EFFECTS OF TALENT MANAGEMENT ON SERVICE DELIVERY IN THE HOSPITALITY INDUSTRY IN NYERI COUNTY, KENYA

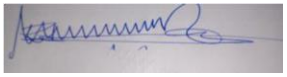
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DISSERTATION SUBMITTED TO THE FACULTY OF SOCIAL STUDIES IN PARTIAL FULFILMENT FOR THE REQUIREMENT FOR THE AWARD OF MASTER OF DEVELOPMENT STUDIES AT ST. PAUL'S UNIVERSITY, KENYA

SEPTEMBER, 2020

DECLARATION

This study reflects my initiative and work; it is not a product of anything completed in support. Besides, the work has not been presented before any institution for any form of scholarly award. I agree that this dissertation may be available for photocopying or reference, at the discretion of the university.

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We confirm that the work reported in this dissertation was carried out by the student under our supervision.

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DEDICATION

I dedicate this dissertation to my beloved Dad. Mr. Munyori Timothy as well as my children, Abed, Abner and Abel, for their support and patience with me all through. Additionally, my fellow staff members of Naro Moru River Lodge for their patience and support during the entire period of the course.

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TABLE OF CONTENTS

DECLARATION ..... **ii**

DEDICATION ..... **iii**

ACKNOWLEDGMENT ..... **iv**

TABLE OF CONTENTS ..... **v**

LIST OF TABLES ..... **viii**

LIST OF FIGURES ..... **ix**

LIST OF ABBRIVIATIONS ..... **x**

CHAPTER ONE:INTRODUCTION **1**

1.1 Background 1

1.2 Statement of the Problem 5

1.3 Study Objectives 5

1.4 Research Questions 6

1.5 Significance of the Study 6

1.6 Scope of the Study 6

1.7 Limitations 6

1.8 Definition of Terms 8

CHAPTER TWO:LITERATURE REVIEW **10**

2.1 Introduction 10

2.2 Theoretical Review 10

2.3 Empirical Review 12

2.4 Service Delivery 21

2.5 Service Quality 22

2.6 Conceptual Framework 25

CHAPTER THREE:METHODOLOGY **28**

3.1 Introduction 28

3.2 Study Design 28

3.3 Target Population 28

3.4 Sample Design and Procedure 29

3.5 Data Collection and Procedure 30

3.6 Data Analysis 31

3.7 Pilot Testing 32

3.8 Reliability and Validity 32

3.9 Ethical Consideration....33
CHAPTER FOUR:RESEARCH FINDINGS AND DISCUSSION 34
4.0 Introduction....34
4.1Response Rate....34
4.2 Pilot Results....34
4.3 Demographic Data....35
4.4 Ages of employees....35
4.5 The level of education of the employees....35
4.6 Gender issue was critical in the investigation of the employees....36
4.7 Employees salary brackets....36
4.8 Employees' years of work....37
4.9 Size of the Organization....37
4.10 The Hotels....38
4.11 Effect of Talent attraction on job performance....39
4.12 Communication and Implementation of Employer Branding....41
4.13 Balancing of Work & Life....41
4.14 Good Working Conditions and Fair Wages....42
4.15 Employee Training and Career Progression....42
4.16 Company Value Talent Search Matrix....43
4.17 Qualitative Results of Talent Attraction....43
4.18 Effect of Talent Retention on job performance....44
4.19 Effective leadership....46
4.20 Attractive non-monetary benefits....46
4.21 Internal recruitment Policy....47
4.22 Company Image....47
4.23 Competitive Compensation System....47
4.24 Employee Satisfaction and Motivation....48
4.25 Company Flexible Working Hours....49
4.26 Talent retention qualitative results....49
4.27 Effect of Learning and development on job performance....50
4.28 Learning and Development Strategies....51
4.29 Learning and Development Need Identification....52
4.30 Acquiring new Knowledge and Skills....53

4.31 In-House development Program 53
4.32 Coaching by the line Managers 54
4.33 Leadership Skills Development 54
4.34 Business Skills Development 55
4.35 E-learning 55
4.36 Qualitative Results on Learning and Development 56
4.37 Effect of Career Management on job performance 56
4.38 Career Counseling 57
4.39 Career Centers 58
4.40 Career Planning Facilitates Growth and Expansion 58
4.41 Planning Employee Progression and Growth 58
4.42 Career Paths 59
4.43 Initiatives and Programs for Enhancing Employee Development 59
4.44 Succession Planning 59
4.45 Career Mentors 60
4.46 Retirement Preparation Programs 60
4.47 Qualitative Results of Career Management 61
CHAPTER FIVE:SUMMARY, CONCLUSIONS AND RECOMMENDATIONS 62
5.1 Introduction 62
5.2 Summary of the Findings 62
5.3 Conclusion 64
5.4 Recommendations 65
5.5 Areas for Further Research 66
REFERENCES 67
REFERENCES 67
APPENDICES 71
Appendix 1 : Questionnaire For Employees 71
Appendix II: Interview schedule 76
Appendix III: University Authorization Letter 91
Appendix IV: NACOSTI Permit 93

LIST OF TABLES

Table 3.1: Sample size 30
Table 4.1: Response Rate 34
Table 4.2: Ages of employees 35
Table 4.3: Level of education 36
Table 4.4: Gender 36
Table 4.5: Salary bracket in Kenya Shillings 37
Table 4.6: Years of work 37
Table 4.7: Employee Response by Hotels 38
Table 4.8: Talent Attraction 40
Table 4.9: Talent Retention Results 45
Table 4.10: Learning and Development Results 51
Table 4.11: Descriptive Results for Career Management 57

LIST OF FIGURES

Figure 2.1: Conceptual Framework 26
Figure 2.2: Organizational Size 38
Figure 2.2: Position Held in the Company 39

LIST OF ABBRIVIATIONS

KCB --- Kenya Commercial Bank

EAC --- East Africa Community

SERVQUAL – Service Quality

KNBS – Kenya National Bureau of Statistics

ABSTRACT

The research sought to find out the effect of talent management on service delivery in hotels and lodges in Nyeri County, Kenya. Particularly, the research sought to analyze the effects of talent retainment, talent attraction, career administration, and learning as well as advancement on the hotels and lodges as independent variables. The study employed a cross-sectional survey design with both qualitative and quantitative technique in data analysis to determine the relationship between the variables. The research adopted a stratified sampling technique and purposive sampling in selecting the sample for the study against the population of 310. The sample population included 104 workers occupying various positions in the hotels and lodges. The main instruments for data collection were a questionnaire and an interview schedule for specific information collection. Data analysis was conducted through descriptive statistics and analyzed through SPSS (Statistical Package of Social Sciences).The results were then presented inform of pie charts and tables. The piloting of the research instruments was done in a neighboring County Laikipia because of a similar geographical zone. The findings of the study revealed that talent management has a significant and positive influence on organizational service delivery. The study recommends that organizations need to emphasize appropriate talent management practices to realize greater service delivery and stability; hence, the competitive advantage. Thus, organizations should stress and develop robust talent retention, learning, and advancement, talent attraction, as well as career management to mitigate performance-related-service delivery challenges.

CHAPTER ONE
INTRODUCTION

1.1 Background

The globalization reality has made many organizations to strive for a competitive edge in the world market. Of late, Companies are therefore focused on the management of the human resource, growth as well as the development of the same (Ingram, 2016). Companies and organizations are considering talent as concept that initiates from intellectual capital theory thus the flow of knowledge at the disposal of a company (Thunnissen, Boselie, & Fruytier, 2013). More important is that, management of talent is viewed to be so crucial to institutions in terms of gaining a competitive edge (Tatoglu, Glaister, & Demirbag, 2016).

Management of talent involves various tools that are engaged to support talent development within the staff members of a particular institution. It's important to note that the management of talent is comparatively a recent notion in both private and public sectors. Though, many institutions are currently employing as well as working towards prioritizing talent administration with the hope of attracting as well as retaining the right staff (Kontoghiorghes, 2016). This notion is derived from the realization that management of talent is identified with the comprehensive development of employees, enticing them to the institution as well as ensuring they stay within the institution. Of importance is that the management of talent lead to outstanding image in many companies in early 2000 (Thunnissen et al., 2013).

In view of international arena, institutions are increasingly fighting for the same pool of talent (Al Ariss, Cascio, & Paauwe, 2014). This indicates a similar trend of firms standardizing the administration of recruitment and development of talent as an ongoing practice as a way of evoking consistency. In the developing countries of Africa, many countries have experienced the loss of experts as well as professionals to the developed nations like the USA, UAE, England, and Canada. (Sparrow & Makram, 2015). Being unable to spot, hire, and keep professionals or experts leads to several challenges such as un-competitive payment and unhealthy working conditions. Such factors result in decrease in firm performance, eventually leading to an exodus of employees.

It is imperative that institutions must now engage in better ways of doing things that outline the management of talent with the intention of global deliberation. The requirements for the region or locality must be taken care of and accustomed to the market. This is because Business transactions keep on shifting in the ever changing environment. Physical assets, financial base, and land are not the only key resources for an organization. (Al Ariss et al., 2014).Choice of robust and effective work force is essential. Bringing this to perspective is a research that was done in Malaysia about recruitment, advancing, enticing, taking over, performing as well as keeping skilled employees within an organization found that out 63.7% of large companies carried out management of talent (Sparrow & Makram, 2015). Institutions that carried out management of talent showed improved connection within attracting skilled employees, career development, and the employee were loyal to the company.

Therefore it is appropriate for companies to strive to attract talent in order to achieve an strategic growth as well as deal with ever cropping up business challenges. Some of the companies view a few essential employees as their talent whereas others affirm that every employee makes up the talent group (Kasemsap, 2016). Management of talent is usually respected as a sell short of the human resource administration plan relied upon by an organization. Therefore this research seeks to resolve the effects of management of talent on service delivery within the hospitality industry.

Many businesses have accepted that to increase performance, the resources at the disposal of the organization must be utilized prudently (Thunnissen, 2015).

Employees are regarded as a resource that is fundamental in an organization that enables it to maneuver stiff competition as a result of globalization (Tatoglu et al., 2016). Most institutions try to entice and keep crucial professionals or experts that support operational growth as well as exemplary customer service which is crucial to the driving of a business.

Previously, organizations have employed global performance standards in line with tools such as operations appraisal procedures to determine the performance of employees (Kasemsap, 2016). In most scenarios, institutions have special ways of

managing talent. However, there exists a broad apprehension on the phases an organization can utilize in supporting the management of talent.

Egypt is an example of a country that has an increasing appeal for skilled experts with quantitative and high-tech capabilities like financial planners, telecommunication engineers, investment bankers, and information technologists. But the oil barrage within the Gulf States has contributed to the temptations for talented Egyptian experts to seek greener pastures abroad (Barkhuizen, 2014). Kenya is among the countries in Africa faced with a shortage of talent. The challenge affects learning, recruitment, boosting their morale as well as keeping them within an organization. Additionally, constraints concerning talent administration are realized within the spheres of specialists in Kenya.

For instance, the Kenyan market is evolving and companies have begun to put greater emphasis on talent acquisition and retention. In view of many studies undertaken in Kenya; a study done on Safaricom Limited on strategic responses to dynamic business environment by Safaricom

Limited (Gichagi, 2011).It reveals challenges of strategy implementation at the company, (Chepkwony, 2011). These marketing strategies of Safaricom Limited are related to macro environmental changes (Ndirangu, 2011), human resource inclusive.

