1	2	3	4	5
1.	The HR department is responsive to employees training and development needs					
2.	The organization identifies potential talent and develops staffs at the senior and middle level.					
3.	My hospital improves their employee talents and aligns their talents with the needs for the business at the current position.					
4.	The hospital actively creates opportunities for employee to participate in challenging assignments					
5.	Staff in my department are provided with opportunities for growth and development					
6.	My hospital identifies and prepares suitable high potential employees to replace key players within the organization as their terms expire					
7.	The organization always plans on employee career growth and progression					
8.	My organization has in house development programmes to develop its employees					
9.	Employees learn autonomously to improve their performance					
10.	The organization encourages employees to develop new ideas and discover new ways of doing things and solving problems					

In your opinion, how else does talent development influence your organization's performance?

.....

.....

Section 5: Rating the influence of HR rules and regulations on the performance of national referral hospitals in Kenya

To what extent do you agree with the following statement relating the influence of HR rules and regulations on the performance of national referral hospitals in Kenya? Please record your answer by ticking in the spaces provided, by the scale indicator (Use the scale: 1= strongly disagree, 2=disagree, 3= Neither agree nor disagree, 4= agree, 5= Strongly agree)

S/NO	Statement	1	2	3	4	5
1.	Our standard operating procedures (SOPs) clarify work expectations and standards to be achieved by employees					
2.	SOPs quality control processes ensure that deadlines are met leading to quality service					
3.	SOPs outline structured quality systems and processes that contribute towards employee productivity					
4.	SOPs quality assurance processes supports frequent talent reviews for improved performance					
5.	Our SOPs help prevent errors from happening resulting to better patient outcomes					
6.	My organization’s code of conduct ensures employees adhere to ethical standards in delivering services					
7.	Our corporate values as set out in the code of conduct encourages innovativeness and creativity enhancing service delivery					
8.	Our code of conduct clearly sets out social norms, regulations and responsibility for each employee fostering a performance culture					
9.	Observance of ethical conduct and integrity in the workplace helps uplift employee’s morale hence boosting performance					
10.	There are clearly stated guidelines for appropriate behaviour in my organization					

Any other comments related to the influence of HR rules and regulations on the performance of national referral hospitals in Kenya?

.....

.....

.....

Section 6: Organizational Performance

a) To what extent do you agree with the following statement relating to the performance of national referral hospitals in Kenya? Please record your answer by ticking in the spaces provided, by the scale indicator (Use the scale: 1= strongly disagree, 2=disagree, 3= Neither agree nor disagree, 4= agree, 5= Strongly agree)

S/NO	Statement	1	2	3	4	5
1.	The hospital has high rate of in/out patient flow due to outstanding service delivery					
2.	Most of our customers are satisfied with the services offered by the health facility					
3.	Hospital’s equipment and systems are well maintained to avoid unnecessary delay in service delivery resulting from breakdown					
4.	There is improved operational efficiency in all sections of the health facility					
5.	Services in my hospital are delivered promptly without delay					
6.	My hospital undertakes patients follow up					
7.	There is adequate health worker patient ratio in my hospital					
8.	Our clients take the shortest time possible to be served					
9.	Services in my hospital are accessible all the time					
10.	The quality of work provided by the employees in this hospital is exceptional					

b) Kindly tick from the scale provided the rate of increase of performance in your organization occasioned by talent management practices.

- a) Talent planning 1-25% 26-50% 51-75% 76-100%
- b) Talent attraction 1-25% 26-50% 51-75% 76-100%
- c) Talent retention 1-25% 26-50% 51-75% 76-100%
- d) Talent development 1-25% 26-50% 51-75% 76-100%

How else do you think you can improve the performance of your organization?

.....

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.....

Appendix III: Document Analysis Guide

Performance of National Referral Hospitals	Description	Period				
		2017	2018	2019	2020	2021
Rates of absenteeism	Proportion of days that employees were absent from work					
Mortality rate	Number of deaths per 1000 reported cases in the hospital					
Customer satisfaction rate	Customer satisfaction rate for the years indicated					
Average stay of patients(days)	The average number of days patients stayed in hospital for the specified period					
Employee turnover rate	Percentage of employees who left the hospital for the specified period					

Appendix IV: Interview Guide

Instruction: To be answered by the HR managers of the hospital.

