



INFLUENCE OF TALENT MANAGEMENT PRACTICES ON EMPLOYEE RETENTION IN THE TELECOMMUNICATION INDUSTRY IN KENYA

¹Dorcas HabukoRandu, ²Dr. Damaris GesareMonari, PhD, ³Dr. Anwar Hood Ahmed, PhD

¹Student, Master of Business Administration (HRM Option), Department of Business Administration, Technical University of Mombasa

Email: dorcasrandu@gmail.com

²Dr. Damaris GesareMonari, Lecturer, Department of Business Administration, Technical University of Mombasa

³Dr. Anwar Hood Ahmed, PhD, Lecturer, Department of Management Science, Technical University of Mombasa

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ABSTRACT

Talent management is the process of managing the ability, competency and power within an organization. It also involves the embracement of talent practices such as career development, training and development, working environment, reward system and managerial support. The study sought to examine the influence of talent management practice on employee retention in the telecommunication industry in Mombasa County in Kenya. The study aimed at investigating how competency mapping, reward management, succession planning, training and development influence employee retention in the telecommunication industry in Kenya. The study used Talent DNA Model, Person-Environment theory, Equity Theory and human capital theory to analyze the foundations of talent management. Empirical review was also analyzed in relation to other previously done studies. Research gaps and critique of the relevant studies was done to determine areas of further studies to be carried out. The study used descriptive research design to analyze the situational perspective on talent management. The sample of 104 employees was calculated using Slovincs formula from a total target population of 140 employees from the telecommunication industry in Kenya. Questionnaire was the main instrument for data collection

on which the questions in the questionnaire was structured in the Likert scale method. Regression was used to analyze the data statistically to show the relationship between the dependent and the independent variables. The collected data was entered into the Statistical Program for Social Sciences (SPSS version 24.0) and multiple regression analysis was conducted to analyze and test the hypotheses. By use of Pearson's correlation, employee retention was positively related to competency mapping, reward management and succession planning. Results also indicated positive relationship between employee retention and training and development. Regression model revealed significant effect and negative relationships among competency mapping, reward management and succession. Meanwhile, there was positive and significant relationship between training and development and employee retention. Finally, it was concluded that training and development and reward management are very crucial to employee retention. Telecommunication industry should develop policies to promote reward management and training and development in order to enhance employee retention and recommended that telecommunication industry should enact policies that promote talent management practice which will in turn promote employee retention.

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CHAPTER ONE

1 INTRODUCTION

1.1 Statement of the Problem

Currently employee retention is one of the major challenge facing firms both in the public and private sector (Chew, 2014). The increasing importance of talent Management in the current competitive business world has necessitated a need to focus on managing talent for enhancement of competitive advantage in many organizations. However proper management of these talents pose to be a great challenge to all organizations in all sectors as they compete for the same pool of talent or resources from the same organization (Kaangwria, 2014). According to Kenya National Bureau of Statistic (2012) at least 20% of employee leave their organization, this severe drain of talents from organization has not spared the telecommunication sector. The high rate of employee turnover in these organizations can be attributed to the fact that many Managers have not embraced talent Management strategies in their organizations in order to retain the talents in their organizations.

The primary goal of employee retention is to prevent loss of talented employees as these could lead to loss of recruitment cost and training cost of the new employees (Ngetheet al., 2014). According to Annual Report Safaricom has experienced a staff turnover of approximately 6.0 % (Safaricom Annual Report, 2016), 20% Airtel (Udembo, 2013) and 35% in Telkom Kenya (Muteti, 2013).

Several studies have been done on talent management practice like job satisfaction and productivity of employees in life insurance Corporation in India revealed that employers should offer competitive remuneration to its employees, use of frequent two-way communication, providing growth opportunities and understanding employee needs (Mini & Dixit, 2014).

Korateng (2014) conducted a study on talent management as a tool for employee retention in non-banking financial institutions in Nigeria. The study revealed the adoption of major talent management practice including motivation, regular training and development of employees. Similarly, Syallow (2018) did a study on the role of organizational communication on employee job satisfaction in Telecommunication Industry in Kenya. The findings were that many a majority of employee at the telecommunication Industry in Kenya were aware of what organizational communication entails, however the study was limited to how organizational communication Impact on Job satisfaction in telecommunication Industry and not talent Management.

Thiriku (2016) studied effect of talent Management strategies on employee retention among private firms in Kenya. The case of Data center limited in Kenya, whileChepkwony (2014) studied the link between talent management, succession planning and corporate strategy among commercial Banks while Ndolo, Idua and Uzel(2017) studied talent management practices in commercial based state corporations.

These studies failed to relate talent management practice to employee retention in the telecommunication Industry specifically Safaricom, Telkom and Airtel. This study therefore

sought to fill this gap by evaluating the influence of Talent Management Practice on employee retention in the telecommunication industry in Mombasa County.

1.2 Objectives of the Study

- i. To determine how competency mapping influences employee retention in the telecommunication industry in Mombasa County in Kenya.
- ii. To assess how reward management influences employee retention in the telecommunication industry in Mombasa County in Kenya.
- iii. To determine how training and development influence employee retention in the telecommunication industry in Mombasa County in Kenya.
- iv. To evaluate how succession planning influence employee retention in the telecommunication industry in Mombasa County in Kenya.

1.3 Scope of the Study

The study focused on the influence of talent management practices on employee retention in telecommunication industry in Mombasa County in Kenya, it specifically focused on the following objectives; to determine how competency mapping, reward management, succession planning and training and development influence employee retention at Safaricom, Telkom and Airtel limited companies. The respondents of the study were the top level, middle level and lower level management employees of the three entities. The study was conducted during the month of June to July 2019.

1.4 Limitations of Study

In generalizing the results of this study, it is critical to note some limitations. This study was limited to four talent management practices. However, these might not be only talent management practices as there are more practices that could affect employee retention. Further, the generalizability of the findings of these studies is only limited to the three firms included in the study. The findings of this study might therefore differ if the study is carried out in other firms in other industries involving different categories of employees.

2 LITERATURE REVIEW

2.1 Theoretical Framework

Theoretical framework discusses theories on relationship between talent management and employee retention. A theory is a formal set of ideas intended to explain something that has been repeated tested and confirmed through observation and experiments (Zima & Peter, 2015). The researcher majored on four theories namely; Talent DNA Model, Equity theory, Person – Environment theory and Human capital theory.

2.1.1 Talent DNA Model

Organization create competencies, set and communicate standards and identify competencies required to deliver future work; they assess individuals and teams and assess people on how well they meet standards; they invest in talent improvement; and they follow up, track competence by using measures to track how well individuals are developing their skills and how well the organization develops its talent bench(Heinen& O'Neill, 2014). Moreover, organization strengthen employee commitments by understanding that "commitment" means that employees are willing to give their discretionary energy to the organization's success, which is considered as an employee value proposition (Lewis & Heckman, 2015). Creating the company's own

definition of skills ensures that it translates exactly what organization aims to achieve (Garrow& Hirsh, 2014). As the workplace is becoming diverse and mobile, employee skills is broadening beyond the traditional emphasis on specific work performance.

