

Influence of Talent Management on Organizational Growth

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Abstract: The local and global success of organizations is largely determined by the ability to employ talented people (best performers) and implement talent management processes encompassing the talent identification, selection, recruitment, retention, development and deployment of talented people with required skills. The purpose of this thesis was to investigate the influence of talent management on organizational growth of private hospitals in Nyeri County. The specific objective of the study was to investigate the influence of talent identification, talent nurturing, cultural diversity and workplace environment on organizational growth of private hospitals in Nyeri County. The study analyzed the literature review, theoretical framework as well as empirical studies by other authors from which the conceptual framework was built. The study was set to be informed by resource based theory and brand equity theory. The population of this study was 454 respondents, covering nurses, pharmacists, lab technicians, radiographers, accountants, physiotherapists, secretaries, and cleaners in 6 private hospitals in Nyeri County. The study used purposive sampling method to select the sample size of 208 comprising of 67 nurses, 21 pharmacists, 27 lab technicians, 9 radiographers, 20 accountants, 11 physiotherapists, 21 secretaries and 31 cleaners. A sampling frame was constructed from each stratum from which a sample was selected. Questionnaires were used for collection of primary data. A pilot test was done to pretest the questionnaires to ensure the internal consistency of the instruments by computing Cronbach's alpha to determine the reliability of the instrument. Pilot test of this study gave a Cronbach's Alpha coefficient of 0.902. The study achieved a response rate of 94%. Data analysis was conducted to generate descriptive and inferential statistics. The findings of the study revealed that talent nurturing and workplace environment had positive and significant effect on organizational growth of private hospitals in Kenya in Nyeri County at 5% significance level while talent identification and cultural diversity had positive but insignificant effect on organizational growth of private hospitals in Kenya in Nyeri County. Further, competence, change catalysts, strategic thinking benchmarking with other hospitals, interactions with other employees of other hospitals, training and development and effective communication were factors which were found to have greater extent on talent management in private hospitals in Nyeri County. The findings therefore conclude that talent identification was important in organizational growth because in order to effectively nurture and manage talent, organizations first need to be able to identify the right talent and provide a conducive work environment. The study recommends that private hospitals in Nyeri County should have elaborate nurturing programmes that include employee engagement to promote a high retention rate of talents. In addition, private hospitals in Nyeri County should enhance motivation of staff by enhancing working conditions so as to create a conducive environment for talent utilization. The study further recommends that future researchers should focus on challenges private hospitals encounter when implementing talent management processes.

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I. Introduction

1. Introduction

This chapter presents an introduction of the study, statement of the problem, purpose of the study, objectives of the study, hypothesis, significance of the study, scope of the study and limitations of the study.

1.2 Background of the Study

In order to increase the effectiveness of a firm several resources can be used to achieve this, which includes money, men and machines. Of these resources, the most important of them all is the people (Kehinde, 2012). Over the years, people working in business organizations have had differing values. They were once referred to as a factor of production, and they were called human resource of the organization. Today more value has been accorded to them as they are regarded as talent working within the firm (Kehinde, 2012). This concept has been borrowed from the intellectual capital theory which is defined as a stock of flows of

knowledge available to an organization. These can be regarded as the intangible resources associated with people who together with the tangible resources like money and physical assets comprise the market or total value of the business (Armstrong, 2011).

Talent management involves positioning the right people in the right jobs. This ensures that the employees maximize their talent for optimal growth of the organization. As talent management is a relatively new area for both public and private sector organizations, most organizations have prioritized it to ensure they acquire the right staff. This is because talent management has been linked to successful identification, development and retention of employees (Baheshtiffar, 2011). The prominence of talent management can be traced to around the start of the year 2000. This is the period when a management consulting firm, 'McKinsey' reported that employers face a 'war for talents' characterized by difficulties in recruitment of employees due to tight labor market (Hartmann et al., 2010).

The topic of talent management has increased in importance and has gained attention in both literature and in business practices. It has been claimed to be "more critical than ever to organizational growth and a "fast gaining top priority for organizations across countries," (Hartmann et al., 2010). Talent management involves mechanisms put in place to ensure identification, attraction, retention and development of talent. Talent management is of essence because organizations are able to successfully identify and maintain necessary talents in the organization. Moreover, talent identification and development helps organizations to identify employees who are capable of playing leadership roles in future. This approach emphasizes developing talent pools that have high leadership ability and who are able to maintain the growth of their organizations (Baheshtiffar, 2011).

The history of talent management goes back to the ancient Greeks. Originally talent represented economic value. It was an equivalent of capital. The term 'talanton' referred to a unit of weight of precious metals (silver or gold). Later on, the ancient Greeks used talent to indicate a unit of money and talent became a coin. One talent represented the value of a large house, and therefore talent was something exclusive that only rich people could possess. In the middle ages the term talent acquired new meanings in Europe. A shift from economic capital to human capital became apparent, but the exclusive character of talent continued to exist. At first, the behavioral components of talent were highlighted, and talent was related to will and desire (Tansely, 2011).

Later, in the 15th and 16th century talent was seen as a special ability, aptitude or even a gift from God that needed to be used and developed. This interpretation of talent holds in the 17th century, although the link with divinity became less strong. From 19th century talent was also regarded as a person, and those perceived as talented were able to demonstrate outstanding accomplishments in mental (the 'genius') and physical domains (Tansely, 2011). In 1930's there was the rise of the 'talent scout' (or spotter) referring to a person searching for a new sport or acting talent. The first principles of talent management became apparent. Initially the attention to talent was prominent in music, science or sport (Gallardo-Gallardo et al., 2013).

1.2.1 The Concept of Talent Management

The study is based on talent management as the independent variable. The concept of talent management emerged in 1998 and since then talent has been high on the strategic agenda of organizations. Many large organizations have introduced talent management programs as a solution for today's labor market challenges (Bethke-Langenegger et al., 2011). With these programs organizations are trying to attract, develop and retain talented employees. The aim is to develop those talents in order to successfully perform at key positions in the organization, now or in the future so as to ensure organizational growth. It is argued that applying talent management programs in an organization has effects on organizational growth. Dries (2013) states that organizations with talent management programs achieve higher profits, higher productivity and that it contributes to the organizations competitive advantage. In this way, talent management has a positive effect on organizational outcomes. These organizational-level effects are likely to be caused by outcomes of talent management at employee level.

When the Boston Consulting Group (BCG) & World Federation of People Management Associations (WFPMA, 2012) asked HR professionals from around the world to rank their most important priorities for success, one of the most pressing areas was found to be managing talent. The various aspects of talent management include recruitment, selection, on-boarding, mentoring, performance management, career development, leadership development, succession planning, training and development, recognition and reward (Lewis & Heckman, 2010). According to Allen (2012) the war for talent has become intense due to labor market shortages. Lack of talent management leads to lower performance and unhappy staff who do not perform to their full potential and thus would reflect low talent engagement and low output. Employee talent management is a key to the retention of talented employees. Growing global competition continues to drive the urgency of the identification, engagement and retention of critical-skill talent. Globalization has not only increased competition among organizations but has created a new window of opportunity for the workforce such that a skilled worker like a doctor or a nurse can be engaged anywhere in the world due to increased ease of mobility.

The present scenario with abundant opportunities has triggered intentions to look for better opportunities whenever, wherever and however they can. In the views of Muhammad & Shao (2013) the present economic situation of the world has increased the importance of talent management and retention. They further add that intellectual capital is always an important asset for any organization's growth; therefore public and private hospitals here in Kenya must invest in this asset to effectively meet their goals. Melinde & Desiree (2013) highlighted the importance of talent retention by saying that effective talent management and talent retention is a continuous process and it must be part of organizational culture. Martin & Schmidt (2010) gave the example of China, where talented staffs are given attention for retention to gain future success. Hunjra et al., (2010) highlighted the employees' voice as a key element for talent retention in the public hospitals.

1.2.2 Talent Management Global Perspective

Managing talent is a challenge to all organizations in the context of globalization irrespective of the country. Moreover, the concern about the scarcity of talent is almost universal. Organizations around the world are competing for the same pool of talents. This is seen as a global labor market for talents. Trend of global integration shows organizations' standardizations in talent recruitment, development and management, to ensure their competitive position and consistency. Therefore organizations have to adapt global best practices of talent management and at the same time adapt the local requirements and local labor market (Gardner, 2012). Aberdeen group and human capital institute (2011) study which covered '170 human capital management professionals and executives' had the following findings; 57 % of companies cited the inability to both get the talent needed and address talent requirements over the next five years as their top overall challenge. 79 % of the companies' chief concern was the issue of challenges in implementing succession planning. The study also revealed that 71 per cent of the firms surveyed had formal retention plans for executive and 65 % for the mid-level management staff.

Nowadays, land, capital and fixed assets are no longer key resources for the organizations to be highly competitive in the current economy (Gardner, 2012). Human capital is a key resource to adapt the organizations to the worldwide competition. Therefore, organizations are competing against each other to acquire and retain talents in order to maintain their operations and continue to grow. The war for talent is not just about giving employees monetary incentives and material rewards, it is more about developing strategies and approaches that will ensure talented people, who are willing to learn, stand out and contribute towards organizational growth (Gardner, 2012).

Williams (2010) notes that "in the war for talent there are winners and losers, like in business there is success and failure". Therefore, an organization with talent management has more possibilities to be the winner in the war for talent. Hence talent management should be a high priority of every organization. Talent management best practices should assure organizations to build local talents in the way that is consistent with local norms but still globally standardized, which ensures that all parts of the organization attracts diverse and sufficient professional talents. Most organizations have applied global performance standards, which are supported by global leadership competency profile and performance appraisal system (Stahl et al., 2010).

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

1.2.3 Talent Management in Africa

Chief Executive Officers (CEOs) in Africa are hiring, but it's becoming more difficult to find the right people. So talent management has become top CEO agenda that 85% said that they planned to focus on the strategies for managing talent over the next years and 75% said that lack of available talent was a threat to growth of organizations Price Water House Coopers [PWC], (2012). Also, many poor African countries have lost some of their highly skilled professionals to the United States, Canada, France, the United Kingdom, Australia and the Gulf States (Gara, 2010). The African Association for Public Administration and Management [AAPAM] (2011) found out that the African continent has not been able to recruit and retain well-trained and skilled personnel due to several challenges which include, among others, poor compensation, and an uncompetitive working environment.

Hence, these factors lead to low organizational productivity and the migration of human resources. There is a huge demand in Egypt for skilled professionals of all types, particularly those with technical or quantitative skills such as telecommunications engineers, information technologists, financial planners and investment bankers. Gara (2010) further observed that since the oil boom began in the Gulf region, the temptation for Egypt's best and brightest professionals to take up more lucrative positions abroad has been

strong. The exodus of highly skilled professionals to Europe and the United States is a daily occurrence in many African countries such as Nigeria, Ghana, Kenya and Ethiopia, and is largely responsible for talent scarcity.

1.2.4 Talent Management in Kenya

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

1.2.5 Private Hospitals in Nyeri County

Nyeri County is located in central Kenya. It is one out of the five counties in former Central Province. The others are Kiambu County, Kirinyaga County, Murang'a County and Nyandarua County. It borders the following areas: Laikipia to the North, Meru to the North East, Kirinyaga to the East, Murang'a to the South and Nyandarua to the West. It covers an area of 3337.1km² and is situated between Longitudes 36⁰ and 38⁰ East and between the Equator; and Latitude 0⁰ 38' South. The County lies in the dissected slopes of the Aberdare Ranges (4,001m) to the west. The County also lies 1,500m above sea level, but has greater topographic variability. Human habitation extends up to the mountain about 2,100 m above sea level (Muturi, 2015).

According to the Director of health for Nyeri County (2017), the County has six private hospitals. The hospitals include; private for-profit, faith based and a nursing home. Private hospitals in Nyeri County provide specialized care, involving skills and competence. Private hospitals personnel include medical professionals, such as general surgeons, general medical physicians, pediatricians, general and specialized nurses, midwives, and public health staff. They provide clinical services in the following disciplines; Medicine, General surgery and anesthesia; pediatrics; obstetrics and gynecology; dental services; psychiatry; accident and emergency services; Ear, nose and throat; ophthalmology; dermatology; ICU (intensive care unit) and HDU (high dependency unit) services.

Private nursing homes fall under the governance of the Kenya Registered Midwives Association (KRMA). Some nursing homes are run by other health care professionals, such as doctors and clinical officers, working in close collaboration with the Reproductive Health and Child Health Divisions of the Ministry of Health, they offer reproductive and family planning services. In addition, some child welfare activities are carried out on their premises by health staff of public health facilitators. Private clinics provide mostly curative services and are operated by FBOs, NGOs, nurses/midwives, clinical officers and doctors. Voluntary Counseling and Testing (VCT) facilities provide HIV/AIDS counseling and testing services. They may be managed by the government, NGOs, FBOs, or private for-profit enterprises.

1.3 Statement of the Problem

One of the major challenges facing health systems in sub-Saharan Africa is the international migration of health staff. Talented staff retention is a key human resource function without which the organizational growth diminishes. The increasing movement of staff has become a problem which is worth consideration because turnover effects can have direct and indirect costs and loss of capital, which may impact on the organizational growth. Such costs include repetitive recruitment, selection and training of new employees and also product or service quality problems. The challenge of retaining such critical employees causes poor service delivery in our hospitals and even medical students enrolled in such areas may lack guidance in their studies, which in turn incapacitates building of future intellectual capacity. In Nyeri County after devolution of health care, many doctors and nurses left the hospitals causing burnout of the remaining doctors and nurses. This movement of workers is hindering the growth of hospitals in Nyeri County. Given the critical role played by hospitals, they need talent management that will keep them competitive. It is however not known how talent management affects organizational growth. Based on this evaluation, there exists a gap in literature that warrants a research to be conducted in private hospitals. This study intended to provide an insight into the relationship between talent management and organizational growth of private hospitals in Nyeri County. The study sought to answer the research question; what is the relationship between talent management and organizational growth of private hospitals in Nyeri County?

1.4. General Objective of the Study

The general objective of the study was to investigate the relationship between talent management and organizational growth of private hospitals in Nyeri County.

