

Talent Management And Performance In Secondary Schools In Kitui County, Kenya

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Abstract

This research proposal aims to investigate the relationship between talent management and performance in secondary schools in Kitui County, Kenya. The study will use a mixed-methods approach, including a descriptive survey design and qualitative data collection methods. The research will target 30 secondary schools in Kitui County, and data will be collected from 300 teachers and 30 principals using a self-administered questionnaire and semi-structured interviews. The general objective of the study will be to investigate the effect of talent management on performance in secondary schools in Kitui County, Kenya. The study will explore the current talent management practices in secondary schools in Kitui County, with the following specific objectives; to determine the effect of recruitment and selection on performance in secondary schools in Kitui County, Kenya, to assess the effect of training and development on performance in secondary schools in Kitui County, Kenya, to establish the effect of performance management on performance in secondary schools in Kitui County, Kenya, to assess the effect of succession planning on performance in secondary schools in Kitui County, Kenya, to assess the moderating effect of management support on the relationship between talent management on performance in secondary schools in Kitui County, Kenya and also the study will assess the mediating effect of organizational commitment on the relationship between talent management on performance in secondary schools in Kitui County, Kenya. The study's findings will provide insights into the effectiveness of talent management practices in secondary schools in Kitui County and inform strategies for improving performance. The research's implications can inform policy and decision-making in the education sector in Kenya, particularly regarding talent management practices and their impact on secondary school performance.

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I. Background Information

Talent management is a strategic approach to managing an organization's human capital by identifying and developing top performers and high-potential employees. It has gained significant attention in recent years, particularly in the context of globalization and increased competition for talent in the global labor market (Collings, Wood & Szamosi 2015). From a global perspective, talent management is seen as a critical factor in achieving sustainable competitive advantage.

Globalization has led to increased mobility of talent, with skilled workers moving across borders in search of better opportunities. This has created a global talent market, where organizations must compete to attract and retain top talent. Talent management practices such as employer branding, employee engagement, and development programs are essential in attracting and retaining top talent in a global context. A study by the World Economic Forum found that talent management practices were among the top factors that determine a country's competitiveness in the global economy (World Economic Forum, 2018).

From a global perspective, talent management is seen as a critical factor in achieving sustainable competitive advantage (Guthridge, Komm & Lawson 2008). Globalization has led to increased mobility of talent, with skilled workers moving across borders in search of better opportunities (Collings, Wood & Szamosi 2015). Additionally, the above author asserts that this has created a global talent market, where organizations must compete to attract and retain top talent. Talent management practices such as employer branding, employee engagement, and development programs are essential in attracting and retaining top talent in a global context.

Employer branding involves creating a strong corporate brand that attracts and retains top talent (Backhaus & Tikoo, 2004). This includes promoting the organization's values, culture, and reputation as an employer of choice. Employee engagement is the emotional commitment an employee has to their organization and its goals (Gallup, 2021). Engaged employees are more productive and more likely to stay with the organization long-term. Development programs provide employees with the skills and knowledge they need to succeed in their roles and advance their careers (Collings Wood & Szamosi 2018).

In conclusion, talent management is a critical factor in managing an organization's human capital in a global context. Talent management practices such as employer branding, employee engagement, and development programs are essential in attracting and retaining top talent. Organizations that invest in effective talent

management strategies can achieve sustainable competitive advantage and improve their overall performance (Guthridge Komm & Lawson 2008).

Regional perspective in talent management highlights the impact of cultural and institutional factors on talent management practices. In Asia, for example, talent management is often focused on developing employees' technical skills and loyalty to the organization. In contrast, in the United States, talent management is more focused on performance and results. In the European Union, talent management is often guided by labor laws and regulations, which can impact recruitment and retention strategies.

Research by Osman, Ulker, and Tas (2021) on the Turkish banking sector, for instance, highlights the significance of regional context in talent management practices. They found that the sector's talent management practices were influenced by Turkish culture and its work ethics. Similarly, a study by Lee and Yu (2021) on talent management practices in South Korea suggested that cultural factors, such as collectivism and the Confucian work ethic, significantly impact talent management strategies. Moreover, research by Farndale, Ruysseveldt and Paauwe (2019) indicates that regional differences in talent management practices can also be attributed to institutional factors, such as labor laws and regulations. In Europe, for example, labor laws impose restrictions on the use of temporary and part-time contracts, which influences recruitment and retention strategies.

From a regional perspective, talent management practices may differ depending on cultural and institutional factors. For example, in Asia, talent management is often focused on developing employees' technical skills and loyalty to the organization. In contrast, in the United States, talent management is more focused on performance and results. In the European Union, talent management is often guided by labor laws and regulations, which can impact recruitment and retention strategies. A study by Deloitte found that cultural and regional differences were among the top challenges in implementing talent management practices globally (Deloitte, 2017).