According to Tansley (2015) some organizations adopt an inclusive approach to training a whole workforce, called work force approach to engagement and improve on the talent development amongst its employees. It is essential that job shifts and production structure be fundamentally aligned because developing large pool of talent produce improvement in the organization (Cappelli, 2014). Therefore, mobility into upward movements will be limited (Nalbantian&Guzzo 2015). Mobility is an advantage considering that consistently growing and developing employees would result a large leadership bench that first has become an expensive inventory who can walk out of door because they do not wait sitting on the bench then employees' motivation to reach higher positions would diminish (Cappelli 2014). Hence, lateral moves with new and challenging tasks in different country, contribute to retain those overachievers who lead the company to a sustained competitive advantage.

Ruona (2014) has shown that despite the fact that high potential workers have an expectation that they could be often faced with new challenges, some skills are compatible with new environment and other are more difficult. Five types of human capital shape the mobility or "portability" of employees and they range from most portable to least, which means those skills that fit with the new company or not (Ulrich, 2014).According to Groysberg, Santa& Abrahams (2015), there are specific skills that are specific to knowledge of the organization's rules and procedures which the Talent DNA model tends to address. Consequently, companies have to ponder the kind of mobility to be performed and for whom, and then the size of skill gap is needed (Nalbantian&Guzzo, 2015). Besides, managers should not only focus whether performance in the new role is portable but rather on how much performance is portable and in which position it fits (Nalbantian&Guzzo 2015). Thus, the Talent DNA model will help in illustrating the skill gap of the employees and how the organization can create and improve on the competencies of their employees, thus the theory is anchored to competency mapping.

2.1.2 Equity Theory

Equity theory is concerned with the perception people have about how they are being treated compared to others. To be treated equitably is to be treated fairly in comparison with another group of people. Equity involves feeling and perceptions and is always a comparative process (Regan, 2015).

Equity theory posits that people will be better motivated if they are treated equitably and demotivated if they are treated inequitably in terms of the inputs and output, they receive from the organization. The bottom line of this theory is that the higher the degree the employee perceiving state of fairness, the more they are motivated to perform and the levels of commitment, hard work increases thus enhancing employee retention (Connolly, 2012). The belief in equity theory is that people value fair treatment which causes them to be motivated, employees who perceive themselves as being in an inequitable situation will seek to reduce the inequity by distorting inputs/ outputs in their own minds or by directly altering inputs/outputs or by leaving the organization (Spector, 2014).

Equity theory also postulates that employees make comparison to determine the level of output and input if they are equal, they will believe that their treatment is fair and equitable (Rawls,

2014). A state of equilibrium refers to the ratio of one's person outcome to input being equal to the ratio of other person outcome to the input (Gill & Stone, 2014). The importance of equity theory to organization is that for them to motivate employees to be committed and remain loyal to and for long in the organization, it is necessary to ensure a state of equity in the working environment by putting in mechanisms to deal with perceived state of inequity situations which might lead to low employee morale and high employee turnover (Guerrero et al., 2014). In connection to the current study telecommunication organization may enhance employee retention by embracing talent management practices and policies that employee perceive as being fair and equitable. The theory is relevant to the current study as it addresses effect of reward management which lay emphasis on rewards being fair and equitable in accordance to how the organization values its employees. A model developed by Price & Mueller (2013) proposed linkages between turnover and equity. The model explicitly incorporates perception of equity as an exogenous variable that has an impact on turnover through job satisfaction and quit intentions. The model test revealed a significant mediated relationship between pay equity and turnover (Price & Mueller, 2013). Summers and Hendrix (2014) included perceptions of pay equity for comparisons with similar knowledge, skills, and abilities. It was found that equity perceptions had a direct influence on employee retention thus the theory will be used to help understand the equitable and fair reward systems used by the organizations to support employee retention, thus the theory is anchored to reward management.

2.1.3 Person- Environment Theory

Person–environment Theory, (P–E) was postulated by Caplan in 1987 is defined as the degree to which individual and environmental characteristics match. Person characteristics may include an individual's biological or psychological needs, values, goals, abilities, or personality, while environmental characteristics could include intrinsic and extrinsic rewards, demands of a job or role, cultural values, or characteristics of other individuals and collectives in the person's social environment (Caplan, 1987). Due to its important implications in the workplace, person–environment fit has maintained a prominent position in Industrial and organizational psychology and related field (Edwards, 2014). Person–environment fit can be understood as a specific type of person–situation interaction that involves the match between corresponding person and environment dimensions (Caplan, 1987). It is generally assumed that person–environment fit leads to positive outcomes, such as satisfaction, performance, and overall well-being (Juntunen, & Even, 2012).

Velez & Moradi (2014), Person–environment fit has important implications for organizations because it is critical for them to establish and maintain a “good fit” between people and their jobs. Companies use a substantial amount of resources when recruiting new employees, and it is crucial for them to ensure that these new hires will align with the environment they are thrust into. Furthermore, it has been theorized that person–environment fit can mediate the relation of group-specific workplace experiences with job outcomes

There are few studies that have taken upon the task of trying to synthesize the different types of fit in order to draw significant conclusions about the true impact of fit on individual-level outcomes. However, some progress has been made, but most of the existing reviews have been non-quantitative, undifferentiated between various types of fit, or focused solely on single types of person–environment fit (Kristof-Brown & Guay, 2014).

Person–environment fit has been linked to a number of affective outcomes, including job satisfaction, organizational commitment, and intent to quit. Among which, job satisfaction is the attitude most strongly predicted by person–job fit (Piasentin& Chapman, 2014). Stress has also been demonstrated as a consequence of poor person–environment fit, especially in the absence of the complementary fit dimension (Muchinsky& Monahan, 2015).

Training and development on the job can be used to update or enhance skills or knowledge so employees are more in tune with the requirements and demands of their jobs, or to prepare them to make the transition into new ones. Training and development can be used as a socialization method, or as a way of making the employee aware of the organization’s desired values, which would aid in increasing person–organization fit. This theory is linked to training and development.

2.1.4 Human capital Theory

Fitz-enj (2010) defines human capital as the traits one brings to the job: intelligence, fulfilling work energy, a positive attitude, reliability and commitment, thus Human capital theory concentrates on the direct economic effects of human capital investments to the growth of any organization. Companies must work on strategies that increase the value they obtain from its employees.

Ramlall (2004) further explains that human capital theory includes the length of service in the organization. It defines an employee’s job knowledge in a particular area of operation. The intellectual capital is the knowledge, skills and attributes of each employee in the organization and the willingness to work hard. The intention to stay in the organization comes up from the willingness to work hard in the job. Farley(2005) agreed with this theory when he stated that in the years ahead organization will need to create an intellectual capital environment where transmission of knowledge continues to take place throughout the structure, otherwise organization will lose important individuals ‘knowledge that has been developed through length of service. The human capital theory emphasizes the need to invest in people as a means to generate worthwhile returns. Barney (2009) also proposed that sustainable competitive advantage is attained when a firm has the human resource pool that cannot be imitated or substituted by its competitors.

