

Effect of Talent Management on Employee Performance at National Water and Sewerage Corporation (NWSC), Masaka, Uganda

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Abstract: *The study investigated the Effect of Talent Management on employee performance at NWSC, Masaka, Uganda. The objectives of the study were: To examine the effect of talent attraction on employee performance at NWSC; To establish the effect of employee development on employee performance at NWSC; To find the effect of job enrichment on employee performance at NWSC. A descriptive survey research design was adopted using both quantitative and qualitative methods. The response rate of the respondent was 87.0%. Both Simple random sampling and Purposive sampling techniques were used on the respondents. Data analysis involved frequencies, percentages and inferential statistics such as correlations and the coefficient of determination. Findings revealed a positive relationship ($r = 0.86$, $sig=0.02$) between talent attraction and employee performance; a significant positive relationship ($r = 0.564$, $sig= 0.04$) between employee development and employee performance; and no significant relationship ($r=0.001$, $sig=0.56$) between job enrichment and employee performance. It was therefore concluded that talent attraction and employee development have appositve effecting employee performance at NWSC. The study recommends that the NWSC builds a culture that influences commitment of employee's retention purposes. More so the NWSC needs to improve strategies on employee development for instance implement an effective coaching process, mentorship, and also embrace delegation as a way of developing employees. And also encourage employee innovation, increase as a retention and development program.*

Keywords: Management; Employee; Performance Talent Management; Employee Performance; National Water and Sewerage Corporation (NWSC)

1.1 Introduction

The purpose of this study was to examine the effect of talent management on employee performance at NWSC. In this study, talent management was Conceived as the independent Variable while employee performance the dependent Variable. Talent management was measured in terms of talent attraction, employee development and job enrichment. However Employee performance was measured in terms of productivity

1.2 Background to the study

Talent was defined by Michael (2008) as “the sum of a person’s abilities; his or her intrinsic gift, skills, knowledge, experience, intelligent, judgment, mind-set, character and drive”. It’s also his or her potential to learn and develop. ‘Skills are what human beings should have so as to carry out well in their roles. They make a distinction to organizational performance through their instantaneous efforts and they have the ability to make a crucial contribution in the future. Expertise management aims to pick out, achieve, maintain and develop the ones talented human beings. It is the bedrock of organizational target fulfillment. According to (Festing, etal 2013), ‘Proper talent management sharpen an employee’s skills, abilities, through training and improvement, carrier management which facilitate the business enterprise strategic management and overall performance. Talent management is a modern skill control strategy to influence positive performance. In short, the corporation’s potential to identify its skills from the talent pool, thru the right pipeline is what’s termed as skills control.

Dealing with talent is a project to all organizations in the context of globalization regardless of the country (McDonnell, A. (2011), A lot of companies assets of a company which include products, technology and strategies may be replicated easily but human capital takes sizable deal of time to thrive and be considered as a salient asset to control and adapt to the organizational desires. Managing and development of employee talent is the best strategy to achieve this (Wilson and Yip (2010).

Every business enterprise plays its challenge with the assistance of resources of human capital, machine, materials and money. (Festing, etal 2013) continues to say that Besides employees other resources are nonliving but employees are a live and generating resource. He continues to say that Personnel utilize different assets and offers output. If employees aren't available then different

assets are useless and can't produce something. Out of all the elements of production personnel has the very best priority and is the maximum widespread asset of manufacturing and plays a pivotal role in areas of productivity and high-quality (Reilly, 2008)

Within the late Eighties the evolution of a personnel department completely devoted to the entirety from the screening to the development, and processing payroll to the termination of human capital (Brundage & Koziel, 2010). Human resources, as it might be referred to as, became a greater identified profession. Eventually Human resource management gave start to expertise control within the Nineties. With reference to (Reilly, 2008) this fragile birth identified a heavy importance at the human assets and their valuable expertise in setting up an organization's dreams and targets. The correlation among those two concepts strengthened developments made within the 1970's that have been ignored by using capitalist viewpoints.

The phrase "talent management" was coined in a 1998 paper entitled "The warfare for talent," written via Elizabeth G. Chambers, Mark Foulon, Helen Handfield-Jones, Steven M. Hankin and Edward G. Michaels

Hoglund, (2012) Asserts that The crux of the paper is that top talent is important for agencies that need to be adaptable, decisive and successful, but that businesses frequently find themselves unable to fill these key positions. The solution? A talent management procedure that enables you to attract and retain personnel via the introduction of key value propositions and development of an appealing place of business surroundings.

Chuai, etal (2008), echoed that Nowadays, HR departments devote large assets to talent management. Many businesses have advanced cautiously streamlined techniques to assist them lease the right people, teach them nicely, keep them happy and make certain that their benefits (pay, promotions, perks, etc.) effectively maintain them round. Many even use a talent management as a performance improvement plan.

Hackman & Oldham (1975) earlier said a worldwide method to talent has caused a boom in call for expertise-control systems, gear and procedures that can be efficaciously applied worldwide. Yet developing a worldwide strategy can have pitfalls. However, if talent management is embraced as a performance improvement strategy it can yield great benefits for the organisation

NWSC at its heart, talent management is simply a matter of anticipating the need for human capital and then setting out a plan to meet it.

In the 60s when talent management concept was not yet embraced by organizations, people would just work on what was available using their abilities to produce more. The concept of productivity was the core of all to be done. However, there was no specified way of how to improve productivity apart from making man to work for longer hours.

However later in the 1980s it is said the organization started to embrace the concept of training development of worker skills so that they can improve employee productivity more to that, and every management development practice that seems novel today was commonplace in those years—from executive coaching to 360-degree feedback to job rotation to high-potential programs.

However, according to the current HR, NWSC, internal talent development collapsed in the 1990s because it could not address the increasing uncertainties of the marketplace. Business forecasting had failed to predict the economic downturn in that decade, and talent pipelines continued to churn under outdated assumptions of growth. The excess supply of managers, combined with no-layoff policies for white-collar workers, fed corporate bloat. The steep recession of the early 1980s then led to white-collar layoffs and the demise of lifetime employment, as restructuring cut layers of hierarchy and eliminated many practices and staffs that developed talent. After all, if the priority was to cut positions, particularly in middle management, why maintain the programs designed to fill the ranks?