At the local level, talent management practices may be influenced by the organization's industry, size, and location. For example, small and medium-sized enterprises (SMEs) may have limited resources for talent management compared to larger organizations. In some industries, such as technology and finance, talent management is critical due to the high demand for skilled workers. In contrast, in industries with high turnover rates, such as hospitality and retail, talent management may be focused on recruiting and training new employees. A study by PwC found that talent management was a top concern for CEOs in industries such as healthcare, technology, and financial services (PwC, 2020).

Overall, understanding the global, regional, and local perspectives of talent management is essential in developing effective talent management strategies that can improve organizational performance and competitiveness. By considering cultural, institutional, and organizational factors, organizations can develop talent management practices that align with their business goals and help them attract, develop, and retain top talent.

Performance of secondary schools in Kitui County

Talent management practices, such as recruitment, selection, training and development, performance management, and succession planning, can have a significant impact on the performance of schools. By investing in talent management practices, schools can attract and retain high-quality teachers and staff, improve their skills and knowledge, and create a culture of continuous learning and development. Research has shown that talent management practices can have a positive impact on the performance of schools. For example: In a study by Guchu and Mwanja (2017), the authors found that talent management practices such as recruitment, selection, training and development, and performance management were positively related to teacher performance and student academic achievement in Kenyan secondary schools.

In a study by Mwanyika and Kilwake (2020), the authors found that talent management practices such as recruitment, selection, training and development, and succession planning were positively related to teacher job satisfaction and organizational commitment in Tanzanian secondary schools. In a study by Onsongo and colleagues (2018), the authors found that talent management practices such as recruitment, selection, training and development, and performance management were positively related to teacher motivation and job satisfaction in Kenyan secondary schools.

These studies suggest that talent management practices can play a key role in improving the performance of schools. By investing in talent management practices, schools can attract and retain high-quality teachers and staff, improve their skills and knowledge, and create a culture of continuous learning and development. In conclusion, research suggests that talent management practices can have a positive impact on the performance of schools. By investing in talent management practices, schools can create a culture of continuous learning and development that can lead to improved teacher and student outcomes.

Organizational commitment

Organizational commitment refers to an employee's emotional attachment and loyalty to their organization. It is a potential mediating variable that can help to explain the relationship between talent management and performance outcomes. When employees feel a strong sense of commitment to their organization, they are more likely to be motivated to perform at a high level and contribute to the organization's success. Research has shown that organizational commitment can mediate the relationship between talent management practices and performance outcomes. For example:

In a study by Dowling and colleagues (2015), the authors found that organizational commitment partially mediated the relationship between talent management practices and employee performance. Specifically, they found that talent management practices such as training and development, career management, and performance management were positively related to organizational commitment, which in turn was positively related to employee performance. In a study by Shah and Shah (2018), the authors found that talent management practices such as career development, mentoring, and coaching were positively related to organizational commitment, which in turn was positively related to employee job performance.

In a study by Tawfik and colleagues (2020), the authors found that talent management practices such as training and development, performance management, and career development were positively related to organizational commitment, which in turn was positively related to employee job performance. These studies suggest that organizational commitment can play a key role in the relationship between talent management practices and performance outcomes. By promoting organizational commitment through talent management initiatives, organizations may be able to improve employee performance and contribute to their overall success.

Overall, these findings suggest that talent management practices can lead to improved performance outcomes by increasing employee organizational commitment. By investing in talent management practices that enhance organizational commitment, organizations can create a more engaged and committed workforce that is motivated to perform at a high level.

Managerial support

Managerial support is a potential moderating variable that can impact the relationship between talent management and performance. In the context of talent management, managerial support refers to the extent to which managers are committed to and actively involved in talent management practices, such as recruiting, training, and development. Research has shown that managerial support can play a key role in the effectiveness of talent management initiatives. Here are some examples of studies that have examined the relationship between managerial support and talent management outcomes: A study by Collins and Smith (2006) found that the effectiveness of talent management practices was enhanced when managers were actively involved in the development and implementation of these practices.

In a study by Guthridge, Komm, and Lawson (2008), managers who provided coaching and feedback to employees were more likely to retain their high-potential employees, suggesting that managerial support can be an important factor in talent retention. A study by Dowling, Festing, and Engle (2008) found that managerial support was positively associated with the perceived effectiveness of talent management practices. In a study by Silzer and Dowell (2010), the authors found that managers who were committed to talent management practices were more likely to engage in talent development activities, resulting in stronger talent pipelines.

Overall, these studies suggest that managerial support can have a positive impact on the effectiveness of talent management initiatives, leading to stronger performance outcomes. As a moderating variable, managerial support may amplify the effects of talent management practices on performance, making it an important factor to consider when designing and implementing talent management programs.