An organization loses a lot of its financial resource when its employees leave the organization this is significant economic impact especially also considering the knowledge lost with employees’ departure. Human capital theory stresses that people possess skills, knowledge that make them have an economic value for the organization (Dessler,2000).The human capital theory is an approach to employee needs that perceives employees as assets whose current value can be measured and whose future value can be enhanced through investment. This theory is anchored to succession planning where managers of the telecommunication industry ought to invest in enhancing skills and knowledge of its employees in order to enhance employee retention and maintaining competitive advantage. The figure below represents the relationship between the dependent variables and Independent variable of the study. Independent variables comprised of competency mapping, reward management, succession planning, training and development on the other hand employee retention is the dependent variable. This study will seek to establish how the independent variables influence employee retention.

2.2 Conceptual Framework

A conceptual framework was developed for the current study competency mapping, reward management, training and development and succession planning as the independent variables and key components of talent management. The dependent variable is employee retention. The variables are presented in figure 2.1. The pointing arrow indicates the direction of influence where the dependent variable is directly influenced by the independent variables.

Independent Variables

Dependent Variable

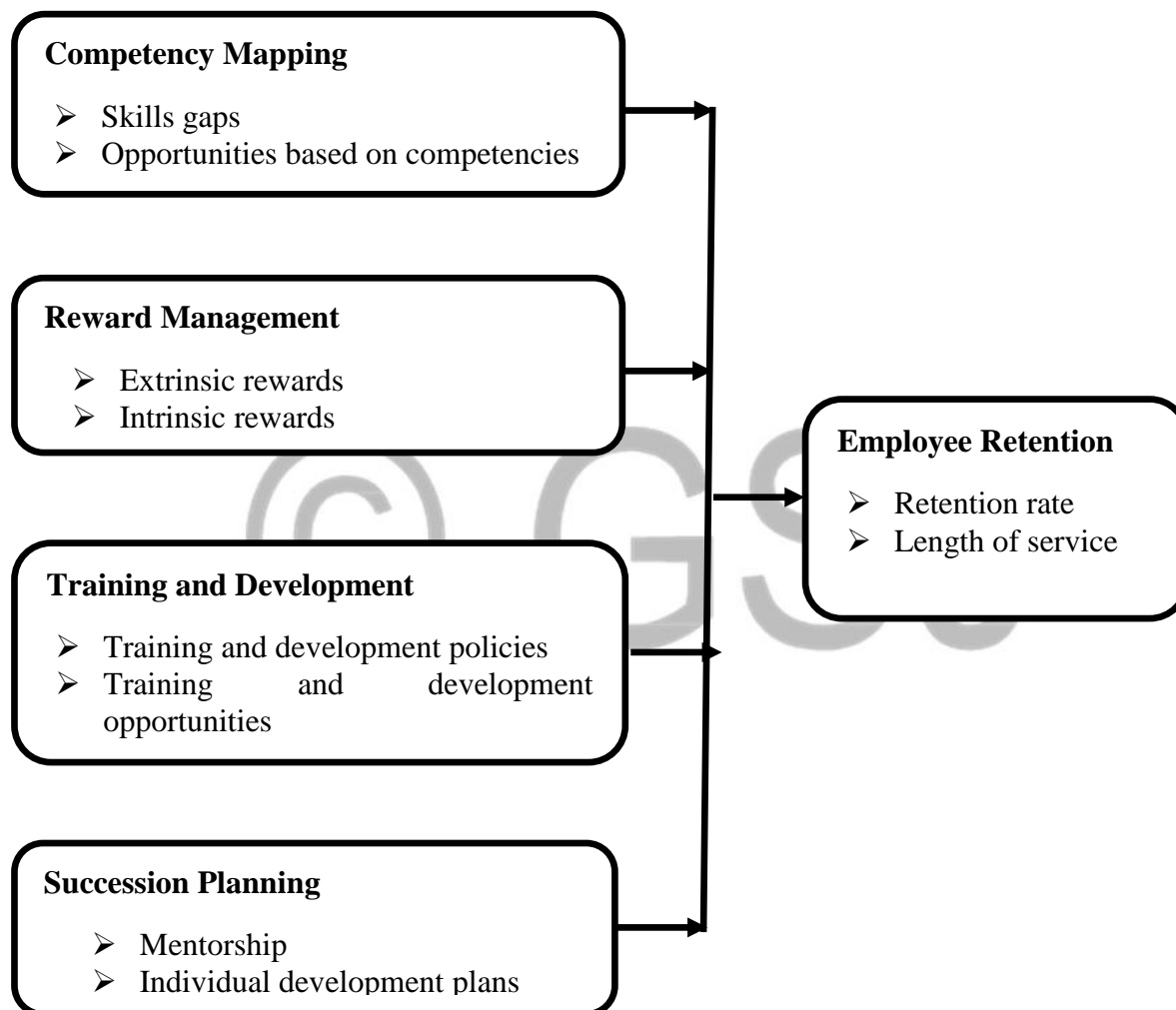


Figure 2.1 Conceptual Framework

2.2.1 Competency Mapping

Competency mapping is the process of identifying an individual's strengths and weaknesses in order to help them to better recognize themselves. It is a process through which one assesses and determines one's strengths as an individual worker and in some cases as part of an organization. It's generally examines two areas: strengths of an individual in areas like team structure, leadership and decision making. It consists of breaking a given task or given role into constituent's tasks or activities and identifying the competencies (technical managerial,

behavioral, conceptual knowledge, attitudes, skillsets) needed to perform the same task successfully.

Competencies combine knowledge and skill; they represent both the underlying knowledge base and the set skills required to perform useful actions. The purpose of talent management is to ensure that a firm has the right talent with the right skills at the right time. Organizations need to learn to manage future opportunities as they manage today's businesses, therefore building core competencies becomes essential to achieving competitive advantage. (Guthridge, Lawson, & Komm, 2008).

The process of determining competencies required for a job is referred to as competency profiling, and the process of comparing jobholders' competencies against the targeted competencies is called competency mapping (Kesdee, 2013). In competency mapping, gaps are identified between requirements and capabilities, employees expectations are defined in a way that is measurable, objective and defensible and behavior targets are set to encourage employees to go above and beyond expectations.

Competency Mapping also identifies performance criteria to improve the accuracy and ease of the hiring and selection process. It provides a clear foundation for dialogue to occur between the manager and employee about performance, development, and career-related issues. Competency mapping identifies the success criteria (i.e., behavioral standards of performance excellence) required to be successful in their role. It supports a more specific and objective assessment of their strengths and specify targeted areas for professional development.

2.2.2 Reward Management

Reward management refers to the way organization forms and implement strategies and policies to reward employees fairly and in accordance with how the organization values its employees (Aiggins, 2014). Reward management comprises of business analysis and controlling the employee remuneration and all the other benefit of the employees. It also focuses with design, implementation and maintain of reward practice aimed at improving overall business performance (Armstrong, 2014). The aim of reward management is to attract, retain and motivate an employee (Edwards & Parry, 2014). Armstrong (2014) has stated the elements in reward management to include grading employees, using base pay and performance pay contingency.

