

**EFFECTS OF TALENT MANAGEMENT PRACTICES ON EMPLOYEE  
PRODUCTIVITY IN PRIVATE HOSPITALS IN NYERI COUNTY, KENYA**

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for the Requirement of the Master's Degree in Business Administration (Human  
Resource Management) of Kenya Methodist University**

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## **DECLARATION AND RECOMMENDATIONS**

### **Declaration**

This thesis is my original work and has not been presented for a degree or any other award in any other University.

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### **Recommendation**

This thesis has been submitted with our approval as University Supervisors

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## **DEDICATION**

I dedicate this study to my family my wife Christine and my daughters Favor and Pretty  
for their endless support, love and the encouragement throughout.

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## **ABSTRACT**

Organizations exist for the purpose of quality performance and at the same time being able to outperform their competitors. Organizations in most cases are able to practice proper talent selection but are unable to manage the talents they acquire. This study therefore sought to assess the effect of talent management practices on the productivity of employees in private hospitals. The study used the following objectives; to investigate the role of communication on employee productivity in private hospitals; establish the role of training on employee productivity in private hospitals; determine the role of performance tracking on employee productivity in private hospitals; and investigate the role of competitive compensation on employee productivity in private hospitals in Nyeri County. The theories underpinning the study were talent DNA model, resource-based view theory and human capital theory. The research used open and close ended questionnaires. For primary data collection, questionnaires were distributed to informants using a drop-and-pick procedure at each private hospital in Nyeri County, Kenya. Secondary data was obtained from published hospital reports. This study adopted a descriptive research design. The research target group was eighty-nine respondents. The collected data was analysed qualitatively and quantitatively with through SPSS version 23. The results were presented descriptively using the average, standard deviation, percentage and frequency. The direction, strength, and significance of the relationship between talent management practices and employee performance in private hospitals were assessed using multiple regression equations and inferential statistics like the correlation coefficient, coefficient of determination R, and P-values. Model fit was evaluated using ANOVA. The results were presented using tables, graphs, percentages and graphs. The results of the research showed that the four variables had a positive relationship with the dependent variable. The p-value for communication was 0.008; p-value for training was 0.036; p-value for performance tracking was 0.134; p-value for competitive compensation was 0.414. Therefore, the study concluded that hospitals should place more emphasis on staff training, which would increase productivity. The study further concluded that communication both upwards and downwards should be done effectively to ensure there was no breakdown in delivery of information. Further the study concluded that regular tracking of performance ensured that employee remained alert and that productivity was enhanced and most importantly competitive compensation was a major factor in ensuring improved employee productivity in hospitals. The study therefore recommends that the hospitals need to put more emphasis on effective communication, emphasize on employee training, have regular review on performance to be able to identify areas of weakness early enough and also ensure that employees are competitively compensated to motivate them work harder and improve performance of hospitals in Nyeri county, and the entire country.

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## **ABBREVIATIONS AND ACRONYMS**

<b>BRM</b>	Business Review Management
<b>CBHF</b>	Community Based Health Financing
<b>CEO</b>	Chief Executive Officer
<b>FBO</b>	Faith Based Organisations
<b>MDG</b>	Millennium Development Goals
<b>NGO</b>	Non-Governmental Organisations
<b>NHIF</b>	National Health Insurance Fund
<b>PCEA</b>	Presbyterian Church of East Africa
<b>PWC</b>	Price Water House Coopers
<b>SEZA</b>	Special Economic Zones Act
<b>THE</b>	Total Health Expenditure
<b>US</b>	United States
<b>WHO</b>	World Health Organization

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

Organizations exist for the purpose of quality performance while on the other hand being able to outperform their competitors. Treating employees as a valued asset, lead to improved performance in the long run. Most organizations have done so well on talent selection but have failed on talent development (Gothard & Austin, 2012). Organizations always want to have the most talented employees across. Over the past generations, organizations especially in the US have been struggling with talent management leading to talent and skills shortage (Capelli, 2009).

Employee productivity is said to be an assessment of employee output within a given period of time measured against predetermined targets and goals (Rouse et al., 2017). Any organization has predetermined goals and targets for employees to achieve. It is through these targets that employees are assessed and the scores rated. Employee productivity can be enhanced through collaboration, provision of the right tools for work assigned, formation of a recruitment culture for the talents sought for by an organization, avoiding micromanaging the employees, increasing employee satisfaction, proper remuneration and employee motivation among other aspects (Armstrong, 2013). Employee productivity is well enjoyed in an organization if the employees are able to work efficiently and effectively.

Employee productivity increases with time as the employee masters the job skill and advances through their career and gets more comfortable with more challenging responsibilities with more competences acquired within a particular job set up. When the proper people are hired for the right jobs, great performances are nurtured, disengaged employees are identified and dealt with, the onboarding process is streamlined, and employee engagement is increased. Having a working talent management programme in an organization ensures that most of the key areas in employee productivity are addressed thus good and improved performance over time (Rothwell et al., 2012).

Globally, talent management has been a challenging encounter in most organizations irrespective of the country. Universally also, there has been scarcity of talents needed in organizations posing another challenge. This therefore has given birth to stiff competition as all organizations compete for the same pool of talents. The global labor market for these talents has been straining to meet the talent demand in the labor market. The global trend of integration and standardization has showed that organizations should be keener on recruitment, selection, development, management, consistency and ensure competitive positioning. This therefore has stimulated organizations to stay put on matters pertaining their human resource management practices while bearing in mind both local and global talent market requirements (Gardner, 2012). In a study by Aberdeen Group and Human Capital Institute (2011) on the management practices in institutions and examining executives, it revealed that 57% of companies had a challenge on talent acquisition and retention and would not sustain the available talents over the next five years if nothing is done to rectify the trend.

There has been a growing need in the health sector especially in the developing countries to help in the achievement of the Millennium Development Goals (MDG) but there have been key mitigating factors especially in skills and competences and talent development (World Health Organization [WHO], 2006). Talent management could be achieved through well-defined organizational structure, understanding organizational growth goals, communication and transparency, continuous learning and development, clear cut on the expected roles, individual development plans, alignment of compensation plans and tracking of performance (Whitmore, 2017). In the effort to maximize on performance and unlock the employees' potential through a combination of various aspects as stated, talent is developed since employees learn new things and are also able to perfect their skills and competences (Gumusluoglu & Ilsev, 2009).

In Africa, hiring the right people is a huge challenge for the Chief Executive Officer (CEO) due to the lack of talent in the market. Up to 85% of CEO agendas are focused on strategies that enable companies to select talent and retain them as long as possible. Up to 75% say organizations lack talent, making it difficult for them to work effectively (PricewaterhouseCoopers [PWC], 2012). Additionally, a number of underdeveloped African nations have lost talented workers to the US, Canada, France, UK, Australia, and Gulf States (Engels & de Gara, 2010). This is due to a lack of talent development and retention capacity, which causes employees to leave the organization in search of greener shores where they feel their talents are developed and where they are aware of talent development and growth.

The business economy today is very competitive with an emphasis on unique and productive human capital since it is the driving force behind success or failure of an

organization and revenue growth. To ensure achievement of this, talent should be properly selected, developed and rewarded continually (Armstrong, 2013). Talent management entails all the activities that ensure proper procedures to acquire, grow and retain productive and committed employees in an organization aimed at high performance organization sustainability that meets organizational strategy, goals and objectives (Sarah, 2014). Talent management is enhanced through coaching, mentorship, employee involvement, communication, supportive leadership, encouraging open mindedness, training and development among other ways. Employees have different gifts which in turns are enhanced to become talents. Growth of the talents is through repeated practice in the effort for betterment (Armstrong, 2012). In addition, talent management entails taking steps to assure the continued development and improvement of the skills (Gothard & Austin, 2013).

Kenya has been cited to have insufficient talent including poor talent in recruitment, hiring, training, motivating and retaining professional talent (Business Review Management [BRM], 2013). In Kenya the talent shortage impacts both to the formal and informal sectors. This is seen in early retirement that leaves gaps which should be filled with talented employees. In a study conducted by Kenani (2011) in geothermal companies in Kenya concluded that performance was poor due to insufficient talent and recommended that organizations should focus more on talent nurturing, growth and retention if they really wanted to realize results. This was in terms of attitude, skills and knowledge that drive talent perfection and retention. To jointly accomplish the organization's goals and objectives, human resource management must establish strategies to promote productive growth and subsequently higher performance. It was

generally concluded that the geothermal company struggled to strike a balance between demand and supply of labor and ensure sufficient workforce at the same time increasing employability of the workforce (Kenani, 2011).

### **1.1.2 Talent Management**

Talent management entails all the activities that ensure proper procedures to acquire, grow and retain productive and committed employees in an organization aimed at high performance organization sustainability that meets organizational strategy, goals and objectives (Bersin, 2014). Talent management could be achieved through well-defined organizational structure, understanding organizational growth goals, communication and transparency, continuous learning and development, clear cut on the expected roles, individual development plans, alignment of compensation plans and tracking of performance (Whitmore, 2017). Compared to businesses that do not place a high priority on personnel management, firms who do are better positioned to enjoy a competitive advantage. Well managed talents have the opportunity to grow over time thus employee productivity while at the same time ensuring organizational wealth in terms of skills and competences which are unique and not easily emulated (Oehley, 2007).

Deloitte (2014) in the corporate learning fact book on U.S. organizations revealed that spending on training has increased by 15% in the year 2013 record growth in seven years. Mature organizations spend 34% more on training and talent developments as compared to their less mature counterparts which in turns leads to massive benefits, growth in profits and financial stability (Bersin, 2014). Organizations can be able to realize their goals through talent development.



According to Amankwah-Amoah and Debra (2017), talent management enables an improvement in employee performance in terms of fulfilling individual and organizational goals. The study also discovered that talent management is concerned with putting systems in place to successfully hire, retain, and train workers with distinctive qualifications. The main resources that boost organizational competitiveness have been identified as being land, capital, and fixed assets. Human resources, and specifically how each firm makes sure that its employees are healthy and well-managed to promote employee performance increases, are the primary resource that offers organizations an advantage over their counterparts in terms of employee productivity globally (Gardner, 2012).

Increasing staff productivity is a concern for many developing nations in Africa (Amankwah-Amoah & Debra, 2017; Dixit & Bhati, 2012). Talent management has made it possible for people to develop the knowledge, abilities, and attitudes necessary for businesses to thrive while also enhancing individual performance (Crook et al., 2011). Notably, Amankwah-Amoah and Debra (2017) assert that talent management results in a diverse workforce by ensuring that employees' abilities have matured to the point where they feel at home working for the organization. Additional research demonstrates that businesses must fight for the few experts that are available, which are scarce in Africa due to a lack of managerial experience. According to Oehley (2007), the best skilled laborers from sub-Saharan Africa have left for the United States, Canada, France, the United Kingdom, Australia, and the Gulf States.

Due to its numerous disadvantages, including low salaries and a lack of competition in the labor market, the African continent struggles to comprehend how to attract and keep

the most skilled workers. Managing the workforce from a global viewpoint becomes difficult (Tarique & Schuler, 2010; Vaiman et al., 2012; Stahl et al., 2007). The report also demonstrates that ineffective talent management strategies are driving a significant number of workers away from Africa in search of better, greener employment in European nations, a tendency that is largely to blame for the continent's talent shortage.

Kenya experiences difficulties attracting smart individuals to work there, according to an analysis by Business Review Management (2013). This inspired researchers to carry out this study in order to learn how important talent development, career development, and work-life balance can be to employee success. Notably, Armstrong (2013) contends that talent management strategies need to be long-lasting in order to replace shortages in the future. In order to develop the complete workforce, talent management, according to Lockwood (2006), entails a combination of best practices. Similar to this, Lewis and Heckman (2006) succeed by asserting that talent management is a collection of ongoing and never-ending processes that must be modified to accommodate people' growth and development in order to operate well.

Further, Dalahmeh (2020) claims that talent management encompasses organizational initiatives to enhance and develop individuals' distinctive skills in order to accomplish individual and organizational goals. Talent management emphasizes the individuality of each person rather than only controlling their physical attributes within a business (Njoroge, 2012). According to Njiru (2008), the main issue cooperatives and the majority of government organizations, particularly in Kenya, face is their inability to implement effective talent management initiatives that guarantee the long-term sustainability of the institution for their employees. This research aims to close this gap.

#### **1.1.4 Private Hospitals in Kenya**

The three subsystems that make up Kenya's healthcare system are the state sector, the private sector, and Faith-Based Organizations [FBOs]. The governmental sector is the greatest of them all in terms of numbers and development, followed by the private sector, and finally the faith-based organizations, which are less numerous and larger than the latter. These subsystems differ in size and scope.

There are major differences between these health facilities, especially in rural areas. Total Health Spending [THE] has increased by around 33% over the years over the two-year period to KES 234 billion or US\$ 2743 million in 2012/13. Health receives funding from a variety of sources, including employer programs, development partners, the National Health Insurance Fund [NHIF], Community Health Funds [CBHF], private health insurance, development partners, out-of-pocket fees, and non-governmental organizations [NGO].

Even though the cost of treatment in private hospitals in Kenya is more expensive than that of public hospitals, clients tend to like them since the services seem more effective and efficient as opposed to the services in public hospitals. The doctors also seem to be more experienced and committed in private hospitals as compared to public hospitals (Dunlop & Lee, 2004). In the private hospitals the machines are of high quality and continually serviced and the levels of hygiene are also spectacular as compared to the public hospitals. Even if the day-to-day treatment seems to be affordable to many, it is advisable to invest in a plan that can cover for more serious days and cases. Demand for

quality and affordable procedures, treatment and medicine is on the rise both in the public, commercial and FBO subsystems.

Economies of scale are achieved through centralized procurement and purchasing of medicine and machines. This is apparent in the private sector, where treatments and procedures tend to favour Western-style therapeutic and diagnostic equipment (Organ, 2014). In distribution of medical supplies and pharmaceuticals, need to incorporate technology and supply chain management is on the rise since it helps in easier decision making and enhances knowledge which is easily stored and shared through technology. The ten private hospitals under investigation are all situated in Nyeri County and are as follows: Karen Hospital, Aghakan Hospital, Consolata Hospital, PCEA Tumutumu, Mary Immaculate Hospital in Mweiga, Outspan Hospital, Mt. Kenya Hospital, Jamii Nursing Home, Nyeri Surgicare Centre, and Waka Ruring'u Maternity.