The alternative to traditional development, outside hiring, worked like a charm through the early 2000s, in large measure because organizations were drawing on the big pool of laid-off talent. As the economy continued to grow, however, companies increasingly recruited talent away from their competitors, creating retention problems. Watching the fruits of their labors walk out the door, employers backed even further away from investments in development. A conversation with a CEO in the medical device industry about a management development program proposed by his head of human resources. The CEO dismissed the proposal by saying, "Why should we develop people when our competitors are willing to do it for us?" By the mid-2000s, virtually every major corporation asserted the goal of getting better at recruiting talent away from competitors while also getting better at retaining its own talent a hopeful dream at the individual level, an impossibility in the aggregate.

2.0 LITERATURE REVIEW

2.1 Theoretical Review

This research is based on the hypotheses of displayed speculation of Taylor's scientific management created with the aid of Frederick Taylor in 1909. Frederick Taylor and his partners had been the essential people to recall the work method deductively. They tested how duties were done, and they took a gander at how this stimulated worker efficiency. Taylor's distributed the standards of scientific management centered on the conviction that influencing people to function as hard as they could was no longer as proficient as streamlining the manner the work was done. Devine, (2008) asserts that in 1909, Taylor allotted "The standards of scientific management" in which he encouraged that by advancing and improving employments, efficiency might increase. He likewise

propelled the possibility that workers and employers would coordinate with each other. This changed into everything special from the way work was typically accomplished in companies. There has been no institutionalization, and a expert's primary inspiration changed into frequently proceeded with enterprise, so there has been no motivating pressure to behave as rapid or as productively as can be predicted underneath the circumstances (Taylor, 1911).

Armstrong (2009) continues to say that Taking what Taylor received from those work surroundings exams, Taylor created 4 requirements of logical administration basically known as "Taylorism" and these are; supplant working through "administer of thumb," or straightforward propensity and excellent judgment, and as a substitute utilize the logical strategy to ponder work and determine the maximum proficient technique to carry out unique undertakings, in place of just dole out people to certainly any pastime, coordinate workers to their occupations in light of capacity and notion, and put them together to work at best talent, screen talented workers, and deliver guidelines and supervision to guarantee that they are utilizing the maximum gifted methods for operating, assign the work among administrators and experts with the intention that the directors make investments their strength arranging and preparing, permitting the employees to carry out their assignments efficiently. The significance of this hypothesis to the exploration take a look at is that it offers a method to take a look at work environment effectiveness, opportunity and performance; and it empowers the opportunity of methodical hierarchical define (Taylor, 1996).

2.2 Conceptual Review

According to (Davis, 2007) Over the years, Talent management has evolved, alongside expanding duties and class of the HR profession to be included into the desires and method of an employer. Talent control has moved far from being an administrative procedure to a non-stop organizational practice with a strategic focal point that drives organizational outcomes. The treasure of expertise is now hunted in the well-known talent wars. It's far the top commercial enterprise priority for leaders, surpassing the boom as a commercial goal, according to a brand new international observe.

The United States is the most grounded country in the commercial enterprise. In contemporary organizations, cannot be separated from management and development of new and old recruits of the organization. Due to a high rate of competition among organizations, employers do whatever it takes to take the best talent out of the pool of labor in the market and develop them to boost organizational performance (Bression, 2009).

However, (DiRomualdo,etal, 2009) asserts that a recent dilemma among the employers is if it really worth investing millions of dollars developing the employees talents since some people just leave the company after receiving the career development to find greener pastures in other companies?. Many companies in the United States have come up with a strategy those ties up the employee in the company they have received career development for a certain period of time before they can just resign to go to another company. In contemporary organizations in the USA, before the company makes a big investment in the employee, they have to first secure returns on investment. They make sign a contract with an employee to stay in the organization for a particular period of time before they can sign out (US government, 2006).

In England, choices made through an agency impacts worker performance. inside this evolving circumstance, establishments are as of now surveying their adequacy and the way extra powerful operation can bolster this, but there's extension for more prominent boost to be made to carry amazing employee performance, (McDonnell & Collings,2011)a whole lot as there's restrained studies on overall performance management signs (PMI) in developing international locations with ninety five percentage of exact studies focused on "organizational speculation" within the advanced global contrasted with just five percentage in the developing state in the preceding 2 many years (Mellahi, & Collings, 2010),using performance administration in enterprises in the developing countries is constantly expanding especially in Africa (Elzinga et al 2009)

In Malaysia, employee performance is taken into consideration because the measures of the character of human capital that's held via the enterprise and is a key push in the 9th Malaysia Plan (Simmering, 2003) As indicated via Churchill, Ford and Walker, (1987) pg. 147 as referred to in (Sandberg, 2000), the determinants of employee performance are near domestic, authoritative, natural, idea, understanding level, aptitudes and component observations.

To Malawi nation government, worker performance is essential in mild of the reality that it's going to mirror the organizational performance. Along those strains, they agree with that it's vital to outline employee performance gauges with a selected end aim to quantify the performance of businesses, the character of employees is the important impact on performance (Collings & Mellahi, 2009) and it's far depended on that this employee is the "spine" of the nation taxpayer supported companies with simple part of making certain that management processes and packages in the new time of country wide improvement are actualized correctly and productively.

In Nigeria, employee performance at places of work or open undertakings is restrained to spending plan gazing and every year performance assessment, be that as it can, professionals are of the view that there is no connection among worker performance and economic records (Cohn, Khurana , & Reeves, 2005)

In South Africa for example, overdue enhancements in the manner people are overseen in enterprises have achieved the want to certainly recall people as full-size partners in firms (McDonnell & Collings, 2011). whilst personnel in special elements of the arena are considered because the essential wellspring of higher hand, South Africa is as yet enmeshed in a piece emergencies epitomized by present day activities. (Davis, etal 2007) Affirmed that each one together to bank component to present administrations of properly

pleasant to the general populace (who are the clients) the people must be discovered, green, empowering, supportive, aware to customers desires, congenial, experienced, amicable and should have fantastic relational abilities. Rendering administrations of good pleasant will help enhance the profitability of the organizations

In Kenya, maximum businesses have all started embracing the usage of the BSC (Balanced score Card) in managing talent as a way of enhancing worker performance (Boston, etal 2001).