Miklorich (2016) studied the concept of reward management in the organization and reiterated that compensation and benefits to the employees should reflect base payment, fixed payment at the rate of job and the performance or output and the reward should benefit both the employee and the organization. Non-financial rewards such as recognition may also be incorporated in the reward management so as to foster employee loyalty and retention. Telecommunication industry should provide competitive non-financial rewards to enhance employee retention (Gupta, 2015). Work-life balance is also another important element in the non-financial reward system which refers to providing employees a chance to meet their personal obligations for betterment of employee health. Weibel (2014) reiterated that telecommunication industry should create atmosphere that recognizes employee's needs to have a work schedule that allows them to get enough rest, this will boost employee morale and enhance employee retention.

A further study by Rousseau (2014) on reward management showed that the reward system should be fair, equitable and consistent with how the organization values its employees. Fairness

means the reward extends beyond monetary value to include concerns such as job design and analysis, career development program, work system and employee recognition system. Proper reward system helps to retain talented employee (Armstrong, 2014). When an organization rewards their employees fairly and equitably, then the employees will be willing to stay or longer in the organization.

2.2.3 Training and Development

Training and development are the process of acquiring skills and knowledge to necessary perform one's jobs in order to improve on job performance and achievement of organizational goal and objective. Training and development are closely connected to the goals and objectives set by the individuals and the organization. Training and development program provide framework for skills, goals, awareness assessment and performance which help an individual to move to the right direction and achieve one's career. Firms may embrace training and development program to help their employees plan their career because employees value career development and advancement opportunities (Tharenous, 2014).

Talent management practice stresses on training and development, mentoring and coaching, business plan and policies, provision of career growth opportunities for individual growth and development (Lewa, 2015). Talented employees' value more about their career it is therefore very important for organization to create value system that support employee career development. Research reveals that firms that plan for training and development programs help in the development of employee loyalty, hard work, and commitment and enhance employee retention (Anderson, 2012). Studies have revealed that training and development programs for employees plays a significant role in employee retention, providing training and development opportunities lowers employee turnover, motivate employees and increase loyalty (Ginzburg, 2014).

Studies indicate that opportunities for training and development play a major role in retaining talented employees (Pope, 2015). Training and development programs are important elements in talent management system as they ensure that employees acquire and enhance their knowledge, skills and attitudes they need (Armstrong, 2012). Providing employees with opportunities for training and development weighs heavily in determining their decision to remain in the organization. Employees with good training opportunities are more loyal and committed to the organization and develop a strong attachment the organization (Meyer & Smith, 2014).

2.2.4 Succession Planning

Succession planning entails identifying as well as preparing a qualified talent pool in advance of organizational needs. It enables smooth transitions at the firm (Noe, 2014). Milkovich & Boundreau (2014) asserted that regardless of the expansion or contraction of the total workforce in the organizations, the need for good managers is critical and continuous. He further stated that the availability of the right number, right kind of management staff at the right time and in the right positions is imperative. A sudden vacancy can lead to confusion and loss of efficiency as the search for a replacement is conducted (Omerzel, & Gulev, 2015). For professionally run corporations, the single most important reason for having a sound succession plan is usually better retention because of growth opportunities and job satisfaction among employees (Nyanjom, 2013). Therefore, for a company that wishes to enhance its performance, to allow its high potential employees turnover is not an option, but to rather arrange them in systematic successions, by enabling them to effectively perform roles traditionally reserved for

managers. It also helps employees prepare for changes in their current jobs that may result from new technology, work designs or new product markets (Nyanjom, 2013).

In the views of McDonald (2014), succession planning is an essential component for talent management which can further help to enhance employee retention. Milkovich&Boundreau (2013) assumed that workforce retention could be a highly charged issue, because it literally affects the livelihood of an employee. They also asserted that it might do very little good to invest in valid selection, improved compensation or training and development if an organization cannot retain its employees effectively. According Rowden(2013), talent management practices that entails proper selection of potential staff, development and succession enhances individual performance at the organization as well as employee retention as the best talent are not only acquired but also well managed hence continue to produce more output over the long period of time at the firm. Global firms can sustain their competitive advantage if they retain people who possess the firm needed skills, competencies and motivation since they will enjoy from superior labor productivity from the engaged workforce (Wellins, Smith &Erker, 2015).

Guthridge, Harttig, Komm& Lawson (2013) deduced that the primary role of talent planning is to enhance easy identification of future talents which are needed at all organizational levels. Talent planning endeavors to obtain an optimal talent positioning level that refers to having the correct talent at both the right time and place. This form of planning turns out to be even more critical at a time where most of global economies are recuperating from recession Rothwell and Kazanas (2016). Most firms are not only concerned on retaining current talent levels but are also keen on attracting new talents through proper institution of talent planning activities (Rothwell&Kazanas, 2016).

Nicholas (2013) examined the link between talent management practices, succession planning and corporate strategy among Kenya commercial banks. The study conducted a survey where all banks were studied. The study established that the studied firms had actually incorporated talent management practices as part of growth strategy. It was established that talent management is therefore critical including succession planning as it ensures that there is long term business continuity. The study indicated the presence of a strong link between succession planning, talent management and corporate strategy. One of the systems called to align the individual career plans and the strategic needs of the organization is the integrated model of succession planning and career development Rothwell&Kazanas (2014).

2.2.5 Employee Retention

Employee retention is defined as the various strategies, practice and policies employed by the organization to make sure employees are motivated to remain in the organization for a longer period of time, for an organization to achieve its set target, it is important that employees stay for longer period of time in the organization in order to contribute effectively and efficiently (Hytter, 2017). Organization should embrace employee retention strategies in order to retain staff in the organization, which includes empowering the team, clear communication, being transparent, developing a career path for the employees, recognizing competent employee and offering competitive remuneration packages (Armstrong, 2014).

Retention rate is the percentage of employees your organization has retained during a certain time. Employee retention rate is helpful statistic for employer to calculate as a benchmark for the organization performance, employee turnover cost the organization time and money, for example

recruiting and training a new employee requires time and money (Dessler, 2014). Another aspect in employee retention is creativity and innovation. Creativity is the production of novelty, useful ideas to the persistent problem (Amabile, 2015). Tushman & Nadler (2016) stated that innovation is the creation of any work, of any product, service or process which is new to a business unit or organization. Other researchers argued that creativity and innovation are interchangeable (Scott & Bruce, 2016). Further, there are two general components of creativity: novelty and usefulness (Bratnicka & Bratnicki, 2013). The Bratnicka & Bratnicki (2013) study suggested novelty and usefulness are two very distinct aspects of creativity in the workplace. Baer (2014) similarly suggests creativity and implementation are two unique aspects. According to Unsworth (2015), there are four types of creativity and different motivations associated with each. Expected creativity is an expected solution to discovered problem. Responsive creativity is finding a required solution to a specified problem. Finally, contributory creativity is a volunteered solution to specified problem. There are different motivations associated with each type of creativity. Because of the different motivations with each, identifying the creativity type is important in encouraging participation, and particularly to help predict organizational commitment and employee retention. Organizational creativity is believed to be a potential trigger for compliance and loyalty, which although it could prevent extreme creativity, encourage creative behaviors within a creative company, stimulating employee retention (Madjar, 2015).