1. Does your organization's top management participate in Talent Management initiatives/programs? What role do they play? What Talent Management activities do they usually participate in?
2. How does your organization define key positions? Are these key positions given special attention in your TM planning process? If so, why?
3. Does your organization carry out talent planning? If so, what does it involve?
4. What measures have the hospital put in place to attract the best talents? How does talent attraction translate to organizational performance?
5. What measures have the hospital put in place to retain its best people? How does retention translate to organizational performance?
6. What are some of talent development programmes adopted by your hospital? How does talent development translate to organizational performance?
7. Do you think your Talent Management process has any effect on your organization's performance? If so, explain.
8. How do you evaluate the results of the talent management program in your organization?
9. How does your organization measure Talent Management outcomes? If you would like to evaluate your Talent Management result, what criteria have you been using or would like to use?
10. Suggest ways of enhancing the performance of your organization.

THANK YOU FOR YOUR TIME

Appendix V: List of National Referral Hospitals in Kenya

S/NO.	National Referral hospitals in Kenya
1.	Kenyatta National Hospital
2.	Moi Teaching and Referral Hospital
3.	Mathari National Teaching and Referral Hospital
4.	National Spinal Injury Referral Hospital
5.	Othaya National Teaching and Referral Hospital
6.	Kenyatta University Teaching, Referral & Research Hospital

(MOH, 2020)

Appendix VI: Letter of Introduction by University



**JOMO KENYATTA UNIVERSITY
OF
AGRICULTURE AND TECHNOLOGY**

**DEPARTMENT OF ENTREPRENEURSHIP, TECHNOLOGY, LEADERSHIP AND
MANAGEMENT**

Email: etlm@jkuat.ac.ke

OFFICE OF THE CHAIRPERSON
P. O. BOX 62000
NAIROBI

Ref: JKU/SOBE-ETLM/HD412-2810/2017

Wednesday, 02 June 2021

TO WHOM IT MAY CONCERN

Dear Sir/Madam

RE: INTRODUCTION LETTER FOR: MALLE HIRBE SOLE

This is to introduce to you Ms. Malle who is a student pursuing PhD in Human Resource Management in the Department of Entrepreneurship, Technology, Leadership and Management in the School of Business and Entrepreneurship at Jomo Kenyatta University of Agriculture and Technology.

The student is currently preparing topic on: "Influence of Talent Management Practices on the Performance of National Referral Hospitals in Kenya," in partial fulfilment of the requirement for the programme.

The purpose of this letter is to request you to give the student the necessary support and assistance to enable her complete her PhD. Studies.

Yours faithfully


Jane Gathanya, PhD
COD-ETLM




JKUAT is ISO 9001:2015 and ISO 14001:2015 Certified
Setting Trends in Higher Education, Research, Innovation and Entrepreneurship




Appendix VII: Research Permit


REPUBLIC OF KENYA


NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 424748 Date of Issue: 22/June/2022

RESEARCH LICENSE




This is to Certify that Ms., Hirbe Sole Malle of Jomo Kenyatta University of Agriculture and Technology, has been licensed to conduct research in Kiambu, Nairobi, Uasin-Gishu on the topic: INFLUENCE OF TALENT MANAGEMENT PRACTICES ON THE PERFORMANCE OF NATIONAL REFERRAL HOSPITALS IN KENYA for the period ending : 22/June/2023.

License No: NACOSTI/P/22/18467

424748
Applicant Identification Number


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NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION

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KENYATTA UNIVERSITY
TEACHING, REFERRAL & RESEARCH HOSPITAL (KUTRRH)
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Ref.: KUTRRH/CEO-RCT/CB1/F23/VOL.I/110

Date: 25th March, 2022

Hirbe Sole Malle,
Jomo Kenyatta University of Agriculture and Technology
P.O. Box 62000, 00200 Nairobi, Kenya

Dear Hirbe,

RE: LETTER OF SUPPORT TO CONDUCT A PILOT STUDY WITHIN KUTRRH.

This is in response to the request you submitted to Kenyatta University Teaching, Referral & Research Hospital (KUTRRH), Research & Clinical Trials Division to carry out a pilot study titled: "Influence of talent management practices on the performance of National Referral Hospitals in Kenya." The Clinical Research Support Committee has evaluated the research proposal and on the basis of their report, this is to inform you that the said pilot study is approved by the Hospital CEO to be conducted at KUTRRH.

In addition to your research team, the Committee has nominated the following researcher to take part in the pilot study:- *Idah Kinya- Research Officer*

Kindly note that you have to get the necessary regulatory approvals before starting the research. Copies of the approval certificate(s) and the approved research protocol should be submitted to the KUTRRH Research & Clinical Trials Division for record-keeping.

KUTRRH will accord you and your research team the necessary support to conduct your pilot study whose results will be paramount to further enhance our ability to manage our patients based on the current evidence.

Upon completion of your study, you are expected to submit a copy of the research report and share your findings with KUTRRH.

We wish you the very best as you conduct the pilot study.