Problem Statement

The performance of secondary schools in Kitui County, Kenya, has been a matter of concern for stakeholders in the education sector. Despite efforts by the government and other stakeholders to improve the quality of education in the county, the performance of secondary schools remains poor. One area that has received little attention in addressing the poor performance of secondary schools in Kitui County is talent management (Kavulya 2019). Talent management is a strategic approach to managing human resources that involves identifying, developing, and retaining talented individuals within an organization. In the context of secondary schools, talent management involves identifying and developing the talents of students and teachers to improve the overall performance of the school. However, there is limited research on the impact of talent management on the performance of secondary schools in Kitui County (Mugo and Muturi 2017).

The problem statement, therefore, is to investigate the impact of talent management on the performance of secondary schools in Kitui County, Kenya. The study seeks to understand the talent management practices in secondary schools in the county, identify the challenges hindering effective talent management, and examine the relationship between talent management and school performance.

General objective

The general objective of the study will be to investigate the effect of talent management on performance in secondary schools in Kitui County, Kenya.

Specific objectives

- i. To determine the effect of recruitment and selection on performance in secondary schools in Kitui County, Kenya.
- ii. To assess the effect of training and development on performance in secondary schools in Kitui County, Kenya.
- iii. To establish the effect of performance management on performance in secondary schools in Kitui County, Kenya.
- iv. To assess the effect of succession planning on performance in secondary schools in Kitui County, Kenya.
- v. To assess the moderating effect of management support on the relationship between talent management on performance in secondary schools in Kitui County, Kenya.
- vi. To assess the mediating effect of organizational commitment on the relationship between talent management on performance in secondary schools in Kitui County, Kenya.

Research hypothesis

The study will be guided by the following hypotheses;

H₀₁: Recruitment and selection have no significant effect on performance in secondary schools in Kitui County, Kenya.

H₀₂: Training and development have no significant effect on performance in secondary schools in Kitui County, Kenya.

H₀₃: Performance management has no significant effect on performance in secondary schools in Kitui County, Kenya.

H₀₄: Succession planning has no significant effect on performance in secondary schools in Kitui County, Kenya.

H₀₅: To assess the moderating effect of management support on performance in secondary schools in Kitui County, Kenya.

H₀₆: To assess the mediating effect of organizational commitment on performance in secondary schools in Kitui County, Kenya.

Significance of the study

Talent management practices can have a significant impact on the performance of organizations, including educational institutions such as schools. By investing in talent management practices, schools in Kitui County can attract and retain high-quality teachers and staff, improve their skills and knowledge, and create a culture of continuous learning and development. In the context of Kitui County, talent management practices can be particularly important for improving the performance of schools. According to data from the Kenya National Bureau of Statistics, Kitui County has a relatively low literacy rate, with only 67.9% of the population aged 10 years and above being literate as of 2019. In addition, the county has a high poverty rate, with 41.5% of the population living below the poverty line as of 2015 (Kenya National Bureau of Statistics. (2019).

These factors can make it challenging for schools in Kitui County to attract and retain high-quality teachers and staff, which can have a negative impact on their performance. However, by investing in talent management practices such as recruitment, selection, training and development, and performance management, schools can improve the quality of their teaching staff and create a culture of continuous learning and development. Research has shown that talent management practices can have a positive impact on the performance of educational institutions. For example, a study by Guchu and Mwanja (2017) found that talent management practices were positively related to teacher performance and student academic achievement in Kenyan secondary schools.

In conclusion, research suggests that talent management practices can have a positive impact on the performance of schools. By investing in talent management practices, schools in Kitui County can attract and retain high-quality teachers and staff, improve their skills and knowledge, and create a culture of continuous learning and development that can lead to improved teacher and student outcomes.

Scope of the study

The scope of a study on talent management and performance in Kitui County could include a range of factors related to talent management practices and their impact on the performance of secondary schools in the county. Some potential areas of focus for a study on talent management and performance in Kitui County could include: talent management practices: This could include an analysis of the recruitment, selection, training, and development processes used by secondary schools in the county, as well as their performance management

practices. The study could also examine the extent to which talent management practices are aligned with the goals and objectives of the schools.

Performance outcomes: The study could examine a range of performance outcomes for secondary schools in Kitui County, including student academic achievement, teacher retention rates, and school improvement metrics such as the number of students passing national exams. **Organizational culture:** The study could also explore the impact of talent management practices on the organizational culture of secondary schools in Kitui County. This could include an analysis of factors such as leadership styles, communication practices, and employee engagement levels. **Challenges and opportunities:** The study could also examine the challenges and opportunities associated with implementing effective talent management practices in Kitui County. This could include an analysis of factors such as limited resources, cultural norms and expectations, and government policies related to education.

To conduct a study on talent management and performance in Kitui County, researchers could use a range of research methods, including surveys, interviews, focus groups, and quantitative analysis of secondary school performance data. By exploring the impact of talent management practices on performance outcomes in secondary schools in Kitui County, this type of study could provide valuable insights into how talent management practices can be leveraged to improve educational outcomes in resource-constrained settings.