Another survey which was carried out in telecom Kenya,(Chepkwony, 2011).80% of the respondents indicated that talent management was given high priority due to change in organizational structure due to technological advancements, only 50% of the employees in telecom Kenya have scorecards in place which measure their competences and performance. This has greatly impacted on the company productivity. Some 70% of the respondents stated that search for talents with the requisite competences are apriority in this organization due to the impacts of competition from other telecommunication companies, namely: Safaricom Limited Kenya, Airtel Kenya and Post Office Kenya.

However, talent is a fluid mix of framed experience, values. Contextual information and expert insight that is created by social interaction among individuals and organizations depending on a particular time and location (Wandia, 2013).Organizations are therefore keen in maintaining their leadership in customer care i.e. (Safaricom Limited Kenya; a communication company .It has entrenched talent management as part of their strategies

for growth. Early retirement has been identified as a factor that plays a major role in scarcity of talents thus the absence of skilled employees to fill the gaps. (Barkhuizen, Welby-Cooke, Schutte, & Stanz, 2014).Proportionately, there is the importance of boosting capabilities and technical know-how employees within Kenya.

In a study by Chemaiyo (2016) on the influence of talent management practices (attraction, training and development, and retention) on service delivery of doctors in Nairobi City County's in the four county hospitals namely: Mbagathi Hospital, Mama Lucy Kibaki Hospital, Pumwani Maternity Hospital, and Mutuini Hospital established a major gap in human resource management as far as human resource is concerned. Kenyan health sector need for talent management practices was inevitable. The doctor to patient ratio is 1:16,000 (against the World Health Organization recommended one of 1:1000), the government had for the first time hire expatriate doctors from Cuba to ease the burden (Ndiso, et.al, 2016). Further, the 2010 constitutional amendment in the country which devolved health management to the counties had exacerbated the management of doctors and other health workers (through delayed pay, harsh working conditions, etc.), this led to an attrition of such professionals from counties (Omala,

2017). Yet in order to attain Universal Health Coverage (UHC) as well as make progress on Sustainable Development Goal (SDG) three on healthy lives and well-being at all stages, it is important that intentional investment is made on health workers, and more so doctors.

The hospitality industry in Kenya is no exception in pursuit of effective organization management. Human resource remains a critical component in achieving productivity. Notably(Makworo.et, al (2019) states that this contribute immensely to the government revenue of 62% and 38% respectively from the Tourism sector, Despite the contribution to the economy, (Abuya & Shale, 2018) emphasizes that the industry faces a lot of challenges; employee retention and performance translating into massive losses. Just to site a few specifically Sarova, Hilton, Serena among the giants have experienced negative employee talent retention and performance. In Nyeri County, the Fairmont Kenya Safari Club, Outspan Hotel, and Naro Moru River Lodge have recorded the reduction in service delivery and performance. This study therefore investigated by

providing empirical evidence concerning the effects of talent management on service delivery within the hospitality industry in Nyeri County.

1.2 Statement of the Problem

The hospitality industry in Kenya remains to be a key source of government revenue with both domestic and foreign travel spending accounting for 62% and 38% respectively as far as direct travel and tourism are concerned (Abuya & Shale, 2018).The country has been realizing exponential growth in revenues, wherein 2018; an estimated $1.3 billion was collected (Makworo, Muhoho, & Mugambi, 2019).Despite this, the industry faces a lot of challenges, it has shown resilience and has not been extremely affected by market volatilities; employee retention and performance translating into massive losses. In Nyeri County, the Fairmont Kenya Safari Club, Outspan Hotel, and Naro Moru River Lodge have recorded the reduction in service delivery and performance. The study done has provided fodder in its empirical approach and in depth analysis of issues that affect talent management on service delivery within the hospitality industry in Nyeri County.

1.3 Study Objectives

1.3.1 General Objective

The broad goal of this research was to explore the effect of management of talent on service delivery in the hospitality industry.

1.3.2 Specific Objectives

i. To explore the effect of talent attraction on service delivery in the hospitality industry in Kenya.
ii. To evaluate the effect of talent retention on service delivery in the hospitality industry in Kenya.
iii. To assess the effect of learning and development on service delivery in the hospitality industry.
iv. To determine the effect of career management on service delivery in the hospitality industry.

1.4 Research Questions

i. This study was steered by the four listed research questions for the realization of the broad objective:
ii. How does talent attraction affect service delivery in the hospitality industry?
iii. How does talent retention affect service delivery in the hospitality industry?
iv. How do learning and development affect service delivery in the hospitality industry?
v. How does career management affect service delivery in the hospitality industry?

1.5 Significance of the Study

This study stands pivotal to the stakeholders within this business sector evaluating the worthiness of managing talent on service delivery with a focus on increase sales hence profit; the return on invested capital, competitiveness and productivity. This study also provides a learning opportunity for organizations to acknowledge the various talent administration methodologies such as talent retention, attraction, development, learning, and career development which are fundamental in advancing their service delivery. The findings of this study are also vital in influencing key management decisions within and organizations and externally especially with a focus on talent management not only within the country and in East African Community since political as well as socio-economic and cultural practices are similar. This is important to investors who would like to venture into the hotel industry.

1.6 Scope of the Study

This research explored the effect of management of talent on service delivery in the hospitality industry in Kenya; Nyeri County with a primary focus on three hotels; which included the Fairmont Kenya Safari Club, Outspan Hotel, and Naro Moru River Lodge. The study involved the top management, middle management and subordinate staff employed from 2011 to 2020 in providing the vital information. The target population for the study adopted a target sample of 104 employees drawn from the three selected hotels in Nyeri County.

1.7 Limitations

This research had foreseen an initially delayed or inactive feedback from the respondents owing to the fact the industry by its nature is labour intensive and normally

with busy schedules. This made the administration of the questionnaires challenging however, this particular limitation was tackled by consistent follow-ups to the participants (purposive sampling). These follow-ups sometimes were mainly by telephone calls, emails, and going to the hotels in person and meeting the participants with the assistance of a designated research assistant. The process involved use of volunteer research assistants and some resources coupled with proper strategic and logistical planning to cut on the costs. Time constraint due to the magnitude of the research is expected but the research team devoted itself and worked extra hours in order to accomplish the research project. Confidence of the interviewees was up held through the research introduction letter from the university which was issued to the respondents as well as the license to conduct research issued by the Commission for Science, Technology, and Innovation (NACOSTI) these documents assured the respondents that the study was specifically for academic purposes.

1.8 Definition of Terms

Attraction: In the present investigation, the term refers to the ability of a particular phenomenon to be desirable. Attracting entails practices and policies applied in selecting and recruiting talented persons. In the study, the definition was applied to imply the capability of selected hotels in Nyeri County to attract the appropriate and right talents.

Career management: This refers to the collection of standardized order and subsequent administration liberty of an individual's specialist career. With results of prosperous career administration comprise goal achievement and personal fulfillment.

Learning and development: This means academic endeavours or exercises in a firm designed to foster the performance and fulfillment of workers learning and development. Consequently, in this study, the term is used to denote all employee development initiatives and educational practices conducted by the selected hotels in Nyeri County.

Retention: The term is applied to demonstrate the efforts of hotels to maintain or promote a working environment that enables the current employees to remain with the firms. In the context of the present research, the definition is employed to show the hotels' capability on employee retention.

Service quality: Refers to the outcome of the comparisons, which clients make between the expectations they have and regarding services and their perception of how service has been presented or performed.

Talent: This refers to individuals' capabilities, including their skills, intrinsic gifts, character and drive, intelligence, knowledge, attitudes, experience, and judgment. In this context, the definition in the present research refers to workers who possess special capabilities to undertake certain tasks.

Talent Management: This term is used to denote the active management systems exploited by firms to identify, develop, capture, nurture, utilize, and grow the talent of workers to the benefit or advantage of the organization and the work team.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, the literature is reappraised from the various elaborate studies that illuminate this research. Additionally, the literature review is important in elaborating on the relationship between service delivery as a dependent variable and talent retention, learning and career development, and talent attraction as independent variables. This conceptual and theoretical framework is presented to guide the study. Lastly, this chapter outlines the research gaps.

2.2 Theoretical Review

The present study is guided by two theories that include the service quality model (SERVQUAL model) and the theory of talent attraction.

2.2.1 Service Quality Model (SERVQUAL Model)

The degree in excellence in service is anchored on perception; the quality in the hospitality industry regards the customers' all-round service experience. According to Zammuto et al. (1996) and Parasuraman et al. (1988), beheld service excellence can be construed as the judgment of a customer concerning an entity's overall superiority or experience and can be anchored on the appraisal of several services engaged in by clients visiting hotels and clubs. The service excellence of a company is the level or extent to which the hotels can satisfy the needs of customers. SERVQUAL means service quality as the gap (contrast) between the expectation of a client for a service offering and the client's perceptions of the service received. Gibson (2009) argues that four major themes provide crucial hints of realizing efficient service quality control. Therefore, efficient service quality can be cast conjured up in terms of four key gaps or discrepancies regarding executive perceptions roles related to service delivery to clients and executive perceptions of service quality (Zeithaml et al., 1990). The five broad gaps or themes were as follows:

- Gap 1: Customer Expectation—Management Perception;
- Gap 2: Management's Perception—Service Quality Specification;
- Gap 3: Service Quality Specification—Service Delivery;
- Gap 4: Service Delivery—External Communication; and

- Gap 5: Expected service-perceived service gap

Three scholars, Zeithaml, Parasuraman, and Berry (1990) came up with the notion that the initial four gaps are considered to be of paramount supporters to the gap(s) between customer perception and client expectation, which was marked as Gap 5. Besides, all four gaps affect the overall gap between the expectations of customers and service quality perception (Gap 5). For example, if the discrepancy between management perception and customer expectation (Gap 1) which regards the misconceptions of the organizational administration about customer expectation is all greater, the overall gap (Gap 5) is bound to be greater due to resources being directed to aspects of service quality that customers consider not being important. Gap 2 entails the gap between awareness of expectations of customers and the translation of such awareness into viable and appropriate service standards (Parasuraman et al., 1988; Zeithaml, Parasuraman, & Berry, 1990), which, if positively influenced, plays a critical role in reducing Gap.

According to Zeithaml et al. (1990), Gap 3 occurs when the firm's service delivery performance fails to meet the standards, which suggests that it, does not meet or achieve customers' expectations (Gap). In this context, it suggests the value of having the right systems and employees to realize the companies service standards and foster quality service delivery (Gap 3), which has a significant effect on the customers' perception of service quality (Gap 5). From the model, Gap 4 entails the discrepancy between external communication and service delivery. In this context, when hotels deliver services as promised, Gap 4 becomes narrowed and this also affects the assessment of service quality (Gap 5) by clients.

2.2.2 Theory on Talent Attraction

Strongly rooted in Maslow's need hierarchy theory, the notion of attracting talent is exemplified and supported on the assumption that individual needs can be classified into five key fields that include psychological needs. The psychological needs should be settled before the other four. Organizations engage in a vital and important role in assisting staff members to satisfy these needs through appropriate working surroundings, competitive remuneration, and other edging benefits (Hall & Nougaim, 1968).In the study, Maslow's concept can be applicable in the sense that appropriate management can be put in place to entice employers on supportive working conditions. Collectively, after obtaining psychological needs, staff members need fundamental safety. In this scenario,

the employees covet need protection from injuries as well as protection from job insecurity.