Yours sincerely,

Rwanga
For Dr. VICTOR NJOM
Ag. CHIEF EXECUTIVE OFFICER - KUTRRH

Copy to: Chairperson, KUTRRH Board of Directors (KUTRRH)
Director Training, Research and Innovation
Deputy Director Research and Clinical Trials



MTRH/MU-INSTITUTIONAL RESEARCH AND ETHICS COMMITTEE (IREC)

MOI TEACHING AND REFERRAL HOSPITAL
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ELDORET
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MOI UNIVERSITY
COLLEGE OF HEALTH SCIENCES
P.O. BOX 4506
ELDORET
Tel: 33471/2/3
15th September, 2022

Reference: IREC/241/2022
Approval Number: 0004252

Hirbe Sole Malle,
Jomo Kenyatta University,
School of Business & Entrepreneurship,
P.O. Box-62000-00200,
NAIROBI-KENYA.

Dear Ms. Malle,

INFLUENCE OF TALENT MANAGEMENT PRACTICES ON THE PERFORMANCE OF NATIONAL REFERRAL HOSPITALS IN KENYA: THE MODERATING ROLE OF ORGANIZATIONAL POLICY

This is to inform you that **MTRH/MU-IREC** has reviewed and approved the above referenced research proposal. Your application approval number is **FAN: 0004252**. The approval period is **15th September, 2022- 14th September, 2023**.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including (informed consents, study instruments, Material Transfer Agreements (MTA) will be used.
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by **MTRH/MU-IREC**.
- iii. Death and life threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **MTRH/MU-IREC** within 72 hours of notification.
- iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to **MTRH/MU-IREC** within 72 hours.
- v. Clearance for export of biological specimens must be obtained from **MOH at the recommendation of NACOSTI** for each batch of shipment.
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days upon completion of the study to **MTRH/ MU-IREC**.

Prior to commencing your study; you will be required to obtain a research license from the National Commission for Science, Technology and Innovation (NACOSTI) <https://oris.nacosti.go.ke> and other relevant clearances from study sites including a written approval from the CEO-MTRH which is mandatory for studies to be undertaken within the jurisdiction of Moi Teaching & Referral Hospital (MTRH) and its satellites sites.

Sincerely,

PROF. E. WERE
CHAIRMAN



INSTITUTIONAL RESEARCH AND ETHICS COMMITTEE

cc	CEO	-	MTRH	Dean	-	SOP	Dean	-	SOM
	Principal	-	CHS	Dean	-	SON	Dean	-	SOD



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Ref: KNH-ERC/A/435

1st November, 2022

Hirbe Sole Malle
Reg. No HDE412-4810/2017
PhD Candidate
Dept. of Entrepreneurship, Technology, Leadership & Management
School of Business & Entrepreneurship
J.K.U.A.T



Dear Hirbe,

RESEARCH PROPOSAL: INFLUENCE OF TALENT MANAGEMENT PRACTICES ON THE PERFORMANCE OF NATIONAL REFERRAL HOSPITALS IN KENYA (P577/06/2022)

This is to inform you that KNH-UoN ERC has reviewed and approved your above research proposal. Your application approval number is **P577/06/2022**. The approval period is 1st November 2022 – 31st October 2023.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including (informed consents, study instruments, MTA) will be used.
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by KNH-UoN ERC.
- iii. Death and life threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to KNH-UoN ERC 72 hours of notification.
- iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to KNH-UoN ERC within 72 hours.
- v. Clearance for export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days upon completion of the study to KNH-UoN ERC.

Protect to discover

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,



DR. BEATRICE K.M. AMUGUNE
SECRETARY, KNH-UoN ERC

c.c. The Dean, Faculty of Health Sciences, UoN
The Senior Director, CS, KNH
The Assistant Director, Health Information Dept., KNH
The Chairperson, KNH- UoN ERC
The Chair, Dept. of Entrepreneurship, Technology, Leadership & Management, JKUAT
Supervisors: Dr. Esther Waiganjo, School of Business& Entrepreneurship, JKUAT
Dr. Mbithi Mutua, School of Business& Entrepreneurship, JKUAT

MATHARI HOSPITAL

CLEARANCE TO UNDERTAKE RESEARCH IN MATHARI HOSPITAL

TO: H.O.D. / DEPUTIES Dates 23/8/2022

This is to inform you that (name/no. of students)

HIRBE MALLE

From (Name of training institution)

JBUAT

Has/have been cleared by the office of the Medical Superintendent to undertake research at Mathari hospital from 23/8/2022 to 23/9/2022

Please accord them/him/her the necessary support.

DECLARATION

I, Hirbe malle Commit myself to bring back a final copy of the research to Mathari National Teaching and Referral Hospital.

Name:.

Hirbe malle

In-Charge C.M.E.D.