## **1.2 Statement of the Problem**

The need for organizations to have unique and very competitive employees has grown over time making organizations adopt diversified strategies and procedures to be able to keep up the pace (Nobari et al., 2021). These practices see to it that qualified staff are recruited to work in well remunerated job positions. They in turn deliver the assigned goals with less strain and more zeal since their skills are well appreciated in the organization (Singh & Chaudhary, 2022).

That notwithstanding, the slowdown in the economy which has been indicated by low budget allocation on training and development has been demoralizing the employees to deliver their best (Phillips & Phillips, 2016). There has been less attention given to training and development hence an increment of noticeable skill gaps experiences. In

fact, more than 70 percent of organizations cite the skills gap as one of their top five organizational challenges (Youhelingam & Redzwan, 2020). This has become evident as the relatively young staff resign and those who feel abandoned see no need to deliver more than what is expected on them. This has resulted to employer hiring challenges since recruitment process could take an average of up to three to five years to complete (Chahtli et al., 2021).

Notably, Sarah (2018) carried out a study on the return on investment of talent development and concluded that for an organization to realize the value of employees, there is need to invest in talent development to reduce if not to avoid cases of capability gaps and to ensure increased productivity. Talent development could be realized through organizations embracing various aspects of talent management while on the other hand encourages the employees to stay longer as they long to actualize themselves (Acheampong et al., 2019). It is significant to conduct the study in the private hospitals since gaps on capability and productivity of employees have been identified (Bersin, 2014), for the results to be inferred to other similar sectors. Numerous studies have been done on talent management and various variables but none has been able to determine how talent management can be used as a tool for employee productivity more specifically in private hospitals. Therefore, the aim of this research was to fill the knowledge gap and examine the role of talent management on staff productivity in a private hospital in Nyeri County.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

To investigate the effect of talent management practices on employee productivity in private hospitals in Nyeri County, Kenya.

#### **1.3.2 Specific Objectives**

- i. To investigate the effect of communication on employee productivity in private hospitals in Nyeri County, Kenya.
- ii. To establish the effect of training on employee productivity in private hospitals in Nyeri County, Kenya.
- iii. To determine the effect of performance tracking on employee productivity in private hospitals in Nyeri County, Kenya.
- iv. To assess the effect of competitive compensation on employee productivity in private hospitals in Nyeri County, Kenya.

### **1.4 Research Hypotheses**

H<sub>0</sub>1: There was no significant relationship between communication and employee productivity in private hospitals in Nyeri County, Kenya.

H<sub>0</sub>2: There was no significant relationship between training and employee productivity in private hospitals in Nyeri County, Kenya.

H<sub>0</sub>3: There was no significant relationship between performance tracking and employee productivity in private hospitals in Nyeri County, Kenya.

H<sub>04</sub>: There was no significant relationship between competitive compensation and employee productivity in private hospitals in Nyeri County, Kenya.

### **1.5 Significance of the Study**

This study is significant to the human resource managers since they will realize the importance of employee talent management on organizational productivity and longevity. The workforce will also benefit since they understand the need to remain proactive and work towards developing their own talents. Organizations will also benefit since they will realize the importance of having talent management policies and future scholars will acquire knowledge related to talent management and employee productivity. The study also elaborated on the importance of embracing not only formal knowledge but also recognize talent with the aim of improving on employee productivity.

### **1.6 Scope of the Study**

The study was conducted in 10 hospitals and health centres in Nyeri County and lasted for one month. These targeted health facilities include: Karen Hospital, Aghakan Hospital, Consolata Hospital, PCEA Tumutumu, Immaculate Mary Hospital in Mweiga, Outspan Hospital, Mt. Kenya, Jamii Nursing Home, Waka Ruring'u Pain Surgery Center and Maternity Hospital. The target group consisted of human resource managers and department heads from each of the private hospitals in Nyeri County. The research objective was to determine the role of talent management practices on staff productivity in private hospitals in Nyeri County.

### **1.7 Limitation and Delimitations of the Study**

Some respondents were reluctant to disclose information they considered confidential for security reasons. To overcome this challenge, the researcher guarantees the confidentiality of the respondents in the use of the information provided and that this information is for research purposes only. Lack of knowledge on the subject under study was a challenge but the researcher took an initiative to take the respondents through the subject for understanding thus facilitates provision of relevant information. Different hospitals had different talent management models hence views also vary from one hospital to another.

### **1.8 Assumptions of the Study**

The study assumed that the respondents were of sound mind and that the information they gave was true to the best of their knowledge. The study made the assumption that secondary data gathered had not been altered and that the information acquired had been used to analyse data.



## 1.9 Definition of Terms

**Employee Productivity:** Employee productivity is said to be an assessment of employee output within a given period of time measured against predetermined targets and goals (Rouse et al., 2017). It is important to always monitor performance continuously to ensure it is on the right track.

**Talent Management:** Talent management entails all the activities that ensure proper procedures to acquire, grow and retain productive and committed employees in an organization aimed at high performance organization sustainability that meets organizational strategy, goals and objectives (Bersin, 2014).

**Communication:** Chuang et al., (2012) states that the way a leader communicates in a great way contributes to the attitude of employees in an organization. The leadership style used by the leader in a great way influences the relationship between the leader and the follower. A great communicator as a leader stimulates their followers to be united and committed towards goals achievement thus improved employee productivity.

**Training:** Armstrong (2013) states that training and development reduces on the organizational cost since employees are sure of their roles thus no trial and error at work. He lay more emphasis on training the employees as a way of ensuring improved organizational performance and productivity thus ensuring waste reduction, character modelling, improved quality and organizational flexibility which enables the employees and the organization to adjust to any changes and be able to adopt and fit with the aim of improving the overall success and remain competitive in the market.

**Performance Tracking:** Performance tracking involves outlining those activities and outcomes that will lead to the company successfully implementing the strategy that promotes productivity in order to make sure that employees' actions and results align with the organization's goals (Noe, 2017).

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter includes a theoretical review discussing the theories underlying the research. Also, an empirical review, which discusses and reviews the literature on research variables. It also has a conceptual framework that shows the relationships between variables and finally looks at the operational framework.

#### **2.2 Theoretical Review**

This research section explains the theoretical framework as well as discusses the relevance of theory to research. Theories that discuss talent management and how to acquire the same were used to support the study.

##### **2.2.1 Talent DNA Model**

Talent DNA Model which guided training discussed the general talent that is selected in an organization that helps to identify the organization and helps achievement of the organizational objectives (Singer & Griffith, 2010). Organizations specialize in different areas which they consider their source of strength. Talent DNA basically states that talent is the bloodstream of an organization and should be uniform and flow from the topmost employee down to the least employee in an organization. Therefore, in order to choose and keep the best talent within a company, organizations need to be able to identify their talents extremely clearly through training. Proper talent selection and management ensures uniqueness in products and services while at the same time improves employee

productivity. It is through the unique talents that an organization is able to outperform its competitors and improve on its overall productivity.

Singer and Griffith (2010) states that sustainable competitive advantage in most cases is realized when an organization is consistent in its talent identification and development through training. In the effort to develop the existing talent in an organization, the employee competency is enhanced while at the same time development of the talents. This in turns leads to employee productivity improvement while ensuring the employees are effective and efficient (Yaghoubi, et al., 2011). If an organization has very well-defined talent management practices it means that they can be able to identify upcoming talents and be abler to nurture them into more useful assets of the organization. An organization that has valuable assets in the form of human capital stands a better chance in the market where human talents and competences are hardly emulated thus making them outstanding as compared to those that do not concentrate in building their human capital (Segers et al., 2011).

This theory is applicable to this research since an organization is defined by the talents, they specialize in thus their DNA. The expectations of the organizational talent to specialize in, is communicated across the organization to be able to stimulate employees to work towards achievement of the same. Employees are also continually trained to enhance the talents and help improve their productivity. For an organization to be able to understand whether talent is well selected and there is development of the same, performance has to be regularly tracked to be able to identify training gaps. For an organization to be able to retain the existing talents, it has to ensure the compensation package is competitive in such a way that it is commensurate to the employee input to the

organization. Objectives one and two are well supported by this theory since the required talent should be communicated and employees should be trained in line with the talent valued in the organization.

### **2.2.2 Resource Based View Theory**

RBV which guided competitive compensation, does an analysis of what the firm has and the value attached to the same and tries to match it with the firm's strategy to ensure maximum profitability and ensure organizational sustainability (Grant, 2009). It is the organizations uniqueness that gives them a mileage when it comes to comparison with its competitors since they enjoy a market niche where imitation is not easy and this is achieved through talented employees. Management of the talents available in an organization leads to improved employee productivity as the workforce is well motivated towards goals achievement within an organization. To attain the intended objectives, businesses should be able to develop strategies or initiatives that will guarantee the distinctiveness and consistency of talent. Having unique talents gives a result of unique products and services while at the same time bearing in mind the quality produced and the overall organizational productivity (Viswesvaran & Ones, 2000).

The theory argues that sustainable competitive advantage can be achieved through people more than through the organizational physical resources, financial resources and technical resources since talents and competences can hardly be emulated. The core purpose of this theory is to evaluate how organizational resources can lead to the achievement of a sustainable competitive advantage (Joo & Mclean, 2009). The competitive advantage can be sustainable only if the resources are rare, unique and not easily imitated which in this case human resources talents and competences should

qualify all the mentioned attributes. Firms should also define their reason for existence and should be very specific on the resources it should have for it to remain unique in the market to ensure maximum productivity and sustainable competitive advantage.

This theory is relevant to this study in that an organization should be able to define its purpose very clearly to be able to outperform its competitors. Through ensuring the right talent is selected and developed, the expectations clearly communicated to the respective people within the organization, ensuring people are continually trained to develop their talents, performance should also be tracked continuously to ensure the resources present in an organization are being utilized maximally to enable the organization achieve a competitive advantage. Finally, the resources if well utilized should be able to give people a competitive package as a way of motivation towards working harder with the aim of utmost productivity. Objective three is supported by this theory as an organization needs to always be able to account for the employees in the organization. This as well can be evaluated as the performance is being tracked on regular basis.

### **2.2.3 Human Capital Theory**

Human capital theory guided communication and performance tracking variables. Becker (1993) defines the notion of human capital as the sum of all organizational competencies that are currently available, individual traits that generate intrinsic and quantifiable economic value, and knowledge that is temporarily accessible in a given organization and in society. scope aspects of the organization's workers. He further argues that the theory of human capital is mathematically what individuals can contribute to the economy. The well-being of organizational success is influenced by culture's contributions to human capital, social order, symbolic capital, and actual economic capital. Employers take steps

to ensure they have the best human resources, which are viewed as assets within the company, including employee training, career development, talent development, and retention tactics. Management accounting is interested in how people may be turned into capital assets and how important factors of company success can be further taken into consideration (Crook et al., 2011). As a result, objective judgments that contrast present outcomes with future preferences and expectations will be used to forecast organizational performance. Continuous learning, talent management, career development, and experience are all ways to improve your human resources.

The intangible assets of a business, which stand in for its human capital, significantly impact its overall success. Organizations can amass wealth in the form of human capital through acquired skills, talent management, staff retention, and employee training (Becker, 1993). Every firm must make sure that its human resources are distinctive in terms of their skills and capabilities so that rivals cannot readily copy it, giving it a competitive advantage. Assets in human capital are difficult to duplicate and impossible to purchase. That is, a company is more likely to succeed if it can hold onto individuals who have special abilities and capabilities such as clear communication skills (Patterson et al., 1997). This also implies that each organization is accountable for attending to the needs of its human resources and maintaining favorable working circumstances and motivation, which in turn promote efficiency, effectiveness, and dedication and have an impact on the overall organization's success. To ensure that resources are used as effectively as possible, having the proper resources also demands having the right human capital.

The ability of businesses to manage the supply and demand for human capital makes this theory crucial for this study. Additionally, organizations will be able to recognize through performance tracking where to look to fill any existing or anticipated skills gaps. The service gains that result from having the required human capital in the organization are not considered in this theory, which also aids in identifying the kind of human capital that secures the organization's long-term existence. This also allows the company to select and retain the talent it needs, resulting in higher productivity. This also affects all survey objectives as organizations need to communicate the expectations of each employee while also communicating the preferred talents within the organization. Also, when the organization is planning for training programs, they are able to know what to train and who to train and when (Williams & Anderson, 1991). Performance is also tracked to help in identification of the available talent and also helps in identifying talent gaps. Finally, human capital is also attracted and retained through a competitive compensation. As the employees enjoy a good package, then the organization also enjoy increased productivity. This view supports Objective 4 because there is only compensation for the organization's current personnel. This means that even as they establish competitive salaries for their employees, a company can only account for the human capital that is currently on hand.

## **2.3 Empirical Review**

### **2.3.1 Effective Communication and Employee Productivity**

Enwin and Rumuolumeni (2020) looked into the connection between Ndorama Eleme Petrochemical Limited's organizational performance and effective communication. The research design used was descriptive. The 72 employees were chosen at random from the 110-person target demographic using a straightforward random selection procedure. The



data gathered through the use of a questionnaire were analyzed using descriptive statistics and linear regression. According to the regression results, communication and organizational success are significantly correlated. The study's recommendations did not correspond with its goals. On the other hand, the study did not indicate the theory adopted by the study. There was need for a study to be carried out on a joint regression to establish the effect for jointly regressed variables against the dependent variable.

According to research done by Kalogiannidis (2020) on the impact of communication on employee performance at the Ghana Revenue Authority, there is a strong positive correlation between communication and employee performance. The study further realized that the choice of communication channel was very important when it came to effective communication; reduction of communication barriers was also a way to enhance effective communication. Communication breakdown was another aspect that leads to ineffective communication while on the other hand information distortion and omissions lead to poor communication thus affecting the overall employee performance. The study recommended that for employee performance to be enhanced, organizations needed to understand their employee categories and the available resources to support the channel selection to enable for effective communication across the organization and beyond.