In Uganda, Employers eyes are wide open on the delivery of returns on investment on workers. Employers have continuously invested in workers to sharpen their skills and boost and exploit them to induce organizational performance. Therefore, organizations have faced crucial employee performance demanding situations amid late years (Nassazi etal 2013)

Until past due in 2000s, Uganda firms had not absolutely grasped the possibility of worker performance administration. However, these days, several companies which includes the the agricultural organizations are so much obsessed with training, and managing employees talents for better performance.

Additionally, In Uganda, worker performance measures are being set out in special open groups utilizing the consequences located and good administration requirements

(Brundage, & Koziel, 2010).The time, quantity, excellent, consumer loyalty, response costs, companion cooperation, results, yields and distinct strategies of evaluation and management of performance are being promoted. Several employees have a resentment performance management seeing that they have not learnt it legitimately or want responsibility and education. Olum (2004) likewise pronounces that this resentment prompts the appropriation of hard performance benchmarks that stay on paper, as they land up not being actualized. At remaining, overall performance estimation in Uganda is being emphasized thru first-class controls and further the usage of result oriented management (ROM) via month to month, quarterly, and yearly reports to special key observing, and supervision foundations of the government (Olum, 2004).

2.5 Empirical Studies

A good number of researchers have investigated the relationship between talent management and employee performance and their findings tend to be different. Recent study conducted by Lyria (2013) examined the role of talent management on organizational performance in Kenya.

This study was conducted using an empirical review of previous studies related to main study to discover gap in literature and study show that previous research did not integrate talent management and organizational performance. This becomes a basis for conclusion. On the other hand, Iqbal et al, (2013) also studied the relationship between talent management practices and employees emotional stability in Pakistan.

Again, study was conducted using quantitative approach and survey questionnaire were distributed to 150 management employees working in 25 listed companies in Pakistan. Findings show that talent management practices have positive impact on performance of organizations, and employee's emotional stability.

According to the views of the authors talent management has contributed

Significantly to both organizational performance and employees emotional stability vis-à-vis. Wurim, (2012) also conducted research on talent management and organizational productivity in a public sector enterprise, in which survey investigation method was used in collecting data and Krusked-Wallie test statistics was used to analyze the data. The result

indicate that the implementation of proper talents management policies, processes and programs significantly impact on employees productivity.

Again, Dries (2013) investigated the psychology of talent management: A review and research agenda in Belgium. The study was conducted using five comparative review of literature existing on talent management (such as; human resource management, industrial organization, educational psychology, vocational psychology, positive and social psychology) to identify gap in research. Study found that a good number of discrepancies existed on talent management such as (talent as capital; talent as individual difference; talent as giftedness; talent as identity; talent as strength; and talent as the perception of talent) which serve as a basis for theory building, methodological advances, and new empirical work.

Similarly, Collings and Mellahi (2009) also examined similar topic on "strategic talent management: A review and research agenda".

Again, study was conducted using an empirical review of previous studies related to main study to propose theoretical advancement on the definition of talent management. The authors conclude study by developing a clear and concise definition of strategic talent management and propose a theoretical model of strategic talent management which become a turning point for conclusion.

Recent study by Project Management Institute, (PMI, 2013) also investigated on the competitive advantage of effective talent management. An empirical or in-depth research was conducted among 277 project, program, and portfolio management directors, managers, and

practitioners in the field of talent management who design and administer their organization's talent management program and recruit managers for their organization. This study found that aligning talent management to organizational strategy may create enabling competitive advantage required for sustenance and growth of an organization.

Similarly, Sakineh, Mehrdad and Hasan, (2012) examined the relationship between talent management and organizational success. This research was conducted using descriptive-correlation approach and population of study involves the department of Youth and Sport in West Azerbaijan Province of Iran. Pearson correlation test was used to determine the relationship between the elements of talent management and organizational success at 5% significant level and SPSS (version 16) statistical tool was used to analyze data. The result showed that talent management has significant relationship with organizational success.

In addition, recent study by Blass, (2007) was centered on talent management and business performance. Study objective was focused to provide better understanding of the different ways through which organizations organize talent management. Research was conducted using 20 case studies involving mix of (private, public and voluntary) organizations of different sizes and sectors and survey questions were administered to representatives of senior managers and middle managers. About 1,500 responses were recorded from the population of the study. Statistical tool used in the survey involved correlation, regression and ANOVA, this was due to the nature of the variables being analyzed. Findings reveal that organizations managed talent through rotational system involving various career stages of employees to avoid the danger of setting high expectations for early developers or disregarding later developers.

In conclusion, study noted that organization manage talent through transparent talent system which is embedded within organization. Having reviewed several works written by different scholars, a gap in literature has been identified in the area of theoretical and methodological limitations. For instance, previous study conducted by Blass (2007) focused on talent management and business performance; multiple organizational sectors (private, public and voluntary) with multiple statistical tools were adopted to achieve study objective. While, present study focus on talent management and employees performance; single statistical tool (ANOVA) with only one organizational sector (five public sectors) applied to achieve research objective.

3.0 METHODOLOGY

3.1 Research design

Orodho (2000) defined a research design as the scheme, outline or plan that is used to generate answers to the research problems. A research design can be regarded as an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevancy with the research purpose. It is the conceptual structure within which the research will be conducted. It will constitute the blueprint for collection, measurement and analysis of data (Kothari, 2003).

A descriptive survey research design was adopted using both quantitative and qualitative methods. The research adopted both techniques to ensure that people's views and opinions were sought and described accordingly to establish how talent management impact employee on performance within the study scope.

3.2 Study population

The study population was 120 employees of NWSC (Human resource Audit report 2017) which consisted of (9employees) from the department of the Directorate, (30 employees) Board Secretary's Office & Corporate Services Directorate, (35employees) Quality and regulatory services directorate (25 employees)Development Directorate, and (20 employees)Strategy and Business Development Directorate

3.3 Determination of sample size

Sampling is the procedure a researcher uses to gather people, places or things to study. It is the process of selecting a number of individuals or objects from the population such that the selected group contains elements representative of the characteristics found in the entire group (Orodho & Kombo, 2002). A sample size of respondents was determined using statistical tables of Krejcie & Morgan as cited by Amin (2005). The sample included various categories as specified in Table 1 below:

Table 1: Shows Research Category of respondents Population (N) , Sample size(S) and sampling technique

Category	N	S	Sampling technique
Executive directorate	10	9	Purposive sampling

Board secretary's office & corporate services directorate	30	27	simple random sampling
Quality and Regulatory Services Directorate	35	22	Simple random sampling
Development Directorate	25	15	Simple random sampling
Strategy and business development Directorate	20	19	simple random sampling
Total	120	92	

Key:

N – Population Size,

S – Recommended Sample Population (Krejcie & Morgan, 1970).