1.4.1 Specific Objectives

The specific objectives of the study were:

- i) To determine the relationship between talent identification and organizational growth of private hospitals in Kenya in Nyeri County.
- ii) To examine the relationship between talent nurturing and organizational growth of private hospitals in Kenya in Nyeri County.
- iii) To establish the relationship between cultural diversity and organizational growth of private hospitals in Kenya in Nyeri County.
- iv) To investigate the relationship between workplace environment and organizational growth of private hospitals in Kenya in Nyeri County.

1.5 Research Hypothesis

Null hypothesis (H_0) states that no real relationship or difference exists: any relationship between variables or difference between groups is merely due to chance or error. Alternative hypothesis (H_1) states that there is a relationship or difference but the researcher does not know the nature of such a difference or relationship.

- i) H_0 . There is no significant relationship between talent identification and organizational growth of private Hospitals in Nyeri County.
- ii) H_0 . There is no significant relationship between talent nurturing and organizational growth of private Hospitals in Nyeri County.
- iii) H_0 . There is no significant relationship between cultural diversity and organizational growth of private Hospitals in Nyeri County.
- iv) H_0 . There is no significant relationship between workplace environment and organizational growth of private Hospitals in Nyeri County.

1.6 The Scope of the Study

The study investigated the relationship between talent management and organizational growth of private hospitals in Nyeri County. It examined the variables: talent identification, talent nurturing, cultural diversity and workplace environment. The population of the study encompassed the nurses, pharmacists, lab technicians, radiographers, accountants, physiotherapists, secretaries, and cleaners. The study was conducted between the months of June 2016 and March 2017.

1.7 The Significance of the Study

This study will provide pertinent information for policymaking and planning in the health care system. Policymakers will hence, be able to make informed human resource management decisions in the light of increased competition, environmental pressures and awareness. Management is responsible for the day to day running of the hospitals. Talent management issues may affect the action of managing either positively or negatively. The management of private hospitals in Kenya will use this information when making human resource management decisions towards the staff in their hospitals.

The study will be of benefit to private hospitals as they will understand how talent management or lack of it affects an organization's growth. This will help in strategy formulation decisions and resource allocation towards research and development. The research will highlight challenges arising from talent management as a business strategy and ways of overcoming them. The findings that will be gathered from the study will help private hospitals re-engineer their strategies on managing talents. The findings gathered from the study will also be used for pro-active decision - making on talent management and open up new opportunities for the retention of talent for other organizations that have not embraced talent management. The study will shed light on the nature and importance of talent management. It will therefore assist in focusing research attention to the key issues which determine the growth of organizations.

The study is important as a catalyst to explore the area further. It will also facilitate the conduct of other studies that require additional results on talent management. Students and academicians who wish to carry out further research in talent management and organizational growth will find the study helpful since it will open up other research gaps. The economic downturn being experienced world over has created the need for organizations to invest in committed employees since such employees are unlikely to be lost to their competitors. The findings of the current study will play an important role in providing information on ways of nurturing talents to enhance commitment of employees.

1.8 Limitations of the Study

The research study constituted 208 respondents which was a relatively small number since there are many more other respondents working in the private hospitals. The study was faced with the problem of taking so long to see the hospital administrators in order to get the right data on personnel since the hospital administrators were quite busy. The study was also faced by the problem of concealment of information by respondents. This could partly be due to the nature of information being sought. The respondents might have had the perception that they were under investigations. The study was further faced by the problem of long duration taken to complete filling up the questionnaires because the staff had increased work load brought about by the doctors' strike in public hospitals which saw the private hospitals receive more patients than usual.

1.9 Delimitations of the Study

The study was warranted by the need to improve talent management of private hospitals in Nyeri County. The researcher limited this research to nurses, pharmacists, lab technicians, radiographers, accountants, physiotherapists, secretaries, and cleaners of private hospitals in Nyeri County. This study was limited to Nyeri County since it is an area that has seen private hospitals increasing over time. The findings are generalizable to the private hospitals as a whole given the uniqueness of talent management in the health sector. The study used closed-ended Likert scale responses, which might make some people more willing to take and give additional details of the survey.

1.10 Assumptions of the Study

The study assumed that there are other factors that may have an influence on organizational growth of private hospitals in Nyeri County which may include political interference, frequent transfers of chief medical officers and lack of transparency.

1.11 Operational Definition of Significant Terms

The following definitions are adapted to this study.

Talent Management: In this study talent management will refer to the systematic attraction identification, development, engagement, retention and deployment of those individuals who are of particular value to an organization, either in view of their high potential for the future or because they are fulfilling business / operational critical roles (CIPD, 2013).

Talent: In this study talent will refer to those individuals who can make a difference to organizational performance either through their immediate contribution or, in the longer term, by demonstrating the highest levels of potential (CIPD, 2013).

Workplace Environment: Workplace environment in this study will refer to the composite of the two components; physical and behavioral. The physical environment consists of elements that relate to the office occupiers' ability to physically connect with their office environment. The behavioral environment consists of components that relate to how well the office occupiers connect with each other (Amir & Shamin, 2010).

Diversity: Diversity in this study will refer to the variety or multiplicity of demographic features that characterize a company's workforce, particularly in terms of race, sex, culture, national origin, handicap, age and religion (Dessler, 2011).

Talent Identification: In this study talent identification will refer to the process of locating the right people for each role within the organization by understanding what constitutes high performance in each role; which will facilitate the achievement of goals thus enabling support for the long term goals of the organization (Cook, 2011).

Cultural Diversity: Cultural Diversity in this study will refer to generating a workforce that feels valued and respected and has its potential fully utilized in order to meet organizational goals (Law Society of Scotland, 2013).

Talent Nurturing: In this study talent nurturing will refer to the action of taking care of talents, protecting talents and helping the talents to develop and be successful, it also entails performance improvement of high performers (Ordonez de Pablos, 2012).

Organizational Growth: Organizational Growth in this study will refer to the process of improving some measure of an enterprise's success either by boosting top line or revenue of the business with greater product sales or service income or by increasing the bottom line / profitability of the operation by minimizing costs (Yueng et al., 2013).

Hospital: Hospital in this study will refer to a health care facility owned by individuals who seek to earn profit, private employers and those operated by religious missions with highly specialized staff and clinical specialties, technical equipment e.g. ICU, and clinical services differentiated by function (Hospital Classification by World Bank).

II. Literature Review

2. Introduction

This chapter provides summary of the related literature and consists of scholarly review, empirical studies; summary of literature, conceptual framework and operationalization of variables.

2.1 Scholarly Review

Scholarly Review presents what has been written by scholars or professionals who are experts in their fields.

2.2.1 Talent Management in Organizations

In a completely volatile and uncertain world today, talent management is a very dynamic strategy to be in tune with the changing times. Even with millions of unemployed in major markets around the world, organizations are hard pressed to find the skills that they need (Sampet, 2014). Talent management refers to an organized process of attracting, selecting, hiring, engaging; training and developing; retaining and utilizing top talents to an organization's best advantage. It aims at ensuring the right job placements at the right time, in the right position for the right candidates to deliver their best and remain committed to the organization. Though talent management is organization-specific, the focus is on developing and optimizing high potentials or talents of individuals within the organization more quickly than ever to enhance competitiveness and growth of organizations.

Talent is one of the critical resources for organizations to attain competitive advantage and talent management will fail without top management commitment to retaining its workforce (Oladapo, 2014). Effective talent management endears talented employees to an organization as employees begin to see themselves as part of the organization, add value to the organization and remain glued to it. It ensures that employees remain professional at all times in their business practices, serve meritoriously, have the right people made up of seasoned professionals, who have excelled in their various professions, possessing the requisite integrity, skills and experience. Contemporarily, the task of running an organization in this competitive and turbulently dynamic business environment has gone beyond just attracting, hiring, engaging and training and developing top talents considering the complex nature of human beings. It involves retaining talents with high performing potentials who can add value to the organization. This requires creating recognition programs, offering adequate remuneration, career development opportunities, promotion, interesting and challenging responsibilities, conducive work climate for employees to perform at their best, work-life balance, trust and confidence in management, involvement in decision making and reward since they provide a strong basis for retention, and they improve greatly the growth of an organization (Schuler et al., 2011).

Bhatnagar (2011) contends that the basic purpose behind talent management development is to improve the process of recruitment, selection, retention and employee development in order to meet current challenges faced by organizations and improve organizational growth by fulfilling organizational needs. Jennifer & Tsitsi, (2013) viewed talent management from three perspectives firstly; TM is seen as a combination of standard human resource management practices such as recruitment, selection and carrier development. The second perspective focuses on the creation of a large talent pool which has the requisite skills and knowledge necessary for an organization. The third perspective regards talent as a resource to be managed primarily according to performance levels or as an undifferentiated good, based on the organizational needs. As such talent management is an umbrella phrase which includes employee recruitment, retention, performance management and human resource development.

Effective talent management enables organizations to successfully compete in an increasing global economy by effectively identifying, harnessing and retaining the human power within. Human resources are a critical element in achieving competitive advantage and improving organizational growth hence; human capital is a source of unrivalled advantage in a competitive and complicated world; therefore, talent management forms an integral part of the central activities underlying human resource management. Without properly established and designed talent management procedures, there is a potential that unqualified and incompetent employees end up being employed which lowers organizational growth. TM has the capacity to form a key part of the process of managing and leading people in order to meet organizational objectives and improve efficiency and effectiveness leading to organizational growth (Singh & Point, 2010).

Taie (2015) points out that the demand for talents has increased more rapidly than the available supply of talents and therefore talent identification and retention has become a hard hitting issue for the growth of many organizations. Talent management is seen as a response to many changes in the workplace such as industrial revolution, the rise of labor unions, globalization or outsourcing. Nilsson & Ellstrom (2012) point to the "shift from job security and lifelong employment to lifelong learning, employability, and talent management." Vaiman et al., (2012) determine key factors influencing talent management decision making in the global context as: talent shortages, demographics and societal trends seen in declining birth rates and increasing longevity, Corporate social responsibility (CSR) which is perceived as a useful tool to attract high-quality international talent, diversity – a significant factor impacting the complexity of decision making in global talent management,

the increasing mobility of people across geographical and cultural boundaries, permanent shift to a knowledge based economy, and a growing importance of emerging markets.

Success in achieving organizational objectives and improving the growth of an organization requires talented resources that are capable of thinking and doing things differently. The basic features of talent in the work place relates to skills, knowledge, cognitive ability and potential for development. It also provides a distinction between those individuals that have the potential to make a difference, and the rest of the workforce. Those identified as talented are usually linked with leadership and managerial, technical or specialist positions thus talent serves to those limited number of people who possess the highest quality of managerial and leadership skills, and who are capable of increasing the growth of an organization through doing their input (CIPD, 2015).

Talent management is the pool of activities which are concerned with attracting, selecting, developing and retaining the best employees in the strategic roles. Talent management recognizes people who excel at particular activities and performance upon whom support is offered to enable them to 'push the envelope' while capturing and sharing what they do differently so as colleagues can emulate them (Scullion & Collings, 2011). Organizations should have ability and capacity to recognize the people and the capability that may create value and deliver the competitive advantage for the organization. In addition talent management also aims at developing and deploying the right people at the right job on the right time and providing them the right environment to show off their abilities in a best possible way for the organization's growth (Uren & Jackson, 2012). Talent management is the systematic attraction, identification, development, engagement, retention and deployment of those individuals who are of particular value to an organization, either in view of their high potential for the future or because they are fulfilling business/ operation critical roles (Harding, 2010). Talent management plays a major role in the development of a firm's value. Organizations invest huge amount of capital to adopt technology and develop infrastructure to increase their organization's growth but strategies and policies do not fulfill the desired results due to inefficient manpower both who make strategies and operate these technologies (Majeed, 2013).

Jennifer & Tsitsi (2013) describe "focus" and "fit" as two key dimensions of managing talent in an organization. The term "focus" provides a clear picture of the strategies of the organization and the term "fit" represents the work force that supports the achievement of strategic objectives of the organization. Today's healthcare operations especially of hospitals are knowledge-based and for a hospital to meet the challenge of dynamism of health complications great attention must be paid to talent management. The acquisition of modern physical assets cannot in themselves translate to operational success, unless with the competences, skills, talents and creativity of the available human resources. Talent has become a precious commodity and how hospitals manage talent has potential to greatly impact on their performance and the growth of their organizations. This is due to the challenge imposed on business as a result of the recent economic downturn where keeping ahead of competitors to survive and flourish has become imperative. Competition between employers has increased dramatically from regional to the global levels as a result of the globalization process.

2.2.2. Talent Identification and Organizational Growth

Cook (2011) postulates that talent identification is a process of locating the right people for each role within the organization by understanding what constitutes high performance in each role. It is the identification of candidates with the abilities that will facilitate the achievement of goals thus enabling support for the long term goals of the organization. Acquiring the right people helps reduce turn over and increases profitability for the organization which translates to organizational growth. In a similar manner, employing the wrong candidates can cost business firms money and customers, as well as operations as a whole. The choice of talent is relevant to understanding what makes role expectations different from others as well as understanding the metrics comprising each role. This requires the analysis of the job which assists in determining necessary abilities, knowledge, and behavior which are required, in a number of role specifications that appear similar.

According to Mellahi & Collings (2010) if an organization fails to identify talented and suitable persons to the required positions, it may not add desired value to the organizational growth. Organizations exploit various identification strategies to identify talents so that they could be valuable and differentiated from their competitors. The talent review panel takes the focal responsibility of identification of talented people and the panel consists of human resource management, representatives of senior management, line managers and individuals who have specific expertise in that particular area. Internal and external talent identification strategies may be adapted by organizations. Internal strategies are competence/skill inventory, performance measurement and human resource planning whereas external strategies are different types of interviews, talent centers, demonstrations, assessment etc. Leadership competence model is used to identify the high potential individuals. Dharmasiri (2013) stated six Bs in talent identification process which represents six talent management strategies which are important in ensuring organizational growth and they include buying, borrowing, building, bouncing, binding and boosting.

The buying and borrowing strategies consist of referral hiring, building a web based hiring, outsourcing of work, forming of joint alliance, retaining consultants, maintaining relationships with former employees and visiting bench mark sites. The most innovative strategies are practiced by private sector organizations compared to the public sector organizations that are subject to strict public policy frame work and scheme of recruitment (Farrukh & Waheed, 2015). According to (Armstrong, 2010) the components of talent identification are: recruitment and selection, employer branding, employee value proposition and employer of choice. Recruitment and selection requires that organizations use various methods or techniques of selecting the right talent that reflects the culture and value of that particular organization and which will help in the growth of the organization. The recruitment of members of talent pool is the first task of talent management strategy. The talent pool is a group of employees with special traits and they are sources of future senior executives. The sources of talented employees can be internal or external.