Al-Atawi and Zaki (2022), in their study on the impact of organizational skills on service quality in customer choices for health services at Green Hill Hospital and Bechem Government Hospital in India, found that communication is very important in every organizational activity, because of that facilitate the flow of information. They discovered that in order to satisfy customers, service providers must constantly communicate with them in order to comprehend their wants. By continuously monitoring and evaluating

customer history, root causes and solutions to problems can be identified. Communication was seen as a key variable that really contributed to organizational performance while putting in mind the diverse nature of clients visiting the hospital on a daily basis. Track records for return clients also needed to be well kept and well communicated to the clients on the next visit for easier follow up and client history which avoided duplication of services and improved performance.

According to Katz and Lazarsfeld (2014), a leader's ability to effectively communicate affects how the employees feel about their workplace. The relationship between the leader and the follower is greatly influenced by the leadership style the leader employs. A great communicator as a leader stimulates their followers to be united and committed towards goals achievement thus improved employee productivity. Leaders who encourage communication within the organization enjoy the benefit of a conducive working environment whereby the followers are also willing to follow and are focused towards the achievement of the overall organizational goals.

In Lagos State, Nigeria, Handayani (2019) performed research on how organizational communication, career advancement, and the complexity of the work affected employee performance. The researcher analysed how the level of organizational communication could influence employee performance and how organizational communication would influence worker commitment and concluded that there has to be a two-way communication to ensure the goals are well communicated to the employees down the hierarchy and also to ensure that the progress and shortcomings are communicated from down up to the relevant parties. This will ensure smooth running of the organization while at the same time improve productivity of employees and the organization as a

whole. The study further concluded that communication is among the major factors affecting organizational performance. If it is poorly done then, despite having brilliant policies and strategies, if they are not effectively communicated then they are as good as not made.

Efficacious communication's impact on organizational performance was the subject of research by Musheke and Phiri (2021). The systems theory anchored the study. The study utilized a quantitative approach where 88 respondents participated in the study. A questionnaire was utilized in collecting the primary data. Pearson correlation coefficient was used in analyzing the data. The findings showed that there is no correlation between organizational performance and good communication. It was recommended that there is need to have training on all levels of management on conflict and communication management. It is not clear how the researcher arrived at a sample size of 88 respondents. The study did not also indicate the parameters used under communication to establish if they are among the components of communication even as the conclusion was reached.

Kairu (2016), in a study on the importance of communication quality for performance in US colleges, concluded that through marketing communications an organization can recognize the qualities of its customers, the benefits they expect from engagement, and achieve personal goals. customer goals. This helps in designing customer satisfaction opportunities to ensure the relationship lasts as long as possible. This study also concludes that communication is a chain of means and ends, ensuring that customer needs are identified and service quality is designed in such a way that the customer is satisfied at the end of the deal.

Further, Musenze et al. (2014) conducted a study on quality service delivery and communication in Ugandan local government and examined the effect of mediation on overall quality management. They came to the conclusion that high quality service delivery cannot be realized without communication, because communication guarantees comprehensive quality management. Only through continuous quality monitoring, carried out from the start, can high-quality services be realized. They discovered that because the desired quality is disclosed in advance and the services are reported via a feedback mechanism, the three variables cannot be distinguished. Performance can be reported through feedback achieved through communication.

According to Onifade et al. (2018), good communication and worker performance are related. For this study, a descriptive survey approach was chosen, and 142 respondents made up the entire study population. The method for choosing participants was a straightforward random sample one. Utilizing the Pearson Product Moment Correlation (PPMC), the acquired data were examined. According to the analysis's findings, good communication and employee performance are significantly correlated.

Researchers Akwandin and Isa (2021) examined both the relationships between the most crucial elements of effective communication and employee performance as well as the consequences of those elements on employee performance. The study was carried out at the Mados Mersing Farm with a 100-person estimated sample size. Data were gathered using a strictly organized questionnaire. Multiple regression, descriptive, and correlative analysis of the study's data were all used. According to the correlation coefficient analysis's findings, all independent characteristics, including thoroughness, focus, politeness, and clarity, are significantly correlated with employee performance. The

regression study's conclusions indicate that the most important element affecting employee performance is communication attention.

Additionally, Adu (2021) uses Beiersdorf Ghana Limited as a case study to explore the effect of internal communication on employee performance. There have been attempts to identify the Beiersdorf Ghana communication system, gauge employee effectiveness, and identify the employee's preferred method of communication. 44 employees from the firm under consideration were chosen for this study utilizing a sampling strategy and a quantitative research methodology. The questionnaire serves as a tool for gathering data. This study discovered that employee performance at Beiersdorf Ghana is significantly influenced by internal communication.

The impact of effective communication on enhancing employee performance, particularly in the workplace, was examined by Agustriyana (2021). The library search technique is used in this investigation. It is evident from the data gathered that employees and communication have a crucial link. The study's findings suggest that one approach to add value to a business is through effective internal communication. Communication has a big impact on employee performance because good communication raises workers' perceptions of job satisfaction. Employees will complete their work accordingly to the tasks allocated to them as a result, with no misconceptions.

In Nigerian Law School (NLU), Duyile (2022) assessed the impact of good communication on staff performance. The specific goals are to assess how communication influences employee performance, how communication affects employee engagement levels, and how organizational communication affects employee performance. In order to accomplish the objectives of the study, data were gathered using

a standardized questionnaire that was distributed to 80 samples of 100 employees. The collected data was then evaluated, presented, and interpreted before being delivered in tabular form using descriptive statistics and correlation analysis. The findings demonstrate that good communication is essential to helping employees comprehend organizational goals and their involvement in achieving them.

### **2.3.2 Training and Development and Employee Productivity**

In a study on the advantages of training and development at hospitals in Kakamega, Kenya, Khaemba (2017) came to the conclusion that training and development and staff productivity go hand in hand. Additionally, it was determined that because of the dynamic nature of the work, businesses required to devote more resources to employee training and development in order to help workers advance their abilities and make sure they can handle the dynamic nature of the job. It recommended that organizations should have training programs for their employees to ensure continuous employee training and development. The study also emphasised on doing on the job training which was considered a key factor in improving employee skills and performance at work.

Further, Haymanot (2019) states that training and development reduces on the organizational cost since employees are sure of their roles thus no trial and error at work. He placed more emphasis on employee training as a means of ensuring improved organizational performance and productivity, which in turn ensured waste reduction, character modelling, improved quality, and organizational flexibility, allowing the employees and the organization to adapt to any changes and be able to fit with the intention of improving the overall performance and competitiveness. The knowledge

acquired through training gives birth to very competent employees with the desired skills which in turns is considered asset to the organization.

Belefkiah et al. (2019) in their study on impact of training and development on employee performance highlighted that organizations should have well designed and implemented education software that serves as an all-time training tool for the employees where it does not necessarily require the organization to have schedules for employee training but the software can be utilized by the employees at different times at their own convenience. This will equip the employees with the desired skills and competences that would help the employees work effectively and efficiently towards the achievement of the organizational goals thus improved employee productivity. The study further concluded that the training systems should be kept up to date and should have trainers who are in charge of training the other employees at the same time arranging training schedules for the employees.

According to Latukha (2017), the fundamental goal of employee development is to boost employees' morale and strengthen their confidence at work, which will ultimately result in greater dedication and devotion to the business. This confidence they acquire leads also to improved productivity and competitive advantage in the organization. There is also reduced costs as there are no or fewer errors in the course of work as compared to an organization where employee development is not given priority and emphasis. Employee development also leads to improved skills, better knowledge of work and better employee attitude in the organization all giving an advantage to the organization in terms of the available competences. This leads to job satisfaction, employee commitment and

productivity as individuals' efforts accrue to profitability and productivity in the organization (Acheampong, Bediako & Acheampong, 2019).

Further, Odhiambo (2018) investigated how staff productivity at Safaricom Company Limited was impacted by training and development. The study intends to: Evaluate the impact of training approaches, training material, and development programs on employee performance at Safaricom Limited in order to achieve this. The study adopted a descriptive research methodology to assess the degree to which training and development impact employee performance. The 1,892 full-time employees of the company's headquarters in Westland, Nairobi County, who make up the target group. Target group members were randomly chosen to make up a sample of 377 respondents. Through the use of a structured questionnaire, primary data were gathered for this study and evaluated using means, standard deviations, percentages, and frequencies. This study also shown that training needs analyses, training methodology, training material, and employee development programs had a big impact on employee performance.

In addition, Sothy (2019) investigated how training and development impacted staff performance at a few private high schools in Phnom Penh, Cambodia. The 220 staff members who made up the study's target group were the principals, coordinators, and teachers from six (06) prominent private secondary schools in Phnom Penh, Cambodia, who served as the case studies. However, 74 people responded. The ANOVA procedure was applied. According to the study's findings, training and development are advantageous for employee performance. Employees acquire the new skills and competences they need to execute their jobs and contribute to greater production through training and development.



Understanding how employee performance is impacted by training and development is the aim of Karim et al. (2019). A realistic sampling technique was used for this inquiry. The information was gathered through a self-administered questionnaire, which was distributed to ten different organization personnel. Employees are aware of and motivated by training, according to surveys, and training and development result in improved performance.

Notably, Youhelingam and Redzwan (2020) looked at the literature to determine how training and development affect employee performance. Due to organizational, technical, and social factors, researchers discovered that employees have a tendency to absolutize themselves, necessitating a constant need for learning and a desire to update skills and knowledge. So, it's crucial to organize training and development programs for businesses to get a return on their investment. But in a fierce and competitive market, a company's people resources are its most valuable asset. Employee skill exploration is assisted by resources like training and development. To ensure that a company's personnel remain productive, training and development are essential.

The impact of training and development on employee productivity in the Ghana Education Service was studied by Shuibin et al. (2020). A questionnaire was used by researchers as a method to collect data from participants. GES found it challenging to carry out training and development in an effective and efficient manner as a result. The investigation also revealed gaps where employees lacked precise knowledge regarding clearly defined training regulations.

Notably, Mohammad et al. (2022) investigated the impact of training and development on worker productivity in the twenty-first century. In this project, a conceptual literature

review approach was used to find information on the topic of "employee training and performance development" in the study summary based on information analysis. This involved conducting a critical review of articles, journals, and books published in English between 2000 and 2020. According to this study, skilled workers often perform their tasks with greater skill, competence, and experience than unskilled workers. The study found that staff productivity is positively impacted by training and development.

### **2.3.3 Performance Tracking and Employee productivity**

According to Nobari et al. (2021), performance tracking entails the steps of identifying, weighing, discussing, advancing and rewarding the performance of employees. The process and exercise of performance tracking should be well aligned with the strategy of the organization. This will ensure that whatever activities taking place in the organization are geared towards achievement of the overall goals and objectives of the organization. The review conducted helps in identifying talent acquisition gaps, training and development needs as well as rewarding the employees. The reviews also help in nurturing the available talents to avoid brainwashing in the organization. For an organization to gain a competitive advantage, the results of the review should be used for development opportunities, training needs, talent management, retention purposes, promotions and to help monitor the overall performance of an organization. To realize improved productivity and organizational performance ensure proper employee retention measures are in place (Nobari et al., 2021).

Regular performance tracking is crucial to ensuring that employees' actions and results align with the established company goals and initiatives. The activity and process entails being specific on those activities and outcomes that will yield to successful

implementation of a strategy that will lead to improved productivity (Phillips & Phillips, 2016). Performance tracking should be done on a regular basis and the feedback given effectively to ensure performance improvements and rewards where earned.

In achieving the overall organizational goals, it is important to put in place a performance tracking system that is compatible with the organization's reward system hence provide a powerful incentive that stimulates employees to work diligently and win their loyalty and trust (Darma & Supriyanto, 2017). Malviya and Kant (2019) alludes that in the current global economy, performance tracking has been a trending issue in the human resources management as it is a tool to monitor and evaluate performance. It was also concluded that performance should be measured and evaluated on a scale that is equal and fair to all to produce fair and just outcomes that can be used to make decisions pertaining employee's performance in an organization.

Additionally, Ikramullah et al. (2016) defined performance tracking systems as interrelated organizational activities and processes that are holistically treated as an integrated and key component and approach occurring through people in an organization with the aim of improving their competences. This is directly said as effective management of people's performance to align with the organizational goals and objectives while at the same time identifying development opportunities and gaps. Through this evaluation and monitoring, human capital is enhanced in the organization and the organization in turns enjoys a sustained competitive advantage. One of the biggest challenges faced by almost all the managers is the ways and means of ensuring maximum performance from the employees in a more organized and sustainable way (Kirkpatrick & Kirkpatrick 2016). This challenge is due to the shift in the way employees

are treated and the evolution over time. Previously employees were manipulated like robots by the system but currently the employees are viewed as valuable assets in an organization and are the drivers of the organizational vision. To achieve optimal performance from the employees, a more friendly and compatible performance tracking system should be adopted which becomes an enabler.

Employee performance can be looked onto using two dimensions: either as a behavior or an outcome (Bailey et al., 2017). When it is treated as an outcome, then the employee performance is measured using the final mark achieved by the end of the set goals and objectives. This therefore does not so much dwell on the route used in reaching the goal but rather successful accomplishment of the goal. When performance is rated via behavior, then the means used by the employee to arrive at the set goals and objectives really matter. This means that all through the process, the progress is monitored continually to ensure what is defined is followed as per the guidelines. The performance evaluations in most organizations are done quarterly while few organizations conduct their review halfly and others do their reviews yearly.

The review is more productive and useful when done quarterly since employees cannot lose track for long and gaps are identified and rectified early enough to reduce or eliminate any losses that may be prone to occur. The performance is tracked individually for individual employees and dialogue and feedback given on one's performance hence the collective efforts and ratings form parts of the overall performance of the organization (Bailey et al., 2017). Performance tracking helps the organization in identifying their current position in relation to where they are supposed to be in terms of employee productivity and overall organizational performance. Having an effective performance

tracking systems is essential in that the organization will always have correct and updated report on the employee productivity progress.

Notably, Carroll and Flora (2019) investigated how performance management procedures affected labour department employees' output. Performance evaluation and feedback are two components of performance management strategies. This study is based on a descriptive research approach, and the target population of middle- to lower-level employees served as the source of primary data. In order to select 68 respondents from a pool of 278 respondents, a stratified random sampling approach was used. In order to take into consideration, the influence of the independent variables, the data analysis employed the mean, percentage, standard deviation, and regression analysis. Employee productivity is assessed by employee ratings and performance comments. According to this study, employee performance feedback and employee evaluation have a significant beneficial link with staff productivity.