The organization can entice and fulfill some needs through favourable retirement benefits, job safety, improved working environment, and comprehensive medical covers (Wahba & Bridwell, 1976). Thus employees are enticed in organizations that can cater for their needs. Also, social needs; has the concept of being accepted by others. Social needs involve acceptance and interactions of various diverse groups, love, and affection. Members of staff in a company are easily drawn to organizations that can cater for their social needs by befitting connections and work-life balance (Hall & Nougaim, 1968). Correspondingly, self-esteem pertains to the notion of others within work surroundings. Self-esteem is boosted by engaging with a good employer. Similarly, behaviours that are private and not rewarded are likely to be repeated.

Unfavourable traits or behaviours are punished, and thus, individuals in many scenarios would avoid them. Many organization administrators influence traits deemed important e are proposed, which include continuous and intermittent (Corr, 2004).The study suggested that the influence of behaviour is related to learning and development approaches outlined by trainers. The stage of individual success in the development of a career is largely determined by the implementation of career self-concept. Similarly, the career concept involves personality's ordeals, values, and skills and manner within which they're applied to various life roles (Wylie, 1974). Individuals with ordeals of new things or scenarios learn more about work; unlocking potential and fosters career choice.

Furthermore, employees with the notion that their input fails to match the bonus contributed, end up doing little, or even leave for greener pastures. During this study, the equity theory is crucial for retention of talent since a better degree of influence on employee perceptions.

2.3 Empirical Review

2.3.1 The Hospitality Industry in Kenya

According to Abuya & Shale (2018), the hospitality industry in Kenya is considered to be one of the top revenue earners in the economic sectors and continues to post good results yearly. In

2018, Kenya earned an estimated 1.3 billion US dollars based on tourism expenditures. Similarly, Makworo, Muhoho, and Mugambi (2019) argue that even though the industry faces challenges, it has shown resilience and not is extremely affected by market volatilities. Likewise, Hassan (2018) stresses that with the high amount of revenue generated; the industry can be described as being at the epicentres of the country's development agenda. The growth in the hospitality industry and particularly the hotel sector has been buoyed by both domestic and international tourists, whose numbers continue to increase exponentially. For instance, hotel bed nights occupancy increased from 7.2 million in 2017 to 8 million in 2018 (KNBS, 2019). Similarly, the number of domestic travelers rose by 16% during the same period. The study focused on three hotels in Nyeri County, namely: the Naro Moru River Lodge, the Fairmont Mount Kenya Safari Club, and the Outspan Hotel. The Naro Moru River Lodge is a comfortable lodge facility situated off Nanyuki-Nyeri road. The lodge is located at an altitude of 1,983 m. The lodge provides its clients with a wide range of services, including 36 spacious rooms, self-service cottages, and country homes. Moreover, customers are offered dining facilities that serve traditional African dishes and international cuisines. While at the facility, the guest may enjoy climbing Mount Kenya, game drives, bird watching, and excursions alongside other outdoor and indoor sporting activities. On the other hand, the Fairmont Mount Kenya Safari Club is constructed in more than 100 acres.

The hotel offers a unique blend of adventure, relaxation, and comfort. The Club was founded by William Holden. The Fairmont Mount Kenya Safari Club has a total of 120 luxurious rooms that give clients a good vacation experience alongside quality cuisines. Also, the Club provides a variety of recreational facilities, such as golf, croquet, horse riding, table tennis, an animal orphanage, a bowling green, and swimming, among others. The facility offers specialized attention to clients to appreciate and relax in the superb setting of the Club.

The Outspan Hotel was established by Eric Walker Sherbrooke in the 1920s. The hotel is constructed on approximately 28 hectares of land overlooking a gorge in the Aberdare Range. The hotel boasts of 45 spacious rooms which are all en-suite on an estimated 20 acres of garden.

2.3.2 Effects of Talent Attraction and Service Delivery

According to Schiemann (2014), to entice good talent, requires numerous tools and procedures including employer branding, what an employee wants, the hiring process, and selection. While hiring, organizations make use of various techniques or procedures of getting the appropriate talent that corresponds with the value and organizational culture. The argument is supported by Kontoghiorghes (2016), who note that hiring individuals of the talent pool are taken under consideration because of the prompt function of management of talent procedure. A talent pool consists of a group of employees who have special expertise as well as unique skills. Similarly, Kontoghiorghes (2016) and Raman et al. (2013) suggest that the avenues of talented employees are internal or external.

The foremost appropriate channel of constructing a talent pool is that of focusing on internal avenues since employees already understand how their business processes work. An organization that wishes to bring along changes that are radical or renew the culture, the foremost effective procedure is to target external sources Festing and Schäfer (2014) and Jago and Deery (2015). Ingram (2016) notes organizational managers should consider the approach of hiring and working to develop talented staff is crucial to attaining organizational goals and objectives.

The members of staff with capabilities and competent must be retained or attracted to perform and increase service delivery. According to Festing and Schäfer (2014), Dries (2013), and Cappelli and Keller (2014) report that for firms to achieve hiring the proper talent there's a requirement to use talent search matrix to point out varying combinations of quantitative and qualitative of the potential worker. Similarly (Collings, 2014) argues the matrix allows employers to fret on characteristics wanted for the work in terms of profile, potential, expertise, experience, and qualification. Additionally, Al Ariss, Cascio, and Paauwe (2014) and Abuya and Shale (2018) insist that prospect, qualification, and expertise are important to personnel in the near future and thus the best interest of the institution.

On the other hand, Barkhuizen (2014), Welby-Cooke, Schutte, and Stanz (2014) insist that the running of an organization must ensure the organization has a favourable brand. Branding involves the constant evolution of an organization's image to attract

prospective employees. It's evident, that to attract the appropriate talent, firms should engage in branding Barkhuizen, (2014). Similarly, institutions that can manage corporate brands in the right way have a positive and competitive edge in the global market. A company that lacks a positive brand cannot attract talents (Barkhuizen, 2014; Cappelli & Keller, 2014; Festing & Schäfer, 2014).

According to Barkhuizen, Welby-Cooke, Schutte, and Stanz (2014), companies that are highly ranked have traits of consistent and crystal clear messages about themselves this leads to major pull of top talent. In the same way, this scenario is endorsed by Al Ariss, Cascio, and Paauwe (2014), an employee value proposition is explained by the ability to perceive the worth of a firm seeking to recruit him or her. Also, Kontoghiorghes (2016) and Al Ariss, Cascio, & Paauwe (2014) argue that the value proposition of members of staff is gauged by the nature of the challenge the job has, training, work environment, reputation, flexibility, and opportunities in the organization. To have a better performance, institutions must engage in an extensive evaluation of how and what they give to their new and current employees which creates a fair and favourable value exchange. According to Meyers, Christina, van Woerkom, and Dries (2013) and Kasemsap (2016), the value proposition in an institution is outlined by its mission, records, reputation, and image.

Companies must position themselves or brand as the organization of choice to work for. Thus institutions must strive to possess a positive image when it comes to rewarding their staff members and employing their work environment. Raman et al. (2013) and Meyers, Christina, van Woerkom, and Dries (2013) suggest that the attraction of talent has an immediate impact on organizational service delivery, thus performance. Equally, how the employer positions themselves, as well as the way they communicate, is important in deciding if the appropriate talent will be attracted to the company.

Study findings have shown that delivery of service within the hospitality industry is dependent on attitude utilization of human capital rather than physical capital (Raman, Chadee, Roxas, & Michailova, 2013; Rauch, & Rijsdijk, 2013; Schiemann, 2014). In Kenya, the value of management of talent in an organization’s context is to promote future-orientation in terms of appropriate skills for growth in the unpredictable market. At the moment, the shortage of talent in Kenya is encountered by many organizations

and impacts their service delivery and performance irrespective of the industry. According to Thunnissen and Gallardo-Gallardo (2015) and Raman, Chadee, Roxas, and Michailova (2013), the capabilities or skills most of the employees have does not equal the intricate and advanced abilities needed by the market.

The arguments are supported by Sparrow and Makram (2015) and Al Ariss, Cascio, and Paauwe (2014), the ever-growing skills gap due to ineffective and outdated procedures of management of talent leads to various deterrents that threaten the worldwide business economy. Rauch and Rijsdijk (2013) study of human resource officials showed that new staff members with poor skills, inability to retain critical talent, and Baby Boomer retirement altogether add to significant dangers or problems to the performance of businesses. Moreover, Schiemann (2014) and Al Ariss, Cascio, and Paauwe (2014) observe that the beginning of the world becoming a global village has resulted in employees who are talented and don't stay with their expertise in one locality. Consequently, Raman, Chadee, Roxas, and Michailova (2013) and Tatoglu, Glaister, and Demirbag (2016) argue that such employees seek better jobs and positions in companies or organizations across the world. Owing to this trend, most experts are more focused on the likelihood of retention and competition for talents globally. Similarly, Thunnissen et al. (2013) and Teck-Hong and Yong-Kean (2012) argue the emphasis now is pegged oh hiring, retention, development, and management. Several studies that have dredged into the review of the relationship between service delivery and management of talent process from Nigeria and Malaysia.

2.3.3 Effects of Talent Retention and Service Delivery

According to Tatoglu, Glaister, and Demirbag (2016), talent retention is an essential procedure to encourage employees to stay in an organization for a longer period. A higher employee turnover rate within a firm is detrimental since it reduces the level of productivity and increases the cost of attraction (Jago & Deery, 2015; Sparrow & Makram, 2015). As a result of this, immediate cost arises in terms of transition costs; succession costs thus reducing performance, lowers employee morale, addition overtime, and loss of production. According to Thunnissen (2015), two talent retention plans that can be applied include intrinsic and extrinsic incentives; where the latter consists of financial rewards that can fulfill the employees' psychological needs. Contrary, intrinsic

incentives are not financial and satisfy employees' psychological needs (Thunnissen, 2015; Teck-Hong, and Yong-Kean, 2012; Thunnissen, Boselie, & Fruytier, 2013). However, monetary reward is considered as the best form of incentive to retain talents in an organization.

According to Thunnissen, Boselie, and Fruytier (2013) and Thunnissen and Gallardo-Gallardo (2015), the crucial factors of talent retention consist of employee motivation and satisfaction.

Organizations that have royal employees tend to remunerate them competitively. Similarly, Al Ariss, Cascio, and Paauwe (2014) argue that procedures for retaining employees include a good pay, motivation, signing bonuses, and stock options with a clause for maturity.

Moreover, Teck-Hong and Yong-Kean (2012) and Tatoglu, Glaister, and Demirbag (2016) report organizations can do well if they invest considerable resources in employee retention. A good example is offering workers with a competitive remuneration package including disability insurance with flexible working hours, work-life balance and life insurance retains and motivates workers to be committed to the firm (Barkhuizen, 2014; Sparrow and Makram, 2015; Tatoglu, Glaister, & Demirbag, 2016). Thus salaries offered to employees must be viewed as the sum of money and remuneration package to be considered as a retention variable. Consequently, Christina Meyers, van Woerkom, and Dries (2013) argue that the notion on equity is paramount both externally and internally. This comprises the perception of an employee about their pay in comparison to others who occupy similar positions in the same organization. On the other hand, external equity refers to the perception of fairness of pay package for employees working in the same industry. According to Ingram (2016) to have effective polishing of talent, workers must be offered both extrinsic and intrinsic incentives. When a job description is involving and exciting, workers put more effort into playing their roles and hence resulting in increased productivity. Similarly, Tatoglu, Glaister, and Demirbag (2016) and Tan (2014) opine that successful talent retention needs effective planning for achievement of the firm's objectives.