The sample sizes in the Table 1 above are derived from Krejcie & Morgan (1970)

3.4 Sampling Techniques and Procedure

Purposive sampling was used to select the sample from the Executive directorate department who were interviewed. The researcher chose this technique to select this category of respondents in order to focus on those that are the most knowledgeable and with vast experience about what was being investigated. Simple random sampling was used to select the samples from the rest of the departments of from the department of Executive Directorate, Board Secretary's Office & Corporate Services Directorate, Quality and regulatory services directorate Development Directorate, and Strategy and Business Development Directorate. The researcher chose simple random sampling because of its ease of use and its accurate representation of the larger population, and also to govern the selection process and such each member of the larger population could have equal probability of selection

3.5 Data Collection Methods

This includes the specific techniques to be used in the collection of data. There are several methods to collect required data for research purpose, however this study will concentrate on survey, face to face interviews and documentary review as discussed below

Questionnaire Survey Method

The selection of the survey was guided by the nature of data that was collected, the time that was available and the objectives of the study (Touliatos and Compton, 1988). This method was used on all respondents except the executive directorate department who were selected to participate in the study. One of the reasons why this method was opted was because the study has variables (IV and DV) (Talent management and employee performance) respectively could not be observed but could only be derived from respondents' views, opinions and feelings (Touliatos & Compton, 1988). With this a questionnaire was designed to collect the needed data

Face-to-face interview Method

The Face-to-face interviews were done to collect qualitative data from the respondents and these were used on the executive directorate

Documentary review Method

This method of data collection had been suggested by the researcher as one of the methods to collect data, however, it was not used due to the management's refusal to agree to this method of data collection. They argued that they did not feel comfortable with it,

3.6 Data Collection Instruments

The researcher was guided by the nature of the problem under investigation in as far as data collection instruments are concerned. The study used interview guide, focused group discussion, Questionnaire, topics and documentary checklists.

Questionnaire

According to Kombo and Tromp,(2006). A questionnaire is a data collection instrument used to gather data over a large sample or number of respondents. Structured questionnaire were developed to survey the respondents following recommended guidelines by various scholars that include Kothari (2005); Sekaran & Bougie (2010) and Saunders, et al (2009).

Interview Guide

With reference to Namara, (2009). An interview guide is a set of questions that the researcher asks during the interview. The researcher designed an interview guide which was used during the interview of The Executive directorate of NWSC. The interview was face-to-face.

3.7 Validity and reliability of Instruments

As asserted by Vogt (2007), a multitude of studies have used this instrument and discovered both their reliability and validity values to be acceptable to the population being studied and in a different context therefore recommends for testing the validity and reliability of the instruments. The instruments were pre-tested to determine their validity and reliability.

Validity of instruments

Vogt (2007) defines validity as the truth or accuracy of the research. In agreement, (Saunders et al 2009) asserts that it is the extent to which the data collection instrument measures as well as the appropriateness of the measures coming to accurate conclusions. More to that, (Saunders et al, 2009) suggests that Validity tests were be conducted for content, criterion & construct validity test how well the instrument is representative, captures relationships between the variables as well as measures the concepts

This study utilized triangulation to ensure validity of research findings prior to the

Administration of the research instruments. This instrument was checked by experts including the supervisors of the researcher.

Content validity ratio was used to calculate the Content

Validity Index, using formula below;

CVI = Total Number of items rated by all respondents / Total Number of items in the Instrument A content validity index of 0.7 and above according to (Amin, 2005) qualified the instrument for the study.

Reliability of instruments

Reliability is defined by Vogt (2007) as the consistency of either measurement or design to give the same conclusions if used as different times or by different scholars. The first step in ensuring reliability is by providing clear operational definitions of the variables under study. Thereafter internal consistency will be measured through internal consistency reliability (Sekaran & Bougie, 2010) using split-half reliability method.

3.8 Data Analysis

The findings of the study were analyzed using both quantitative and qualitative methods. Descriptive statistics were presented before testing hypotheses. The descriptive statistics used were frequencies and percentages, while the inferential statistics used were Pearson correlation and coefficient of determination. (Kombo & Tromp,2006). The researcher further used triangulation method of analysis so as to come up with appropriate conclusions and recommendations.

Quantitative data analysis

The quantitative data analysis consisted of numerical values from which descriptions such as mean and standard deviations were made (Kombo & Tromp, 2006). The quantitative data gathered was organized, numbered and coded then entered using SPSS. The researcher used both descriptive and inferential statistics to analyze data.

To analyze the findings, employees who strongly disagreed and those who disagreed were combined into one category of who – opposed the Items. In addition, employees who strongly agreed and those who agreed were combined into another category of those who concurred with the items. Another category was that of those employees who neither agreed nor disagreed, - put in the undecided with Items. Thus, the three categories of employees will be compared. Interpretation was then be drawn from the comparisons of the three categories

Qualitative data analysis

This involved cleaning up of data from interview guide and, key informants Interviews and the questionnaires categorizing them into themes and patterns and making a content analysis to determine the adequacy of the information credibility, usefulness and consistency

(Mugenda & Mugenda, 1999). Data was analyzed before, during and after data collection and the tentative themes were defined.

4.1 Results and Discussion of the study findings

4.1 Response rates of respondents

Response rate can be defined as the number of people who answered the survey divided by the number of people in the sample. It is usually expressed in form of percentages. A low response rate can give rise to sampling bias if the non – response is unequal among the participants regarding exposure and / or outcome (AAPOR, 2000). In this study, the sample size was 92 members of the staff but the study managed to access 80 members of staff as shown in the breakdown table below.