Further on, Okeke et al. (2019) used a few big firms in southeast Nigeria to study how performance management affects worker productivity. This study primarily looks into the effects of 360-degree feedback, performance appraisal, self-assessment, and performance appraisal on employee productivity. A descriptive survey design was employed for this inquiry. A sample size of 366 was obtained using the Taro-Yamane formula from a research population of 2081. In order to test a hypothesis, simple percentages, descriptive statistics, and multiple regression analysis (MRA) are used. The results of the investigation show that while self-evaluation has no noticeable impact, 360-degree feedback assessment and performance appraisal have a considerable impact on employee

performance. Employee performance is significantly impacted by performance reviews as well.

In addition, Mwasawa (2021) conducted research at the Taita Taveta Regency's Ministry of Land, Environment, and Natural Resources to determine the impact of performance management on employee productivity. The precise objectives that guided this research were performance monitoring and feedback. The creation of the data used a descriptive research design. 262 personnel from five different directorates made up the study's target population. For this investigation, a representative sample was made using stratified random sampling. Facts are gathered through questionnaires. The data were analyzed using correlation and multiple regression, which are examples of descriptive statistics and inferential statistics, respectively. According to this study, employee productivity is favourably correlated with performance monitoring and performance feedback.

In addition, Assefa (2021) evaluated the impact of Awash Bank S.C.'s performance management systems, which include feedback and awards, on staff performance. The study's key data sources were 400 respondents who responded to questionnaires sent to store managers, business development managers, operations managers, customer service managers, account managers, and portfolio/credit analysts. According to frequency and proportion, descriptive research methods are evaluated, and correlation coefficients are utilized to look at how all study variables are related. The results show that a revised performance management system will benefit employee performance by emphasizing efficient monitoring and reporting, as well as rewarding and correcting good and negative performance.

The impact of Chinese cross-border e-commerce enterprises' performance management methods on staff productivity was examined by Fang and Layraman (2022). One of the study's specific objectives was to measure the effect of performance feedback on staff productivity. The target group for this study, which uses a quantitative methodology, is made up of 400 employees of a Chinese e-commerce company operating internationally. Descriptive statistics assist in data analysis. Inferential statistics like correlation and regression analysis are used to establish the link between the dependent and independent variables. This study discovered that performance feedback had a favourable and significant impact on worker productivity.

Further, Helal (2022) studied how performance evaluations affected worker productivity in the context of the retail industry in Lebanon. The research focuses on the quantitative data collection methods. information gathered from both primary and secondary sources. Using Google Forms, the survey was distributed to a sample of 100 respondents working for Lebanese companies. To analyse the data, descriptive and inferential statistics were employed. The findings demonstrate a connection between organizational success, 360-degree reviews, and performance evaluations.

#### **2.3.4 Competitive Compensation and Employee Productivity**

In a study conducted by Muthengi (2017) on the effects of compensation schemes on employee performance at the Kenyan Auditor General's Office, the researcher found that direct, non-financial, and financial compensation had a significant impact on employees' productivity. This is realized when the compensation is more and employees feel they are recognized and appreciated by the organization thus they are motivated to work harder enhancing performance. On the other hand, if the compensation is less as perceived by

the employees, then their morale and motivation go down and the level of employee productivity is low. The study further concluded that pay should be commensurate with the work done to ensure employee motivation and service delivery enhancing the overall performance. Considering also the sensitivity and technicality of audit activities, the study emphasized on including benefits for employees as part of compensation for work done.

At the Kenya Literature Bureau in Nairobi, Kenya, Mangale (2017) conducted research on the effects of compensation on employee productivity. She came to the conclusion that direct financial rewards, such as salaries, indirect financial rewards, such as paid time off and health insurance coverage, non-financial rewards, such as flexible work schedules and job sharing, and total rewards, which combine financial and non-financial rewards, are all significantly influencing factors. If organizations are able to offer competitive compensation and rewards, they stand better chances of positive employee productivity as compared to those who do not offer competitive compensation and rewards. The study also concluded that apart from the pay and the benefits, employees should have work life balance to ensure a healthy workforce.

Additionally, Kazmi (2017) conducted a study on the change management capture model to make the best choice from various organizational transformation techniques and realized that change can only be enabled with adequate resources and this also determines the techniques that must be used in organizational transformation efforts. They went on to say that financial capability is the most important resource an organization should have to initiate any kind of change. The financial capability of an organization allows the organization to offer attractive and competitive compensation to its employees, which in



this case is the main driver of the implementation of change and transition processes. It must be highly sustainable even when changes are not fully embraced and adjustments need to be made, resources are continuously available to support the process to the end and employees provide their support voluntarily and voluntarily.

In the case of the Kality food plant, Abebe (2018) research evaluated the effect of remuneration on staff productivity. A descriptive and explanatory research design was used in this study. 368 Kality Foods Manufacturing Factory employees made up the study's entire sample. 110 workers were chosen as the sample using a straightforward stratified random sample. As tools for gathering data, questionnaires, interviews, and document reviews were used. According to descriptive research findings, compensation for fines has a positive, strong, and substantial association with employee productivity, but non-financial remuneration has a negative, weak, negligible relationship with it.

The purpose of Keynan's (2018) research was to determine how employee performance in Kenya's local government—specifically, the Wajir District—relates to procedures for managing remuneration. Finding out how incentives, indirect compensation, direct remuneration, and employee performance are related is the specific goal of this study. To choose respondents from the sub-district category, the poll employed a convenience sample technique. By using a questionnaire, this study gathered data from primary sources. A chi-square test and multiple regression analysis were both employed to determine the correlation coefficient's significance. According to the study's findings, direct employee compensation and incentives and employee performance are directly correlated.

Further, Noor and Tamzid (2018) studied employee relations and performance compensation packages in selected private organizations in Dhaka city. An 80-person sample from 20 different private organizations in Dhaka city was carefully selected for this study. Using principal component analysis and z-test models, the causal relationships between the dependent and independent variables were discovered. According to the study's findings, employee performance is positively impacted by the compensation package.

In addition, Kadir et al. (2019) made an effort to ascertain how compensation and perks affected worker performance. This study was carried out at XYZ College. In order to generate the sample of 80 respondents for the study, 100 questionnaires were delivered to academics at XYZ College, representing a sample of 100 lecturers. These findings led to the conclusion that there is a strong relationship between staff performance and compensation.

The effect of pay on staff success was investigated by Afriyie et al. (2020) at Accra University of Technology in Ghana. For this study, a descriptive survey design was employed. 40 respondents were chosen by simple random sampling from a sample of 57 administrators, 35 of whom provided answers to a twenty-point questionnaire. The responses are displayed using the frequency table. The major finding is that management's sensitivity to administrators' requirements attracts them more than the financial component of pay does.

Further, Ndolo (2020) looked into the impact of remuneration on the performance of the National Police in the Nairobi District. This study's main objective is to determine how benefits and pay affect employees' performance. This study has a descriptive research

design. The sample, drawn by a simple random sampling method, consisted of 283 policemen from the Nairobi National Police. The study is based on unique data that was acquired via a closed questionnaire. In this inquiry, descriptive and inferential statistics are used. The results of the study show a significant relationship between pay and benefits and employee performance, showing that pay and benefits affect employee performance.

### **2.3.5 Employee Productivity**

In listed manufacturing enterprises in southwest Nigeria, Olasanmi et al. (2021) examined the degree of staff productivity and discovered factors affecting it. For this study, a descriptive research strategy was chosen. Using a straightforward random sampling procedure, a sample of 394 respondents was chosen. The majority of responders, according to the survey, are generally productive. The findings also indicate that management and organizational factors, followed by organizational and technical factors, production and financial factors, have the most effects on employee performance. The findings also indicate that organizational, managerial, personal, and financial issues all have a sizable negative impact on worker productivity. The study came to the conclusion that major elements that can affect worker productivity include financial, managerial, personal, and organizational aspects.

The research by Almaamari and Alaswad (2021) set out to empirically examine the connection between organizational culture, leadership approach, and worker productivity. The results demonstrate that democratic leadership is often regarded as the most effective means of boosting output. It might, however, vary depending on the nation and the situation. The top performance-enhancing factors in organizational culture were

determined to be conflict, solidarity, innovation, and purposefulness. Productivity is influenced by the workplace's air, temperature, light, environment, sound, and color, among many other factors.

In addition, Asio (2021) investigated labor productivity and its determinants in selected staff in tertiary institutions before the COVID-19 pandemic. As a research method for this descriptive study. The results indicate that there are significant relationships between the variables studied. Additionally, each demographic profile demonstrates a direct or indirect connection to worker productivity. Evidence from regression analysis shows that department and gender are crucial factors in determining an employee's labor productivity.

Further, Singh and Chaudhary (2022) looked into the factors that influence employee productivity. A strategy utilized to comprehend the idea and identify the many industries in which research have been conducted up to this point is to conduct a comprehensive literature study on employee productivity. In order to achieve this, 114 research publications on employee productivity were obtained, and 77 of them were found to be relevant. These articles were then examined to determine employee productivity and its factors. Some of the characteristics this study identified as being used to quantify employee productivity include motivation, work-life balance, the office environment, training, stress, workplace health, salary, and performance reviews.

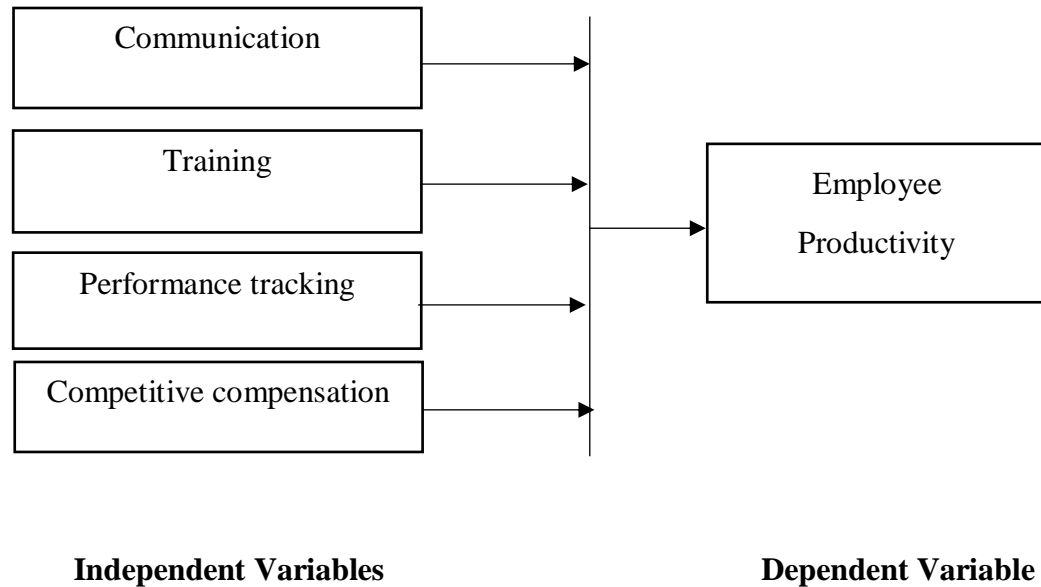
Additionally, Islam (2022) investigated the factors that affect employee productivity in public sector enterprises using empirical analysis. For the targeted sample technique, respondents are chosen from public sector organizations such as manufacturing, services, etc. using a non-probability evaluation. 350 people made up the entire sample, and the

first-hand information was gathered via a self-completed, pre-tested questionnaire. The seven criteria listed in the study—technological support, managerial cooperation, autonomy, job satisfaction, teamwork, training, and process performance management—have a significant impact on employee productivity.

## 2.4 Conceptual Framework

**Figure 2.1**

*Conceptual Framework*



*Source:* Researcher (2023)

### 2.4.1 Variables Explanation

#### 2.4.2 Communication

In every organization effective communication is very important in facilitating employee productivity since the goals and target are communicated in a way that is understood and feedback is also delivered to show the progress (Ahmed et al., 2010). This ensures effective flow of information within the organization that makes employees focus on the communicated goals thus enhancing performance in the organization.

### **2.4.3 Employee Training**

Organizations that value training and development for their employees enjoy talent development outcome and the overall employee productivity is outstanding (Reitman, 2006). Having well trained workforce with the necessary skills and talent enables employees work better reducing errors, increasing their confidence and morale leading to improved employee performance.

### **2.4.4 Performance Tracking**

For an organization to establish whether it is moving in the right direction, track on performance has to be done to be able to know what input talent is bringing to the organization while at the same time be able to gauge employee productivity (Roberts, 2007). This as well is going to reveal the human capital available in the organization and also present the information of those due for promotions or rewards and those that need performance improvement plans to ensure enhanced performance.

### **2.4.5 Competitive Compensation**

The amount of compensation given to employees in a great way determines their attitude and behavior towards task performance. Therefore, if employees are well compensated in most cases their productivity is always improving as they are motivated to work even harder (Yamoah, 2013). Apart from enhanced performance, employees need to feel that the value they bring to the organization is well compensated and they should be made to feel as valued assets to the organization through the value the organization attaches to in terms of compensation.