Niazi (2011) observes that a company should recruit based on personal traits and characteristics that are not easily taught or changed. If a person has the right competencies, specific tasks are easier and cheaper to educate. He defines competence as “an underlying characteristic of an individual which is causally related to effective or superior performance in a job”. Thus a competency can be any characteristic that is measurable and that distinguishes the poor performer from the superior performer. He identified core competencies that organizations all over the world are looking for so as to achieve organizational growth as the ability to adapt quickly to external and internal changes, the capability to shift attitudes and behaviors, leadership skills, the ability to effectively influence and work through others, and to work with partnerships.

Branham (2012), asserts that many firms recruit externally prior to looking at inside talent. This could be due to factors such as corporate culture and managers fighting to retain their best performing people and consequently not wanting to lose them to other managers. However, the talent managing organization will have tracked its employee’s capacity and career aspirations so that it can encourage internal career mobility and it is also important to monitor firms with similar cultures and methodologies to be able to identify individuals fulfilling the talent needs of the company and who can help in the furtherance of the organization’s growth. To attract talent from competition, the support of individuals within the organization that have the passion, vision, integrity and ability to create an environment that will draw people in, is needed so that the talents are able to put their efforts in order to increase the growth of their organization, notes (Von Seldeneck, 2013).

2.2.3 Talent Nurturing and Organizational Growth

According to Janjua (2014) once an organization has identified the type of talent that is most critical to leading and implementing its organization’s strategy and has recruited people in line with that, the next step is to develop that talent. An active talent management strategy requires managers and leaders at every level of the organization be committed to developing talent to achieve organizational growth. The board and senior leaders must ensure talent strategies are aligned to the business strategy and objectives. They must foster a culture in which human resource and workforce specialists are valued for their contribution; and where individuals take responsibility for managing their personal growth.

Ordenez de Pablos (2012) observed that nurturing talent i.e. the learning and performance improvement of high performers is an essential part of talent management which ensures organizational growth. Firms can protect their human capital from being eroded by making knowledge, skills and capabilities more unique and/or valuable by a so called “make system” or internal system of HRM, which comprises of comprehensive training, promotion from within, developmental performance measurement process, and skill based pay. Building on performance management systems (Frank & Taylor, 2011) predicts that in the future, employees will receive custom made responses to task or skill weaknesses continuously.

Krewson (2013) asserts that talent nurturing needs an organizational commitment to continuous professional development in order to be sustainable and achieve organizational growth rather than a simple one hit activity. This will be visible through the range of development experiences offered within the organization, moving away from the traditional classroom training based model, to include stringing together a range of meaningful experiences to build character. These could include coaching, issuing of development meetings, job rotation, interim and emergency assignments, task force assignments, extracurricular activities and so forth.

Digeorgio (2010), postulates that while focusing on weaknesses may prevent failure, focusing on strengths leads to world class success, and people feel good about themselves, and find new ways of using their strengths for the organization’s benefit. Focusing on strengths means; focusing on existing capabilities rather than capabilities in need of development. Goodman (2012) also pointed out that institutions now need to be organizing so as to bring out the talent and capabilities existing within their organizations, to encourage people to take initiative, and to give them a chance to show what they can do, and a scope within which to grow.

Creelman (2013) attested that much of the talent management process is centered in the development of the individuals concerned. In order for them to progress through the organization to fulfill their organization’s ambitions, they need to have a range of learning and development experiences to prepare them for their roles.

The first issue here is where the focus of the organizations development activities lies i.e. on addressing weaknesses that individuals and the organization have, or on building on the strengths that are demonstrated to enhance them further. This could be done through an organization having three definitions of talented individuals: leadership talent, expertise talent and entrepreneurial talent. This will allow individuals to focus on their area of strength rather than having to be a great leader or specialist. Most organizations however tend to set development objectives that focus the individual on their “areas for improvement” or weaknesses rather than playing to individual strengths in order to make employees “better” all-round and ensure their organizations growth.

According to (Tice et al., 2011) on the what ‘development’ path to map out for those identified as talents so as to achieve organization’s growth, one option is to have an ‘accelerated path’ whereby a talented individual follows the same career path as everyone else only quicker, while at the other end we have a ‘differentiated bespoke ‘career path that is drawn up to meet their specific circumstances. To some extent talented individuals are likely to be self-directed learners. They will be highly motivated to learn and continually stretching themselves as they find this a positive rather than a negative experience.

Glover et al., (2012) found out that care needs to be taken with the development path. An unintended consequence of an accelerated talent development path could be the arrested moral development of the talented individuals that are developed. The amount of work experience an individual had correlated with levels of ethical behavior, such that the more experienced an individual is the more ethical their behavior is likely to be. Seniority within the company hierarchy seems to lower the levels of ethical decision-making, such that the more senior within the organization a person becomes, the less ethical their decisions become. Some talent management ideas might actually lead to the development of less ethical leaders in the future. If an organization has an accelerated talent management system which results in people being fast-tracked through the ranks of promotions, they could actually be raising their seniority levels while reducing the amount of experience they have at each level, and thus contributing to a downward trend in organizational growth, in ethical considerations and decision making on both fronts noted (Ford & Richardson, 2011).

2.2.4 Cultural Diversity and Organizational Growth

Armstrong (2012) asserts that workplace diversity refers to the variety of differences between people in an organization. It encompasses race, gender, ethnic group, age, personality, cognitive style, tenure, organizational function, education background, and more. Diversity involves how people perceive themselves and how they perceive others. Those perceptions affect their interactions. For a wide assortment of employees to function effectively as an organization and to ensure growth of the organization, human resource professionals need to deal effectively with issues such as communication, adaptability, and change. Diversity management is a process intended to create and maintain a positive work environment where the similarities and differences of individuals are valued, so that all can reach their potential and maximize their contributions to an organization’s goals and objectives.

Cultural diversity recognizes that everyone is different in a variety of visible and non-visible ways. It is concerned with recognizing individual as well as group differences and respecting and valuing difference. Organizations should connect this potential to create a productive environment in which the equally diverse needs of the customer or client can be met in a creative environment. This calls for generating a workforce that feels valued and respected and has its potential fully utilized in order to meet organizational goals to help the organization to grow. The management needs to recognize the diversity of their potential talent pool, and be rigorous in treating all staff as individuals rather than as a homogenous group. They may also need to coach leaders on how to have more effective conversations about talent, discussing it actively at every level of the organization. Diversity is an ongoing core aim and a core process (The Law Society of Scotland, 2013).

Anderson (2013) postulates that managing diversity in the workplace should be part of the culture of the entire organization. The process of managing diversity unleashes the various talents and capabilities which a diverse population bring to an organization, community or society, so as to create a wholesome, inclusive environment, that is “safe for differences,” enables people to “reject rejection,” celebrates diversity, and maximizes the full potential of all, in a cultural context where everyone benefits. By managing diversity at the workplace, organizations create an inclusive and harmonious environment which enhances good reputation of the organization with people seeking jobs hence able to attract the best workers in the market. The employees feel valued, rewarded and motivated while working in such an organization. Managing diversity creates greater employee engagement which at the end leads to reduced labor turnover and increased productivity and organizational growth.

According to Anderson (2013) the following are steps on how to manage diversity in a workplace in order to experience growth of an organization step one involves developing a recruitment strategy that stresses on the need for diversification. An organization should develop policies and guidelines for staff conduct and ensure that each staff member has a copy. They should include the channels and procedures for grievances and

confidentiality for everyone and ensure that the rules and guidelines are fair and transparent and apply to all staff, including the management. Step two involves training of the recruitment personnel which will make them experts in diversification matters. It includes providing them with the skills to analyze the current workforce and fill skills gaps ensuring that candidates are chosen solely because they are the best fits for the jobs, and for no other reason.

Step three involves modeling good behavior and enforcing cultural sensitivity management training and appropriate conflict management training for management staff. An effective training program will first have management staff analyze their own diverse backgrounds and how they may have shaped prejudices that could affect the work place. Step four involves investing in cultural sensitivity training for all staff to facilitate better communication and promote tolerance. A good training program is one that staffs consider a positive experience and one that avoids using an accusatory tone. Teams are more successful when all members appreciate the value in diverse skills, education and experience.

Step five involves seeking periodic feedback from staff and management in the form of a questionnaire or staff survey. This calls for analyzing and communicating the results to staff, identifying any progress made in staff satisfaction and highlighting any diversity or conflict issues so that they can be addressed before they become unmanageable. Step six involves encouraging open communication and teamwork across work functions. This entails making horizontal communication more relevant in business environments where social media networking platforms are causing hierarchical boundaries to disappear; Encouraging employees to work together to solve problems and considering incentives and rewards for successful projects; and step seven calls for planning an annual event to break down formal barriers and improve staff morale through retreats and informal gatherings which could promote better interpersonal relationships and foster a culture of inclusiveness, underlines (Anderson, 2013).

Dessler (2011) attested that diversity management program which ensures organizational growth should start at the top and include the following elements: Providing strong leadership i.e. having CEOs who champion diversity's benefits and who take strong stands on advocating the need for and advantages of a diverse workforce. They also act as role models for exemplifying pro - diversity behaviors, such as by promoting employees even-handedly. Assessing the Situation - the diversity management program itself typically starts with the company assessing the current state of affairs with respect to diversity. In particular, how diverse they are; and whether there is any diversity – related issues they need to address. Common tools here include equal employment hiring and retention metrics, employee attitude surveys, management and employee evaluations and focus groups.

2.2.5 Workplace Environment and Organizational Growth

According to Wells & Thellen (2012) workplace environment includes not only the physical elements around the work area of an employee but also all the things that form part of the employee's involvement with the work itself. Workplace environment is the total cluster of observable physical, psychological and behavioral elements in the workplace. A positive work environment is believed to make employees feel good about coming to work and it provides the necessary motivation to sustain them throughout the day. They stress that organizations offering suitable levels of privacy and sound controls at the work place thereby improving levels of motivation and commitment in employees have an increased ability to satisfy and retain talented employees hence improve organizational growth.

Chandraseker (2011) asserts that an attractive and supportive workplace environment is an environment that attracts individuals into healthy professions, encourages them to remain in the healthy workforce and enables them to perform effectively in order to realize organizational growth. The purpose of providing attractive work environments is to create incentives for entering healthy professions (recruitment) and for remaining in the healthy workforce (retention). Supportive work environments provide conditions that enable healthy workers to perform effectively, making best use of their knowledge, skills and competencies and the available resources in order to provide high-quality services. This is the interface of the work environment and quality of work.

Nowier (2011) observes that employees should be involved in setting meaningful goals and performance measures for their work. This can be done informally between the employee and their immediate supervisor or as part of an organization's formal performance management process. Given that money is not a sufficient motivator in encouraging the workplace performance required in today's competitive business environment, managers and supervisors need to be comfortable working with the whole range of workplace factors that influence employee performance in order to achieve organizational growth. The skills required include the ability to engage employees in mutual goal setting, clarify role expectations, and provide regular performance feedback. Time and energy will also need to be given to providing relevant performance incentives, managing processes, providing adequate resources and workplace training.

Erez (2010) postulates that in order to drive their organizations to peak performance; managers and supervisors must put out front the human face of their organization. The principle here is the human-to-human interactions through providing individualized support and encouragement to each and every employee. Employee specific goals are more effective than generalized goals, difficult goals lead to greater performance than do easy goals, as long as the goals are accepted. Frequent, relevant feedback is important for goal setting effectiveness. Effective goals, those with the above characteristics, are likely to promote a greater frequency of the work style behaviors. They help generate commitment, both to the goals and to the organization, which results in people doing more than they are required to do hence increased performance and increased organizational growth.

According to Leshabari (2012) physical factors (Office building) in the workplace such as poor layout or overcrowding can lead to common types of accident such as tripping or striking against objects. Among the factors affecting health workers performance, physical factors like office building space have also been strongly associated with workers performance in the private sector office employees. These environmental factors like office layout, level of interaction and the comfort level of office have had a significant effect on workers performance and they could reduce the output of the employees hence hindering growth of the organization.

Latham et al., (2011) attest that performance feedback is an information exchange and conflict resolution process between the employee and supervisor. This consists of both positive feedback on what the employee is doing right as well as feedback on what requires improvement. While the supervisor gives his/her feedback and requirements, the employee is enabled to give his/her feedback regarding his/her requirements. The organization should determine workplace incentives that motivate its employees and set up formal and informal structures for rewarding employees behaving in the required way. Significant changes in promotions, compensation and benefits helps in keeping employees satisfied and in turn increases production resulting to organizational growth.

Comfort level factors such as temperature, lighting, presence of privacy and ventilation can have a direct impact on employee's health; for example very high temperatures can lead to heat stress and heat exhaustion resulting to poor performance. The brightness of office light effects alertness, concentration, and task performance. Adjusting the type and quality of light can significantly improve working experience and performance which results to organizational growth. Supervisor support is crucial for employees to complete the job. Supervisors "interpersonal role" is important to encourage positive relations and increase self-confidence of the employee and in return improve employee performance which will translate to organizational growth, notes (Chandrasekhar, 2011).

Demet (2011) attested that working environment factors such as interpersonal relationships, availability of tools and equipment to work with, managerial fairness and support for staff welfare play a significant role in affecting health worker performance. Psychological methods of improving employee productivity are great, but they're useless without the right tools. And the right tools mean the right technology. For an employee to be efficient and productive in today's job environment means equipping employees with the right gear. Organizations which ignore the necessity for tools will run the risk of diminished employee productivity which will lead to decline of organizational growth.