The retention program and plan should address concerns such as lack of commitment and dissatisfaction from the employees which range from pay policy, learning and development, career development, disagreements with managers, recruitment, and selection and promotion process (Kumudha, 2016). Employee retention as a major element of talent management put more emphasis on retaining talented employees. Telecommunication industry ought to employ proper strategies, policies and practice of employee retention in order to lower employee turnover in their organization (Nyanjom, 2013).

3 RESEARCH METHODOLOGY

3.1 Research Design

Creswell (2012) defined research design as the overall strategy that was used to integrate the different components of the study in order to effectively address the research problem. For this study, the descriptive research design was used as it depicts the participants in an accurate way. Wilson (2015) asserted that the descriptive design portrays the characteristic of persons, situation or groups and frequency with which certain phenomenon occur. Thus, the descriptive design was found appropriate for the study.

3.2 Target Population

The target population for a study is defined as the entire set of units or group of individuals that the researcher is interested in studying and analyzing (Berg, 2014). The target population for this study was the top level, middle level and lower level management staff of selected telecommunication industries in Kenya (Safaricom, Telecom and Airtel).

Table 3.1 Target Population

Organizations	Population	Safaricom	Telcom	Airtel
Top Level	7	3	2	2

Middle Level	39	15	12	12
Lower Level	94	42	36	16
Total	140	60	50	30

(Source - Communications Authority, Kenya 2018)

3.3 Sampling Technique and Sample Size

Stratified random sampling was used for this study. According to Mugenda & Mugenda, (2013), stratification is a technique used when a representative from each sub group within the population needs to be represented in the sample size.

Table 3.2 Sample Size

Organizations	Sample	Safaricom	Telcom	Airtel
Top Level	6	2	2	2
Middle Level	25	10	8	7
Lower Level	73	38	20	15
Total	104	50	30	24

This study adopted the Slovins (2012) formula for the calculation of the sample size as indicated below.

$$n = \frac{N}{1 + N(\alpha)^2}$$

Where: n= the sample size,
N= the sample frame (population)
 α = the margin of error (5%).

$$n = \frac{140}{1 + 140 (0.05)^2}$$

$$n = 104$$

Simple random sampling was used to select the actual members to be included in the study from each stratum.

3.4 Data Collection

Questionnaire was the main instrument of data collection for this study. The questionnaires were self-administered to the respondents on a drop and pick basis and a research assistant was used.

3.5 Pilot Study

A pilot study is a research study conducted before the intended research study (Haralambos, 2012). It's specifically done to evaluate feasibility of time, cost, and adverse events and improve upon the study design prior to the performance of a full-scale research project. Piloting was done

with 10% of employees of the telecommunication industry who were not included in the final sampling.

3.5.1 Validity

Validity refers to the degree at which the survey measures the right elements it was purported to measure (Babbie, 2013). The questionnaire was tested to determine content and construct validity. Construct validity refer to the assessment of suitability of measurement tool to measure the phenomenon being studied (Cozby, 2012).The coefficient obtained from the pilot study was validated with assistance of statistical package of social science (SPSS).A coefficient of above 0.5 indicates that the data collections instruments are valid (Zinbarg, 2015).For content validity the questionnaire was examined to ensure it covered the research questions adequately by seeking opinions of experts and study supervisors in the field of the study.

3.5.2 Reliability

Reliability refers to the degree to which an assessment tool yields stable and consistent result (Eisinga, 2012). Fraenkel and Wallen (2006) stated that items are considered reliable if they yield a reliability coefficient of 0.70 and above. To test the reliability, the reached administered questionnaires to 10% of employees of the telecommunication industry who were not included in the final sampling.

3.6 Data Analysis and Presentation

The data was analyzed using Statistical Packages of Social Sciences (SPSS). The data was coded for easier analysis. The descriptive statistics like standard deviation and mean was used to describe indicators of talent management and employee retention (Cooper & Schindler, 2014).

Testing the correlation between individual indicators of exchange rate volatility, Pearson Correlation Coefficient. The link between the dependent and independent variables was determined through the analysis of a multivariate regression.

Based on the model given by the equations, the researcher hypothesized that:

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \epsilon$$

Where,

Y = Employee Retention

X1 = Competency mapping

X2 = Compensation Management

X3 = Training and Development

X4 = Succession Planning

β_0 = the constant

ϵ = Error term

The null hypothesis was rejected for all the cases at which p value is less than 0.05. The conclusion was based on the basis where if the null hypothesis was rejected then the overall model and the specific variables will be significant and vice versa.

4 RESEARCH FINDINGS AND DISCUSSIONS

4.1 Response Rate

High response rate guarantees that the findings are representative of the target population. The response rate was considered satisfactory since Mugenda & Mugenda (2008) asserted that a response rate of 50% is adequate for analysis.

Table 4.1 Response Rate

Questionnaire	Count	Percentage
Returned	101	97
Non-returned	3	3
TOTAL	104	100%

4.2 Gender Response

Table 4.2 Gender of Respondents

Respondents Gender	Frequency	Percentage
Male	67	66
Female	34	34
Total	101	100%

Results indicated that 67% male respondent compared to the female which gave 34%. Thus, both genders were fairly sampled to generate representative data. Acker (2006) as quoted in (Kireru 2013) observed that gender equality was very important as a trait as it can be used to improve talent management of all the staff involved. Service Period

Table 4.3 Service Period

Years of Operation	Frequency	Percentage
1-5	43	43
6-10	35	35
11-15	23	22
Total	101	100%

The study shows in Table 4.3 that 43 percent of the employees had a working experience ranging from 1-5 years, 35 percent had worked between 6-10 years and 23 percent had worked between 11- 15 years

Table 4.4 Normality-Skewness and Kurtosis Tests of Talent Management

	Statistics
Skewness	.149
Std. Error of Skewness	.580
Skewness Z- Scores	-4.11
Kurtosis	-2.31
Std. Error of Kurtosis	1.12
Kurtosis Z- Scores	2

The test results depicted that skewness and kurtosis had Z-scores of -4.11 and 2 for talent management practices respectively which were not greater than the threshold of 3.3. These results were in agreement with the recommendations of Hair et al., (2009) who note that in situations where the Z score was greater than 3.3, then there was a problem of normality.

4.3 Descriptive Statistics

4.3.1 Effect of Competency Mapping on Employee Retention

This section sought to find out the influence of competency mapping on employee retention. The scale of 1-5 was used for the study.