#### **2.4.6 Employee Productivity**

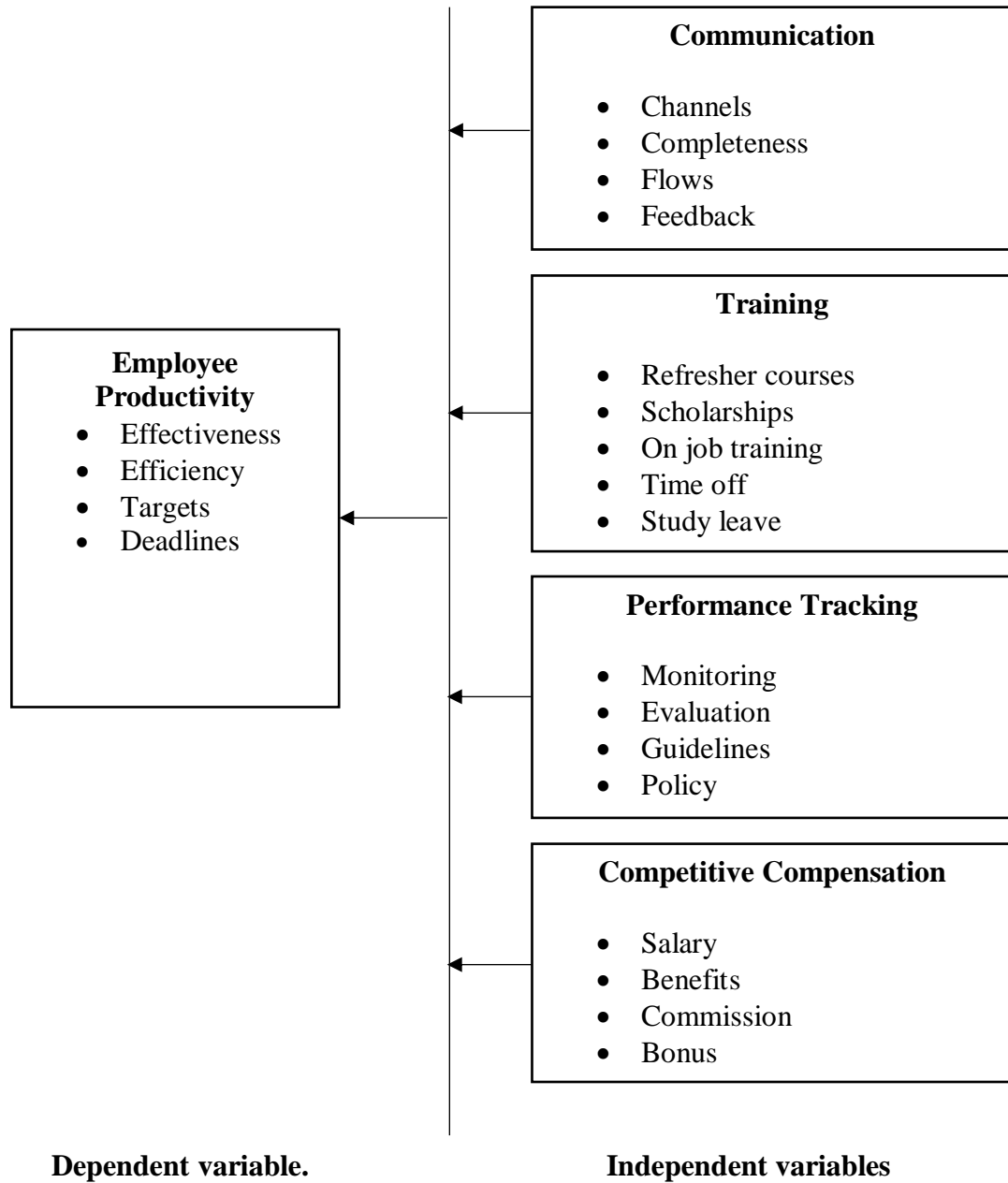
Employee productivity is said to be an assessment of employee output within a given period of time measured against predetermined targets and goals (Rouse et al., 2017). Therefore, putting into consideration all the four mentioned independent variables, an organization may enjoy increased productivity. Organizational performance can be enhanced through many factors such as continued training of employees, effective communication within the organization, regular tracking of employee performance and competitive compensation among other factors in the organization.



## 2.5 Operational Framework

**Figure 2.2**

*Operational Framework*



*Source:* Researcher (2023)

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter covers the research methodology used in this research. Additionally, it covers the target audience, technique, sample size, data collection tools, validity and reliability of the instruments, data analysis and presentation, and ethical concerns.

#### **3.2 Research Design**

This study adopted a descriptive research design. The descriptive study design allows the entire selected sample population to be presented, with results applied to the entire population. Descriptive research designs are suitable because they enable researchers to draw on historical data, observe observed behaviors, and extrapolate findings to the entire population. According to Bryman and Bell (2015), identifying regularities of events in relation to the variables being compared is the goal of descriptive design. Because the knowledge and information about talent management and employee performance is available, the descriptive research design supports the description of observations and characteristics. This research design is appropriate since it allows the study explain events as they occurred and the results can be adopted for similar characters in the population where a sample is used for representation.

#### **3.3 Target Population**

Target population included employees at selected private hospitals in Nyeri County, including human resources managers and department heads. Target population is the

number of subjects studied (Kothari, 2004). The study targeted 10 human resources managers and 79 departmental heads from the respective hospitals making a total of 89 respondents since they are the custodians of the required information and are also responsible for performance evaluation hence gave more accurate responses. The respondents were specifically picked for the study because they are the custodians of employee performance data and are in charge of talent selection and management, making them better qualified to give the information required for the study.

**Table 3.1**

*Target Population*

<b>Selected Private Hospitals</b>	<b>HR Managers</b>	<b>Departmental Heads</b>	<b>Total</b>
Karen Hospital	1	9	10
Aghakan hospital	1	10	11
Consolata Hospital	1	8	9
PCEA Tumutumu	1	8	9
Mary Immaculate	1	6	7
Outspan hospital	1	10	11
Mt. Kenya Hospital	1	6	7
Jamii Nursing Home	1	9	10
Nyeri Surgicare Centre	1	7	8
Waka Ruring'u Maternity	1	6	7
<b>Totals</b>	<b>10</b>	<b>79</b>	<b>89</b>

*Source:* HR Managers (2022)

### **3.4 Sampling Procedure and Sample Size**

The criteria and processes used to sample particular components of the population are referred to as sampling design (Kothari, 2004). The census serves to determine the respondents from the population. The respondents were put into two groups, one with departmental heads and the other with human resource managers from the respective private hospitals in Nyeri County. As part of this study, respondents were specially selected where they were the custodians of information necessary for talent management and staff performance in every private hospital in Nyeri County. The study size was 89 respondents from the general study population.

### **3.5 Data Collection Instruments**

Questionnaires are research tools that contain a series of questions and other instructions to collect the desired information from respondents (Bell & Waters, 2014). Primary data from each private clinic was gathered using standardized qualitative and quantitative questionnaires. The questionnaire was made more appropriate by include questions on the researcher's area of interest. The survey was administered as a drop-and-choice format, with the options "strongly disagree," "disagree," "disagree or disagree," "agree," and "strongly agree" being used to rate replies on a Likert scale. Since they are less expensive, simple to use, and difficult to manipulate, questionnaires were chosen as the study's primary research instrument.

### **3.6 Research Instruments Reliability**

The test-retest reliability approach is used to estimate reliability, which is the consistency of measurement (Collins, 2007). This phrase is frequently used in relation to the subject of whether the measures created for an economic notion are consistent and almost always yield the same outcomes across tests. The researcher employs Cronbach's alpha to determine how trustworthy the instrument is. A number between 0 and 0.6 denotes a low degree of reliability, while a value of 0.7 or higher denotes a high level of internal consistency and dependability. The dependability of the data can be impacted by respondents' ignorance (Metcalf, 2008). In order to increase the questionnaire's dependability, researchers carried out a pilot study.

### **3.7 Research Instruments Validity**

The level of accuracy to which a study reflects, evaluates, or re-evaluates the specific notion the researcher seeks to test is known as validity. In order to improve the instrument's content validity, the researcher sought a professional opinion in conjunction with the study director. Based on a descriptive research methodology, the pilot group should have between 5 and 10 participants, according to Mugenda and Mugenda (2003). As a result, the questionnaires—which were given to HR managers and department heads—were distributed to three respondents in each group, for a total of six (6) surveys. Before the survey was sent out to the actual population, pilot research was carried out in the nearby Laikipia District to improve the content validity of the results.

### 3.8 Data Analysis and Presentation

The completeness and accuracy of the obtained data were verified before they were summed up, coded, tabulated, and entered into the SPSS (Social Science Statistics Package) for analysis. To find patterns and trends as well as to better comprehend and interpret the findings, statistical techniques such as standard deviations, means, frequencies, descriptive statistics, frequency levels, and inferential statistics are utilized. The association between talent management strategies and worker productivity was ascertained using linear regression analysis. Using p-values, the significance of the association between talent management methods and employee performance was examined at the 95% level of confidence.

Regression model:

$$EP = \alpha + \beta_1 * Comm + \beta_2 T + \beta_3 * PT + \beta_4 * CC + \epsilon_t$$

Where;

EP –Employee Productivity

Comm – Communication

T – Training

PT– Performance Tracking

CC – Competitive Compensation

$\alpha$  – Regression intercept

$\beta$  – Beta coefficients

$\epsilon_t$ – Error term

$$Y = -0.076 + 0.229OV + 0.284C + 0.194HRM + 0.075OM + e$$

### **3.9 Ethical Consideration**

Through a cover letter, the researcher gave responders their introduction. In addition, universities provide letters of recommendation to confirm that the researcher is their student and is conducting research for academic purposes. Researchers applied to the regulatory authority NACOSTI for permission to collect data from private hospitals. The researcher respects the opinion of the respondents and this survey is voluntary. The respondents' valued beliefs and their own beliefs were taken into consideration. Since the questionnaire was anonymous, the respondent's identity was kept a secret. All sources utilized in this study were properly cited in accordance with APA standards, and the data collected were not fabricated. Last but not least, the fundamental information gathered will be handled with the essential secrecy and won't be personalized.

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION**

#### **4.1 Introduction**

This chapter presents the study findings, shows the data analysis, interpretation of the findings and presentation of the data.

#### **4.2 Response Rate**

The researchers distributed 89 questionnaires and they were able to gather 75 of them. This constituted 84 percent of the sample size. The percentage was calculated by dividing the number of questionnaires collected by the number of questionnaires issued and then multiplied by one hundred so that the total is eighty-four percent. A response rate of 70% was deemed necessary by Mugenda & Mugenda (2003) in order to extrapolate sample results to the population.

#### **4.3 Demographic Description**

Descriptive statistics on educational background and work experience were provided in this subsection. This section also included descriptive statistics on the frequency of talent management practice reviews, the applicability of talent management techniques to desired roles, and the efficiency of talent management practices with regard to employee performance. The results are presented in the form of tables, pie charts and statement paragraphs.



### 4.3.1 Academic Qualification

**Table 4.1**

*Academic Qualification*

	Frequency	Percentage
Undergraduate Degree	15	20.0
Master's degree	56	74.7
PhD	4	5.3
Total	75	100.0

Table 4.1 shows that the most of the participants 74.7% had a master's degree holding either human resource manager position or departmental head position whereas 20 percent had an undergraduate degree holding either human resource manager position or departmental head position while only 5.3% had a PhD qualification degree holding either human resource manager position or departmental head position. This showed that the respondents had the necessary qualifications to work in the respective private hospitals and the necessary knowledge to answer the questions asked in the survey. The employees held different positions with different positions.

### 4.3.2 Work Experience

**Table 4.2**

*Work Experience in the Private Hospitals*

<b>Period</b>	<b>Frequency</b>	<b>Percent</b>
6months-1 year	13	17.3
1-2 years	17	22.7
2-3 years	7	9.3
3-4 years	4	5.3
more than 4 years	34	45.3
Total	75	100.0

The experience clustered with the greatest number of employees, or 45.3 percent of the respondents, was for those with more than four years of experience, as shown in Table 4.2. A total of 40% of respondents reported having less than two years of private hospital experience, and 14.6% reported having between two and four years. As a result, the respondents' professional backgrounds provided the study with all the information that was required. This meant that employees stayed in the hospitals for sufficient periods that could enable track of their history in terms of giving information in relation to the variable under study.

### 4.4 Reliability Analysis

The questionnaire's internal consistency was evaluated during the pilot data collection phase, and the results are presented in this section. Cronbach's alpha measured reliability; a portion of the questionnaire is deemed reliable if its alpha value is 0.7 or above. The instrument's alpha value was 0.916, which denoted its high reliability.

**Table 4.3**  
*Reliability Analysis for Communication*

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
There is clear communication channel in the organization	13.0267	7.107	0.795	0.896
Information is always checked for completeness	12.8267	7.497	0.834	0.883
Information always flows in a definite manner clear to all	12.9867	7.067	0.838	0.880
Timely feedback is always given	12.8800	7.512	0.770	0.904
Overall section score				0.916

Table 4.3 displays the communication trust score as well as the change in alpha score as a result of questionnaire item elimination. With an alpha of 0.916, which was higher than 0.7, the questionnaire was dependable in terms of communication. This showed that the instruments were highly reliable to be adopted for the study and that they gave more accurate responses that helped in giving the relevant information required for the study.

**Table 4.4***Reliability Analysis for Training*

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbac h's Alpha if Item Deleted
The organization considers refresher courses for its employees	8.2933	2.507	0.679	0.466
Scholarships are offered to employees by the organization	8.2933	2.480	0.742	0.384
There is a culture of employee on job training in the organization	8.1867	4.019	0.284	0.906
Employees are allowed time off to enable for training and advancement	8.2933	4.507	0.679	0.866
Employees are always given study leave when need be	8.1867	4.019	0.284	0.906
Overall section score				0.707

Table 4.4 displays the training's reliability score as well as changes in the alpha score brought on by the removal of a questionnaire item. Alpha learning was 0.707, higher than 0.7, which meant that the questionnaire was reliable in terms of learning. Therefore, the responses for the variable on training gave appropriate responses relevant to be included in collecting data for the study.

**Table 4.5***Reliability Analysis for Performance Tracking*

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
There is continuous performance tracking in the organization	17.1733	9.875	.732	.830
Performance evaluation is done frequently	17.4000	10.703	.630	.854
Guidelines are in place to direct employees towards achieving the set goals	17.4000	8.838	.814	.806
There is a policy stipulating how performance tracking should be done	17.3067	10.243	.770	.826
Overall section score				0.829

Table 4.5 shows the reliability ratings of performance tracking as the alpha rating changes due to item deletion from the questionnaire. The questionnaire's alpha for performance tracking was 0.829, which is higher than 0.7, indicating that it was trustworthy for performance tracking. This showed that the components selected to give information concerning performance tracking were relevant and the data collected on the same was reliable.