Where the employees feel that the reward and compensation framework is biased; career progression can be severely hampered (Thunnissen, 2015; Al Ariss, Cascio, & Paauwe,

2014). Consequently, talent retention entails that an organization strives to retain the most talented employees who have a higher likelihood of exiting the organization. Evidence suggests that companies are not always in a position or successful at talent retention (Raman et al., 2013; Tatoglu, Glaister, & Demirbag, 2016; Sparrow, and Makram, 2015). However, Schiemann (2014) reports that such organizations can make use of tried and tested procedures to achieve better results. Retaining talent within a firm is impacted by demographic factors like gender, age, hiring and selection, learning opportunities, reward, performance recognition, company image, and employees' profile. The study has revealed that younger workers often interchange jobs frequently compared to the older ones who seek stability and job security (Barkhuizen et al., 2014; Rauch &Rijsdijk, 2013; Randhir, 2018). Organizations need to appreciate the in-house pool before seeking outside. By considering the internal employees boost their morale and allow career growth and development.

2.3.4 Effects of Learning and Development

The procedure of developing a talent consists of changing an organization, the employees, teams, and stakeholders through unplanned and planned to learn to attain and ensure a competitive edge for the organization. Previously, businesses have adopted several unique strategies to approach business growth and development (Barkhuizen et al., 2014; Makworo, Muhoho, & Mugambi, 2019; Al Ariss, Cascio, & Paauwe, 2014). Similarly, Raman, Chadee, Roxas, and Michailova (2013) and Rauch and Rijsdijk (2013) report the ability to comprehend the development of talent strategies that enable organizations to operate successfully in the market place. Thus, organizations that advances learning and development, understand that the practice of proper learning and development starts with workers. They strive to locate employees who need learning and development, the period for learning, and the level needed. Likewise, Randhir (2018), notes that organizations with first-class strategies for learning and development can show the needs of employees in enlightening and unequivocal terms.

Moreover, Thunnissen and Gallardo-Gallardo, 2015) argue that for the realization of business goals, hiring and development of employees is of fundamental importance. Besides, Rauch and Rijsdijk (2013) and Al Ariss, Cascio, and Paauwe (2014) report a major need for learning and development as a result of rampant changes in the market that must be met with appropriate mechanisms towards gaining a competitive edge. The

worthiness of learning and development in such scenarios must be realized because for an organization to remain competitive it must acquire new skills and knowledge; thus new procedures of operations resulting in quality service delivery. (Jago & Deery, 2015; Al Ariss, Cascio, & Paauwe, 2014; Abuya & Shale, 2018).Today's market, learning, and development are largely proving to be vital towards the management of talent in various firms around the world. Barkhuizen (2014) states that in some organizations, learning, and development is termed as a pivotal process applied in minimizing leadership-related gaps for crucial positions providing an opportunity for the best talents to sharpen their skills for future roles (Collings, 2014; Barkhuizen, Welby-Cooke, Schutte, & Stanz, 2014).

For some firms, learning and development is seen as the lens of a constant stumble and administrative procedure rather than a competitive advantage. Furthermore, Barkhuizen, WelbyCooke, Schutte, and Stanz (2014) argue that in the face of tough economic times, firms tend to ignore inadequacies emanating from the career management process. However, Barkhuizen, Welby-Cooke, Schutte, and Stanz (2014) and Abuya and Shale (2018) observe that in the present global economic downturn, the importance of organizations to set up as well as manage the best talent to perform important duties is key. According to Thunnissen and Gallardo-Gallardo (2015), learning and development is a procedure impacted by organizations to enable workers experience and ensure the right qualifications are available when needed by an organization.

In this context, Cappelli and Keller (2014), and Collings (2014) report that the human resource department is at the epicentre of enticing talent and appraisal of personnel. Also, the human resource department should create and manage a talent pool through constant training on important skills required by the organization at the moment and in future to attain full exploitation of potential for the organizational improvement (Sparrow & Makram, 2015; Dries, 2013; Festing & Schäfer, 2014; Hassan, 2018). According to research conducted on skills and development by Ingram (2016) that aimed at checking on the role that government plays in training and the report revealed stumbling blocks that various governments face in implementing training programs (Al Ariss, Cascio, & Paauwe, 2014). Furthermore, the report revealed that many governments prioritized policy compared to approaches meant towards realization of these policies (Ingram, 2016). This research concluded that Africa is far from addressing

the challenges of skill development. The study further revealed a lack of approaches to tackle the challenges of skill development in the informal sector which is the backbone of most countries in Africa (Barkhuizen, Welby-Cooke, Schutte, & Stanz, 2014; Jago & Deery, 2015; Kontoghiorghes, 2016). Changes are needed both in the public and private sectors for training skills that add value to the workforce. Research reveals that poor learning and development of the workers impacts on effective performance (Barkhuizen, 2014; Al Ariss, Cascio, & Paauwe, 2014). The right approaches must result in the promotion of learning and development for increased organizational performance. The development of talent is so important in gaining a competitive advantage in firms. Furthermore, Cappelli and Keller (2014) and Collings (2014) states that creating as well as developing the managers' abilities, keeping the best talent, focussing on the shortages of administrative talent, and creating succession pool depth are critical challenges that human resource and business leaders face.

2.3.5 Effects of Career Management and Service Delivery

According to Barkhuizen, Welby-Cooke, Schutte, and Stanz (2014), career development is a procedure whereby individuals gather data concerning the skill. (Tatoglu et al., 2016) states that the values, capabilities and strengths that allow one to attain career growth, and realization of career goals. Similarly, Tatoglu, Glaister, and Demirbag (2016) and Teck-Hong and Yong-Kean

(2012) came up with an argument that from a firm’s view, lack of motivation for workers to plan career growth leads to the shortage to fill available vacancies, it also leads to misuse of resources set aside for training and development approaches, and reduced worker commitment (Cappelli &Keller, 2014; Al Ariss, Cascio, & Paauwe, 2014; Barkhuizen, 2014). Having a career development plan, organizational leaders can mentor their employees to ensure they realize career growth.

In return, Barkhuizen, Welby-Cooke, Schutte, and Stanz (2014) point out that career development is considered a combined effort between the firm and a worker. The development of a career outlines lifelong management, learning, and work. This is a process that involves employee planning, deciding on career choices, education, training, and developing crucial knowledge and skills, Festing & Schäfer, 2014; Jago & Deery, 2015).

Blackman and Kennedy (2013) administrated research to work out the link involving plans on succession and management of talent procedures by promoting both inferential and descriptive statistics. This particular study found that plans on succession and management of talent within government institutions met the expectations and thus, impacted talent retention, absorption, and development. The particular elements drove the institutions away from the desired competitive edge (Kontoghiorghes, 2016; Makworo, Muhoho, & Mugambi, 2019).

The study gives insights into the link between talent management and career development. The study was unable to give a detailed discussion on this aspect, it's clear that the variables aren't mutually exclusive (Blackman and Kennedy, 2013; Raman, Chadee, Roxas, & Michailova, 2013). Firms with clear plans on the succession of administrative posts, get a higher return on investment in regards to organizations that lack the practice. Additionally, Rauch and Rijsdijk (2013) state several factors of career management include career development and planning for worker progression and growth; therefore career planning results in guidance besides encouraging workers to grasp their capability. Similarly, (Thunnissen & Gallardo-Gallardo, 2015) argue that workers that need to fill job openings within the long run are taken through the development process over a period of time. (Thunnissen & Gallardo-Gallardo, 2015). A scheduled strategy for career progression gives an organization a great level of talent from within it; it also helps in the optimal use of managerial resources. The arguments are supported by Teck-Hong and Yong-Kean (2012) that when workers can achieve their growth aspirations, the performance is satisfactory. A firm’s survival and growth in the current ever-changing market, the constant development of its personnel is desirable (Collings, 2014; Tan, 2014). Career planning is taken under consideration as an integral component of human resource management, organizational growth, and productivity improvement.

2.4 Service Delivery

According to Al Ariss, Cascio, and Paauwe (2014), in an organization, various strategies are put in place to gauge performance and classified into five categories that include operational performance including service delivery, financial performance, employee satisfaction, customer satisfaction, learning, and growth. On the other hand, Abuya, and Shale, (2018) and Barkhuizen, Welby-Cooke, Schutte, and Stanz (2014) argue that

financial performance of a corporation is often gauged by overall profitability, competitive position, market share, profit improvement, growth in sales volume, and income.

Similarly, operational performance is measured by timelines, productivity, quality improvement, overall quality performance, production performance improvement, and waste reduction. Correspondingly, Thunnissen, and Gallardo-Gallardo (2015) report employee satisfaction are set by morale, growth, and productivity. According to Barkhuizen (2014) and Al Ariss, Cascio, and Paauwe (2014), management of talent procedures assists in having a permanent competitive edge, while innovations are replicated by competitors and cause temporary competitive advantages. Similarly, Cappelli and Keller (2014) and Barkhuizen, Welby-Cooke, Schutte, and Stanz (2014) argue that by properly managing the talent procedures it leads to sustained competitive edge. Therefore, Raman, Chadee, Roxas, and Michailova (2013) observe that it reflects the firm's processes of enticing, keeping, motivating, managing, and rewarding talent. The talent in an effective organization makes use of abilities that are hard for competitors to replicate. On the same, talents give a potential long-term competitive edge that assists an organization realize the value of its management and integration into the business strategy for excellence (Collings, 2014; Rauch & Rijsdijk, 2013). Furthermore, Schiemann (2014) and Tatoglu, Glaister, and Demirbag (2016) observe that management of talent is important in bringing along performing groups with increased innovation that solves challenges facing the organization. This can be realized through competent and skilled personnel in specific areas (Dries, 2013). Thus organizations that perform well invest in the management of talent of their workers to realize certain conditions like the business environment. Management of talent requires that workers experience both extrinsic and intrinsic rewards for the work done to extend productivity.

The arguments are supported by Tan (2014) and Tatoglu, Glaister, and Demirbag (2016), who opines that Firms that ensure administration of their talent in the right way aid in providing quality service delivery, thus the best results for the shareholders.

2.5 Service Quality

Service quality refers to the assessment of how delivered services address clients' expectations. Businesses, organizations stress on assessing the quality of services

provided to their clients to effectively identify problems or challenges, improve services, and conduct a better evaluation of customer satisfaction. According to Ismail and Yuan (2016), service quality is construed to be a comparison between performance and expectations. Service quality is a multi-faceted construct that aids current businesses in developing competitive advantage and differentiation. Effective and well-developed service quality is characterized by five dimensions, which include reliability, tangibility, empathy, assurance, and responsiveness.