Table 1: Presents the response rates the study

Category of respondent	Sample size	Actual	Percentage
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Executive Directorate	9	9	100
Board secretary's office & corporate service directorate, Quality & Regulatory, Development, strategy & development directorate	83	71	85.5
Total	92	80	87.0

According to Table 1 above, out of 9 respondents targeted for interviews, all of them were actually interviewed, implying a response rate of 100%. The 83 questionnaires administered, 71 were returned fully completed, giving a response rate of 85.5%. The overall response rate of the respondent was thus 87.0%. With the high response rate of 87.0%, the findings of the study were representative of the actual population and would therefore be generalized, as observed by Sekaran (2003).

4. 2 Background information of the respondents

Employees were asked about their qualification, duration of service, sex and age. This information was required to ensure that the sample that participated in the study have similar distribution of the respondents by characteristics that of the population it was drawn from. This determines the accuracy and representatives of information drawn from the sample population. Findings regarding qualification, duration of service, sex and age are presented in Table 2.

Table 2: Show the background information of the respondents

Characteristics	Category	Frequency	Percentage
1. Qualification	Masters	36	50.7%
	Bachelors	33	46.5%
	Diploma	2	2.8%
2. Duration of service	Less than 6 months	6	8.5%
	7 months – 3 years	21	29.6%
	3 years – 10 years	31	43.6%
	10 years and above	13	18.3%
3. Age	Less than 25 years	3	4.2%
	26 – 35 years	17	23.9%
	36 - 45 years	36	50.7%
	46 – 55 years	11	15.5%
	56 years and above	4	5.6%

Source: primary data(2022)

According to the results in Table 2, the majority 36 (50.7%) of the respondents were educated up to master's degree level, 33 (46.5%) of the respondents were educated up to Bachelors' degree level and 2(2.8%) were educated up to Diploma level. This implies that the company has adequately educated employees who are likely to perform better at their jobs. The results in Table 2 also show that the biggest proportion 31 (43.6%) of the study respondents had served for period between 3 years to 10 years, followed by those who had served for period between 7 months to 3 years 21 (29.6%). 13 (18.3%) had served for period of 10 years and above whilst 6 (8.5%) had served for period less than 6 months. The results show that the company has experienced staff.

The results in the Table 2 above also show that 67 (94.3%) of the study respondents were below 55 years whilst 4 (5.6%) were above 56 years of age. This indicates that the majority of the staff at NWSC are in their most productive age group.

4.3 The Impact of Talent management on employee’s performance at NWSC

In this section, descriptive statistics were presented before testing hypotheses. The descriptive statistics used were frequencies and percentages, while the inferential statistics used were Pearson correlation and coefficient of determination.

4.3.1 The Impact of Talent attraction on employee’s performance at NWSC.

The first objective of the study was to examine the impact of talent attraction on employee performance at Uganda Coffee Development Authority. The employees were requested to respond to a number of statements regarding Talent attraction at NWSC by indicating their agreement using a five – point Likert scale of SD = Strongly Disagree, D =Disagree, NS = Not sure, A = Agree, SA = Strongly Agree as shown in Table 3. The responses are summarized in the Table below

Table 3: Showing the Impact of Talent attraction on employee’s performance.

Item	M	SD	D	NS	A	SA
In my department Jobs are designed in a way that motivates employee performance	1.05	1 (1.4%)	2 (2.8%)	2 (2.8%)	38 (53.5%)	28 (39.4%)
The organization has strategized to use the organizational brand to attract the best talent from the labor market and boost employee performance	1.01	4 (5.6%)	3 (4.2%)	9 (12.7%)	24 (33.8)	31 (43.7%)
Management takes advantage of social media to attract the best talent to attract the best talent and boost employee performance	0.99	3 (4.2%)	6 (8.5%)	8 (11.3%)	30 (42.3%)	24 (33.8%)
Offer of an attractive and competitive salary to attract the best talent.	1.00	3 (4.2%)	2 (2.8%)	5 (7.0%)	30 (50.7%)	25 (35.2%)
The organization invest in employment career development to attract talent	1.00	1 (1.4%)	4 (5.6%)	3 (4.2%)	34 (47.9%)	29 (40.8%)
The organization embraces work life balance	1.01	4 (5.6%)	4 (5.6%)	8 (11.3%)	41 (57.7%)	14 (19.7%)
The organization offers special and attractive benefits	1.01	2 (2.8%)	4 (5.6%)	5 (7.0%)	29 (40.8%)	27 (38.0%)
The organization practices employee recognition	1.00	1 (1.4%)	4 (5.6%)	10 (14.1%)	29 (40.8%)	27 (38.0%)
The organization offers employee internal and external employee training	0.99	1 (1.4%)	7 (9.9%)	8 (11.3%)	37 (52.1%)	18 (25.4%)

Source: primary data(2022)

To analysis the findings, employees who strongly disagreed and those who disagreed were combined into one category of who – opposed the Items. In addition, employees who strongly agreed and those who agreed were combined into another category of those who concurred with the items. Another category was that of those employees who neither agreed nor Disagreed, - the undecided with Items. Thus, the three categories of employees were compared. Interpretation was then drawn from the comparisons of the three categories as shown in the following paragraph.

The study finding in Table 3 show that the Talent management at NWSC is moderately positive (aggregate mean = 1.01). A comparison on these Items shows that the percentage of employees that opposed ranged from 2% - 10%. While the Percentage of those who were not sure ranged from 4% - 13% and the percentage who concurred with the Item range from

19% to 43%. From these comparisons, it can be seen that the range of percentages of those that opposed and those that were not sure are lower compared to those who concurred. Thus from this analysis, the following is the interpretation.

The study respondent noted that Jobs are designed in a way that motivates employee performance (Mean = 1.05). The respondent moderately agreed that the organization has strategized to use the organizational brand to attract the best talent from the labor market and boost employee performance (Mean = 1.01) meaning that at NWSC the organizational brand is good enough to attract best talent from the labor market.