**Table 4.6***Reliability Analysis for Competitive Compensation*

	<b>Item-Total Statistics</b>			
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbac h's Alpha if Item Deleted
Employees are entitled to a regular salary	8.4400	2.358	0.677	0.851
Equitable benefits are given to employees	8.2933	2.643	0.776	0.745
Employees are entitled to piece rate commission as per agreement	8.4933	2.740	0.731	0.786
The organization gives bonuses to employee were due	8.2933	2.643	0.776	0.745
Overall Section Score				0.781

Table 4.6 shows the contest compensation confidence score along with changes in alpha values due to item removal from the questionnaire. Alpha for competitive prizes was 0.781, above 0.7, indicating that the questionnaire was reliable in terms of competitive prizes. The parameters selected for the variable on competitive compensation were relevant to assess the information regarding the variable which made the data collected reliable to make conclusions on the variable in the study.

**Table 4.7***Overall Reliability Analysis*

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
There is clear communication channel in the organization	59.5467	90.521	0.658	0.918
Information is always checked for completeness	59.3467	91.500	0.691	0.917
Information always flows in a definite manner clear to all	59.5067	90.848	0.661	0.918
Timely feedback is always given	59.4000	91.757	0.636	0.919
The organization considers refresher courses for its employees	59.6667	94.360	0.442	0.925
Scholarships are offered to employees by the organization	59.6667	93.279	0.520	0.923
There is a culture of employee on job training in the organization	59.7467	95.408	0.342	0.930
Employees are allowed time off to enable for training and advancement	8.2933	4.507	0.679	0.866

Employees are always given study leave when need be	8.1867	4.019	0.284	0.906
There is continuous performance tracking in the organization	59.2267	91.745	0.698	0.917
Performance evaluation is done frequently	59.4533	93.251	0.662	0.918
Guidelines are in place to direct employees towards achieving the set goals	59.4533	88.846	0.764	0.915
There is a policy stipulating how performance tracking should be done	59.3600	91.774	0.794	0.915
Employees are entitled to a regular salary	59.6000	88.865	0.667	0.918
Equitable benefits are given to employees	59.5867	89.273	0.769	0.915
Employees are entitled to piece rate commission as per agreement	59.4400	90.925	0.831	0.914
The organization gives bonuses to employee were due	59.6400	92.801	0.707	0.917
Overall score				0.924

Table 4.7 displays the four variables' reliability ratings as well as variations in alpha values brought on by the removal of a questionnaire item. The overall alpha was 0.924, above 0.7, which meant that the entire questionnaire was reliable in terms of talent management practices.



## 4.5 Description of Study Variables

The questionnaire items for each variable were described statistically in this section. Counts, percentages, and averages were the statistics employed and were displayed in tabular format.

### 4.5.1 Communication

**Table 4.8**

#### *Communication*

<b>N=75</b>	<b>Question</b>	<b>(1)</b>	<b>(2)</b>	<b>(3)</b>	<b>(4)</b>	<b>(5)</b>	<b>Mean</b>
1	There is clear communication channel in the organization	3 (4.0%)	2 (2.7%)	10 (13.3%)	21 (28.0%)	39 (52.0%)	4.21
2	Information is always checked for completeness	2 (2.7%)	1 (1.3%)	8 (10.7%)	17 (22.7%)	47 (62.7%)	4.41
3	Information always flows in a definite manner clear to all	4 (2.7%)	3 (4.0%)	10 (13.3%)	19 (25.3%)	41 (54.7%)	4.25
4	Timely feedback is always given	2 (2.7%)	2 (2.7%)	9 (12.0%)	16 (21.3%)	46 (61.3%)	4.36
	<b>Average</b>	3.03%	2.68%	12.33%	24.33%	57.68%	4.31
	<b>Summary</b>	Negative = 18.00%			Positive = 82.00%		

The four questions in Table 4.8 represent a summary of the descriptive statistics of communication. The average score for the four questions on communication on the questionnaire was higher than four out of a possible five. This indicated that most agreed

with the statement that there were clear channels of communication within the organization; that information was always checked for completeness; that information always flowed in a certain way that was clear to everyone, and that feedback was always given in a timely manner. The overall average was 4.31 out of 5; Therefore, the general response in favor of good communication in private hospitals was positive.

#### 4.5.2 Training

**Table 4.9**

##### *Training*

<b>N=75</b>	<b>Question</b>	<b>(1)</b>	<b>(2)</b>	<b>(3)</b>	<b>(4)</b>	<b>(5)</b>	<b>Mean</b>
1	The organization considers refresher courses for its employees	4 (5.3%)	3 (4.0%)	6 (8.0%)	31 (41.3%)	31 (41.3%)	4.09
2	Scholarships are offered to employees by the organization	3 (4.0%)	3 (4.0%)	9 (12.0%)	29 (38.7%)	31 (41.3%)	4.09
3	There is a culture of employee on job training in the organization	2 (2.7%)	0 (0.0%)	14 (18.7%)	24 (32.0%)	35 (46.7%)	4.20
4	Employees are allowed time off to enable for training and advancement	3 (4.0%)	3 (4.0%)	9 (12.0%)	29 (38.7%)	31 (41.3%)	4.09
5	Employees are always given study leave when need be	2 (2.7%)	0 (0.0%)	14 (18.7%)	24 (32.0%)	35 (46.7%)	4.20
<b>Average Summary</b>		4.00%	2.67%	12.90%	37.33%	43.10%	4.13
		Negative = 19.57%			Positive = 80.43%		

The descriptive statistics of learning, which was condensed into the five questions, is shown in Table 4.9. The three questionnaire questions related to the training's subject matter had an average score that was higher than four out of a possible five. Therefore, this showed that the most participants agreed with the statement that the organization was considering refreshment courses for its employees; scholarships were offered to employees by the organization; and there was a culture of on-the-job learning within the organization. Vacations were provided to give opportunities for learning and advancement, as well as funding and leave allocation to the staff when necessary. The overall average was 4.13 out of 5; Therefore, the general response to staff training support in private hospitals was positive.

### 4.5.3 Performance Tracking

**Table 4.10**

*Performance Tracking*

<b>N=75</b>	<b>Question</b>	<b>(1)</b>	<b>(2)</b>	<b>(3)</b>	<b>(4)</b>	<b>(5)</b>	<b>Mean</b>
1	There is continuous performance tracking in the organization	1 (1.3%)	5 (6.7%)	0 (0.0%)	16 (21.3%)	53 (70.7%)	4.53
2	Performance evaluation is done frequently	0 (0.0%)	1 (1.3%)	15 (20.0%)	19 (25.3%)	40 (53.3%)	4.31
3	Guidelines are in place to direct employees towards achieving the set goals	2 (2.7%)	3 (4.0%)	10 (13.3%)	15 (20.0%)	45 (60.0%)	4.31
4	There is a policy stipulating how performance tracking should be done	1 (1.3%)	1 (1.3%)	6 (8.0%)	26 (34.7%)	41 (54.7%)	4.40
<b>Average Summary</b>		2.40% Negative =16 %	3.20%	10.40%	25.86% Positive = 84%	58.14%	4.34

The performance tracking descriptive statistics shown in Table 4.10 were condensed into the four questions. The four-performance tracking-related questionnaire questions had an average score that was higher than four out of a possible five. Most participants agreed with the statement that there was continuous monitoring of performance in the organization; that performance appraisals were often carried out; that there were policies that guided employees to achieve set goals; and that there were policies that regulated how supervision was carried out. The overall average was 4.34 out of 5; Therefore, the overall response in favor of proper performance tracking in private hospitals was positive.

#### 4.5.4 Competitive Compensation

**Table 4.11**

*Competitive Compensation*

<b>N=75</b>	<b>Question</b>	<b>(1)</b>	<b>(2)</b>	<b>(3)</b>	<b>(4)</b>	<b>(5)</b>	<b>Mean</b>
1	Employees are entitled to a regular salary	1 (1.3%)	5 (6.7%)	10 (13.3%)	23 (30.7%)	36 (48.0%)	4.17
2	Equitable benefits are given to employees	1 (1.3%)	0 (0.0%)	11 (14.7%)	25 (33.3%)	38 (50.7%)	4.32
3	Employees are entitled to piece rate commission as per agreement	1 (1.3%)	1 (1.3%)	12 (16.0%)	35 (46.7%)	26 (34.7%)	4.12
4	The organization gives bonuses to employee where due	1 (1.3%)	0 (0.0%)	11 (14.7%)	25 (33.3%)	38 (50.7%)	4.32
<b>Average</b>		1.30%	2.67%	14.67%	36.90%	44.47%	4.20
<b>Summary</b>		Negative = 18.63%			Positive = 81.37%		

Table 4.11 presents four-question summaries of descriptive statistics for competitive compensation. Out of a possible five points, the three questions about competitive compensation averaged more than four. This showed that most participants agreed with the statement that staff were entitled to a fixed salary, fair benefits are provided to employees; employees were entitled to commissions based on agreements; and that the organization paid bonuses to employees when due. The overall average was 4.20 out of 5;

Therefore, the general response in favor of competitive reimbursement in private hospitals was positive.

#### 4.5.5 Employee Productivity

**Table 4.12**

*Employee Productivity*

<b>N=75</b>	<b>Question</b>	<b>(1)</b>	<b>(2)</b>	<b>(3)</b>	<b>(4)</b>	<b>(5)</b>	<b>Mean</b>
1	Employees are usually very effective in performing their duties	6 (8%)	2 (2.7%)	7 (9.3%)	28 (37.3%)	32 (42.7%)	3.86
2	Work is done very efficiently in the organization at all times	5 (6.7%)	4 (5.3%)	8 (10.7%)	18 (24%)	40 (53.3%)	4.27
3	There is timely achievement of targets within the organization	4 (5.3%)	6 (8%)	12 (16%)	15 (20%)	38 (50.7%)	4.41
4	Employees are able to timely meet deadlines	3 (4%)	8 (10.7%)	12 (16%)	24 (32%)	28 (37.3%)	3.68
<b>Average Summary</b>		7.93%	4.53%	6.23%	24.30%	57.07%	4.18
		Negative = 18.70%			Positive = 81.37%		

According to Table 4.12, the minimal average for each of the three questions on the employee productivity survey was 4.18 out of a possible five. This showed that most participants agreed with the following statements: employees generally carried out their duties very efficiently; work was carried out very professionally in the organization at all times; goals were achieved in the organization on time; and employees were able to keep

time and meet deadlines. The overall average was 4.18 out of 5; Therefore, the general response had been in favor of staff productivity in private hospitals.

#### **4.6 Regression Assumptions**

The dependent variable (employee productivity) and the independent factors (communication, training, performance monitoring, and competitive compensation) were connected by linear regression in this study. Four key hypotheses, including the normality of the regression residuals, linearity between the independent and dependent variables, homoscedasticity, and the absence of multicollinearity between the independent variables, were tested in the study in order to employ this model.

##### **4.6.1 Outliers**

Due to their impact on the data's normalcy and propensity to produce false results, outliers were examined using SPSS and eliminated (Kothari, 2004). First, regression processed results in the generation of Mahalanobis statistics and Cook's distance statistics. Cook's distance cutoff is  $4/(n-k-1)$ , where  $k$  was the number of independent variables was ( $k=4$ ) and  $n$  was 75 instances, and where  $k$  was the number of independent variables was ( $k=4$ ) and  $n$  was 0.05714, whereas the cutoff for the Mahalanobis statistic was determined from the chi-square distribution, (5%, five variables) = 11.0705. From this analysis, seven cases were determined as outliers whose values were above the threshold mentioned above. This deviation was not selected for hypothesis testing and subsequent linear regression modeling.

#### 4.6.2 Normality

**Table 4.13**

*Normality Test*

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Unstandardized Residual	0.085	68	0.200*	0.968	68	0.075

The Shapiro-Wilk normality test, which contrasted the alternative hypothesis that the data was less than normal with the null hypothesis of a normal distribution of nonstandard residuals, is shown in Table 4.15. The Shapiro-Wilk statistic was found to have a matching p-value of 0.075, which was above the 5% level of significance. This was because the nonstandard residuals had a normal distribution hence the null hypothesis was sustained.



#### 4.6.2 Multicollinearity

**Table 4.14**

*Collinearity Statistics*

	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Communication	0.879	1.138
Training	0.598	1.671
Performance tracking	0.486	2.057
Competitive compensation	0.653	1.532

VIF value in Table 4.14 shows collinearity statistics. The observed VIF value was below 3.00 and tolerance above 0.2 which were the cut-off value according to (Bickel, 2007). Therefore, the study concluded that there was no multicollinearity between the independent variables.

### 4.6.3 Linearity

**Table 4.15**

*ANOVA for Combined Independent Variables*

	<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>p-value</b>
Regression	18.998	4	4.750	10.057	.000 <sup>b</sup>
Residual	29.752	63	.472		
Total	48.750	67			

a. Dependent Variable: employee productivity

b. Predictors: (Constant), communication, training, performance tracking and competitive compensation

The analysis of variance was used to test the null hypothesis that there was no linear association between the dependent variable (employee performance) and the predictor (talent management techniques). Predictors and the dependent variable were said to be related linearly, according to the alternative theory. The observed p-value for the ANOVA's F-statistic was 0.000, which was less significant than the threshold of 5%. The study found that there was a linear association between the predictor (talent management methods) and the dependent variable (employee productivity), rejecting the null hypothesis. Therefore, a unit change in talent management practices meant an equal unit change in employee productivity.

**Table 4.16***Model Summary for Combined Independent Variables*

<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
0.624 <sup>a</sup>	0.390	0.351	0.68720

Additionally, Table 4.16's coefficient of multiple correlation (R), which measured the strength of the relationship between the predictors and the dependent variable, was 62.4%, supporting the results of the ANOVA.

#### **4.6.4 Homoscedasticity**

**Table 4.17***Breusch-Pagan and Koenker test*

<b>Statistic</b>	<b>LM</b>	<b>P-Values</b>
BP	3.979	0.409
Koenker	3.945	0.413

The Breusch-Pagan (BP) and Koenker tests examined whether there was heteroscedasticity or homoscedasticity, as presented in Table 4.17. There was no heteroscedasticity because the observed p-values for the BP and Koenker tests were 0.409 and 0.413, respectively, and both were less than 5%. As a result, the homoscedasticity premise was supported.