2.2 Theoretical Framework

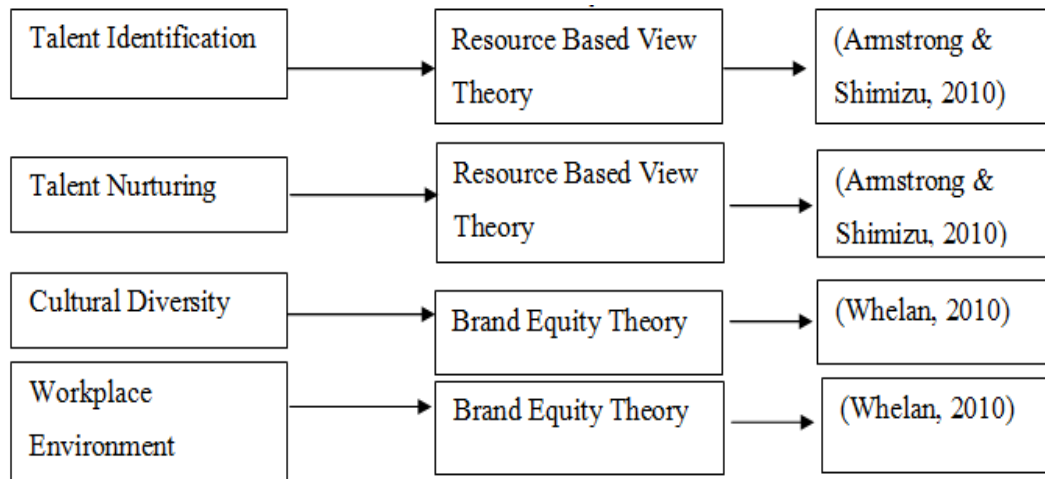


Figure 2.1 Theoretical Framework

Source: Author (2017)

2.3 Theories

The following theories underpin the study.

2.3.1. The Resource Based Theory

The resource based view of the firm is a mixture of theories and it is a strategic management theory that seeks to identify the resources that may provide the firm with sustainable competitive advantage. The resources include: talents, employment of skilled personnel, machinery etc. These resources are bundles of tangible and intangible assets such as a firm's management skills, its organizational processes and routines, and the information and knowledge. Talents are important to the organizations since they are valuable, rare, inimitable (costly to imitate), and non- substitutable (VRIN) and are a source of sustained competitive advantage to the extent that there are no strategically equivalent resources.

The RBV explains value creation superiority, competitive advantages, and resulting rents of firms through their possession of valuable resources (talents). The RBV argues that valuable resources have to be protected, that is closed to externals, to ensure competitive advantages and growth of the organization. Firms' performance improves, if resources are cared for, nurtured and protected. When an organization identifies the talents which will provide it with competitive advantage the organization is sure to fulfill its objectives, satisfy and even delight customers and this will result to growth of that organization since the firm will also care for those talents by ensuring that there is no way they could be taken away. The theory also stresses the need to nurture talents and protect them from competitors. Nurturing will help improve the capabilities of the talents and even enable them exceed their performance and the outcome of this will be high productivity and growth of the organization (Armstrong & Shimizu, 2010).

2.3.2 Brand Equity Theory

In marketing terms, brand equity is defined as "a set of brand assets and liabilities linked to a brand that add to or subtract from the value provided by a product or service to a firm and/or to that firm's customers." Brand equity describes the value of having a well-known brand name. In Human resource "brand equity applies to the effect of brand knowledge on potential and existing employees of the firm." Assets could be grouped in four categories: employer brand awareness, perceived employment experience, employer brand associations and employer brand loyalty.

Brand awareness is the level in which people recognize the company. It can be positive or negative awareness about company's employment attributes (employment of all people as long as they meet the organizations expectations). Perceived employment experience is the information which current and potential employees have about what it is like to work for that particular company. The information comes from online sources (social networks, official website etc.) and offline sources which include (talking with people from the company, attending career fairs etc.).

Employer brand associations are thoughts which arise when current and potential employees hear the name of the company. It can be thoughts related to rational (salary, career development possibilities) or more emotional (inspiring leadership, friendly working environment) and employment attributes. The result of positive associations with the company's brand is employer brand loyalty, which make employees join the company and stay with it. Employer brand equity attracts employees and contributes in the process of keeping those who already work for the company by providing them with conducive workplace environment (Whelan, 2010).

2.4 Empirical Review

A significant percentage of the recent literature in the areas of talent management makes reference to talent identification (Ntonga, 2010). The results of the study have shown that talent identification should not be reactionary i.e. a company should not wait until a position falls vacant before starting to search for a replacement. Organizations should have talent management policies in place which should be integrated with other HR management systems like career development. Care should be taken on the instruments used to identify potential talent especially how they are used for development purpose and deployment to work assignments. Ntonga (2010) also reported that there should be transparency and employees be notified if they are talents or not. Rewards and compensation should be linked to a manager's ability to develop or identify talent for organizational growth. Organizations should define process systems and procedures for talent management practices that define talent identification and further define the required competencies for the differentiation levels in the organization and to develop rewards and compensation structures which will be towards incentivizing line managers to spot and develop talented employees. Effective talent identification and acquisition, training and career management help in the extrinsic motivation of talent employees hence high retention which improves organizational growth (Ntonga, 2010).

Poorhosseinzadeh & Subramaniam (2012) stated that there is a positive and significant relationship between talent identification and growth in an organization. They also noted that a company's probability of attracting the right talent depends on the company's values and how the supposed talent views the organization. The study also found a positive significant relationship between talent identification and talent retention and growth within the organization. Talent nurturing has become an absolute necessity to maintain and improve talents skills in order for talents to remain longer with an organization and increase its growth (CIPD, 2010). In-house development programs and coaching by line managers are among the top effective learning and development practices. E-learning has also been identified as key in learning and development practices.

Senior managers and the human resource department should be tasked with ensuring that courses are delivered at the right time and in the right way and overall planning of the learning process is carried out effectively to ensure proper nurturing of talents. Employers should be well informed on the skills they need to focus on in order to meet their business objectives which include leadership skills, frontline people management skills and business awareness. (Ibrahim, et al., 2014) study examined the outcomes of nurturing talents and found a positive impact of nurturing talents of employees. They reported that talent nurturing plays a crucial role in order to strive for success and to sustain strong economic growth. The organizations should focus on nurturing and developing talent of the human capital in their companies. This was supported by (Institute of Personnel Development, 2011) study results which showed that employees perform poorly due to the absence of talent development programs.

Nurturing talent has become an important talent management initiative in many companies around the world (Davis et al., 2011). Talent nurturing is a strategic process that minimizes leadership gaps for critical positions and provides opportunities for top talent to develop the skills necessary for future roles; it is a constant struggle, viewed as an administrative exercise rather than as a competitive advantage. In strong economic times, it is easier to ignore deficiencies in the career management process, but in the current economic downturn around the world, the need to identify and nurture top talent for critical roles is more important. Talent nurturing is an approach of an organization ensuring that people with the right qualifications and experience are available when needed (Zheng et al., 2013).

Human resource management practices play a significant role in enhancing talent nurturing in many organizations around the globe (Ernst & Young, 2010). Organizations that employ talent nurturing realize increased growth. Talent nurturing is undertaken by organizations to ensure that there are zero talent outages, to ensure planned succession rather than replacement, and to enhance the organizations' reputation as a talent magnet. The results of past studies have shown that organizations have innovated new technologies as a result of talent nurturing and have seen improved organizational growth. An increased understanding of how to adapt and develop effective HRM practices is highly relevant in creating a foundation for organizational success in talent nurturing. HRM practices such as training, career management practices, teamwork, staff retention strategies, reward management, succession planning, job analysis, performance management, good leadership styles and job rotation play a significant role in supporting talent nurturing in many organizations (Gandz, 2009; Chang, 2010; Way & Johnson, 2012; Human Capital Leadership, 2008; PWC, 2010; and Lewis, 2012).

Joseph (2010) study examined the relationship between human resource practices on talent nurturing and found that there is a significant positive relationship between HRM practices and talent nurturing and if not well considered they even hinder the growth of those organizations. In spite of having previous studies on HRM practices and talent management, neither of the studies perspectives on talent management has yielded much new insight into what HRM practices influence talent nurturing in organizations; The results of past studies have also shown that trainers are seen as performers and their performance directly affects their trainees. Trainees desire a trainer who will implement a clear performance plan, develop an atmosphere that will cultivate optimal learning, and is committed to helping them succeed. The conclusion drawn is that over-coaching and unrealistic expectations by a trainer can negatively affect a trainee. Trainers at the elite level should spend most of their time on the cognitive or tactical elements while trainers of beginners and intermediates should focus more on the fundamentals of the task. The past results further showed that non-expert trainers might not be able to impart a large amount of tactical knowledge because of their own limitations in this regard (Lyle, 2011; Russell, 2010).

Masulis (2012) study examined the role of cultural diversity and found that differences in the individualism-collectivism, masculinity-femininity dimensions of culture most strongly affect organizational growth. Once again role of cultural diversity has been examined by (Gudykunst & Bond, 2010). Researchers concluded that the individualism dimension of culture is the most salient dimension of cultural heterogeneity in intergroup processes. In addition Elron (2011) study of role of cultural diversity drew a conclusion that individualism and masculinity dimensions are the most relevant for top management team performance and consequently, for firm performance. The results of past studies also have shown that care should be taken while handling cultural diversity because if not well handled cultural diversity imposes frictions i.e. in culturally diverse groups, coordination is more difficult, communication is slower, more confused and more frequently a source of misunderstandings and therefore the organizations should put in place cultural management strategies

so that diversity provides improvement of their organizations. Ahern et al., (2012) analyzed the relationship between cultural diversity and firm’s growth and found that there is a strong relationship and we could expect both positive and negative consequences of cultural diversity which could hinder or improve organizational growth; especially when it comes to acquisition, firms with foreign independent directors make better cross-border acquisitions when the targets are from their home country which helps their organizations to expand and hence improve their growth.

The study results are supported by (Anderson et al., 2011) study results which have shown that there is a strong evidence that cultural distance between an acquiring firm and its target reduces the likelihood of the acquisition being successful but well managed diversity by even having same language speakers in the target firm removes the misunderstanding and makes it easier to succeed. The conclusion drawn is that management of cultural diversity is important so as to improve the growth of firms. Workplace environment plays a vital role in motivating employees to perform their assigned work successfully (Chandrasekhar, 2011). Interventions like improved working conditions and availability of tools; interventions of participatory, interactive training, job aids and strengthening health systems contribute positively to health workers' performance hence greater output (Dieleman et al., 2011). Results of past studies further have shown that good working conditions, salary level, promotion, recognition of work experience, allowances and upgrading opportunities, as well as human resource management improves the performance of workers which translates to organizational growth.

Dialogue of unfairness pertaining to working conditions must be understood in a specific historical and political context so as to develop measures to improve workers performance. Results of past studies have further shown that frequent, relevant feedback is important for goal setting effectiveness; Effective goals promote greater frequency of the work style behaviors; They help generate commitment, both to the (people) and to the organization, which results in people doing more than they are required to do resulting to increased performance (Songstad et al., 2011 & Erez, 2012, Latham, 2011).

This is further supported by (Demet L. 2011 & Namuba, 2010) that working environment factors such as interpersonal relationships, availability of equipment to work with, managerial fairness, support for staff welfare and supportive supervision enables an employee to perform better in his or her tasks. Awases (2010) stated that employees’ do not perform poorly due to poor working conditions only but also not being satisfied with their working conditions which decrease their morale for work hence suboptimal performance. Significant changes in promotions, recognition of the employee who performs well, compensation and benefits help in keeping employees satisfied and in turn increase production; Brightness of office light affects alertness, concentration, and task performance; Adjusting the type and quality of light can significantly improve working experience and performance. Environmental factors like office layout, level of interaction and the comfort level of office have a significant effect on the increase of workers performance too (Chandrasekhar, 2011).

Table 2.1 Summary of Empirical Review

Literature Review

Author/Date	Topic/Focus	Theoretical model	Context setting	Brief Findings
1.(Ntonga, 2010)	Talent Identification	Talent Management Model	Senior managers	Correct instruments should be used to identify talents
2. (CIPD, 2010)	Talent Nurturing	Talent Management Model	Top Management managers	In-house development programs and coaching by line managers are effective learning and development are among practices.
3.(Ethier & Deaux 2010)	Cultural Diversity	Campinha-Bacote Model of Cultural Competence	College students	People with a strong sense of ethnic identity are able to affiliate with ethnic people organizations.
4.(Songstad et al., 2011)	Workplace Environment	Value-Expectancy Models	Health workers employees	When the working environment is conducive, the output and performance of employees increases.
5.(Wandia, 2013)	Talent Management	Talent management model	Senior managers	Talent management increases productivity and market share; and sales revenue
6. (Dieleman et al., 2011)	Workplace Environment	Value-Expectancy Models	Health workers employees	Improved working conditions improve workers’ productivity
7. (Chandrasekhar., 2011)	Workplace environment	Value-Expectancy Models	Health workers	Level of interactions increases employees performance
8. (Awases, 2010)	Workplace environment	Value-Expectancy Models	Nurses	Lack of recognition, poor feedback results to poor performance.

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9.Gudykunst & Bond (2010)	Cultural Diversity	Campinha-Bacote Model of Cultural Competence	Intergroup processes	Individualism dimension of culture is the most salient dimension of cultural heterogeneity
10. Elron, 2011)	Cultural Diversity	Interactional Model of cultural Diversity	Top management	individualism and masculinity dimensions are most relevant for top management team performance
11. (Masulis et al., 2012)	Cultural Diversity	Adler's Model	Senior managers	foreign independent directors make better cross-border acquisitions when the targets are from their home country
12. (Zheng et al., 2013)	Talent Nurturing	Talent Management Model	Top Senior managers	nurturing talent is a constant struggle, and the need to identify and nurture talent for critical roles is very important
13.(Ernst& Young, 2010)	Talent Nurturing	Talent Management Model	Private and public firms workers	Increased in performance of employees due to talent nurturing.
14.(Ernst& Young, 2010)	Talent Nurturing	Talent Management Model	Private and public enterprises workers	Increased in performance of employees due to talent nurturing.
15.(Brunbach, 2011)	Talent Management	Talent Management cluster model	Employees of food & agricultural services	Talent management single handedly increases employees' productivity.
16. Institute of Personnel Development, (2011)	Talent Nurturing	Talent Management Model	Employees in private and public organizations	Talent nurturing increases employees' productivity.
17. (Edward, 2013)	Talent Nurturing	Talent Management Model	Top managers	Practices such as training, succession planning, job analysis, and performance management are important in talent nurturing.
18. (Pam, 2012)	Talent Management	Talent management model	top, middle and lower level management staff	Scientific methods of managing organizational talents should be applied.
19. (Lyle, 2011)	Talent Identification	Talent management model	employees	Over-coaching and unrealistic expectations affect trainees.
20. (Poorhosseinzadeh & Subramaniam 2012)	Talent Identification	Strength based model	Senior managers	There is significant relationship between talent identification and growth of an organization
21.(Wuim-Pam, 2014)	Talent management	Talent management cluster model	Top senior managers	skills, knowledge and abilities of employees impact improve job performance
22. (Gichuhi, et al., 2014)	Talent Management	Resource based view model	Teaching and non-teaching staff of the Public Universities in Kenya.	talent management, increases growth and competitiveness of an organization
23. Oladapo (2014)	Talent Management	Knowledge management model	Employees of Strayer University	Opportunity for job advancement highly improves retention of employees.
24. (Aswathappa, 2010)	Talent management	Talent management model	Top management	talent management has a significant positive impact on organizational efficiency and growth
25. (Ibrahim, et al 2014)	Talent Nurturing	Talent management model	Top managers	Talent nurturing plays a crucial role in achievement of success sustained strong economic and organizational growth.
26. (Doherty, 2010)	Talent management	Talent Management model	Top managers	Job training, compensation, and opportunity for advancement helps in retention of employees.