The respondent to the study also moderately agreed that Management takes advantage of social media to attract the best talent to attract the best talent and boost employee performance (Mean = 0.99), and offer of an attractive and competitive salary to attract the best talent. (Mean = 1.00), During the study, it was also discovered that the organization invests in employee career development to attract talent (Mean = 1.00), The respondents also noted that NWSC embraces work life (Mean = 1.01), and that the organization offers special and attractive benefits which greatly influences employee performance. This was made open to the researcher when one of the key informants revealed that the company on top of an employee salary offers free medical treatment of an employee with his family, offers an interest free car loan and on the loan, the company pays for the employee 50% of the total amount required. More so, he revealed that employees are given housing gratuity with in the first ten years of working with NWSC .He revealed that the management do all this to be able to attract and retain the best talent into the organization

According to the results in Table 3, the respondents noted that the organization practices employee recognition (Mean = 1.00) and that the organization offers employee internal and external employee training which influences positive employee performance at NWSC. More so this was emphasized by key informants who unveiled that every year, the company spends an estimate of 50 Million UGX on employee training and development

4.4 Testing the effect of talent attraction on employee performance

In order to determine the effect of talent attraction on employee performance at NWSC, correlation and regression analysis was conducted Pearson correlation coefficient (r) was used to determine the strength of the relationship between talent attraction and employee performance at NWSC. The coefficient of determination was used to determine the impact of Talent attraction on employee performance. The significance of the coefficient (p) was used to test the objective by comparing *p* to the critical significance level at 0.05. This procedure was applied in testing the other objectives and thus, a lengthy introduction is not repeated in the subsequent sections of the testing. The results are summarized in Tables 4 and 5

Table 4: Relationship between Talent attraction and employee performance

		Talent management	Employee performance
Talent management	Pearson Correlation	1	.086
	Sig. (2-tailed)		0.02
	N	71	71
Employee performance	Pearson Correlation	.086	1
	Sig. (2-tailed)	0.02	
	N	71	71

According the results in Table 4, Talent attraction and employee performance were found to have a significant positive since the *p* – value is less than 0.05 (0.02 < 0.05) thus the hypotheses that states that Talent attraction has a positive effect on employee performance is partially accepted. This means that talent attraction has a positive effect on employee performance at NWSC This practically implies that employee performance at NWSC improves with a positive talent attraction.

In order to determine the extent to which Talent attraction impacts employee performance the regression analysis was conducted. The results are summarized in the Table 5.

Table 5: Regression analysis showing the impact of Talent management on employee performance.

Model	R square = .091,P=.02	Standardized Coefficients	Sig.
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		Beta	
	Talent attraction	.086	.02

According to the results summarized in table 5, findings show that Talent attraction significantly affects employee performance ($r = 0.86$). This means that talent attraction is a significant determinant of employee performance at NWSC. Since the correlation does imply a casual – effect as stated in the first objective, the coefficient of determination, which is a squared of correlation coefficient ($r^2 = 0.091$), was computed and expressed as a percentage to determine the variance in employee performance at NWSC due to Talent attraction. Thus, the findings show that talent attraction accounted 9.1% variance in employee performance at NWSC

These findings were also subjected to a test of significance (p) and it is shown that the significance of correlation ($P = 0.02$) less than the recommended critical significance at 0.05. This means that Talent attraction has a positive significant effect on employee performance. This practically implies that employee performance at NWSC improves with a attracting the best talent from the labor market.

4.5 The effect of employee development on employee performance at NWSC

The second objective of the study was to establish the effect of employee development on employee performance. The respondents were asked to response to a number of statements regarding employee development. The findings are summarized in Table 6.

Table 6: shows results on how employee development affects employee performance at NWSC

Items	M	SD	D	NS	A	SA
Employee development culture sparks high performance	1.01	3 (4.2%)	4 (5.6%)	2 (2.8%)	31 (43.7%)	31 (43.7%)
Availability of resources required for learning and development boosts employee performance	1.13	1 (1.4%)	3 (4.2%)	4 (5.6%)	37 (52.1%)	26 (36.6%)
Organization in- house development programs induces employee performance	1.00	2 (2.8%)	5 (7.0%)	9 (12.7%)	30 (42.3%)	25 (35.2%)
Job rotation, secondment and shadowing foe developing the employee skills boost employees performance	1.00	3 (4.2%)	2 (2.8%)	7 (9.9%)	32 (45.1%)	27 (38.0%)
Coaching and mentoring boosts employee performance	0.99	10 (14.1%)	6 (8.5%)	10 (14.1%)	22 (31.0%)	23 (32.4%)
On job training on – the – job training with its employees sparks high performance	1.00	3 (4.2%)	5 (7.0%)	3 (4.2%)	32 (45.1%)	28 (39.4%)
Availability of E-learning or online training techniques used boosts employee	1.00	2 (2.8%)	6 (8.5%)	10 (14.1%)	25 (35.2%)	28(39.4%)
Aggregate Mean	1.02					

Source: primary data(2022)

The findings in Table 4 show that employee development at NWSC is moderately positive (aggregate Mean = 1.02). A comparison of these Items shows that the percentage employees that opposed ranged from 4.2% to 22.6% ; the percentage of those who were not sure ranged from 2.8% to 14.1% ; while those who concurred ranged from 31.0% to 43.7% .From these comparisons, it can be seen that the range of percentages of those that opposed and those that were not sure are lower compared to those who concurred. Thus from this analysis, the following is the interpretation.

The results in Table 4 show that Employee development culture sparks high performance. (Mean = 1.01).

According to the results above, the respondents reported that availability of resources required for learning and development boosts employee performance (Mean = 1.13). This was emphasized by one of the key informants when he revealed that the company invests an estimate of 50million UGX in employee training and development annually. And to him this has been a major high performance contributing factor. He continues to affirm that considering the pre-training performance and post training performance analysis at NWSC poor performing employees after trainings, their performance tends to go high than the pre-training performance evaluation review.

The study respondents also agreed that organization in-house development programs induce employee performance. (Mean = 1.00). More so, the study respondents moderately agreed that Job rotation, secondment and shadowing for developing the employee skills boost employees' performance (Mean = 1.00). This was emphasized during interviews when an interviewee revealed that the company practices all of job rotation to ensure that employees do not do repetitive work which normally leads to boredom. He added that the practice of rotation and shadowing have helped employees not only acquire more skills but also have helped them to be multi-skilled which has had a big positive impact on their performance. Also, according to the study respondents, coaching and mentoring boosts employee performance at NWSC (Mean = 0.99). More to that, the study respondents agreed that on job training sparks high performance (Mean = 1.00). The study respondents noted that availability of E-learning or online training techniques used boosts employee (Mean = 1.00).

4.6 Testing the effect of employee development on employee performance

In order to determine the effect of employee development on employee performance at NWSC, correlation and regression analysis were conducted. The results are summarized in the Table 7 and 8 below.