Similarly, El Saghier (2015) argues that service quality relates to attitude regarding the holistic superiority of the service. In this regard, the current study will apply the SERVQUAL model that utilizes the five generic dimensions, including empathy, tangibility, responsiveness, reliability, and assurance. Several service providers in various industries have employed the SERVQUAL model to conclusively evaluate their facilities alongside employee abilities in meeting consumer expectations (Teck-Hong and Yong-Kean, 2012). In the contemporary business environment, organizational success is based on its ability to meet the expectations of clients consistently. According to Minb and Huu (2016), client satisfaction is a crucial objective that business entities give priority to achieving lasting relationships with customers. In agreement, Yarimoglu (2014) reported that service quality is measured by analyzing the different gaps in service delivery, communications, knowledge, the overall quality, and policy.

2 5.1 Tangibles

According to Yarimoglu (2014), the tangibles based on the SERVQUAL model entail physical facilities, the physical appearance of employees, and equipment. Randhir (2018) observed that this dimension is utilized in monitoring whether the hotels offer appealing facilities. The tangible is comprised of observable elements by the clients because they are applied by firms to show appearance and excellence (Minb & Huu, 2016). In this regard, the tangible features include the appearance of personnel, equipment, and physical facilities. Similarly, Teck-Hong and YongKean (2012) argued that the tangibles can enhance consumer satisfaction if hotels have appealing facilities and presentable employees that exude a “wow” effect.

2.5.2 Reliability

According to Palmer (2014) and Minb and Huu (2016), reliability entails accurate performance and dependability that contribute to customer satisfaction. In the scenario of the present study, the SERVQAL model was utilized to determine whether hotels provided services as promised. In support, Yarimoglu (2014) the service quality model emphasizes the behaviour of people and pleasantness. Reliability entails the ability of a firm to ensure that the services offered are accurately and timely to the customers. Similarly, Jiang and Zhang (2016) and Teck-Hong and Yong-Kean (2012) argued that for services to be reliable; companies should have the knowledge and well-trained staff, handle concerns and complaints promptly, deliver a service as promised, and perform services conveniently.

2.5.3 Responsiveness

According to Yarimoglu (2014), the responsive component of service quality is anchored on providing prompt service. This means the timeliness of offering services, quick response to client needs; the workers willingness to avail services that ensure end-user satisfaction. Palmer (2014) and Randhir (2018) reported that responsiveness ensures that clients are given prompt services. Responsiveness in the hospitality industry can be evaluated by focusing on the capability of employees to give personal attention to customers, willingness to clarify inquiries from clients, and to be available when needed by customers (Cho et al., 2018; Teck-Hong & Yong-Kean, 2012). Therefore, understanding the association between responsiveness and service quality is paramount in improving the quality of the service in the hospitality industry.

2 .5.4 Assurance

The assurance dimension of service quality requires workers to inspire confidence and courteousness alongside knowledge and trust (Randhir, 2018). According to Peng and Moghavvemi (2015), clients often feel safe when undertaking various transactions within a company or organization due to the assurance of quality. The employees need to be understanding and reassuring. Similarly, Peng and Moghavvemi (2015) emphasized that assurance entails employees' courtesy and their capabilities to effectively assist clients to realize needs. In this regard, assurance in the hospitality industry fostered through safe places for customers, building confidence, and convenient service delivery. In support, Naik et al. (2010) and Teck-Hong and Yong-Kean (2012) observed that firms ought to

give priority to client related concerns to promote security and create a positive perception toward service quality in their companies.

2 .5.5 Empathy

According to Ismail and Yunan (2016), empathy calls for individualized attention from a firm's employees towards clients. In agreement, Palmer (2014) and Randhir (2018) reported that the company needs to exhibit the capability to care about enhancing client satisfaction based on the services offered. Moreover, empathy revolves around the attention and care offered by an organization to its clients. In the hospitality industry, satisfaction with service quality significantly depends on the attention and concern showed by employees (Teck-Hong and YongKean, 2012; Minb and Huu, 2016).

2.6 Conceptual Framework

The conceptual framework gives an illustration point of examining the connection between dependent and independent variables. Below conceptual framework outlines the relationship between talent management (independent variable) and service delivery (independent variable). The variables that affect service delivery in the hospitality industry involve the attraction of talent, keeping talent, career administration, learning, and development. Still, on the same the research predicts the components of good service delivery to be reliability and responsibility.

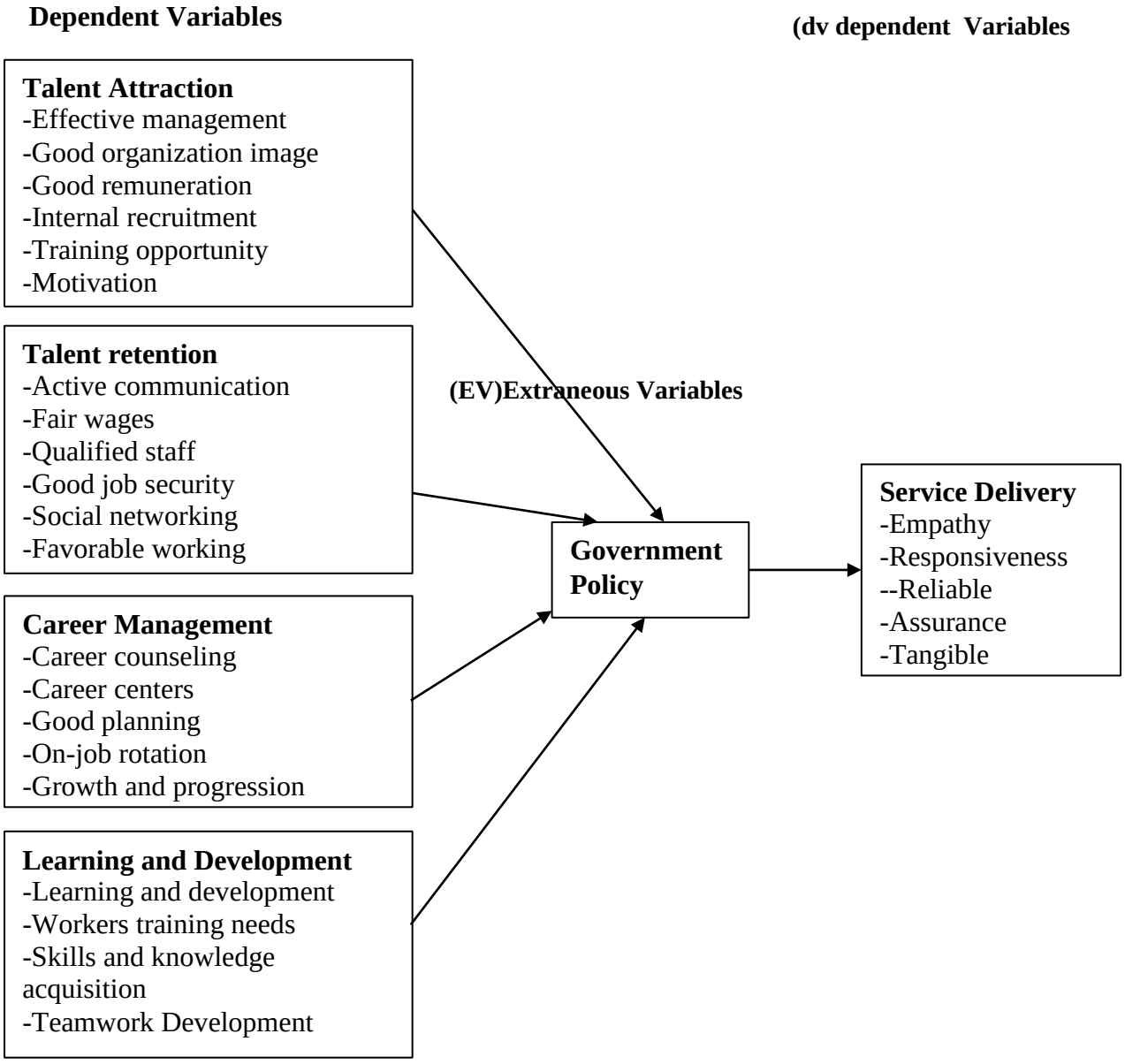


Figure 2.1: Conceptual Framework
Source: Researcher (2019)

KEY

Direction of relationship



Variables in the study

2.6.1 Explanation of variables under the study

In the figure 2.1 above illustration, Oso and One (2008) explains that this is a kind of relationship between variables in this study. This presents a conceptual; model where variables are shown in units of boxes and networked arrows. This model was congruent

with the study because of its clarity and ease in understanding. The Independent Variables (IV) of talent detainment, talent attraction, career administration and learning was pivotal in the study. They had influence on service delivery in the hotel industry as the (DV) dependent variable. The government policies as an extraneous variable.

2.6.2 Summary and Gap in Existing Literature

The management of talent impacts on service delivery in the hospitality industry. Globally, there is high competition for the available markets, and companies need to adopt appropriate strategies to acquire a competitive edge. The management of talent involves talent attraction, talent retention, leadership and development which are crucial in working towards improved service delivery within the hospitality industry. In this scenario, talent attraction enables an organization to get the skilled-manpower available in the market. Other than skills, organizations strive to get workers who exhibit a passion for their work.

From the reviewed literature, a crucial component of learning and development in a firm is to promote or foster effective strategies that are adopted to allow regular training of employees on their various roles, foster learning of new tasks, and therefore, contribute to improved service delivery in an organization. Moreover, talent retention was determined to be critical by many companies because it enabled employees to grow career-wise. The rationale could be that talent retention touches on the nature of workers, who are attracted to the firm, learning and development occurring in the company, and how the overall careers of all employees are undertaken. The review established that there is a significant relationship existing between service delivery in the hospitality industry and talent retention due to improved empathy, responsiveness, assurance, and reliability. Also, career management is deemed to be crucial to any company in the hospitality industry because it influences service delivery. Several surveys that were taken into consideration employed performance measures such as employee morale, productivity, profitability, and competitiveness to gauge performance.

CHAPTER THREE
METHODOLOGY

3.1 Introduction

This particular chapter outlines the location of the research. The study focuses on the unit of analysis, sampling procedure, sample size, data collection methods, data analysis, validity, and reliability, as well as ethical considerations.

3.2 Study Design

This research adopted a cross-sectional survey design through the application of both quantitative and qualitative approach. This design is predicated on its capability to fluently describe the chosen phenomena about their existence and so reporting the results (Willig & Rogers, 2017).This research adopted the qualitative approach since it seeks to achieve an in depth understanding of the condition or status regarding talent management and service delivery (Vogt, Gardner, & Haeffele, 2012; Willig & Rogers, 2017) Furthermore, descriptive research assists in fact-finding and ends up in the expression of important knowledge principles and meaningful solutions to problems. The tactic used for the collection of data includes questionnaires and interviews with a selected sample (Thomas, 2004).The qualitative approach was utilized to determine the impact of the management of talent on service delivery in the hospitality industry.

3.3 Target Population

In statistics, the target population denotes the specific population from which information is derived (Vogt, Gardner, & Haeffele, 2012). In other words, a population refers to established or set of elements, events, and people, groups of households, or things under investigation to generalize the findings. The target population of 310 employees was adopted from three hotels in Nyeri County, namely: the Naro Moru River Lodge, the Fairmont Mount Kenya Safari Club, and the Outspan Hotel. These employees were drawn from different departments; hence, constituting the target population for the research. The rationale for selecting both junior and senior employees (managers) was because they were all responsible for realizing organizational objectives in their respective firms. Furthermore, managers were chosen because they influenced action plans and budgets in their organization; hence, involved in determining whether the elements or components of talent management leading to excellent service delivery and ultimately organizational performance.