2.4.1 Summary of Literature

Talent management is premised on the fact that employees are now every organization's most expensive and valuable assets, given that contemporary organizations are expected to do more with fewer resources. Talent management is a systematic process and an organization's commitment to attract, engage, develop, and retain top performers in an organization. It comprises all of the work processes, activities, strategies, practices and systems that are geared toward developing and retaining a superior workforce. Talent management is about having the right people matched to the right jobs at the right time, and doing the right things and in the right place. Therefore talent management should be aligned with the organization's culture, mission and vision meaning that HR professionals will only recruit and hire people who are capable of accomplishing the mission following the culture of the organization. The convergence of the corporate culture and talent management strategy is the key for the success and growth of a company which has workforce as its main resource. Talent Management has to be reflected in the corporate strategy and it has to be linked to the core business of the firm.

Talents are the fabric of every organization; and the management of organizations ought to treat all employees equally and involve all of them equally and give them equal opportunities. Often times, top performers feel they are highly sought after and as such, if they don't get what they want in an organization, they leave the organization for another competing firm/organization and do not stay long regardless of the cost the organization may have incurred in training and developing them. But if retained, an organization would enhance growth and survival irrespective of the competition. The market condition keeps changing rapidly and the necessity for an organization to make a difference expresses its needs to possess a highly qualified and motivated workforce. Hence, the demand for committed employees is high, especially for key positions. Talent management apparently centers on key employees who can have a disproportionate impact on business performance. Ultimately, its aim is majorly to attract, develop and retain top talents. Effective talent management helps to avert the possible disruption associated with the departure of talented people and adopting required strategies to retain them, enables an organization to be more productive and gain greater efficiencies.

Focusing on talent nurturing is very essential for job satisfaction and employee commitment because it helps to fulfill the basic needs of employees and striving to attain organization's goals (congruence). Talents can be retained if talented employees have a positive perception of their employer and are less likely to voluntarily leave, have greater employee loyalty, and improved performance. Organizations that provide career development opportunities to talented employees are more likely to experience a low voluntary turnover of top performers which can deplete organizations' talents. When employees have the assurance that their organization values their development and input, they become more committed and loyal to their organization. Thus, managers may need to demonstrate to employees that talent management is a priority for all employees, identifying talents, and rewarding them for improvement.

When there is conducive work place environment in an organization, talented employees will be happy to work with the organization and they will be more committed to organization's work. The commitment will be mutual and the arrangements for involvement will be genuine, i.e. management will be prepared not only to listen but to act on the views expressed by employees. It is essential that management keeps employees informed on matters that affect them and provide channels to express their views particularly necessary for change. The management should commend employees and make them understand the contributions they can make and how it would benefit them. Organizations that identify talent, enrich job contents to motivate and retain talented people would certainly compete successfully and earn a competitive advantage and organizational growth.

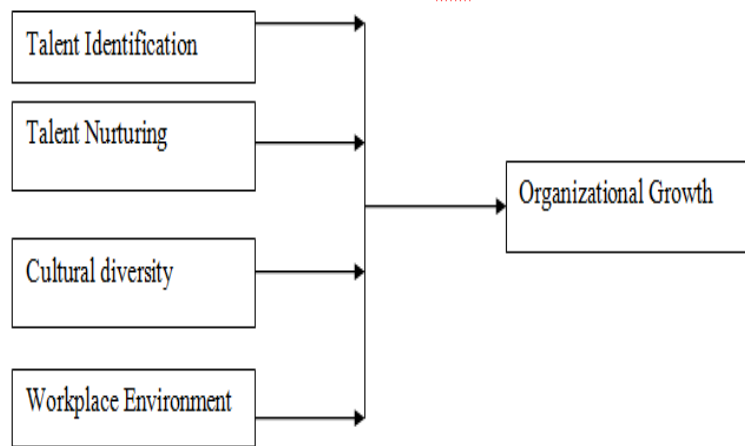
2.4.2 Gaps in Literature

Research in the fields of industrial organization, human resource management and talent management has long been interested in investigating the possible complimentary relations between organizations' various organizational practices. Sets of human resource activities could lead to a sustainable competitive advantage and human resource can act as substitutes or compliments to one another. Gerald & Vendramin (2006) suggested that adopting a new organizational practice will only generate improved organizational growth if it is in line with the organizational goals. Recent empirical studies of organizational growth have focused on establishing potential complementarities between more than two organizational practices adopted simultaneously (Carree et al., 2011). However, empirical research on complementarities between different talent management strategies remains scarce. In this research, the relationship of four talent management practices (talent identification, talent nurturing, cultural diversity and workplace environment) and their effect on organizational growth will be evaluated. The underlying hypothesis is that organizations are faced with the challenge of organizing talent management practices in a holistic fashion as human resource activities are interrelated and may thus generate a competitive advantage, thanks to a better exploitation of synergies among existing resources. Indeed, the organizations capacity to simultaneously combine human resource organizational activities is a crucial

determinant of growth. These can lead to sustained growth, differences among organizations due to subsequent creation of specific and unique skills within the firm as well as to difficulties in imitating organizational capabilities (Read, 2010). In line with these key findings, this study investigated the relationship between talent management and organizational growth of private hospitals in Nyeri County.

2.5 Conceptual Framework

In view of the foregoing literature, the following conceptual framework is envisaged showing the relationship between talent management and organizational growth of private hospitals in Nyeri County. The study looked at how talent management influences growth of private hospitals in Nyeri County.



Independent Variables Dependent Variable

Figure 2.2 Conceptual Framework

Talent management can contribute to organizational growth through a rationale coordination of talent identification, talent nurturing, recognizing their differences and conducive workplace environment. Talent management can contribute to improve employees’ perception of the organization through careful talent identification of employees’, nurturing employees’ talents, valuing their capabilities and providing a good workplace environment where there will be good communication, involvement of employees in decision making especially those which touch them, and giving feedback to employees and receiving feedback from employees.

2.5.1 Talent Identification

Talent identification as an independent variable in this study is assumed to have a relationship with organizational growth of hospitals in Nyeri County in that, acquiring the right people helps reduce turn over and increases output for the organization. In this study a relationship between acquiring the right persons and growth is assumed and that suitable persons with the necessary abilities, knowledge, and behavior needed to the required positions constitutes high performance in each role which will facilitate the achievement of organizational goals.

2.5.2 Talent Nurturing

Talent nurturing as an independent variable in this study is assumed to have a relationship with organizational growth of hospitals in Nyeri County in that it makes employees feel valued and willing to give all their capabilities, and efforts to achieving the objectives of the organization. Nurturing talents makes employees’ knowledge, skills and capabilities more unique and/or valuable. It makes employees more committed to the needs of the organization and hence improves its growth; people (employees) feel good about themselves, and find new ways of using their strengths for the organization’s benefit and since they feel valued by their organization, they desire to stay longer with their firm and so there is continued growth of that organization.

2.5.3 Cultural Diversity

Cultural diversity in this study is assumed to have a relationship with organizational growth of hospitals in Nyeri County in that managing diversity assists in generating a workforce that feels valued and respected and has its potential fully utilized in order to meet organizational goals to help the organization move a notch higher. It also helps to create a productive environment in which the equally diverse needs of the customer/client can be met in a creative environment thus satisfying and delighting the customer eventually increasing the customers hence enabling the organization to grow.

2.5.4 Workplace Environment

Workplace environment as an independent variable in this study is assumed to have a relationship with organizational growth of hospitals in Nyeri County in that good workplace environment makes employees feel good about coming to work and it provides the necessary motivation to sustain them throughout the day. It encourages them to remain with the organization and perform effectively in order to realize organizational goals. A conducive workplace environment enables employees’ to use their innovation and creativity in the meeting of their targets which in turn helps them to give high quality services to their customers and produce innovative products hence improve the growth of the organization.

2.6 Operationalization of Variables

Operationalization involves measurement of independent variables using parameters. The variables to be measured are talent identification, talent nurturing, cultural diversity and workplace environment.

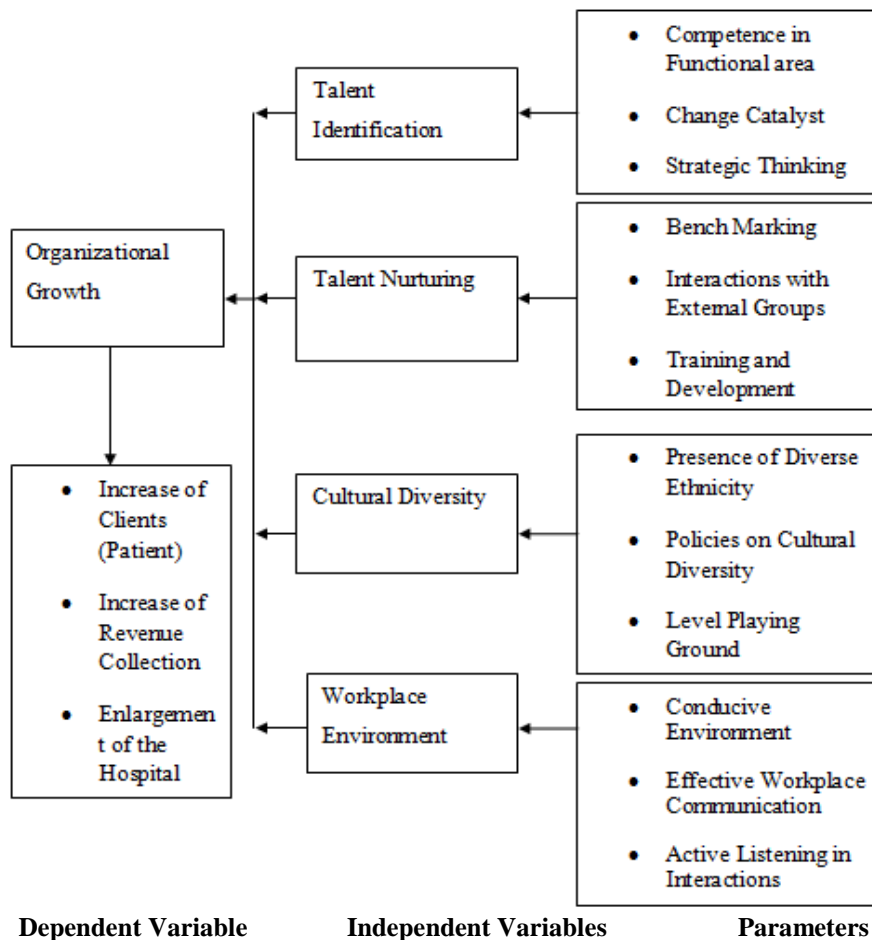


Figure 2.3: Operational Framework

Source: Author 2017

III. Research methodology

3.Introduction

This chapter presents the methodology that was used to conduct this study. It gives an account of the procedures; research design, data collection procedures and sources, measurement of variables, validity and reliability of data collection instruments for purposes of quality control and how the data was collected, analyzed and presented.

3.1 Research Design

In this study the researcher used census research design to summarize and organize the data in an effective way. Census research design was chosen because the field of inquiry was small, and all items in the field (i.e. all the private hospitals) in Nyeri County constituted the population. Kothari (2004) defines census research design as the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to research purpose with economy in procedure.

3.2 Target Population

The population of this study was the 6 private hospitals in Nyeri County registered with the ministry of Health, Nyeri County office as at January 2017. The target population consisted of 454 respondents, covering nurses, pharmacists, lab technicians, radiographers, accountants, physiotherapists, secretaries, and cleaners.

Table 3.1 Target Population

Private Hospitals	Outspan	Mathari Consolata	Mary Immaculate	Karatina Nursing	Tumutumu	Jamii	Total
Nurses	54	91	19	7	55	16	242
Pharmacists	6	9	1	2	5	4	27
Lab technicians	8	11	2	2	6	2	31
Radiographers	2	3	1	1	1	1	9
Accountants	6	3	1	3	6	3	22
Physiotherapists	2	3	1	1	3	1	11
Secretaries	6	2	1	6	2	3	20
Cleaners	5	41	14	6	16	10	92
Total	89	163	40	28	94	40	454

Source: Hospital Administrators 2017

3.3 The Sample size and Sampling Techniques

Purposive sampling method was used to select the six (6) private hospitals operating in Nyeri County because they possessed the required characteristics and the items of the universe were homogenous. It allowed the researcher to use cases that had the required information with respect to the objectives of the study. Every element of the target population had an equal chance of being selected. The sampling procedure was based on the formula (Mugenda O. & Mugenda A. 2003)

Sample size = $n / [1 + (n/\text{population})]$

Desired Sample Size (n)

$$n = z^2(pq/d^2)$$

Where: n = the desired sample size

z = Area under normal curve corresponding to the desired confidence level.

d = the level of statistical significance set (0.05).

p = a proportion in target population/expected compliance rate (0.50)

q = 1-p = 0.50

Therefore, desired sample size is as follows;

$$n = 1.96^2 \{ (0.50) (0.50) / 0.05^2 \} = 384.16$$

Actual Sample Size (nf)

$$nf = n / \{ 1 + n/N \}$$

Where: nf = actual sample size

n = desired sample size

N = the estimated population size

Given a target population of 454 respondents, the actual sample size (nf) will be

$$nf = 384 / \{ 1 + (384/454) \} = 208$$

The sample size is illustrated in table 3.2

Table 3.2 Sample Size

Hospitals	Frequency	Percentage
Outspan	43	20.7
Consolata Mathari	46	22.1
Mary Immaculate	22	10.6
Karatina Nursing Home	28	13.5
PCEA Tumutumu	42	20.2
Jamii	27	12.9
Total	208	100.0

Purposive sampling method was used to select the sample size of 208. A sampling frame was constructed from each stratum from which a sample was selected. The sample size of 208 was selected from six (6) private hospitals in Nyeri County. Salkind (2005) proposes a rule of the thumb for determining a sample size and says that a size of 30 to 500 is appropriate for most academic researches. The sample size of 208 was large enough to detect a clinically important difference in the primary outcomes with the desired probability. The population composition was maintained in the sample composition. This was due to the fact that private hospitals could be deemed to be homogeneous due to the similarity in the modes of operations.