#### **4.7 Hypothesis Testing**

$H_{01}$ : There was no significant relationship between communication and employee productivity

$H_{02}$ : There was no significant relationship between training and employee productivity

$H_{03}$ : There was no significant relationship between performance tracking and employee productivity

$H_{04}$ : There was no significant relationship between competitive compensation and employee productivity

The link between each of the independent factors (communication, training, performance tracking, and competitive rewards) and the dependent variable (staff productivity) was examined using a straightforward linear regression analysis in SPSS. The four pertinent hypotheses were examined using the t-test.

#### **4.7.1 Linear Regression Employee Productivity against Communication**

According to the general form below, there was a linear link between employee productivity and communication.

$$EP = \alpha + \beta * Comm + \epsilon_t$$

Where;

EP – Employee Productivity

Comm – Communication

$\alpha$  – Regression intercept

$\beta$  – Coefficient of communication

$\epsilon_t$  – Regression error term

$$\begin{array}{lcl} EP = & 0.729 & + \quad 0.113 * Comm \quad \dots\dots\dots (1) \\ t\text{-statistic} & 1.358 & \quad 3.825 \end{array}$$

*p-value*    0.179        0.000

R            0.426 (42.6%)

R-square    0.181 (18.1%)

F-statistic   F = 14.628; p = 0.000

$H_{01}$ : There was no significant relationship between communication and Employee productivity

Equation 1 used communication as the independent variable and employee productivity as the dependent variable. The findings revealed a positive relationship between employee productivity and communication, demonstrating that the two variables moved in the same direction. According to the coefficient of determination (R-squared), communication, an independent variable, accounted for 18.1% of the variation in staff productivity in Nyeri County's private hospitals. Equation 1 further demonstrated that while other variables remained constant, an increase in one-unit communication led to a 0.113 increase in employee productivity. The communication coefficient's p-value was 0.000, or less than 5% (0.05). As a result,  $H_{01}$  was disregarded, leading to the conclusion that, at a significance level of 5%, communication was strongly correlated with staff productivity in Nyeri County's private hospitals. The findings were in line with those of Shomnubi and Akintaro (2016) who examined the relationship between effective communication and organizational performance. Shomnubi and Akintaro (2016) came to the conclusion that when communication was effective, activities flowed in a certain direction, coordination was enhanced and in which promoted organizational success.

#### 4.7.2 Linear Regression of Employee Productivity against Training

The general shape of the linear relationship between employee productivity and training is shown below.

$$EP = \alpha + \beta * T + \epsilon_t$$

Where;

EP – Employee Productivity

T – Training

$\alpha$  – Regression intercept

$\beta$  – Coefficient of Training

$\epsilon_t$  – Regression error term

$$FP = 0.493 + 0.181 * \text{Training} \dots\dots\dots (2)$$

$$t- \quad 0.938 \quad 4.366$$

*statistic*

$$p\text{-value} \quad 0.352 \quad 0.000$$

$$R \quad 0.473 (47.3\%)$$

$$R- \quad 0.224 (22.4\%)$$

square

$$F- \quad F = 19.065; p = 0.000$$

statistic

$H_{02}$ : There was no significant relationship between training and employee productivity

Equation 2 used education as the independent variable and employee productivity as the dependent variable. The findings revealed a positive relationship between employee productivity and training, demonstrating that the two variables went in the same direction. According to the coefficient of determination (R-squared), education, an independent variable, accounted for 22.4% of the variation in staff productivity in Nyeri County's private hospitals. Equation 2 further demonstrated that, while other variables remained constant, an increase in one unit of training resulted to an increase in worker productivity of 0.181. The learning coefficient's p-value was 0.000, or less than 5% (0.05). As a result, H<sub>02</sub> was disregarded, and it was determined that training significantly affected staff productivity at district hospitals at a significance level of 5%. The conclusions were in line with those of Kariuki and Ochiri (2017), who found that staff training and performance increased overall organizational performance by reducing trial and error.

#### **4.7.3 Linear Regression of Employee Productivity against Performance Tracking**

Below is a general representation of the linear relationship between employee productivity and performance tracking.

$$EP = \alpha + \beta * PT + \mathcal{E}_t$$

Where;

EP – Employee Productivity

PT – Performance Tracking

$\alpha$  – Regression intercept

$\beta$  – Coefficient of performance tracking

$\mathcal{E}_t$  – Regression error term

$$\begin{aligned} \text{FP} &= 0.052 + 0.124 \cdot \text{PT} \dots\dots\dots (3) \\ t\text{-statistic} & 0.080 \quad 4.164 \\ p\text{-value} & 0.936 \quad 0.000 \end{aligned}$$

R        0.456 (45.6%)  
R-square    0.208 (20.8%)  
F-statistic   F = 17.339; p = 0.000

$H_{03}$ : There was no significant relationship between performance tracking and employee productivity

Equation 3 used performance tracking as the independent variable and employee productivity as the dependent variable. The findings indicated that performance tracking and employee productivity had a favorable association and were trending in the same direction. Performance tracking was an independent variable that explained 20.8% of the variation in staff productivity at private hospitals in Nyeri County, according to the coefficient of determination (R-squared). Equation 3 further demonstrated that, while other variables remained constant, an increase of 0.124 in performance tracking resulted to an increase of 0.124 in worker productivity. The performance tracking coefficient had a P-value of 0.000, or less than 5% (0.05). As a result,  $H_{03}$  was disregarded, and at a significance level of 5%, it was concluded that performance tracking was significantly associated to staff productivity in private hospitals in Nyeri County. The findings of this study were consistent with Olasanmi et al. (2021) research on organizational performance



and performance management, which demonstrated a significant association between the two factors.

#### 4.7.4 Linear Regression of Employee Productivity against Competitive Compensation

The general shape of the linear relationship between employee productivity and competitive pay is shown below.

$$EP = \alpha + \beta * CC + \epsilon_t$$

Where;

EP – Employee Productivity

CC – Competitive Compensation

$\alpha$  – Regression intercept

$\beta$  – Coefficient of Competitive Compensation

$\epsilon_t$  – Regression error term

FP =	0.261	+	0.196*CC	..... (4)
<i>t-statistic</i>	0.464		4.488	
<i>p-value</i>	0.644		0.000	

R	0.484(48.4%)
R-square	0.234 (23.4%)
F-statistic	F = 20.140; p = 0.000

$H_{04}$ : There was no significant relationship between Competitive Compensation and employee productivity.

Equation 4's independent variable was competitive compensation, and its dependent variable was employee productivity. The findings revealed a positive relationship between competitive pay and employee productivity, demonstrating a trend for both variables in the same direction. Competitive remuneration was an independent variable which explained 23.4% of the variability in staff productivity in private hospitals in Nyeri County, according to the coefficient of determination (R-squared). Equation 4 further demonstrated that, while other variables remained constant, an increase in competitive remuneration per unit led to an increase in employee productivity of 0.196. The competitive wage coefficient's p-value was 0.000, or less than 5% (0.05).  $H_{04}$  was therefore disregarded, and it was concluded that, at the 5% level of significance, competitive compensation was significantly correlated with staff productivity in Nyeri County's private hospitals. These findings were consistent with Mmbusa and Kiiru (2019) investigation into the impact of compensation on worker effectiveness and efficiency, which came to the conclusion that regular and competitive compensation increased organizational effectiveness and efficiency.

#### **4.7.5 Multiple Linear Regression of Employee Productivity Against Talent Management Practices**

The general form of the linear relationship between talent management techniques and employee productivity is shown below.

$$EP = \alpha + \beta_1 * Comm + \beta_2 * T + \beta_3 * PT + \beta_4 * CC + \epsilon_t$$

Where;

EP – Employee Productivity

Comm – Communication

T - Training

PT – Performance Tracking

CC – Competitive Compensation

$\alpha$  – Regression intercept

$\beta_1$  - $\beta_4$  – Coefficients

$\epsilon_t$  – Regression error term

*R*                      0.624 (62.4%)

*R-square*            0.390 (39%)

*F-statistic*         $F = 10.057; p = 0.000$

The regression equation of the linear regression analysis is:

$$Y = -1.593 + 0.076\text{Comm} + 0.099\text{T} + 0.053\text{PT} + 0.047\text{CC} + e$$

**Table 4.18***Regression Coefficient*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1.593	0.704		-2.262	.027
Communication	.076	.028	.056	2.734	.008
Training	.099	.035	.083	2.138	.036
Performance tracking	.053	.057	.040	1.517	.134
Competitive compensation	.047	.046	.033	.822	.414

Equation 5 displayed the findings of a linear regression study in which employee productivity served as the dependent variable and all talent management strategies from the survey were included together as independent variables. T-statistics and associated p-values from the results were utilized to make judgments about the study hypothesis. The beta coefficient for each talent management practice showed an increase in employee productivity relative to the marginal increase in each talent management practice.

The observed p-value for communication was 0.008, which was less than 0.05, and as a result, the communication null hypothesis was rejected. As a result, although other variables remained constant, communication had a major impact on employee productivity at the private hospital serving Cain County. At the private hospital in Nyeri County, a slight improvement in communication as a talent management strategy led to a 0.076 increase in worker productivity while other variables remained constant.

Regarding training, the observed p-value was 0.036, which was less than 0.05. Therefore, the null hypothesis about training was rejected. Therefore, training had a significant

impact on staff productivity in regional hospitals while other factors remained constant. A small increase in education as a talent management practice resulted in a 0.099 increase in staff productivity in private area hospitals, while other factors remained constant.

The observed p-value for performance tracking was 0.134, which was higher than 0.05. The performance tracking null hypothesis was therefore not disproved. Therefore, when other variables were held constant, performance tracking had no discernible effect on employee productivity in Nyeri County. A small increase in performance tracking as a talent management practice resulted in a 0.053 increase in employee productivity at a private hospital in Nyeri County, while other factors were held constant.

The observed p-value, when taking competitive compensation as a talent management practice, was 0.414, which was higher than 0.05. The performance tracking null hypothesis was therefore not disproved. As a result, when other parameters remained constant, competitive compensation did not significantly affect the productivity of staff in the Nyeri County private hospitals. Employee productivity at private hospitals in Nyeri County increased by 0.047 when competitive compensation was slightly raised while keeping other variables the same. Effective periodic compensation was the most crucial pillar for achieving employee performance in the firm, according to Ndolo (2020) research on employee compensation and performance.

## 4.8 Chapter Summary

The research found that all talent management practices (communication, training, performance tracking, and competitive compensation) individually had a significant impact on employee performance, as seen from equations 1, 2, 3 and 4 (Equation 5), only two practices had a significant effect on employee productivity, namely communication and training. The summary is presented in Table 4.18.

**Table 4.19**

*H*

<i>y</i>	Null Hypothesis	P-Value	Decision	Remarks
<i>p</i>	$H_0$ : There is no significant relationship between communication and employee productivity	0.000	$H_0$ rejected	P<0.05
<i>t</i>	$H_0$ : There is no significant relationship between Training and employee productivity	0.000	$H_0$ rejected	P<0.05
<i>s</i>	$H_0$ : There is no significant relationship between performance tracking and employee productivity	0.000	$H_0$ rejected	P<0.05 NB: Not significant (equation 5; p = 0.134)
<i>s</i>	$H_0$ : There is no significant relationship between competitive compensation and employee productivity	0.000	$H_0$ rejected	P<0.05 NB: Not significant after joint regression (equation 5; p = 0.414)

*ummary*

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter provides a summary of the research findings, a conclusion on the key topics covered in the study, research recommendations, and lastly areas for future investigation. This was evident through the communication strategies that were adapted in the hospitals. Therefore communication was a key ingredient in achieving the desired results in an organization and as such should be well done to enhance productivity. Training should be done regularly and made available to all in an organization since knowledge is an asset that is invaluable and can give an organization outstanding productivity level which in turn leads to a competitive advantage. By supporting these initiatives then an organization may have soft wealth that is hardly emulated and very unique which makes the organization outstanding in terms of productivity.

Performance tracking is a vital function that if not well done or if ignored would lead to closure of an organization. In this study performance tracking was measured using monitoring, evaluation, guidelines and policy. When coming up with a compensation structure for employees in an organization, it is always important to put in mind some of the key factors that influence the structure itself. Employee satisfaction in organizations leads to organizational productivity and boosts the reputation of the organization.

#### **5.2 Summary of the Findings**

Over 70% of people responded to the poll, which is a respectable accomplishment for research. Interviews were conducted with department heads and personnel managers. Few respondents have a doctorate at a hospital, and the bulk of respondents have a master's degree followed by a bachelor's degree. Respondents had worked at the hospital for varying lengths of time, with the majority having worked at the hospital for more than four years. This shows that the hospital has qualified staff, experienced in fulfilling assigned tasks and possessing the necessary knowledge to achieve high productivity.

while nurturing their talent and nurturing future potential and talent within the organization.

### **5.2.1 Communication**

The first objective on communication indicted that the organizations had in place strategies to help them achieve the desired results in terms of employee productivity. The organizations tried to identify the communication channels that were more effective and efficient to deliver the intended message. This was done through considering factors like the audience, the time available not forgetting the availability and sustainability of the communication channel. Further the organizations ensured that the information needed and that which was intended was always complete to avoid misunderstanding which in turn would affect the intended levels of productivity in the organization. How the information flow occurred within and outside the organization in a big way influenced productivity since the flow needed to be very well defined with the aim of reaching the designated party within the stipulated period of time. Finally, organizations had feedback channels and mechanisms well defined to enable the organization give and get feedback on the operations from the employees and the employer in an effective and efficient manner. All these factors under communication were all directed towards enhancing employee productivity in the respective organizations.

### **5.2.2 Training**

On the second objective, training was a major factor in the enhancement of employee productivity in the hospitals where the refresher courses had a positive influence on the level of employee productivity. Scholarships were also embraced as a form of supporting training for employees in the organization and this too increased knowledge that was an asset to the organization and as well enhanced employee performance. Different on-the-job training approaches were used in various hospitals, which increased staff productivity overall by increasing their efficiency and effectiveness. It was also evident that employees who were undergoing some forms of training were given some time off to be away and advance their career which also helped in improving employee productivity. Finally, organizations considered allowing their employees some time for study leave to



allow them concentrate and advance their career and are then welcome back to the organization with new knowledge which improves their way of doing their work and this in a huge way enhanced employee productivity.