Table 4.5 Effect of Competency Mapping on Employee Retention

	N	Min	Max	Mean	Std D
My organization encourages employees to develop their level of skills	101	1.00	5.00	3.0667	1.33452
My organization always stresses on the importance of different competencies for different tasks	101	2.00	5.00	3.0667	1.03280
Alignment of employee competencies enhances employee retention	101	1.00	5.00	3.0667	1.43759
Competencies gap analysis is done to help identify the training needs	101	2.00	5.00	3.6667	1.11270
Responsibilities in my organization are distributed according to specific competencies	101	1.00	5.00	2.5333	.99043
Employees in the organization have opportunities to utilize talent, skills and competencies	101	1.00	5.00	2.4000	.98561
employees in my organization are always encouraged to undertake self-development initiative	101	2.00	5.00	3.5333	1.18723
Valid N (listwise)	101				

The table above revealed that developing skills under competency mapping had a mean of 3.06 showing that they agree allowing employee develop their skills helps to retain employees in the organization. Same was revealed by other parameters under competency mapping which had a mean above average which indicated that they agreed in retention of employees in the organization. From the above table results showed that talent utilization did not influence employee retention in the organization. Talent utilization had a mean of 2.40 which is below the average. Variability was assessed by examining the values in the standard Deviation column. The more the results in this column differ from the mean, the larger the standard deviation will be. Conversely, if there is a great deal of similarity between data points, the standard deviation will be quite small. Examining differences in variability could be useful for anticipating further analyses. The results indicated variance was within the limits indicating analysis was okay.

4.3.2 Effect of Reward Management on Employee Retention

This section sought to find out the influence of reward management on employee retention. The scale of 1-5 was used for the study.

Table 4.6 Effect of Reward Management on Employee Retention

	N	Minimum	Maximum	Mean	Std. Deviation
My organization offers formal recognition for one's effort in making a difference in the organization	101	1.00	5.00	2.5333	1.30201
My organization compensate its employees	101	2.00	5.00	3.0000	1.06904
My organization offers bonuses and other financial rewards.	101	2.00	5.00	3.6667	.97590
My organization recognizes years of service for working in the organization.	101	2.00	5.00	3.6000	.98561
My organization offers non-financial rewards like work –life balance to help employees meet their personal obligation.	101	1.00	5.00	3.0667	1.09978
Valid N (listwise)	101				

As presented in the table above the research studied reward management using different parameters. These included formal recognition, Organization compensation, bonuses, years of service and non-financial rewards had a mean of above average which revealed that they are able to retain employee in the organization. The variance was given by comparing mean column and standard deviation column. The variability was acceptance in that distribution was normal at 96% and observation was within +/- 2 standard deviations from the mean.

4.3.3 Effect of Training and Development on Employee Retention

This section sought to find out the influence of training and development on employee retention. The scale of 1-5 was used for the study.

Table 4.7 Effect of Training and Development on Employee Retention

	N	Minimum	Maximum	Mean	Std. Deviation
Training and development of employees makes employee become competent on their work	101	1.00	5.00	3.6000	1.18322
Training and development of employees helps employees in strengthening of their skills	101	1.00	5.00	3.4000	1.24212
In this organization, progress and career development policy is clearly outlined and known to all employees	101	2.00	5.00	4.1333	1.06010
The organization always plans on employee career growth through resource allocation	101	2.00	5.00	3.2667	1.03280
There are in-house programs for employee training and development for the effectiveness of employee skills.	101	1.00	5.00	3.2667	1.16292
New employees are first trained-on-the job for better execution of duties	101	1.00	5.00	3.8000	1.08233
Valid N (listwise)	101				

The table above revealed that all the means agreed that training and development is able to retain employee that is all means were above average indicated they agreed. The variance was given by comparing mean column and standard deviation column. The variability was acceptance in that distribution was normal at 96% and observation was within +/- 2 standard deviations from the mean.

4.3.4 Effect of Succession Planning on Employee Retention

This section sought to find out the influence of succession planning on employee retention. The scale of 1-5 was used for the study.

Table 4.8 Effect of Succession Planning on Employee Retention

	N	Minimum	Maximum	Mean	Std Dev.
The organization has included succession planning in the strategic planning process.	101	1.00	5.00	3.0000	1.25357
The organization evaluates and manages employee performance.	101	1.00	5.00	3.2667	1.09978
The organization identifies potential talents and develop all the staff at all levels.	101	1.00	5.00	3.0667	1.22280
Efforts exist to internally identify talent from existing employees for future leadership utilization.	101	1.00	4.00	2.3333	1.04654
There are incentives schemes for retaining the existing employees with notable talent.	101	1.00	5.00	3.2667	1.43759
The organization has a strategy in place for self-assessment of its performance, recruiting, orienting and developing new employees.	101	1.00	5.00	2.6000	1.12122
System exists to assess future requirement for work and competency to different position.	101	2.00	5.00	3.2000	1.01419
Valid N (listwise)	101				

The results presented in the table above showed the results by use of mean. Succession planning had a mean of 3.0, evaluation mean of 3.27, incentives mean of 3.07, systems mean of 3.33 and incentives had a mean of 3.27 was derived showing that they agree. Efforts had a mean of 2.33 and self-assessment had mean of 2.60 showing that they disagree. The normal distribution of questionnaires concerning succession planning was normal. This was arrived after comparison of two columns that is mean column and standard deviation column, at 96% variance should be within +/- 2. This indicated that the population was well assessed and results given should be reliable to make important decision like making policies governing employee retention.

4.4 Pearson's Correlation Coefficient

Correlation was established by carrying out Pearson's correlation analysis of independent variables of talent management practices on employee retention in the telecommunication industry in Kenya. According to Kothari (2007) in order to evaluate the bivariate nature of two variables the researcher can either apply correlation to establish the strength of the relationship

between the dependent and independent variable or regression analysis to establish the nature of the relationship between the dependent variable and independent variable. In this both correlation and regression analysis was used as inferential statistics. The 5 % level of significance was taken as the level of decision criteria whereby the null hypothesis was rejected if the p value was less than 0.05 and accepted if otherwise.

Table 4.9 Correlation Coefficient

Variables	Statistics	Variables				
		Retention	Competency	Reward	Training	Succession
Retention	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	101				
Competency	Pearson Correlation	0.609**	1			
	Sig. (2-tailed)	0.000				
	N	101	101			
Reward	Pearson Correlation	0.699**	0.699**	1		
	Sig. (2-tailed)	0.000	0.000			
	N	101	101	101		
Training	Pearson Correlation	0.162	0.161	0.580**	1	
	Sig. (2-tailed)	0.288	0.291	0.000		
	N	101	101	101	101	
Succession	Pearson Correlation	-0.245	-0.250	-0.171	0.013	1
	Sig. (2-tailed)	0.105	0.097	0.260	0.934	
	N	101	101	101	101	101

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

4.4.1 Hypothesis One

H₀₁: Competency mapping has no significant influence employee retention in the telecommunication industry in Mombasa County in Kenya.