3.4. Data Collection

The study collected data from primary sources. Quantitative method was employed in data collection. Quantitative method has the advantage of getting responses of the same questions from a large number of people. Responses were quantified and conclusions drawn from them. Primary data was collected with the help of structured or closed-ended questionnaires which were self-administered. Closed ended-questions were preferred because they are easier to analyze since they are in an immediate usable form. They are also economical to use in terms of time and money. A questionnaire was adequate for this study since questionnaires are commonly used to obtain important information about the population and each item in the questionnaire is developed to address a specific objective of the study (Mugenda & Mugenda, 2008). The information that was gathered and analyzed from these questionnaires aided the study in making pertinent analysis in relation to the variables under study.

3.5 Data Collection Instrument

The method of data collection involved the use of structured or closed ended-question. The questionnaires were administered through drop and pick method to the staff working in the private hospitals. Before handing over the questionnaires the researcher sought permission from the relevant authority to be allowed to collect data.

3.6 Validity of the Research Instrument

Validity is the accuracy and meaningful of inferences which are based on the research results. Pretesting/pilot study was carried out to assess the reliability and validity of the data. This was done by administering the same instrument twice to the same group of subjects. The correlation co-efficient obtained is referred to as “co-efficient of reliability or stability. If the coefficient is high, the instrument is said to yield data that have high-retest reliability (Mugenda & Mugenda, 2008). According to Orodho (2005), piloting is a necessary process as it ensures that measurements are of acceptable validity and reliability. (Saunders et al., 2012) observe that validity is the extent to which an instrument measures what is supposed to be measured. According to Orodho (2005), a test of research instrument is said to be valid if it measures what it is supposed to measure. Before using the questionnaires for generating data for the study a pilot study was conducted in Kirinyaga County. The purpose of pre-testing the research instrument was to verify whether the questionnaire was clear to the respondents. Pre-testing also aimed at establishing whether the questionnaire effectively addressed the data needed for the study. It also assessed and identified any problems the respondents could encounter in completing the questionnaire that may not have been foreseen when constructing the questionnaire.

3.7. Reliability of the Research Instrument

Reliability is the ability of a research instrument to consistently measure the characteristic of interest over time. According to Saunders et al., (2012) a reliability test of research instruments is one that consistently produces the expected results. (Kothari, 2004) points out that instrument reliability refer to the level of internal consistency or the stability of the measuring devices. They say that because of economy in time and labor, the procedure for extracting an estimate of reliability should be obtained from the administration of a single test.

Reliability is a measure of the degree to which an instrument yields consistent results or data after repeated trials. As random error increases, reliability decreases. According to (Saunders, 2012) a reliability test of research instrument is one that consistently produces the expected results. Sekaran (2009) points out that instrument reliability refer to the level of internal consistency or the stability of the measuring devices. The level of internal consistency will be measured by the use of coefficient alpha. Internal consistency refers to the degree of correlation between the various items of a measuring construct (Sekaran, 2009). The Cronbach alpha coefficient is widely used as a reliable procedure to indicate how well various items are positively correlated to one another. The Cronbach alpha is based on the inter-item correlations. If the items are strongly correlated with each other, their internal consistency is high and the alpha coefficient will be close to one. On the other hand, if the items are poorly formulated and do not correlate strongly, the alpha coefficient will be close to zero. Guidelines for the interpretation of Cronbach’s alpha coefficient have been suggested and the following seem widely and generally accepted by researchers: 0.90-high reliability; 0.800- moderate reliability; 0.70-low reliability.

3.8 Data Analysis

The units of analysis for this research were the nurses, pharmacists, lab-technicians, radiographers, physiotherapists, accountants, secretaries and cleaners. Descriptive statistics such as mean, standard deviation and frequency distribution were used to analyze the data. Data presentation was done by the use of charts, graphs, percentages and frequency tables. Inferential statistics were used in drawing conclusions. Data in part A of the questionnaire was analyzed using frequency distribution and percentages to determine the profile of the respondents. Data in part B was analyzed using charts, graphs, mean and standard deviations to determine the

influence of talent management on organizational growth of private hospitals of Nyeri County. Multiple regression was used to establish the significance of the correlation between talent management and growth of private hospitals.

3.9 Ethical Consideration

Research ethics relates to the researchers appropriateness of their behavior in relation to the rights of the respondents. Ethics is a social behavior affected by culture and society norms (Saunders et al., 2012). This research's main ethical consideration was confidentiality. The respondents were assured that the data collected would be handled in a confidential manner. The respondents were also informed that the data collected was for academic research only and the findings would be made available to the hospital's management. The study was undertaken while ensuring quality and integrity of the research. An informed consent was sought from the respondents at the same time respecting the confidentiality and anonymity of the research respondents. The study also ensured that the participants participated in the study voluntarily and the research was independent and impartial.

IV. Data Analysis And Interpretation

4.0 Introduction

This chapter presents the findings of the study. It includes the response rate, socio-demographic characteristics of the respondents and findings on the five study variables. Descriptive statistics and regression analysis are used in analysis. Findings are presented in form of tables and figures.

4.1 Response Rate

Table 4.1 indicates that out of 208 questionnaires distributed to staff of private hospitals in Nyeri County, 196 were filled and returned. This represents a response rate of 94%. According to Survey Monkey (2009), a response rate of above 70% represents a very good response rate in a survey using questionnaires considering the difficulties involved in making a follow up of questionnaires.

Table 4.1: Response Rate

Population	Questionnaires distributed	Questionnaires returned	Response rate (%)
Nurses	111	106	95
Pharmacists	12	11	92
Lab technicians	14	11	79
Radiographers	4	4	100
Accountants	10	9	90
Physiotherapists	5	3	60
Secretaries	10	10	100
Cleaners	42	42	100
Total	208	196	94

Source: Field Data (2017)

4.2 Validity and Reliability Test Results

A pilot study was conducted to find out if the respondents could answer the questions without difficulty. The respondents were asked to evaluate the questions for relevance, comprehension, meaning and clarity. The research instrument was modified on the basis of the pilot test before administering it to the study respondents. The Cronbach alpha coefficient cut off of 0.7 and above was recommended as a minimum measure of reliability. Pilot test of this study gave a Cronbach's Alpha coefficient of 0.902 as shown in Table 4.2 below.

Table 4.2: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.902	.904	15

According to Andres (2012), if the value is above the recommended reliability of 0.9, then it shows high reliability of the research instrument.

4.3 Demographics

The following socio-demographic characteristics were assessed in the study to find out the description of the respondents and whether they were well suited for the study: gender, age, training and working experience.

4.3.1 Response by Gender

The study sought to establish the gender composition in the private hospitals of Nyeri County.

Table 4. 3: Response by Gender

Gender	Frequency (n)	Percent (%)
Male	92	46.9
Female	104	53.1
Total	196	100.0

The study findings indicate that over half (53%) of the respondents in the study were female; and 47 % were male. The findings therefore show that there was relative gender balance among the staff of private hospitals in Nyeri County as the number of female and male respondents was very close.

4.3.2 Age Category

The age category of the respondents was also sought by this study.

Table 4.4: Response by Age

Age category	Frequency (n)	Percent (%)
Less than 20 years	7	3.6
Between 20-30 years	116	59.2
Between 31-40 years	42	21.4
Between 41-50 years	21	10.7
Above 50 years	10	5.1
Total	196	100.0

The study findings indicate that over half (59%) of the respondents were aged between 21 and 30 years. The mean age was 26 years. It can therefore be concluded that majority of the staff in private hospitals of Nyeri County were in their youth.

4.3.3 Level of Education

The study sought to establish the level of education of the respondents. Table 4.5 presents the academic profile of the respondents.

Table 4.5: Level of Education

Level of education	Frequency (n)	Percent (%)
Certificate	6	3.1
Seminar/Workshop	32	16.3
Diploma	143	73.0
Bachelor's degree	2	1.0
Postgraduate degree	8	4.1
Beyond degree	5	2.6
Total	196	100.0

The study findings in Table 4.5 indicate that majority (73%) of respondents in the study had acquired a diploma. The level of qualification evaluated whether the respondents had the prerequisite knowledge to understand the concept under research. The fact that most respondents had college level of education and above, illustrated that they were able to understand the concept of talent management.

4.3.4 Work Experience

The study sought to establish the period under which the respondents have worked with the private hospitals in Nyeri County. This was meant to establish whether the respondents can articulate the issues in this study relating to working in private hospitals in Nyeri County. The results are as shown in Table 4.6

Table 4.6: Years of Experience

Years of experience	Frequency (n)	Percent (%)
Between 1-5 years	132	67.3
Between 6-10 years	31	15.8
Between 11-15 years	12	6.1
Between 16-20 years	4	2.0
Above 20 years	17	8.7
Total	196	100.0

The study findings indicate that majority (67%) of the respondents in the study had a working experience of between 1 and 5 years, 15.8% had a working experience of between 6 to 10 years, 8.7% had a working experience of above 20 years, 6.1% had a working experience of between 11 to 15 years, 2.0% had a

working experience of between 16 to 20 years. The fact that most respondents had worked between 1 to 5 years and above illustrated that they were able to articulate the issues in this study.

4.4 Talent Identification and Organizational Growth

According to Cook (2011), talent identification refers to the process of locating the right people for each role within the organization by understanding what constitutes high performance in each role which will facilitate the achievement of goals thus enabling support for the long term goals of the organization. In light of this, the study sought to identify how talent identification is done in private hospitals in Nyeri County. The purpose of this was to find out how talent identification influences organizational growth in Kenya in private hospitals in Nyeri County.

Table 4.7: Descriptive Analysis of Talent Identification

Talent Identification factors	N	Mean	Std. Error	Std. Deviation
Competence in functional area is considered	196	4.12	.059	.832
Whether an employee is a change catalyst in his/her area of specialization and the way he carries out his work	196	4.07	.056	.788
The aspect of strategic thinking/planning/putting a plan into operation in as a skillful manner	196	3.82	.105	1.474
Valid N (list wise)	196			

Descriptive statistics means and standard deviation were used to summarize the study findings as shown in Table 4.7, majority of the respondents indicated that competence in functional area was considered during identification of employees with talents a mean score of 4.12, followed by establishing whether an employee is a change catalyst in his/her area of specialization and the way he carries out his work with a mean score of 4.07. The aspect of strategic thinking/planning/putting a plan into operation in as a skillful manner had a mean score of 3.82. According to the study results, the respondents agreed that the aspect of strategic thinking/planning/putting a plan into operation in a skillful manner, competence in functional area was considered during identification of employees with talents and establishing whether an employee is a change catalyst to a great extent. The findings are consistent with those of Mellahi and Collings (2010), Ntonga (2010), Armstrong (2010) and Cook (2011) who found that talent identification is critical in talent management for organizational performance and growth. The findings are also in tandem with the resource based view that valuable resources such as talents have to be protected to ensure competitive advantage and growth of the organization; an organization's performance improves, if resources are cared for, nurtured and protected. It is the identification of candidates with the required abilities that will facilitate the achievement of goals that will enable an organization to achieve its long term goals. Niazi (2011) observed that a company should recruit based on personal traits and characteristics that are not easily taught or changed. He noted that if a person has the right competencies, specific tasks are easier and cheaper to educate.

4.5 Talent Nurturing and Organizational Growth

The study sought to establish how talent nurturing was done in private hospitals in Nyeri County. This was done in order to find out how talent nurturing influences organizational growth in Kenya in private hospitals in Nyeri County.

Table 4.8: Descriptive Analysis of Talent Nurturing

Talent Nurturing factors	N	Mean	Std. Error	Std. Deviation
Benchmarking with other hospitals	196	4.16	.075	1.048
Interaction with other employees of other hospitals	196	4.25	.074	1.035
There is training and development of employees/staff	196	3.41	.115	1.616
Valid N (list wise)	196			

Descriptive statistics mean and standard deviation were used to summarize the study findings as shown in Table 4.8. Interaction with other employees of other hospitals was rated highest with a mean score of 4.25, followed by benchmarking with other hospitals with a mean score of 4.16. Training and development of employees/staff had a mean score of 3.41. According to the study findings, the respondents agreed that there is benchmarking with other hospitals, interactions with other employees of other hospitals to a great extent.

However training and development of employees/staff was found to be taking place at a moderate extent. The findings are in agreement with the findings of a study by Ernst & Young (2010) that over 40% of organizations that employed talent nurturing realized increased growth. The findings further are in agreement with the findings of (Zheng et al., 2013) who revealed that nurturing talent is a constant struggle viewed as an administrative exercise and that the need to identify and nurture talent for critical roles is important. The findings are also in agreement with the Resource Based Theory which stresses the need to nurture talents and protect them from competitors. The findings are finally in agreement with Chandrasekhar (2011) who found out that the level of interactions increases employee’s performance.

4.6 Cultural Diversity and Organizational Growth

Diversity refers to the variety or multiplicity of demographic features that characterize a company’s workforce, particularly in terms of race, sex, culture, national origin, handicap, age and religion (Dessler, 2011). Cultural diversity refers to generating a workforce that feels valued and respected and has its potential fully utilized in order to meet organizational goals. On this regard, the study assessed cultural diversity of private hospitals in Nyeri County with a purpose to find out how cultural diversity influences organizational growth in Kenya of private hospitals in Nyeri County.