3.4 Sample Design and Procedure

3.4.1 Sample Design

The study employed a stratified sampling procedure to realize the desired (sample of104) for the study. In this context, the subjects were chosen in a manner that the existing subgroups within the target population (310) are reproduced in the sample (Vogt, Gardner, & Haeffele, 2012). In an ideal stratification, every stratum ought to be homogeneous internally, whereas it is heterogeneous with the other strata. Stratification is valuable in circumstances where a researcher wants to investigate the characteristics of each subgroup. The study had heterogeneous strata from the Naro Moru River Lodge, the Fairmont Mount Kenya Safari Club, and the Outspan Hotel.

3.4.2 Sampling Procedure

The study adopted a simple random sampling to select subjects from each stratum. The study applied a 25% coefficient of variation; this margin of variation ensured that the selected sample for the current investigation was large enough and representative of the population to justify generalizations for other lodges and hotels in Nyeri County. Accordingly, the sample formula proposed by Nassiuma (2000) is utilized to realize an appropriate sample.

Sample Size

Calculation n = $NC^2\ C^2 + (N - 1)\ e^2$

= $310\ (0.25)^2 / 0.25^2\ (310 - 1)\ 0.02^2$

= 310×0.0625/ 0.0625 + (309) 0.0004

=19.375/ (0.0625 + 0.1236)

=19.375/ 0.1861

n =**104**

Where:

n = Sample size required for the study

N = Size of Target Population

C = Fixed Coefficient of variation taken between 0 – 30% **e** = Fixed Margin of error considered between 2-5%.

Based on the calculation, the sample size for the study was 104 employees drawn from the three hotels: the Naro Moru River Lodge, the Fairmont Mount Kenya Safari Club, and the Outspan Hotel.

Table 3.1: Sample size

Firm	No. of workers	Percentage of Sample	Sample per stratum
Naro Moru River Lodge	40	13.00%	14
Outspan Hotel	90	29.03%	30
Fairmont Mount Kenya Safari Club	180	58.06%	60
Total	**310**	**100%**	**104**

3.5 Data Collection and Procedure

3.5.1 Data Collection Instruments

Vogt, Gardner, and Haeffele (2012) define data gathering instruments applied in collecting data in an investigation or the procedures utilized to gather the information needed for the study. The decision on the procedure to be employed in this study is influenced by the availability of money and time and by the nature of the problem (Thomas, 2004).

3.5.2 Primary Data

Primary data refers to the information that is gathered for the first time and therefore, such information is considered to be original (Teddlie & Tashakkori, 2009). Besides, Willig and Rogers (2017) describe primary data as the initial early materials to the problem being researched. The primary data was collected by issuing of semi-structured questionnaires, both open and close-ended questions to the sampled employees from the three hotels that include Fairmont Mount Kenya, Naro Moru River Lodge, Outspan Hotel, and Safari Club. A questionnaire is a data-gathering tool that is designed by the researcher to communicate to the respondents what ought to be provided and to elicit the desired reaction or response as far as empirical data is concerned to realize research

objectives (Teddlie & Tashakkori, 2009; Thomas, 2004). In other words, it entails eliciting the perceptions, beliefs, feelings, attitudes, or experiences of a sample of individuals (Braun et al. 2019).

3.5.3 Secondary Data

Secondary data in the study entailed the data gathered using information carried out by other researchers. According to Willig and Rogers (2017), comparative data is that which is gathered by others and located or obtained by the study in the census, ethnographies, and histories. Secondary data for the proposed study was obtained from the records of the three selected to determine the effect of talent management on service delivery in the hospitality industry.

3.5.2 Data Collection Procedure

The research exercised control and due diligence to ensure that the intended individuals received all the questionnaires after thorough training. This was realized by keeping a record of questionnaires distributed to the study sample. Also, the questionnaires were administered by utilizing the leave and collect later method within a reasonable time.

3.6 Data Analysis

The study applied both quantitative and qualitative content analysis of the questionnaires and an interview schedule that provided an objective interpretation of the text. The raw data was then subjected to an analysis by computer software package (SPSS) Statistical Package of Social Sciences. Willig & Rogers (2017) states that content analysis involves a systematic classification process, where coding and identification of patterns or themes are conducted.

Also, this method of data analysis had been chosen for the research because it goes beyond extracting objective content and counting words from a particular text to examine patterns, meanings, and themes, which might manifest in a certain text. Moreover, qualitative content analysis enables the realization of social reality; though in a subjective but scientifically. In the present study, some questions were open-ended in the designed questionnaire; hence, the application of content analysis. The preference for content analysis is based on the fact that it allowed the researcher to understand the emotions, subjective responses, and feelings that cannot be addressed by the quantitative methods.

3.7 Pilot Testing

The piloting study test was critical in testing the reliability and validity of the research instruments. The pilot study was carried in neighboring Laikipia County, where 12 employees drawn from Fairmont Mount Kenya, Naro Moru River Lodge, Outspan Hotel and Safari Club to try the validity and the reliability of the questionnaires. The rule of the thumb asserts that 10% of the study sample should be included in the pilot test. The pilot testing was carried out to assist in identifying and change awkward, offensive, or confusing questions and techniques; hence, enhancing the reliability and the validity of the questionnaires. While taking the pre-tests the respondents were encouraged to give feedback or recommendation concerning information in the data gathering tools.

3.8 Reliability and Validity

3.8.1 Reliability

The study conducted a reliability to determine the level of accurateness in gathering data required to answer the research questions (Willig & Rogers, 2008). To enable this, a pre-test was conducted on the questionnaires among twelve participants who were not part of the final data collection process. Thus to determine dependability a pilot test was to be conducted using a cluster with the same traits as those of the target population (Thomas, 2004). Data gathered during the pre-tests was employed for necessary adjustments to get the relevant information. (Vogt et al., 2012). Data gathering instruments can only be dependable if they are consistent in giving accurate data from two samples pulled from the same population (Willig & Rogers, 2017).

3.8.2 Validity

When it comes to research work, commonly in qualitative studies, credibility is crucial since it assists in assessing the trustworthiness of data and their sources (Braun et al. 2019). Credibility conveys to the honesty and authenticity of information sources. The study enhanced validity to increase chances of giving a credible conclusion as far as the research problem is concerned. The study ensured that the gathered data was filtered to eliminate that which could not be verified as well as the less relevant. Validity was used for checking whether the questionnaire designed was measuring what was intended to measure.

3.9 Ethical Consideration

This research ensured that ethical procedures were adhered to during the entire process. This was done to make sure that no particular unethical practices were to prejudice the process (Teddlie &Tashakkori,2009). The necessary permission to conduct the research was obtained from the university and the National Council of Science and technology. The goals for the study were clearly explained to the stakeholders for them to be informed of the intention especially the respondents (Vogt et al., 2012). Also, the study ensured further oral explanation to the respondents to equip them with the prerequisite skills and knowledge in administering the questionnaire. In addition, the identity of the hotels was concealed for purposes of ensuring confidentiality. In this regard, the hotels were assigned random letters; X, Y, and Z to avoid situations where critical information gathered is used for unintended purposes other than those explained in this research. Also, the information collected from company records will not be disclosed to third parties.

CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

The chapter focused on data analysis whereby observations made out of repeated patterns were evaluated and interpreted. The implications of this evaluation were investigated and interpreted too. The chapter involved the use of both qualitative and quantitative research designs to present its empirical findings and the outcomes of the various variables used in the study.

4.1Response Rate

A total of 104 questionnaires were used in this study, 80 of them were dully filled and submitted representing 76.9% overall response rate. Vogt, Gardner, and Haeffele (2012) and Teddlie and Tashakkori (2009) assert a 50% response rate is desirable and appropriate. The response rate for the present study was 76.9% and deemed adequate and appropriate. Willig and Rogers (2017) argue that a response rate of 50% or higher is appropriate for analysis and publishing. Besides, Willig and Rogers (2017) explain that 60% is better and 70% is much better. This study has a response rate above 70% making it more appropriate and adequate for analysis as presented in table 4.1.

Table 4.1: Response Rate

Response	Frequency	Percentage (%)
Successful	80	76.9
Unsuccessful	24	23.1
Total	**104**	**100**

4.2 Pilot Results

The research involved the Cronbach approach to test the reliability of data collection instruments. This approach is more suitable in the verification of the reliability of a research construct. In testing reliability, 22 questionnaires were issued to top managers from the sampled hotels. Fives constructs represented by the independent variable and independent variables were tested. The reliability of the five constructs gave a Cronbach alpha value of above 0.7. A Cronbach value above 0.7 is a confirmation that the data collection instruments were reliable.

4.3 Demographic Data

The research focused on identifying the demographic data of its respondents; this was done by analyzing the demographic data obtained from the respondents. The respondents were requested to specify their position in the company, the size of their company, and the business field where the company belonged.

4.4 Ages of employees

The employee maturity and experience is key in the development of their career outlines and lifelong management, learning, and work. This is a process that involves employee planning, deciding on career choices, education, training, and developing crucial knowledge and skills (Collings, 2014; Festing & Schäfer, 2014; Jago & Deery, 2015).The study investigated the ages of the employees in the hotel industry; the findings were shown as follows.

Table 4.2: Ages of Employees

Responses	Frequency	Percentage
18-21	2	2.5
22-26	5	6.25
27-31	06	7.5
32-36	04	0.5
37-41	31	38.75
42-46	20	25
47 and above	12	15
Total	**80**	**100**

The table above shows that the majority of the workers in hotel are of 37 - 41(38.75%)a reflection of middle age dominating the hospitality sector. This was followed by 42-46(25%). Above 47 years were 12(15%).

4.5 The level of education of the employees

According to Barkhuizen, Welby-Cooke, Schutte, and Stanz (2014), career development is equated with education. This is vital for overall organization productivity. Career development is procedure whereby individuals gather data concerning the skill. The values, capabilities, and strengths allow one to attain career growth, and realization of

attaining career goals. (Tatoglu et al., 2016).The study analysis on the employees' level of education was as tabulated below.

Table 4.2.3: Level of education

Responses	Frequency	Percentage
Primary	02	2.5
Secondary	23	28.75
College	24	30
Undergraduate	28	35
Post graduate	03	3.75
None	00	00
Total	**80**	**100**

The study on workers education indicated that more workers were in the undergraduate 28 (35%) category. This was followed by colleges24 (30%), secondary 23(28.75%) and post graduate 03(03.75%).

4.6 Gender issue was critical in the investigation of the employees and the analysis was revealed Table 4.4

Table 4.4: Gender

Responses	Frequency	Percentage
Male	38	47.5
Female	42	52.5
Total	80	100

The table above on gender indicated that 42(47.5%) and female 38(47.5%) males. This reflected that most of the hotels are dominated by female gender compared to male gender.

4.7 Employees salary brackets

Motivation is an important factor in enhancing the retention and increasing morale in work. The research endeavored in investigating its effect in the organization. The following table explains.