Studies have depicted that mapping of skills influences employee retention in various organizations. Corporate competencies have become a vocal point in helping successful organization understand where to focus resources. This research study sought to investigate competency mapping on employee retention.

Table 4.9 above gave p-value as 0.000, (0.00 < 0.05) ruling out that researcher rejects the null hypothesis and hence accepting the alternative one that competency has significant influence on the employee retention in the telecommunication industry in Mombasa County in Kenya.

4.4.2 Hypothesis Two

H₀₂: Reward management has no significant influence on employee retention in the telecommunication industry in Mombasa County in Kenya.

The aim of reward management is to attract, retain and motivate employees to work hand towards achieving organizational goals and objectives set by the organization. The research study sought to establish how reward management effect on employee retention.

Table 4.9 indicates that reward had p value of 0.000 with employee retention. Results indicated that we reject the null hypothesis at 0.05 that is ($0.000 < 0.05$), stating that there is significant influence of reward management on employee retention in the telecommunication industry in Mombasa County in Kenya.

4.4.3 Hypothesis Three

H₀₃: Training and development has no significant influence on employee retention in the telecommunication industry in Mombasa County in Kenya.

Training and development are key driver of organizational effective and performance. Employees need to have the necessary knowledge and skills in order to perform their work effectively. The research objective was set to explore the effect of training and development.

Table 4.9 indicates that the p value was 0.288, ($0.288 > 0.05$) and therefore null hypothesis at 95% confidence level was accepted that training and development has no significant influence on employee retention in the telecommunication industry in Mombasa County in Kenya.

4.4.4 Hypothesis Four

H₀₄: Succession planning has no significant influence on employee retention in the telecommunication industry in Mombasa County in Kenya.

Succession planning entails ensuring the availability of the right number, right kind of management staff at the right time and at the right position to ensure there is no vacuum when an employee leaves the organization. The study was set to establish the effect of succession planning.

Table 4.9 indicates that the p value of 0.105 with employee retention, ($0.105 < 0.05$), then the null hypothesis was rejected at confidence level of 95% stating that succession planning has significant influence on employee retention in the telecommunication industry in Mombasa County in Kenya.

4.5 Regression Analysis

According to Hair et al., (2005) regression is computed when there is need to establish the relationship between one dependent variable and several independent variables. It is on this basis that multiple regression was viewed as being appropriate for this study.

Table 4.10 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
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1	0.877 ^a	0.770	0.878	3.06203
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a. Predictors: (Constant), competency mapping, reward management, training and development, succession planning

Independent variables change or variations are shown or explained by analyzing the coefficient determination of R squared of the data of sampled industries. Table 4.10 above showed 0.770 as value of R square which means variation was 77.0% in retention because of changes in competency mapping, reward management, training and development and succession planning at 95% confidence level. Adjusted R-squared indicated that about 87.8% of the variability of employee retention was accounted for by the model, even after taking into account the number of predictor variables in the model assuming that other variables affecting employee retention are held constant.

Table 4.11 Anova

Model	Factor	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3016.800	4	754.200	80.439	0.000 ^b
	Residual	900.101	96	9.376		
	Total	3916.901	100			

a. Dependent Variable: Employee retention

b. Predictors: (Constant), competency mapping, reward management, training and development, succession planning

From the Anova table above, we get the data we require from the predictors variable, competency mapping, reward management, training and development and succession planning to foresee the results of the employee retention. Significance examination confirmed that all the predictors had significantly relationship on employee retention at confidence level of 95%; ($P=0.000 < 0.05$) and contributes to the employee retention.

Table 4.12 Coefficients

Model	Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	-0.205	0.043		-4.755	0.000
	Competency	0.667	0.000	1.002	1347.265	0.000
	Reward	-0.002	0.001	-0.001	-1.218	0.230
	Training	0.003	0.001	0.001	1.825	0.075
	Succession	0.541	0.046	0.006	11.730	0.000

a. Dependent Variable: Employee Retention

Table 4.12 showed that competency, training and succession were positively correlated with employee retention while reward was negatively correlated with employee retention. Model 1

further reports that a 0.667 increase in competency led to a 1 point increase in employee retention, a 0.003 increase in reward results into an increase of 1 point of employee retention, and a 0.154 t increase in succession led to a 1 point increase in employee retention all other factors held constant. But a 0.002 decrease in Quality management led to a 1 point increase in employee retention.

Unstandardized coefficients results from the above table were used:

$$Y = -0.205 + 0.667X_1 - 0.002X_2 + 0.003X_3 + 0.541 X_4$$

Whereby;

Y = is the value of the dependent variable, Employee retention.

X₁ = Competency mapping

X₂ = Reward management

X₃ = Training and development

X₄ = Succession planning

5 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Key Findings

The purpose of this research was to establish how talent management practices influence employee retention in the telecommunication industry in Kenya. To establish this, the study developed four specific objectives; to determine how competency mapping influences employee retention in the telecommunication industry in Mombasa County in Kenya, to assess how reward management influences employee retention in the telecommunication industry in Mombasa County in Kenya, to determine how training and development influence employee retention in the telecommunication industry in Mombasa County in Kenya and to evaluate how succession planning influence employee retention in the telecommunication industry in Mombasa County in Kenya. To achieve this, the study adopted a descriptive research design. To select the subjects to be included in the study, stratified random sampling was used. From the total population, a sample of 104 respondents was selected. To achieve the purpose of the study, four hypotheses were formulated and tested using Pearson correlation coefficient while regression analysis was used to establish the overall effect of talent management practices influence employee retention in the telecommunication industry in Kenya. The data was gathered by use of questionnaires. Validity and reliability of the instrument was tested thru a pilot test and Cronbach alpha coefficient computed.

5.1.1 To determine how competency mapping influences employee retention in the telecommunication industry in Mombasa County in Kenya

Descriptive statistics was analyzed to find out the influence of competency mapping on employee retention. Results revealed that developing skills under competency mapping had a mean of 3.06 showing that they agree allowing employee develop their skills helps to retain employees in the organization. Table 4.6 showed strong positive correlation between competency and employee retention of 0.609 and there was significant effect at p-value of 0.000.

Pearson correlation coefficient was used to test the first hypothesis and table gave p-value as 0.000, (0.000 < 0.05) ruling out that researcher rejects the null hypothesis and hence accepting

the alternative one that competency has significant influence on the employee retention in the telecommunication industry in Mombasa County in Kenya.

5.1.2 To assess how reward management influences employee retention in the telecommunication industry in Mombasa County in Kenya

Descriptive statistics sought to find out influence of reward management on employee retention. The research studied reward management using different parameters. These included formal recognition, Organization compensation, bonuses, years of service and non-financial rewards had a mean of above average which revealed that they are able to retain employee in the organization. Reward and training showed strong correlation coefficient of 0.609 and was significant effect at p-value of 0.000.

Pearson Correlation coefficient results indicated that reward had p value of 0.000 with employee retention. Results indicated that we reject the null hypothesis at 0.05 that is ($0.000 < 0.05$), stating that there is significant influence on reward management and employee retention in the telecommunication industry in Mombasa County in Kenya.