Table 4.9: Descriptive Analysis of Cultural Diversity

Cultural diversity factors	N	Mean	Std. Error	Std. Deviation
There is presence of diversity (e.g. different races, different tribes, different levels of academic achievement, different age groups, and different religions)	196	4.133	.0763	1.0683
There are policies on cultural diversity	196	1.87	.074	1.029
There is level playing ground e.g. involvement of all employees in decision making.	196	3.05	.114	1.591
Valid N (list wise)	196			

Descriptive statistics mean and standard deviation were used to summarize the study findings as shown in Table 4.9, the presence of diversity (e.g. different races, different tribes, different levels of academic achievement, different age groups, and different religions) was rated the highest with a mean score of 4.133, followed by presence of level playing ground e.g. involvement of all employees in decision making with a mean score of 3.05; The presence of policies on cultural diversity was rated low with a mean score of 1.87. According to the study results, the respondents agreed that there is presence of diversity (e.g. different races, different tribes, different levels of academic achievement, different age groups, and different religions) to a great extent. Presence of level playing ground in decision making in private hospitals was moderate. The study revealed that there are no clear policies on cultural diversity. The findings are therefore in agreement with findings of (Ahern et al., 2012) that there is strong evidence that cultural distance between an acquiring firm and its target reduces the likelihood of the acquisition being successful. The findings are however in disagreement with (Masulis, 2012) who found out that difference in the individualism-collectivism at Auckland New Zealand and masculinity-femininity dimensions of culture most strongly affect firm performance.

4.7 Workplace Environment and Organizational Growth

Workplace environment refers to the composite of the two components; physical and behavioral. Physical environment consists of elements that relate to the office occupiers’ ability to physically connect with their office environment. The behavioral environment consists of components that relate to how well the office occupiers connect with each other (Amir and Shamin, 2010). Therefore workplace environment relates to all the things that form part of the employee’s involvement with the work itself. In light of this, the study assessed the workplace environment of private hospitals in Nyeri County with a purpose to find out how workplace environment influences organizational growth in Kenya in private hospitals of Nyeri County.

Table 4.10: Descriptive Analysis of Workplace Environment

Workplace environment factors	N	Mean	Std. Error	Std. Deviation
Good workplace environment makes it easy for employees to work well	196	4.20	.071	.995

We can communicate to heads of departments easily and they communicate easily to us	196	3.92	.081	1.141
There is active listening in interactions between workers and managers/supervisors/head of departments	196	2.73	.117	1.636
Valid N (list wise)	196			

Descriptive statistics mean and standard deviation were used to summarize the study findings as shown in Table 4.10, good workplace environment that makes it easy for employees to work well was rated highest with a mean score of 4.20, followed by effective communication within the departments with a mean score of 3.92. Active listening in interactions between workers and managers/supervisors/heads of departments had a mean score of 2.73. According to the study results, the respondents agreed that there is a good working environment and effective communication within departments in private hospitals in Nyeri County though interaction between workers and managers/supervisors/heads of departments need to be enhanced. The findings are in agreement with findings of the study by (Chandrasekhar, 2011) & (Dieleman et al., 2011) both of whose findings found a significant relationship between working environment and organizational performance. The findings are also in agreement with the Herzberg’s Two Factor Theory which identified working environment a critical factor for employee satisfaction and performance. The findings are in agreement with (Songstad et al., 2011) who showed that all cadres of health workers were dissatisfied with the working conditions. Further the findings are also in agreement with (Awases, 2010) who revealed that the overall performance of professional nurses is poor due to working environment factors.

4.8 Organizational Growth

According to Yueng et al., (2013), organizational growth refers to the process of improving some measure of an enterprise’s success either by boosting top line or revenue of the business with greater product sales or service income or by increasing the bottom line / profitability of the operation. The study assessed organizational growth of private hospitals in Nyeri County. This was done to enable the study establish the influence of talent management on organizational growth of private hospitals in Nyeri County. The respondents were therefore asked to indicate the level of organizational growth in terms of patients, revenue collection and enlargement of the hospital.

Table 4.11: Descriptive Analysis of Organizational Growth

Organizational growth	N	Mean	Std. Error	Std. Deviation
There is increase of patients	196	4.32	.059	.824
There is increase of revenue collection	196	3.908	.0886	1.2411
There is enlargement of the hospital	196	2.61	.103	1.444
Valid N (list wise)	196			

Descriptive statistics mean and standard deviation were used to summarize the study findings as shown in Table 4.11, increase of patients was highly rated with a mean score of 4.32, followed by increase of revenue collection with a mean score of 3.908; Enlargement of the hospital had a mean score of 2.61. This is an indication that there has been relatively high increase of patients and revenue collection in private hospitals in Nyeri County but the rate of hospital enlargement is not proportionate. According to Wandia (2013), talent management increases productivity, market share; and sales revenue. Gichuhi et al., (2014), noted that talent management increases growth and competitiveness of an organization

4.9 Diagnostic tests

Prior to running a regression model pre-estimation and post estimation tests were conducted. The pre-estimation tests conducted in this case were the multicollinearity test and Pearson correlation while the post estimation tests were normality test. This is usually performed to avoid spurious regression results from being obtained.

4.9.1 Multicollinearity Test

Multicollinearity occurs when more than two predictor variables are inter-correlated Kothari (2004). This is an undesirable situation where the correlations among the independent variables are strong as it increases the standard errors of the coefficients. To test for multicollinearity, Variance Inflation Factor (VIF) or tolerance, a diagnostic method was used to detect how severe the problem of multicollinearity is in a multiple regression model. VIF statistic of a predictor in a model indicates how much larger the error variance is for the unique effect of a predictor (Baguley, 2012).

Using the VIF method, a tolerance of less than 0.20 and a VIF of more than 5 indicates a presence of multicollinearity. If two or more variables have a Variance Inflation Factor (VIF) of 5 or greater than 5, one of these variables must be removed from the regression analysis as this indicates presence of multicollinearity (Runkle et al., 2013). From Table 4.12 there is no VIF with a value of 5 or greater than 5 and therefore no presence of multicollinearity.

Table 4.12: Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1		
Talent identification	.563	1.776
Talent nurturing	.630	1.587
Cultural diversity	.518	1.932
Workplace environment	.499	2.003

Source: Research data (2017)

4.9.2 Normality Test on the Dependent Variable

To test for normality the study employed two approaches; the graphical method and P-P test for normality. The results from the graphical method are presented in Figure 4.6 below, indicating that the residuals are normally distributed.

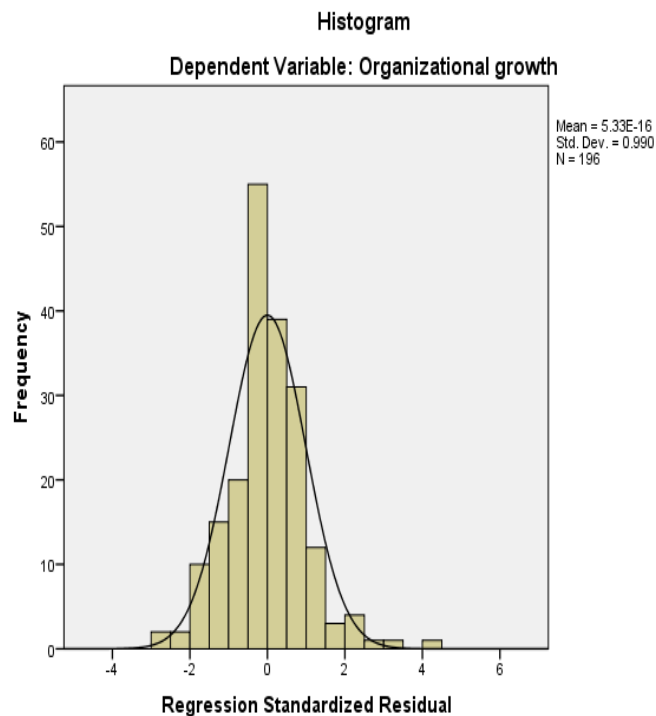


Figure 4.1: Histogram of the Dependent Variable (Organizational Growth)
Source: Research Data (2017)

To further verify the above results, a P-P test for normality was performed on the dependent variable (Organizational Growth) to determine normality; the output of normal P-P plot was used. For data that are normally distributed, the data points will be close to the diagonal line (Scott et al., 2011). The results are presented in Figure 4.7. From the figure, the data plot shows a flow with a normal line therefore a high level of normality.

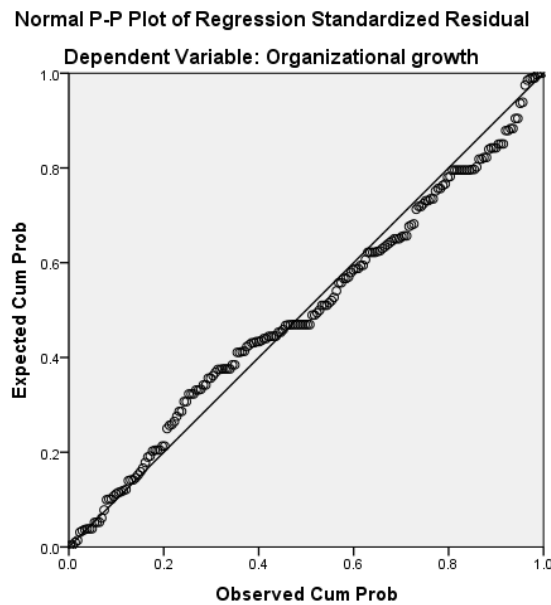


Figure 4.2: Normality P-P plot of regression standardized
Source: Research Data (2017)

4.10 Multiple Regression Analysis for Talent Management on Organizational Growth

The researcher carried out multiple regression analysis between the independent and dependent variables of the study. In order to conduct multiple regression analysis the set of items that measured each independent variable were aggregated by computing the average. Multiple regression analysis was then used to test whether there existed interdependency between independent variables (talent identification, talent nurturing, cultural diversity and workplace environment) and dependent variable (Organizational growth). The findings of the multiple regression analysis for each of the four independent variables are as indicated below.

4.10.1 Model Summary for Talent Management on Organizational Growth

The study used a multiple regression model to determine the correlation coefficient (R) and coefficient of determination (R^2) of independent variables on the dependent variable at 95% confidence level.

Table 4.13: model summary For Talent Management on OrganizationalGrowth

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.694 ^a	.482	.471	.55158

a. Predictors: (Constant), Workplace environment, Talent nurturing, Talent identification, Cultural diversity
b. Dependent Variable: Organizational growth

From the regression results above, the R value was 0.694 (69%) indicating that there is a positive relationship between talent management on organizational growth of Private Hospitals in Nyeri County. The R squared (R^2) value of 0.482 shows that 48.2 percent of organizational growth of Private Hospitals in Nyeri County is explained by talent management factors considered under this study. The remaining 51.2 percent is explained by other factors not put into consideration in this study.

4.10.2 Test of ANOVA of Talent Management on Organizational Growth

Analysis of variance (ANOVA) was used to evaluate whether statistical model could be fitted to a data set from which the data were sampled.

Table 4.14: ANOVA of Talent Management on Organizational Growth

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	54.027	4	13.507	44.395	.000 ^b
	Residual	58.111	191	.304		
	Total	112.138	195			

a. Dependent Variable: Organizational growth
b. Predictors: (Constant), Workplace environment, Talent nurturing, Talent identification, Cultural diversity

The model was significant with the F ratio = 44.395 at p value $0.000 < 0.05$. This is an indication that talent management factors had positive and significant effect on organizational growth of Private Hospitals in Nyeri County and is therefore valid in assessing organizational growth.

4.10.3 Regression Coefficients for Talent Management on Organizational Growth

Beta coefficients were used to determine the causal effect of the independent variables on the dependent variable. Table 4:15 below shows the values as extracted from SPSS.

Table 4.15: Regression Coefficient for Talent Management on Organizational Growth

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.298	.129		2.305	.022
1	.123	.074	.116	1.673	.096
Talent nurturing	.236	.059	.262	3.986	.000
Cultural diversity	.037	.062	.044	.608	.544
Workplace environment	.347	.063	.404	5.478	.000

a. Dependent Variable: Organizational growth

Table 4.15 shows that the beta coefficients of the resulting model indicated that talent identification, talent nurturing, cultural diversity and workplace environment had a positive effect on organizational growth of Private Hospitals in Nyeri County with $\beta = 0.123$, $\beta = 0.236$, $\beta = 0.037$ and $\beta = 0.347$ respectfully. This implies that holding all other variables constant, the organizational growth of Private Hospitals in Nyeri County increase by 0.123 units when talent identification goes up by one unit, increase by 0.236 units when talent nurturing goes up by one unit, increase by 0.037 units when cultural diversity goes up by one unit and increase by 0.347 units when workplace environment goes up by one unit.

The beta values in Table 4.15 can be substituted into the model adopted by the study to solve the equation as shown below.

$Y = 0.298 + 0.123X_1 + 0.236X_2 + 0.037X_3 + 0.347X_4 + 0.129$. This implies that holding all factors constant, organization growth of Private Hospitals in Nyeri County would be 0.298.

Whereby Y = the dependent variable (organization growth) X_1 = talent identification, X_2 = talent nurturing, X_3 = cultural diversity, X_4 = workplace environment, α = error term.

4.11 Hypothesis Testing

The study sought to test four null hypotheses. The first hypothesis (H_0) stated that there is no significant relationship between talent identification and organizational growth of private Hospitals in Nyeri County. The regression of the talent identification against organizational growth of private Hospitals in Nyeri County indicated positive but insignificant relationship with $\beta = 0.123$ at p value 0.096 which is greater than 0.05 at 95% confidence level. This means that talent identification leads to organizational growth of private Hospitals in Nyeri County but the effect is statistically insignificant hence the null hypothesis is accepted. The finding of this study contradicts Poorhosseinzadeh & Subramaniam (2012), who found out that there is significant relationship between talent identification and growth of an organization. According to Janjua (2014), once an organization has identified the type of talent, the most critical factor is implementing organization’s strategy geared towards developing that talent.