Table 7: Relationship between employee development and employee performance.

		Employee development	Employee performance
Employee development	Pearson Correlation	1	.564(*)
	Sig. (2-tailed)		0.04
	N	71	71
Employee performance	Pearson Correlation	.564(*)	1
	Sig. (2-tailed)	0.04	
	N	71	71

* Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data (2022)

According to the results in Table 7 above, employee development and employee performance were found to have a significant positive relationship ($r = 0.564$, $p < 0.05$). Thus, the hypothesis that stated that employee development would have a significant positive effect on employee performance is accepted. This means that employee development has a positive effect on employee performance at NWSC. This implies that employee performance at NWSC improves with better employee development.

In order to determine the extent to which employee development affects employee performance, the regression analysis was conducted. The results are summarized in the Table 8 below.

Table 8: Regression analysis showing the effect of employee development on employee performance

Model	R square = 0.087, P=0.04	Standardized Coefficients	Sig.
		Beta	
	Employee development	.564	.04

Dependent Variable: Employee performance

Source: Primary Data (2022)

According to the results in summarized Table 8 above, findings show that employee development significantly affects employee performance ($r = 0.564$). This means that employee development is a significant determinant of employee performance at NWSC. Since the correlation does not imply causal-effect as stated in the second objective, the coefficient of determination, this is a square of correlation coefficient ($r^2 = 0.087$), which was computed and expressed as a percentage to determine the variation in employee performance. Thus, the findings show that employee development accounted 8.7% variance in employee performance at NWSC. These findings were also subjected to a test of significance (p) and it is shown that the significance of the correlation ($p = 0.04$) is less than the recommended critical significance at 0.05. This means that employee development has a positive significant effect on employee performance. This practically implies that employee performance at NWSC improves with better employee development.

4.7 The effect of job enrichment on employee performance at NWSC

The third objective of the study was to find out how job enrichment effect employee performance at NWSC. The respondents were asked to respond to a number of statements regarding employee development. The findings are summarized in Table 5.

Table 9: show the effect of job enrichment on employee performance.

Item	M	SD	D	NS	A	SA
The management designs jobs with Variety of Tasks	0.99	1 (1.4%)	5 (7.0%)	6 (8.5%)	36 (50.7%)	23 (32.4%)
The management practices rotating shifts and this increases employee performance	1.00	3 (4.2%)	8 (11.3%)	6 (8.5%)	30 (42.3%)	24 (33.8%)
Job enlargement influences job performance highly	1.00	3 (4.2%)	5 (7.0%)	8 (11.3%)	33 (46.5%)	22 (31.0%)
Reduced repetitive work increases employee performance	1.00	3 (4.2%)	4 (5.6%)	3 (4.2%)	32 (45.1%)	29 (40.8%)
The management practices employee recognition	0.97	3 (4.2%)	5 (7.0%)	3 (4.2%)	26 (36.6%)	34 (47.9%)
The management also provide opportunities for employee career advancement	1.00	3 (4.2%)	4 (5.6%)	6 (8.5%)	31 (43.7%)	27 (38.0%)

Source: primary data(2022)

According to the results in Table 9, that respondents noted that the management designs jobs with Variety of Tasks (Mean = 0.99); that also that the management practices rotating shifts to increase employee performance (Mean = 1.00). However, one of the key informants revealed that although this has been one of the management practices to influence performance, it has not yielded to the expected results. More to that, respondents revealed that Job enlargement influences job performance highly (Mean = 1.00); and that reduced repetitive work increases employee performance (Mean = 1.00)

The study respondents also noted that the management practices employee recognition (Mean = 0.97) this means that at NWSC management recognize employee and this boosts employee performance.

The respondent also agreed that management provide opportunities for employee career advancement

4.8 Testing the effect of Job enrichment on employee performance.

In order to determine the effect of job enrichment on employee performance at NWSC, correlation and regression analysis were conducted. The results are summarized in the Table 10 and 11 below.

		Job enrichment	Employee performance
Job enrichment	Pearson Correlation	1	.038
	Sig. (2-tailed)		0.56

	N	71	71
Employee performance	Pearson Correlation	.038	1
	Sig. (2-tailed)	0.56	
	N	71	71

Source: Primary Data (2022)

According to the results in Table 10 above, Job enrichment and employee performance has no significant relationship ($r = 0.038$, $P > 0.05$). Thus, the hypothesis that Job enrichment has a significant positive effect on employee performance is not accepted. This means that job enrichment has no effect on employee performance at NWSC.

This practically implies that Job enrichment has not affected the performance of employees at NWSC.

In order to determine the magnitude of the effect of Job enrichment on employee performance, regression analysis was conducted. The results are summarized in table 11 below.

Table 11: Regression analysis showing the effect of Job enrichment on employee performance.

Model	R square = .001,P=.56	Standardized Coefficients	Sig.
		Beta	
	Job enrichment	(.001, $p = 0.56 > 0.05$)	.56

Source: Primary Data (2022)

According to the results in summarized Table 11 above, the coefficient of determination r^2 for Job enrichment is 0.001. This means that 0.1% of the variation in employment at UCDA is explained by Job enrichment. The standardized coefficient of ($\beta = 0.001$, $p = 0.56 > 0.05$) means that Job enrichment is insignificantly related with employee performance at NWSC. This means that Job enrichment has no significant impact on employee performance. This practically means that employee performance at NWSC cannot improve by Job enrichment

5.2 Discussion of the Findings

Talent attraction and Employee Performance at NWSC

The study found a positive significant relationship between talent attraction and employee Performance at NWSC. This implies that employee performance in an organization can be increased with attracting the best talent from the labor market. The findings of this study could be attributed to the fact that the organization has positioned its self to attract the best talent from the labor market by giving competitive and attractive salary and benefits, organizational brand as this was emphasized by almost all the key informants.

The study findings are in line with earlier scholars who found that a positive effect of talent attraction on employee performance. Suzanne ,(2013) conducted a research on the effect of talent attraction on employee performance and found out that attraction of the best talent from the talent pool enhances organisational performance Moreso, (Aldershot etal, 2009) observes that talent attraction culture is a key to performance improvement and instrumental to an organizations success to ensure better productivity

Armstrong(2009) strongly emphasized a positive association between talent attraction and performance improvement. He concluded that a company that focuses on attracting , developing and retaining the best talent is likely to induce employee performance and organizational performance at large, an element that has been discovered from this study

Bression etal (2009). as cited by Scullion, (2013), point out the correlation between talent attraction and employees' performance, where employees' performance is then translated into organizational outcomes such as customer satisfaction.