5.1.3 To determine how training and development influence employee retention in the telecommunication industry in Mombasa County in Kenya

Descriptive statistics results indicated that all the means agreed that training and development is able to retain employee that is all means were above average indicated they agreed. Training and development had weak positive correlation coefficient of 0.162 and was insignificant at 95% with p-value of 0.288.

Pearson Correlation coefficient results indicated that for training and development the p value was 0.288 with employee retention, ($0.288 > 0.05$) and therefore null hypothesis at 95% confidence level was accepted that training and development has no significant influence on employee retention in the telecommunication industry in Mombasa County in Kenya

5.1.4 To determine how succession planning influence employee retention in the telecommunication industry

Descriptive statistics sought to find out the influence of succession planning on employee retention. Analysis showed that results by use of mean strategic planning had a mean of 3.0, evaluation mean of 3.27, incentives mean of 3.2, systems mean of 3.2 and Potential talents had a mean of 3.27 was derived showing that they agree. Efforts had a mean of 2.33 and self-assessment had mean of 2.60 showing that they disagree. Pearson's correlation coefficient on succession at confidence level of 95% was analyzed and it found out that it was insignificant with p-value of 0.105 and negative correlation of -0.245.

Pearson Correlation coefficient results indicated the p value of -0.245 with employee retention, ($0.105 > 0.05$), then the null hypothesis was rejected at confidence level of 95% stating that succession planning has significant influence on employee retention in the telecommunication industry in Mombasa County in Kenya.

5.2 Conclusion

The first objective of the study was to determine how competency mapping influences employee retention in the telecommunication industry in Mombasa County in Kenya. The results of Pearson correlation coefficient indicated the r-value to be 0.609 and p-value to be 0.000

representing a significant average positive relationship between competency mapping and employee retention. The telecommunication industry should continuously map their employee's skills such as to minimize the chances of employees departing from the organization. Competency mapping has to be integrated with the business plans through various HR functions so as to ensure that the crucial competency remain the main driving force at each stage of talent management. This study therefore concluded that competency mapping determined the rate of employee retention in the telecommunication industry in Mombasa County in Kenya. Employees agreed that their organization encouraged them to develop their skills and undertake self-development initiatives.

The second objective of the study was to assess how reward management influences employee retention in the telecommunication industry in Mombasa County in Kenya. Reward management was measured in terms of intrinsic and extrinsic rewards. The results of Pearson correlation coefficient indicated the r-value to be 0.699 and p-value to be 0.000, representing a significant average positive relationship between reward management and employee retention. The study found out that the increase in reward management of employee leads to improving the level of satisfaction in the telecommunication industry. This implies that an increase in employee reward management leads to increase in the level of satisfaction thus increases the chances of employee retention in the telecommunication industry. The study concludes that the telecommunication industry should develop reward policies that have measurable outputs in regards to level of satisfaction in different the telecommunication industry and also reward management determined the rate of employee retention in the telecommunication industry in Mombasa County in Kenya.

The third objective of the study was to determine how training and development influences employee retention in the telecommunication industry in Mombasa County in Kenya. The results of Pearson correlation coefficient indicated the r-value to be 0.162 and p-value to be 0.288, representing an insignificant weak positive relationship between training and development and employee retention. The study conclude that proper training needs to be done and this will assist in placement in the job place and this ensure proper environment fit and employee engagement in training makes employees feel part of the training and they see their input is very important hence this ensures employee retention. This study, therefore, concluded that training and development determined the rate of employee retention in the telecommunication industry in Mombasa County in Kenya.

The fourth objective of the study was to determine how succession planning influences employee retention in the telecommunication industry in Mombasa County in Kenya. The results of Pearson correlation coefficient indicated the r-value to be -0.245 and p-value to be 0.105, representing an insignificant weak negative relationship between succession planning and employee retention.. This implies that an increase succession planning does not increase the chances of employee retention in telecommunication industry. Thus, the telecommunication industry should develop another program to see how succession planning can have influence in employee retention. This could be so because organization planning and employee planning are not related in any way. In other words every employee has goals to achieve and this is approved by Maslow's hierarchy especially when it comes to self-actualization.

The study finally concludes that talent management practices have a positive effect on employee retention among firms in the telecommunication industry in Mombasa County in Kenya.

5.3 Recommendations

The study recommends that the telecommunication industry should adopt selected talent management practices to improve employee retention. Firstly, the study recommends the telecommunication industry to enhance competency mapping as there was a positive influence between competency mapping and employee retention. Organizations should encourage employee development, conduct competency gap analyses and give employees opportunities to utilize their talent and competencies. Competencies are the first building blocks to talent management

Secondly, organizations should use both financial and non-financial rewards to motivate their employees and enhance talent retention. If employees are properly rewarded, they will be motivated to work hard towards achieving organizational goals and objectives. Further, for talents to be cultivated, an employee must be able to experience both intrinsic and extrinsic rewards from their job. The study also recommends the telecommunication industry to put in place a proper reward structure involving a good remuneration or compensation package because this can improve employee commitment in their jobs. Also gifts and other rewards should be put in place to ensure employees stays in their working organizations for long period because they feel that their interest are catered for.

Thirdly, employers should provide employees with training and development opportunities. One of the key factors of the retention of skilled employees is the provision of training and development opportunities. Training and development are crucial in influencing employees' decision to either leave or remain in the organization. This therefore, implies that organizations that have good training and development opportunities have a higher rate of employee retention.

Fourthly the study found a negative correlation between succession planning and employee retention. This is contrary to the findings of other scholars who found a weak positive correlation between succession planning and employee retention. Thus, a research study, therefore, needs to be carried out to analyze more the effect of succession planning on employee retention by evaluating other dimensions of succession planning.

5.4 Areas for Further Research

This study examined talent management practices and their effect on employee retention among telecommunication industry in Mombasa County in Kenya. The study concentrated on describing four talent management practices and how the practices affected employee retention. However, it is noted that the competency mapping, reward management, training and development are not the only talent management practices that could affect employee retention. A further study is, therefore, recommended to determine how other talent management practices affect employee retention.

The current study also focused on firms in the telecommunication industry in Mombasa Kenya. It was based on the premise that all telecommunication firms have the same structure and working conditions. However, individual perceptions differ from one organization to the other and from one industry to the other. Therefore, the findings of this study could only be limited to the specific firms sampled in the telecommunication industry in Mombasa County. Further research should be carried out among firms in other industries within other parts of the country for comparability.

Similarly, a study should be carried out in the other sectors so as to confirm the applicability of the results in other sectors. With the current devolved government, a research should be done to see how county governments are treating their employees and to bring some light on employee planning. There are different levels of state corporations future studies should be done to compare the different state sectors such as County and National government

The study found a negative correlation between succession planning and employee retention. This is contrary to the findings of other scholars who found a weak positive correlation between succession planning and employee retention. further research, therefore, needs to be carried out to analyze more the effect of succession planning on employee retention by evaluating other dimensions of succession planning.

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