Table 4.5: Salary bracket in Kenya Shillings

Responses	Frequency	Percentage
10000-20000	10	12.5
20000-30000	20	25
30000-40000	42	52.5
40000 and above	08	10
Total	**80**	**100**

The table above had a response of Ksh.30000-40000(52.5%) followed by Ksh.2000030000(25%).Very few workers were paid above Ksh.40000.The analysis therefore reflected that many workers in the hotel industry had a salary between Ksh30000-40000.

4.8 Employees' years of work

Employee years of work and experience were a concern in the study. Job retention and productivity entirely is dependent on this underlying issue. The study investigated the employees' years of work .The response was as follows.

Table 4.6: Years of work

Responses	Frequency	Percentage
Less 1 year	05	6.25
1-5	15	18.75
6-10	40	50
Over 10	20	25
Total	80	100

The table above showed that most workers had taken about6-10 years (50%), followed by over 10 years (25%).Very few workers had taken 1-5years (18.7%5).

4.9 Size of the Organization

Regarding the size of their organizations, 20% of the respondents explained that their organization had more than 40 employees whereas 35% submitted that their employees were between 90 and 100. Also, 45% of the respondents said that their organization had 180 employees. The results are shown in figure 4.1. Information on the size of a

company is critical especially to investors for investment decisions. The reports regarding this are published and deemed significant to third parties.

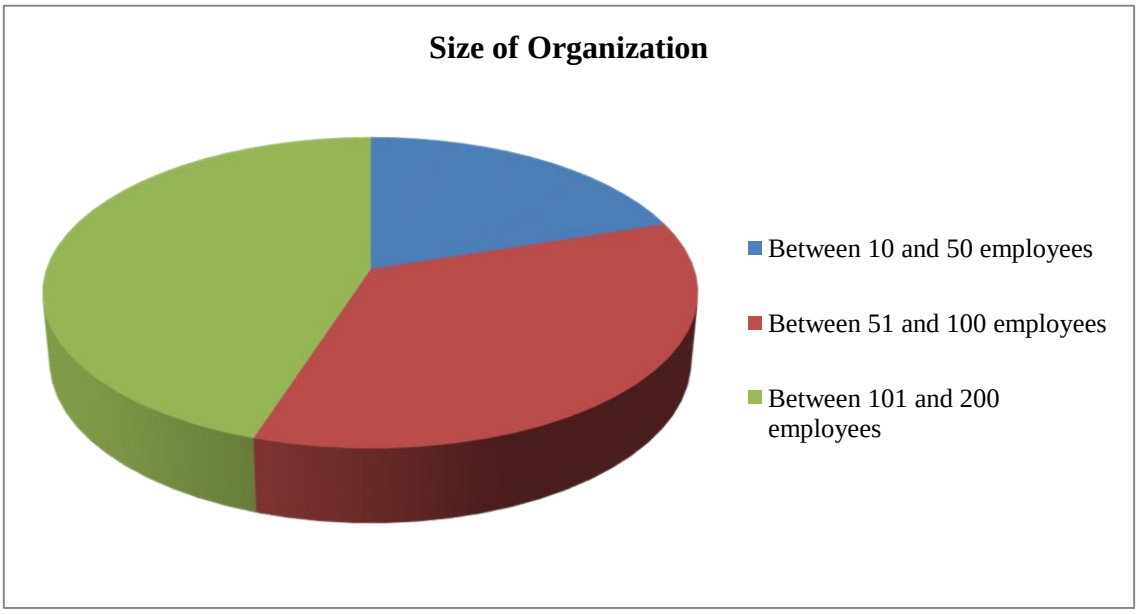


Figure 2.2: Organizational Size

4.10 The Hotels

From the results, 10 respondents were from the Naro Moru River Lodge representing 12.5% of the responses. Similarly, 20 participants were employees from the Outspan Hotel accounting for 25% while, 50 respondents were employees of Fairmont Mount Kenya Safari Club representing 62.5% of the responses.

Table 4.7: Employee Response by Hotels

Responses	Frequency	Percentage
Naro Moru River Lodge	10	12.5
Outspan Hotel	20	25
Fairmont Mount Kenya Safari Club	50	62.5
Total	**80**	**100**

4.4.3 Position Held in the Company

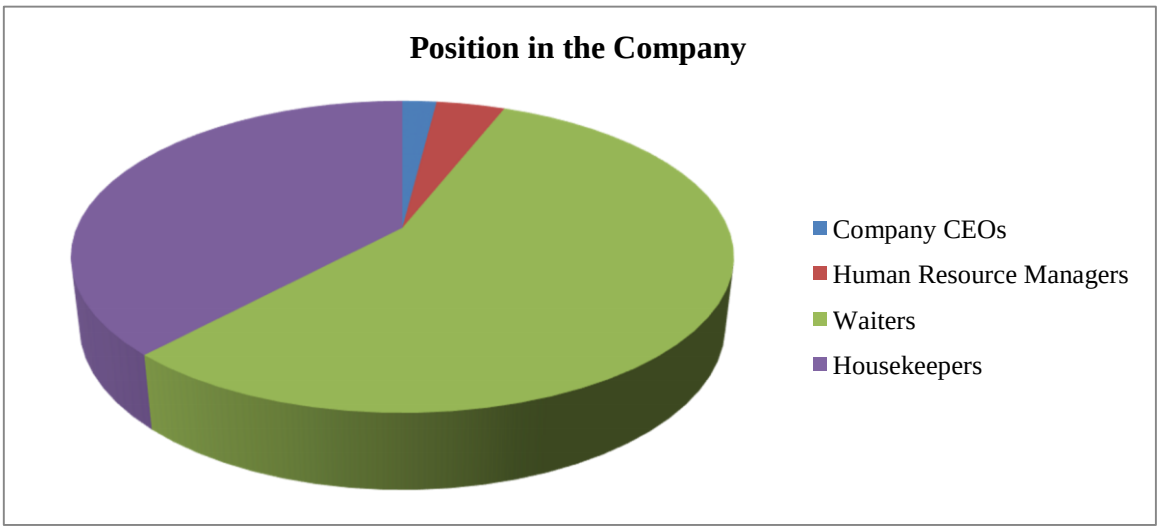


Figure 2.2: Position Held in the Company

Regarding the positions held by respondents in their organizations, 35% of them indicated that they were human resource practitioners while 5% said they were directors in their companies. Besides, 56% of the respondents were waiters, while 38% were housekeepers.

The results are illustrated in Figure 4.2 above. The results, in this case, are in tandem with the proposition by Makworo, Muhoho, and Mugambi (2019) and Festing and Schäfer (2014) indicating that 60% of business managers and employees globally believe that the alignment between corporate strategy and talent management is limited thus making talent management an issue of the top management rather than human resource department. The issue of talent management in an organization is critical and ought to involve the input of the top management, as well as other employees.

4.11 Effect of Talent attraction on job performance

The study investigated the impact of attracting talent in firms' performance. The first objective was to evaluate how the attraction of talent affects the overall performance of an organization. The findings were recorded on Table 4.3.

Table 4.8: Talent Attraction

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The organization offers job security to its employees to attract appropriate talent.	2%	5%	4%	58%	31%
My organization engages actively in communication and implementing employer branding	4%	6%	0%	70%	20%
The company offers fair wages and good working conditions that attract the right talents.	3%	4%	5%	69%	19%
The firm values and emphasizes on talent search requirements to acquire qualified, experienced, and potential workers.	1%	5%	6%	72%	16%
The company always endeavours to build create and maintain a good image for attracting talented employees.	3%	4%	2%	78%	13%
The company supports employee progression and training.	1%	10%	6%	49%	34%
The company provides social networking facilitates and ensures a work-life balance for employees.	3%	2%	1%	69%	25%
The organization ensures a good climate to attract the right talents.	4%	3%	3%	61%	29%

Job security is regarded as key determinant in talent attraction. This study focused on establishing the level of assurance that employees in the sampled hotels had on their job security. The findings of the research established that 89% of the respondents indicated that their companies ensured employees had better job security. Besides, 10% of the respondents disagreed with this proposition. Conversely, 4% of the participants showed they were neutral regarding the issue as shown in Table 4.3 above. The revelation of the research was in line with the revelations of Kontoghiorghes (2016) and Raman et al. (2013), who explained that according to Maslow's theory of motivation, organizations can enhance safety needs by issuing insurance plans, healthy working conditions,

pension plans, and job security. Furthermore, the findings are supported by Schiemann (2014) and Festing and Schäfer (2014), who found that any potential worker is motivated and interested in applying for a job at an organization because of its characteristics. The study revelations indicate that the hotels are significantly enabling job security and this may be contributing positively to organizational performance and talent attraction.

4.12 Communication and Implementation of Employer Branding

The research also established the level of engagement in the implementation and communication of organizational brands as indicated in Table 4.3 above. The company's involvement in the implementation and communication of its brands is a key element and determinant of talent attraction. According to this study, 90% of the respondents accepted that their organizations actively embraced the implementation and promotion of their brands. The study also revealed that 10% of the respondents disagreed while none of the respondents were undecided on this proposition.

The findings of this study reinforce those of Al Ariss, Cascio, and Paauwe (2014), who found that talent attraction is determined by the implementation of employee branding and communication. The study reveals that the hotels significantly engaged in the pursuance of employer positioning and communication; hence, contributing to talent attraction. The results also indicate that active participation in the elaborate pursuance of employer branding and communication fosters performance at the hotels.

4.13 Balancing of Work & Life

The correlation between work-life balance, social networking facilities, and employee motivation also became a key concern in the study. The study attempted to analyze how work-life balance and social engagement in an organization influenced employees' motivation. According to the study, 94% of the respondents submitted that social networking facilities and work-life balance motivated employees. Only 5% of the respondents disagreed with this. Only 1% of the respondents indicated that their organizations do not offer social networking facilities and work life balance. The findings agree with those of Raman et al. (2013), Ingram (2016), and Al Ariss, Cascio, and Paauwe (2014) that talent attraction is influenced by social networking, benefits, work-life balance, staff turnover, salary packages, recruitment styles, and company culture. The finding implies that hotels having a well-structured social networking

facility and work-life balance contribute positively towards attracting talent. Furthermore, the study reveals that social networking facilities and work-life balance have positively influenced organizational productivity in the sampled hotels.

4.14 Good Working Conditions and Fair Wages

Fair remuneration and good working conditions are critical components of talent attraction in an organization, this study attempted to establish the relationship between fair remuneration, good working conditions, and talent attraction. Moreover, it attempted to determine the extent to which fair remuneration and good working conditions enhanced the attraction of talents in organizations. The study revealed that 88% of the respondents admitted that fair wages and better working conditions promoted the attraction of appropriate talents. On the other hand, 7% of the respondents disagreed while 5% remained neutral to this question.

According to Raman, Chadee, Roxas, and Michailova (2013) and Thunnissen and Gallardo Gallardo (2015), organizations help satisfy the needs of their employees by providing suitable working conditions, fair remuneration and other benefits. The study agrees with this proposition and is in line with Rauch, and Rijsdijk (2013) and Schiemann (2014), who identified fair remuneration and good working conditions as a means through which organizations can meet the basic need of their employees. According to this study, hotels utilize fair wages and good working conditions as a basis for attracting the right talents. Besides, the study reveals that fair wages and proper working conditions enhance productivity.