Bression, N. (2009) agrees that the role of attracting the best talent is very vital in nurturing, sustaining and enhancing the performance of organizations. In addition to this, Mellahi, K(2009), clarifies that developing and retaining the best talent is likely to induce employee performance and organizational performance at large

Just like in this study, Cross et al (2010) agree that organizations need to take the best out of the talent pool in order to induce the performance of employee positively

Employee development and Employee Performance at NWSC

The study found a strong significant positive relationship between employee development and employee performance at NWSC. This implies that employee performance at NWSC improves with employee development.

The positive relationship between employee development and employee performance could be attributed to the fact that there are many employee development strategies at the organization that have been employed and that all employees have been given opportunity to learn, and develop.

For instance from the key informants, employee development, has been a back bone of employee performance at NWSC. Strategies like, training and development have been given a priority on the employees' budget to ensure employees are equipped with work related skills to boost employee performance and organizational performance at large

Employee development is needed for management to strategise, develop and sustain a competitive advantage for employee and organizational performance improvement (Armstrong, 2008)

According to (Mellahi, 2009), managers need to draw up employee development strategies to improve employee performance. Welsh, etal (2001),. Improvements in training and development will assist organizations toward the goal of achieving strategic objectives and strategic initiatives. (Brundage, & Koziel, 2010). Agree effective talent management success when there is effective employee development

Job Enrichment and Employee Performance at NWSC

The study found no significant relationship between organizational commitment and employee Performance at UCDA. This implies that employee performance at NWSC does not improve by job enrichment. The relationship between on job enrichment and employee performance is there but very insignificant, meaning that if employees are continually motivated, to embrace the strategy, there is a likelihood that they will perform better.

It is revealed that the employees confirm that job enrichment approach used at NWSC is the one that demotivates, therefore there are chances that if the organization changed the approach its using on enriching jobs, job enrichment impact on employee performance could significantly improve .

Cappelli, P. (2008) stated that in order to make job enrichment a success, managers need to give employees a complete, natural unit of working, increasing accountability of individuals own work. Something that has not been out into consideration by NWSC during the process of enrichment.

Williams; L (2008), With the current level of job enrichment, it is likely that if the organization employ more flexible strategies to enrichment at NWSC, it is likely that employees may embrace the approach to talent management and the organization can soon reap from it in terms of induced employee performance.

5.0 CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

Talent Attraction and Employee Performance at NWSC

With reference to the dimensions of talent attraction, it was concluded according to the hypothesis that talent attraction has a significant positive impact on employee performance. The organization has strategized itself well that it has been able to efficiently attract the best talent from the labor market with its attractive and competitive salary and benefits.

From the key informants, it was revealed that the company's employee compensation is a 360 degrees package, with special benefits that cannot be found in any other company and that has made it easy for NWSC to attract and retain the best talent hence influencing performance.

Employees testify with this when they noted that the organizational brand is good enough to attract the best talent

Employee development and Employee Performance at NWSC

It was also concluded that there is a positive significant relationship between employee development and employee performance and it is realized that employees get timely employee training and development to address critical areas at work

Employees are happy with employee development at NWSC and all of them despite of their titles are given equal chances to learning and development and it has been a backbone of performance at UCDA and a strong path towards achievement of the organizational goals and objectives

Purposely, the current employee and development strategy organizational culture motivates employees, drives hard work and continually improves performance at NWSC demonstrates fair and equal treatment; and improve on teamwork; efficiency and effectiveness.

Job enrichment and Employee Performance at NWSC

It was also concluded that there is no significant relationship between Job enrichment and employee performance at NWSC. The employees also feel the organizations approach to enrichment is quit demotivating that's therefore the reason it does not influence performance. More to that, from the key informants, its is revealed that even though the approach to enrichment is changed, employees would still be reluctant to embrace it Nevertheless, it was concluded that job enrichment has a relationship with employee performance at NWSC but not significant.

5.2 Recommendations

Talent Attraction and Employee Performance at NWSC

Since talent attraction enhances employee performance, there is need to improve on this strategy in the following ways:

The organization can also use a staging a competition as a strategy to attract potential talent is to stage a competition. This is one of the strategies to trap participants you want who are also potential hires. That is why your competition should require contestants to use a critical skill required in the hiring business.

There is a need for implementing an open-ended job posting if the organization wants to tap the best of the best talent. Employers using open-ended job descriptions post an ad on a job board, but leave the job title, job description, and candidate specifications blank. This is an innovative approach which gives companies the opportunity to reverse and engineer the typical speculative job application. With open-ended job advertisements, employers can receive speculative applications when they actually need them.

Employee Development and Employee Performance at NWSC

Ignite managers' passion to coach their employees.

In our more global, complex, and competitive world, the role of the manager has eroded. Managers are now overburdened with responsibilities. They can barely handle what they're directly measured on, let alone offer coaching and mentoring. Organizations need to support and incentivize managers to perform this work

Deal with the short-shelf life of learning and development needs. It used to be that what you learned was valuable for years, but now, knowledge and skills can become obsolete within months. This makes the need to learn rapidly and regularly more important than ever. This requires organizations to rethink how learning and development happens from a once-in-a-while activity, to a more continuous, ongoing campaign.

Teach employees to own their career development. Highly-structured, one-size-fits-all learning programs don't work anymore. Individuals must own, self-direct, and control their learning futures. Yet they can't do it alone, nor do you want them to. The development and growth of your talent is vital to your ongoing success, ability to innovate, and overall productivity

Job Enrichment and Employee Performance at NWSC

The organization needs to ensure a Reduction repetitive work. And also Increase the employee's feelings of recognition and achievement.

There is also a need to change the job enrichment approach that is more flexible and acceptable to employee so that it doesn't become a source of demotivation

Also, the organization needs to provide opportunities for employee advancement and growth. Because without this, employees whose jobs have been enriched will always find it hard t perform jobs which have been made challenging

Removing controls while retaining accountability during job enrichment process is important and also Increase the accountability of individuals for own work

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