The second hypothesis (H_0) stated that there is no significant relationship between talent nurturing and organizational growth of private Hospitals in Nyeri County. The regression of the talent nurturing against organizational growth of private Hospitals in Nyeri County indicated positive and significant relationship with $\beta = 0.236$ at p value 0.000 which is less than 0.05 at 95% confidence level. This means that talent nurturing leads to organizational growth of private Hospitals in Nyeri County and the effect is statistically significant hence the null hypothesis is rejected. The findings of this study asserts earlier study by Ernst & Young (2010), who found out that there was increased in performance of employees due to talent nurturing. In addition, Institute of Personnel Development (2011) found that talent nurturing increases employees’ productivity. According to Ibrahim, et al (2014), talent nurturing plays a crucial role in the achievement of success, sustained strong economic and organizational growth. Creelman (2013) attested that much of the talent management process is centered in the development of the individuals concerned.

The third hypothesis (H_0) stated that there is no significant relationship between cultural diversity and organizational growth of private Hospitals in Nyeri County. The regression of the cultural diversity against organizational growth of private Hospitals in Nyeri County indicated positive but insignificant relationship with $\beta = 0.037$ at p value 0.544 which is greater than 0.05 at 95% confidence level. This means that cultural diversity leads to organizational growth of private Hospitals in Nyeri County but the effect is statistically insignificant

hence the null hypothesis is accepted. The findings of this study supports Armstrong (2012), who noted that diversity involves how people perceive themselves and how they perceive others and those perceptions may affect their interactions. According to Wuim-Pam (2014) skills, knowledge and abilities are the main factors of employees that improve job performance, therefore if cultural diversity is singled out without considering other factors its effect on performance and growth of organization may be negligible.

The fourth hypothesis (H_0) stated that there is no significant relationship between workplace environment and organizational growth of private Hospitals in Nyeri County. The regression of the workplace environment against organizational growth of private Hospitals in Nyeri County indicated positive and significant relationship with $\beta=0.347$ at p value 0.000 which is less than 0.05 at 95% confidence level. This means that workplace environment leads to organizational growth of private Hospitals in Nyeri County and the effect is statistically significant hence the null hypothesis is rejected. The findings of this study concur with Songstad et al., (2011) who found that when the working environment is conducive, the output and performance of employees increases. According to Dieleman et al., (2011), improved working conditions improve workers' productivity. Chandraseker (2011) asserts that an attractive and supportive workplace environment is an environment that attracts individuals into healthy professions, encourages them to remain in the healthy workforce and enables them to perform effectively in order to realize organizational growth.

Using this information, the researcher rejects the second and fourth null hypothesis and concludes that there is a significant influence of talent nurturing and workplace environment on organizational growth of private Hospitals in Nyeri County. The researcher accepts the first and the third null hypothesis and concludes that there is no significant influence of talent identification and cultural diversity on organizational growth of private Hospitals in Nyeri County.

Based on the findings, the study revealed that talent management has a significant positive impact on organizational growth and efficiency. Talent management involves positioning the right people in the right jobs to ensure that the employees maximize their talent for optimal growth of the organization. Talent management is of essence because organizations are able to successfully identify and maintain necessary talents in the organization. According to Baheshiffar (2011) this approach emphasizes developing talent pools that have high leadership ability and who are able to maintain the growth of their organizations. Dries (2013) stated that organizations with talent management programs achieve higher profits, higher productivity and that it contributes to the organizations competitive advantage.

Chapter Five: Summary Of Major Findings, Conclusion And Recommendations

5.1 Introduction

This chapter is a synthesis of the entire report and contains the summary of the findings, conclusion arrived at and policy recommendations arising from the study. Research gaps identified during the study are also identified as basis for future studies.

5.2 Summary of major findings

This study aimed at establishing the influence of talent management on organizational growth of private hospitals in Nyeri County. The specific objectives of the study were to investigate to what extent talent identification, talent nurturing, cultural diversity and workplace environment influence organizational growth of private hospitals in Kenya in Nyeri County. Overall, the findings of the study revealed that talent nurturing and workplace environment greatly influence organizational growth of private hospitals in Kenya in Nyeri County.

5.2.1 Talent Identification and Organizational Growth

Objective one of the study sought to determine the influence of talent identification on organizational growth of private hospitals in Kenya in Nyeri County. Regression analysis showed that talent identification had positive but insignificant effect on organizational growth of private hospitals with $\beta=0.123$ at p value 0.096 which is greater than 0.05 at 5% significant level. The findings further revealed that competence, change catalysts and strategic thinking factors were found to have greater extent during identification of employees with talents of private hospitals in Nyeri County. This can be attributed to the fact that the talent identification programmes employed by private hospitals in Nyeri County can be effective only if those talents are nurtured and the hospitals are able to provide conducive working environment. But when the employees with talents are not nurtured or provided with better working conditions the goal of organizational growth may not be achieved.

5.2.2 Talent Nurturing and Organizational Growth

Objective two of the study sought to examine the influence of talent nurturing on organizational growth of private hospitals in Kenya in Nyeri County. Regression analysis showed talent nurturing had positive and significant effect on organizational growth of private hospitals with $\beta=0.236$ at p value 0.000 which is less than 0.05 at 5% significant level. Benchmarking with other hospitals, interactions with other employees of other

hospitals and training and development of employees were activities hospitals focus on with the aim of nurturing talents. Majority of the respondents indicated that nurturing talents affected organizational growth to a very large extent. The findings therefore revealed that talent nurturing is an important aspect of talent management in pursuit of organizational growth. This is because after identifying the talent, it needs to be nurtured to help it grow in order to enhance organizational performance and growth.

5.2.3 Cultural Diversity and Organizational Growth

Objective three of the study sought to investigate the influence of cultural diversity on organizational growth of private hospitals in Kenya in Nyeri County. Regression analysis showed that cultural diversity had positive but insignificant effect on organizational growth of private hospitals with $\beta=0.037$ at p value 0.544 which is greater than 0.05 at 5% significant level. Private hospitals in Nyeri County have cultural diversity which was evaluated in terms of different races, tribes, levels of academic achievement, age groups, and different religions. The study revealed that private hospitals do not have clear policies on cultural diversity but there is level playing ground where all employees are involved in decision making. The findings therefore show that cultural diversity is not that important in talent management. This may be attributed to the fact that in the medical field meritocracy may be more valuable than cultural diversity. Cultural diversity on its own cannot lead to success or failure as it must be accompanied by other aspects of the work environment which are important to the task at hand.

5.2.4 Workplace Environment and Organizational Growth

Objective four of the study sought to assess the relationship between workplace environment and organizational growth of private hospitals in Kenya in Nyeri County. Regression analysis showed that workplace environment had positive and significant effect on organizational growth of private hospitals with $\beta=0.347$ at p value 0.000 which is less than 0.05 at 5% significant level. The respondents indicated that private hospital had good workplace environment that makes it easy for employees to work well and there is effective communication within the departments although interactions between workers and managers/supervisors/head of departments need to be enhanced. This showed that workplace environment was very important in talent management aimed at enhancing organizational growth. This can be attributed to the fact that a healthful work environment brings safety to employees' physical and mental capabilities in performing their daily routine. Such an environment makes employees feel good about coming to work, and this provides the motivation to sustain them throughout the day. This enables better talent management through higher attainment of talent.

5.2.5 Organizational Growth

The study revealed that the respondents agreed that organizational growth was improved with the increase of clients (patients), increase of revenue collection and enlargement of the hospital. According to the study findings, the respondents agreed with the following statements on organizational growth: there is enlargement of the hospital; there is increase of clients (patients); and there is increase in revenue collections which have all contributed to increasing their organizational growth.

5.3 Conclusion

Talent identification had positive but insignificant effect on organizational growth of private Hospitals in Nyeri County. The findings therefore conclude that talent identification was important in organizational growth because in order to effectively nurture and manage talent, organizations first need to identify the right talent. Talent identification goes hand in hand with talent nurturing since no talent management process is likely to succeed unless the organization recognizes the value of talent identification. Therefore building a strong body of talent starts with identifying, engaging and nurturing high-potential employees at all levels, and then working to develop their strengths and retain them for a long time.

Based on the findings of the study talent nurturing had positive and significant effect on organizational growth of private Hospitals in Nyeri County. This study therefore concludes that talent nurturing is very important for organizational growth. Therefore for organizations to reach prime performance when they recognize talented employees, they should nurture and use the unique talents in order to achieve the firm's objectives. Cultural diversity had positive but insignificant effect on organizational growth of private hospitals. Cultural diversity of the talent body may not be very important in talent management because diversity may not be directly related to talents and personal ability which may translate to organizational growth.

Workplace environment had positive and significant effect on organizational growth of private hospitals. Therefore work environment emerged as the most important factor influencing organizational performance and growth. This is because in order to increase efficiency, effectiveness, productivity and job commitment of employees, the business must satisfy the needs of its employees by providing good working conditions.

From the study findings it can be concluded that talent management is very important for organizational growth. The aspects of talent management namely talent identification, talent nurturing, cultural diversity and a good working environment are positively related to organizational growth. Talent nurturing and provision of conducive work environment will help in the extrinsic motivation of talents which leads to employees' retention and improved performance after talent identification. This is because in order to increase efficiency, effectiveness, productivity and job commitment of employees, the business must satisfy the needs of its employees by providing good working conditions.

5.4 Recommendations

- i.** Human resource managers in private hospitals in Nyeri County should factor in past experience in talent identification to ensure that their organizations acquire the best and brightest talent that has been tried and tested.
- ii.** Private hospitals in Nyeri County should ensure that they have elaborate nurturing programs that include employee engagement to promote a high retention rate of talents.
- iii.** Whereas human resource managers in private hospitals in Nyeri County should attempt to achieve some level of cultural diversity in the organization's body, more attention should be paid to merit rather than diversity.
- iv.** Private hospitals in Nyeri County should enhance motivation of staff by enhancing working conditions therefore improving job satisfaction of employees and retention which translates to organizational growth.

5.5 Suggestions for Further Study

The current study involved private hospitals' staff, future studies should be carried out with Human resource managers as the respondents to indicate how talent management is conducted thereby enhancing our understanding of the influence of talent management on organizational growth. Research in other companies might yield different results, in this regard; replicating this study in different settings would be worthwhile to establish the validity and generalizability of the present findings across different contexts.

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APPENDIX II

Questionnaire

(You are assured of utmost confidentiality in every response you give in this questionnaire)

Kindly read the items carefully and provide a response that best represents your opinion. The questionnaire has five sections. Please answer accordingly with a tick.

Section A: In this section you will answer questions on Social-demographic information

1. What is your gender?

Male Female

2. How old are you?

a) Less than 20

b) 20 – 30 years

c) 31 – 40 years

d) 41 – 50 years

e) Over 50 years

3. Up to what level have you been trained?

a) Certificate (b) Seminar/ workshop (c) Diploma

(d) Bachelor's degree (e) Postgraduate degree (f) Beyond degree

4. How long have you worked at this hospital?

a) 1 – 5 years

b) 6 – 10 years

c) 11 – 15 years

d) 16 – 20 years

e) Over 20 years []

Section B: In this section you will answer questions on Talent Identification

5. Please tick the number that best describes your feelings about whether the following is considered during identification of employees with talents. The numbers represent the following responses:

1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree
5 = Strongly Disagree

Talent Identification	1	2	3	4	5
a) Competence in functional area is considered					
b) Whether an employee is a change catalyst in his/her area of specialization and the way he carries out his work					
c) The aspect of strategic thinking/planning/putting a plan into operation in as a skillful manner					

(d) To what extent do you feel identifying of employees' talents increases their performance hence influences growth of the organization?

[1] 90% – 100% [2] 81% – 90% [3] 71% – 80% [4] 61% – 70%

[5] 51% – 60% [6] 41% – 50%

Section C: In this section you will answer questions on Talent Nurturing

6. Please tick the number that describes your feelings about whether the following activities are involved in nurturing of employees talents. The numbers represent the following responses:

1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree
5 = Strongly Disagree

Talent Nurturing	1	2	3	4	5
a) Benchmarking with other hospitals					
(b) Interactions with other employees of other hospitals					
(c) There is training and development of employees/staff					

(d) To what extent do you feel nurturing talents increases employees performance hence influences organizational growth?

[1] 90% – 100% [2] 81% – 90% [3] 71% – 80% [4] 61% – 70%

[5] 51% – 60% [6] 41% – 50%

Section D: In this section you will answer questions on Cultural Diversity 7. Please tick the number that best describes your feelings about diversity in your organization. The numbers represent the following responses:

1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree
5 = Strongly Disagree

Diversity	1	2	3	4	5
(a) There is presence of diversity (e.g. different races, different tribes, different levels of academic achievement, different age groups, and different religions)					
(b) There are policies on cultural diversity					
(c) There is level playing ground e.g. involvement of all employees in decision making.					

(d) To what extent do you feel considering the input of everyone increases their performance hence influences organizational growth?

[1] 90% – 100% [2] 81% – 90% [3] 71% – 80% [4] 61% – 70%

[5] 51% – 60% [6] 41% – 50%

Section E: In this section you will answer questions on Organizational Growth of your organization

8. Please tick the number that best describes your feelings about growth of your organization. The numbers represent the following responses:

1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree

Organizational Growth	1	2	3	4	5
(a) There is increase of patients					
(b) There is increase of revenue collection					
(c) There is enlargement of the hospital					

(d) To what extent can you rate the growth of your organization?

[1] 90% – 100% [2] 81% – 90% [3] 71% – 80% [4] 61% – 70%

[5] 51% – 60% [6] 41% – 50%

Section F: In this section you will answer questions on Workplace Environment

9. Please tick the number that best describes your feelings about workplace environment in your organization. The numbers represent the following responses:

**1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree
5 = Strongly Disagree**

Workplace Environment	1	2	3	4	5
(a) Good workplace environment makes it easy for us to work well					
(b) We can communicate to heads of departments easily and they communicate easily to us					
(c) There is active listening in interactions between workers and managers/supervisors/head of departments					

(d) To what extent do you feel good working environment increases employees performance hence growth of the organization?

[1] 90% – 100% [2] 81% – 90% [3] 71% – 80% [4] 61% – 70%
[5] 51% – 60% [6] 41% – 50%

Jane Mwanzi. “Influence of Talent Management on Organizational Growth.” IOSR Journal of Business and Management (IOSR-JBM), vol. 19, no. 8, 2017, pp. 01–36.