### **5.2.3 Performance Tracking**

The third objective on performance tracking, organizations seemed to lay emphasis on continued monitoring as the work is being done which enabled them identify deficiencies at an early stage and corrective measures were implemented. After monitoring was done, organizations took time to evaluate performance using various methods which produced results that helped in judgment on the levels of employee productivity. Organizations also laid emphasis on the guidelines on how tasks were to be performed with the aim of standardizing the procedures and results if the guidelines were strictly followed. In this respect, the organizations also had a productivity policy that instructed them on what is expected of everyone. This functioned as a benchmark in the controls, allowing actual results and predicted results to be compared to show how far the organization had advanced in terms of staff productivity.

### **5.2.4 Competitive Compensation**

Objective four affirmed that competitive compensation was an enabler when it came to stimulating employees to action. This therefore was a motivating factor for employees and the results were reflected in their levels of productivity. The salaries paid to the employees to some extent in most of the organizations were satisfactory which encouraged employees to put more effort in their work. Most of the organizations had different benefit packages for their employees which were well received by most employees. There were different packages given for extra work done as per the existing organizational policy and this served as a motivation point that yielded to pleasant results in terms of employee productivity. Finally, there were individual and group bonuses which helped the employees maintain the focus which led to improved employee productivity.

### **5.3 Conclusions of the Study**

In conclusion, communication was considered a key ingredient in the achievement of employee productivity. This was explained by the fact that work cannot be done if the ones involved are not able to pass information regarding work and be able to agree on how they can perform the work. The study concluded that with proper communication channels an organization could be able to achieve more as opposed to where there is wrong choice of the communication channel to use within the organization for the purpose of conveniently, effectively and efficiently conveying the intended message. Further the study concluded that the composition of a message should be complete by ensuring that all the facts and instructions are correctly captured and completed to enable understanding by the receiver and to generate the expected outcome. The flow of information was also considered an important factor in terms of the chain of command within an organization. It was concluded that information should have a definite flow to ensure the source is directed to the intended consumer of the message. This enhances employee productivity as instructions move in the right direction hence triggering the levels of production. The study also concluded that feedback is a vital component of communication and until there was feedback, then it would be difficult to know if the channel, completeness and the flow were well done. If the factors of communication were well done then the feedback should be relevant, timely and addressing the intended issues which enhanced employee productivity.

Further, the study concluded that training should be done regularly and continually to ensure talent and knowledge are continually developed which leads to improved employee productivity. Refresher courses were seen as a big source of knowledge which led to mastery of work and this enhanced employee productivity. The study also concluded that organizations which offered scholarships to their employees were more preferred by most talented employees and employees who were given scholarships both internal and external gained more knowledge which enhanced their productivity. The study on on-the-job training came to the conclusion that combining on-the-job training methods exposed employees to the real work environment, making adaptation quick and simple, which increased employee performance. The study also concluded that

organizations that allowed its employees considerable time off to go and train enjoyed improved employee productivity as they become beneficiaries of the newly acquired knowledge and skills. The study also concluded that there was a benefit in allowing employees' time for study leave as this strengthens employee loyalty which in turn enhances employee productivity.

The study also concluded that productivity cannot be determined unless performance tracking is done. This therefore was achieved through continued monitoring of performance productivity. The study further concluded that performance should be evaluated regularly to enable the organization compare the actual and expected results. This aids in determining how close the company is to meeting its objectives for staff productivity. Further, the study concluded that lack of guidelines would lead to double standards and without the guidelines employees would not know where they are required to be and at what time while at the same time knowing how to get to the desired results. The study also concluded that every organization needs to have a policy that stipulated the type of operations conducted in the organization and which at the same time serves as a reference point on what is expected of everyone within the organization in terms of productivity.

Finally, it was discovered that employee productivity in a business was significantly impacted by competitive compensation. The study concluded that before organizations settle down for any salary structure, there is need to have in mind all the determinants of employee salaries for different functions within the organization. This helps in settling down with the most accurate salary structure that would have a consideration of many and that takes care of most factors thus enhance employee productivity. The salary should be commensurate with work done to achieve employee satisfaction. The study also concluded that organizations should include some benefits package which encourages employees to work harder and feel like valued assets to the organization. The study further concluded that on achieving the set targets employees should enjoy commission for any extra work hence enhances employee productivity. Further, the study concluded that both individual and group bonuses should be paid in a timely manner and that should

be fair and equitable as per the existing policy. This in conclusion enhances employee productivity as the employees work hard to receive the bonuses.

#### **5.4 Recommendations of the Study**

According to the report, a business needs to have a highly thorough communication plan and strategy if it wants to succeed and experience increased productivity. The study recommends that organizations should do proper analysis to understand the communication channels that will be very efficient and sustainable. Further the study recommends that organizations should ensure the communication system should be able to check for information completeness which ensures all relevant details have been captured for effective communication within and outside the organization. Further, the study recommends that the flow of information should be very well defined to avoid communication breakdown which in turns leads to low productivity. Finally, the study suggests that for feedback to be effective, it must be timely and relevant. Feedback could be in terms of the overall productivity results or can be done in between during monitoring and evaluation.

The study recommends that training is an all time and all-round requirements for any form of organizational setup. According to the report, businesses should arrange for employees to take refresher courses so they may improve their knowledge and expertise, which will help the company perform better. The research also recommends that organizations should consider offering scholarships to its employees especially those that show career growth potential and those with evident talent. This is important in that the trained employees may bring in new expertise that would enhance productivity. The study recommended that organizations should be able to blend different types of on-the-job training methods for its employees to enable them identify different abilities in the employees which could be transformed into productivity. The study further recommends that employees should be allowed some time off to allow them catch up with some training which enhances their ability to work with minimal supervision and errors. The study also recommended that employees should be entitled to some study leave which

will allow the employees time to enroll to some training program as well as balancing work and life which translates to improved productivity.

Performance tracking is a major activity that enables the organization trace progress in terms of productivity. The study therefore recommends that monitoring of employee productivity should be done continuously to avoid losing track and end up with low productivity. The report also suggests doing regular performance reviews so that the business may compare its results to what was anticipated. This helps in estimating how far the organization is in relation to goal achievement. Also, it helps in taking corrective measures for faults identified in the process of production. The study further recommends for clear guidelines and policy that helps employees and the organization in identifying a common understanding and standardization of procedures and operations which leads to improved employee productivity. The study also suggests that the rules and the policy be adaptable enough to accommodate future changes targeted at boosting worker productivity inside the company.

Finally, the study recommends that competitive compensation as a source of motivation should be very realistic putting into consideration all the factors that lead to setting up a competitive compensation structure. The study further recommends that the salary structure should be very competitive in comparison with that of the competitors. The study also recommends that organizations should do benchmarking to ensure they are within the salary range with that of the competitors. The study further recommends that all employees should at least be entitled to some form of benefit accrued from their work to motivate them since a motivated workforce seems to achieve more as compared to demotivated workforce. The study also recommends that any extra work done by the employees should earn them some commission that is in agreement with the policy. Finally, the study recommends that individual and group bonuses should be paid in a timely manner and should meet the principle of equity and fairness to enhance employee productivity in the organizations.

### **5.5 Suggestion for Further Studies**

A number of opportunities and areas for further research emerged from the survey results; It is also important to conduct research to determine which talent management practices are most appropriate for different types of organizations. Similar studies need to be carried out in other districts to see if the results are similar.

Finally, it is worth examining whether talent management practices can become a common component for reducing differences between event organizations.

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## **APPENDICES**

### **Appendix I: Cover Letter to Respondent**

Josephat Mualuko

BUS-3-6574-1/2016

Kenya Methodist University

School of Business and Economics

Department of Business Administration

P.O Box 267 – 60200

MERU.

Dear Sir/Madam

#### **RE: LETTER OF TRANSMITTAL OF DATA COLLECTION INSTRUMENTS.**

Am a student at Kenya Methodist University pursuing a Master's Degree in Business Administration specializing in Human Resource Management. As a compulsory requirement, I am expected to carry out research on effect of Talent Management Practices on Employee Productivity in Private Hospitals in Nyeri County, Kenya. This will assist managers to realize the importance of managing talents and the best practices that will promote employee productivity in organizations.

I humbly request that you spare a few minutes of your schedule to complete the attached questionnaire. The questions seek your opinions regarding your organization's talent management practices in relation to employee productivity. There are no right or wrong answers; I only need your honest opinion. Your anonymity is assured and the information you will provide will remain confidential.

Thank you for your participation in this study. Much appreciation for your cooperation and contribution in this study.

Yours faithfully,

Josephat Mualuko

## Appendix II: Research Questionnaire

Kindly tick [✓] the appropriate response or provide information as is relevant. Your responses will be anonymous and confidential and will only be used for the purposes of this study. As such, do not write your name on the questionnaire.

### Section One: Demographic Information of Respondents

1. Indicate your current level in the organization.

Human resource manager [ ]      Head of Department [ ]

2. Indicate your highest level of education.

PhD. [ ]      Master's degree [ ]      Undergraduate degree [ ]

Other specify: \_\_\_\_\_

3. Indicate your length of service in the organization.

0 - 2 years [ ]    3 -5 years [ ]    6 -10 years [ ]    11 years and above [ ]

### Section Two: Communication

This section deals with communication and how it is done in the organizations. The following action points are evidence of existence and active communication process and channels in the organization. To what extent do you agree with the below statements? 1 = strongly disagree    2= Disagree    3= neither agree nor disagree    4= Agree    5= strongly agree

Statements	1	2	3	4	5
There is clear communication channel in the organization					
Information is always checked for completeness					
Information always flows in a definite manner clear to all					
Timely feedback is always given					

### Section Three: Training

This section deals with employee training in the organization. The following action points describe efforts exerted by management to train the employees. To what extent do you agree with the below statements? 1= Strongly disagree 2=Disagree 3=neither agree nor disagree 4= Agree 5=Strongly agree

Statements	1	2	3	4	5
The organization considers refresher courses for its employees					
Scholarships are offered to employees by the organization					
There is a culture of employee on job training in the organization					
Employees are allowed time off to enable for training and advancement					
Employees are always given study leave when need be					

### Section Four: Performance Tracking

This section deals with performance tracking and how it is done in the organization. The following action points are evidence of the existence of performance tracking in the organization. To what extent do you agree with the below statements? 1 = strongly disagree 2= Disagree 3= neither agree nor disagree 4= Agree 5= strongly agree

Statements	1	2	3	4	5
There is continuous performance tracking in the organization					
Performance evaluation is done frequently					
Guidelines are in place to direct employees towards achieving the set goals					



There is a policy stipulating how performance tracking should be done					
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### Section Five: Competitive Compensation

This section deals with competitive compensation and how it is set in the organization. The following action points are evidence of the existence of competitive compensation plan in the organization. To what extent do you agree with the below statements? 1 = strongly disagree 2= Disagree 3= neither agree nor disagree 4= Agree 5= strongly agree

Statements	1	2	3	4	5
Employees are entitled to a regular salary					
Equitable benefits are given to employees					
Employees are entitled to piece rate commission as per agreement					
The organization gives bonuses to employee where due					

### Section Six: Employee Productivity

This section deals with employee productivity and how it is assessed in the organization. The following action points are evidence of the existence of productivity assessment in the organization. To what extent do you agree with the below statements? 1 = strongly disagree 2= Disagree 3= neither agree nor disagree 4= Agree 5= strongly agree

Statements	1	2	3	4	5
Employees are usually very effective in performing their duties					
Work is done very efficiently in the organization at all times					
There is timely achievement of targets within the organization					
Employees are able to timely meet deadlines					

### Appendix III: KeMU NACOSTI Letter



#### KENYA METHODIST UNIVERSITY

P. O. Box 267 Meru - 60200, Kenya

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#### DIRECTORATE OF POSTGRADUATE STUDIES

April 3, 2023

Commission Secretary  
National Commission for Science, Technology and Innovations  
P.O. Box 30623-00100  
**NAIROBI**

Dear Sir/Madam,

**RE: JOSEPHAT MUALUKO (REG. NO. BUS-3-6574-1/2016)**

This is to confirm that the above named is a bona fide student of Kenya Methodist University, in the Department of Business Administration, undertaking a Master's Degree in Business Administration. He is conducting research on; "Effects of Talent Management Practices on Employee Productivity in Private Hospitals in Nyeri County, Kenya"

We confirm that his research proposal has been defended and approved by the University.

In this regard, we are requesting your office to issue a research license to enable him collect data.

Any assistance accorded to him will be highly appreciated.

Yours sincerely,









**Dr. John M. Muchiri (PhD)**  
**Director, Postgraduate Studies**

Cc: Dean SBUE

CoD, Business Administration  
Postgraduate Coordinator  
Supervisors

## Appendix IV: NACOSTI Research Permit

 <p><b>REPUBLIC OF KENYA</b></p>		 <p><b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b></p>	
<p><b>Ref No: 261155</b></p>		<p><b>Date of Issue: 12/April/2023</b></p>	
<p><b>RESEARCH LICENSE</b></p>		<p><b>RESEARCH LICENSE</b></p>	
			
<p><b>This is to Certify that Mr., Josephat Mwaluko of Kenya Methodist University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nyeri on the topic: EFFECTS OF TALENT MANAGEMENT PRACTICES ON EMPLOYEE PRODUCTIVITY IN PRIVATE HOSPITALS IN NYERI COUNTY, KENYA for the period ending : 12/April/2024.</b></p>		<p><b>This is to Certify that Mr., Josephat Mwaluko of Kenya Methodist University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nyeri on the topic: EFFECTS OF TALENT MANAGEMENT PRACTICES ON EMPLOYEE PRODUCTIVITY IN PRIVATE HOSPITALS IN NYERI COUNTY, KENYA for the period ending : 12/April/2024.</b></p>	
<p><b>License No: NACOSTI/P/21/25188</b></p>		<p><b>License No: NACOSTI/P/21/25188</b></p>	
<p><b>Applicant Identification Number</b></p>		<p><b>Applicant Identification Number</b></p>	
<p><b>Director General</b></p>		<p><b>Director General</b></p>	
<p><b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b></p>		<p><b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b></p>	
<p><b>Verification QR Code</b></p>		<p><b>Verification QR Code</b></p>	
			
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<p><b>See overleaf for conditions</b></p>		<p><b>See overleaf for conditions</b></p>	