4.15 Employee Training and Career Progression

The research also focused on evaluating whether the organizations embraced career progression and employee training which are critical for the attraction of talents. The findings of the research revealed that 73% of the respondents said their company embraced career progression and employee training and that this contributed to talent attraction. However, 16% disagreed with this while 1% of the participants were neutral on this issue. The findings of this study agree with those of Thunnissen and Gallardo-Gallardo (2015), who reported that workers always determine value proposition grounded on organizational reputation, learning opportunities, and flexibility.

Besides, the findings are in agreement with those of Sparrow and Makram (2015) and Rauch and Rijsdijk (2013) that career opportunities and development are most crucial to attracting talented workers to all organizations. The results imply that hotels are continuously engaging in career progression and employee training, which may be contributing in a big way towards talent attraction. Besides, the findings imply that career progression and learning opportunities significantly contributed in a good way to the productivity of the hotels.

4.16 Company Value Talent Search Matrix

Talent search matrix is an important tool used for selecting experienced and qualified experts that has the potential to deliver on a given task. It's a crucial instrument for the attraction of appropriate talents. The study sought to determine the level of reliance companies placed on this matrix when hiring. The study reveals that 88% of the participants noted that their companies valued the talent search matrix in attracting experienced and qualified employees. Only 6% of the respondents stated disagreed with this observation while 6% remained neutral.

The findings support those of Tatoglu, Glaister, and Demirbag (2016), Thunnissen and GallardoGallardo (2015), and Al Ariss, Cascio, and Paauwe (2014), who reported that talent search matrix enables organizational recruiters to emphasize on the required traits for the job. Some of the talent matrix elements that are required to shape an employee's image include expertise, experience, qualification, and potential that are critical to organizational performance. Expertise, capability, and potential are important to the future development of employees. The findings imply that hotels' value talent search; hence, contributing positively to talent attraction. Furthermore, the results indicate that the matrix applied in selecting potential employees, who are qualified, potential, expertise, and experienced contribute significantly to organizational performance.

4.17 Qualitative Results of Talent Attraction

The study also sought ways in which talent attraction impacted firm productivity. The respondents were asked to specify ways in which talent attraction influenced productivity of their organization and their responses were reflected as follows: "Poaching talented personnel enhances productivity", "reasonable allowances advanced by the organization has aided in attracting a committed workforce." "Having a proper

recruitment policy is critical for the success of an organization", location, infrastructure, good working conditions of our company has attracted the right talents thus promoting productivity". The study reveals other factors of talent management influence organizational performance. The findings are supported by Kontoghiorghes (2016) and Raman et al. (2013), who report that if a company wants to be successful, it should significantly invest in talent management of employees to realize some conditions, such as the good business environment. The findings also corroborate those of Festing and Schäfer (2014), Jago and Deery (2015), and Al Ariss, Cascio, and Paauwe (2014), who found that selection and recruitment require organizations to utilize several procedures of choosing the appropriate talent reflecting the value and culture of an organization.

4.18 Effect of Talent Retention on job performance

The research also aimed at assessing the impact of talent retention on the performance of the listed firms. The findings are recorded in Table 4.4.

Table 4.9: Talent Retention Results

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
In the company, effective leadership is utilized to handle employee's related issues.	9.20%	11.30%	4.50%	36.00%	39.00%
The firm ensures that its image is good at all times to promote the retention of talented employees. Employees	2.10%	1.90%	2.40%	58.60%	35.00%
The organization offers a competitive remuneration package better than others in the same industry thus motivating and retaining employees.	3.30%	4.00%	3.70%	56.40%	33.60%
The firm's internal recruitment policy assists in promoting employees' loyalty and morale.	1.60%	4.10%	6.30%	58.20%	29.80%
The organization has flexible working hours; hence, motivating workers.	2.00%	1.80%	5.00%	61.50%	29.70%
The hotel provides training opportunities meant to promote career growth and retention capacity.	1.20%	3.10%	6.70%	51.00%	38.00%
The company is characterized by effective performance assessments that promote confidence among workers.	0.50%	1.50%	4.20%	54.00%	39.8%
The firm purposes to ensure that all employees are motivated and satisfied all the time.	1.90%	3.10%	6.00%	58.50%	30.50%
The organization provides employees with attractive nonmonetary rewards	2.20%	1.80%	4.40%	56.60%	35.00%

4.19 Effective leadership

The level at which the sampled hotels and lodges handled their employees and utilized effective leadership styles was also evaluated. The study identified that proper handling of employees and effective leadership style among the listed companies was critical in talent retention. As shown in Table 4.4, the study revealed that 75% of the respondents acknowledged using effective leadership styles and were careful in handling issues about their employees. Only 20.5% disagreed while 4.5% remained neutral on this matter. The findings reinforce those of Tatoglu, Glaister, and Demirbag (2016) and Thunnissen (2015), who found that some of the factors influencing talent retention include recruitments, image, selection, and deployment, learning opportunities, recognition, and rewards, as well as good leadership. The findings of this study imply that an effective leadership style significantly contributes positively to organizational performance and talent retention.

4.20 Attractive non-monetary benefits

The research also sought to identify whether the sampled hotels and lodges offered better nonmonetary benefits to their personnel. These benefits are significant for talent retention. The results of this study reveal that 91.6% of the respondents admitted that their organizations gave attractive non-monetary rewards, 4% disagreed while 4.4 % maintained a neutral stand. The results of this study agree with those of Jago and Deery (2015) and Sparrow and Makram (2015) that performance recognition, and learning opportunities (which are non-monetary rewards) influence talent retention in organizations. The findings are also is in line with Thunnissen, (2015), Teck-Hong, and Yong-Kean (2012), and Thunnissen, Boselie, and Fruytier (2013), who reported that other factors, such as the offer of insurance, flexible working hours and education cover for children promoted talent retention and proper talent management.

The results imply that hotels involved in this investigation offer attractive non-monetary benefits as a basis for retaining their talents. Besides, the findings reinforce those of Thunnissen and Gallardo-Gallardo (2015), who identified other motivational elements, such as promotional opportunities and growth as influencing employee retention.

4.21 Internal recruitment Policy

The research further assessed the role of internal recruitment in talent retention among the hotels involved in the study. The research established that internal recruitment was important in raising employee loyalty and morale. According to the results, 88% of the respondents agreed that their companies embraced internal recruitment policy which raised employee loyalty and morale. On the other hand, 5.7% of the respondents disagreed while 6.3% had a neutral stand. The findings agree with those of Teck-Hong and Yong-Kean (2012) and Tatoglu, Glaister, and Demirbag (2016), who report that managers should look for potential employees in-house before going out of a firm. The finding is further supported by Barkhuizen (2014), Sparrow and Makram (2015), and Tatoglu, Glaister, and Demirbag (2016), who report that giving priority to an internal employee offers a moral advantage for the organization, as well as allowing them to continue growing career-wise.

4.22 Company Image

The role of organizational image in talent retention was also assessed in this study. The study identified the reputation of the sampled hotels and lodges in terms of image. The study established that a good company image is important in the retention of talented employees. From the study, 93.6% of the respondents acknowledged that the image of their organization remained good at all time, and this enhanced retention of talented employees. Only 4.0% disagreed while

2.8% maintained a neutral stand. The findings support those of Al Ariss, Cascio, and Paauwe (2014) and Randhir (2018), who report that other factors influencing talent retention include recruitment, company image, learning opportunities, performance recognition and rewards, as well as the selection, and deployment. Therefore, it implies that a firm's image ought to be maintained to retain talented workers because it will significantly contribute to positive organizational performance.

4.23 Competitive Compensation System

The study evaluated the compensation systems of the hotels relative to other firms within the industry. Besides, it sought to establish a comparison between a company's compensation systems with other firms within the industry. The competitive compensation system forms the basis for talent retention. Table 4.1 shows that 90% of

the respondents said their companies embraced a competitive compensation system compared to their peers and that it motivated their employees. However, 7.3% disagreed while 3.7% maintained a neutral stand. The findings reinforce those of Raman, Chadee, Roxas, and Michailova (2013), Rauch and Rijsdijk (2013), who found that the only way for organizations to retain talented workers is making sure there is competitive compensation. Similarly, the results are consistent with Thunnissen and GallardoGallardo (2015) and Raman, Chadee, Roxas, and Michailova (2013) that there are certain strategies for retaining employees in an organization, including signing bonuses, pay, market related incentives, and stock option with maturity clauses. The findings of the present study also agree with Sparrow and Makram (2015), who report that monetary reward is a critical retention tool for employees in an organization. Hence, it implies a competitive compensation system ought to be adopted and maintained by the hotels to retain talented workers to realize good organizational performance.

4.24 Employee Satisfaction and Motivation

The study further evaluated whether the organizations ensured that their employees were always motivated and satisfied. Motivation and satisfaction of employees play an important role in employee retention. According to the study, 89% of the respondents accepted that their organizations laid down measures for ensuring employees were motivated and satisfied at all times. On the other hand, 5% disagreed whereas 6% had a neutral stand. The findings corroborate those of Sparrow and Makram (2015) and Al Ariss, Cascio, and Paauwe (2014), who report motivational factors, contribute to the satisfaction of employees in an organization. Therefore, these factors always motivate workers to perform better; and they include a sense of achievement, recognition, responsibility, and meaningfulness of the work, and growth and promotion opportunities. Moreover, the findings of the present dissertation are consistent with Raman, Chadee, Roxas, and Michailova (2013) and Tatoglu, Glaister, and Demirbag (2016) that most organizations globally have differences and similarities concerning the strategies applied to retain talented employees; for instance, in Scandinavian countries, retention determinants include employee motivation and satisfaction. The findings of this study imply that hotels, including other firms emphasizing motivation and satisfaction help to contribute positively to talent retention. Further, the results imply that employee

motivation and satisfaction may have significantly contributed to positive performance in the sampled hotels.

4.25 Company Flexible Working Hours

A company's working hours are deemed crucial for talent retention. This study assessed whether employees were motivated by the working hours. From the study, 91.2% of the respondents acknowledged that employees were motivated by flexible working hours. Only 3.8% disagreed with this whereas 5.0% of the respondents neither agreed nor disagreed. Offering employees flexible working hours increases their morale and commitment to achieve the goals set by the organization. Flexible working hours are an important element of talent retention in an organization. The findings of this study reinforce those of (2013) and Teck-Hong and YongKean (2012), who report company policies, such as the flexible offer of insurance, education cover for children, and flexible working hours are considerably associated with employee retention; and hence, talent management that is critical to good organizational performance.

Similarly, these findings corroborate those of Jago and Deery (2015) and Sparrow and Makram (2015) that providing an attractive and competitive benefits package with components like flexible working contributes significantly to motivating employees and remain committed to an organization. The findings imply hotels with flexible working hours can retain talented employees for a longer period. The results of this study also imply that flexible working hours adopted by the hotels may have to a greater extent contributed to organization performance.

4.26 Talent retention qualitative results

The study delved on ways in which talent retention influenced organizational performance among the sampled hotels and lodges. The respondents were asked to indicate other ways in which talent retention affected service delivery in their organizations. Their responses were reflected in the following quotations; “the nature of the job and appropriate job design will determine whether an employee will stay or leave and this will affect performance-service delivery,” Fairness and equity have led to the retention of employees hence improving performance,” “since recruitment takes a lot of time, employee retention practices promote organizational performance,” “employee

overtime is important to the employee since it boosts their morale and enhances performance."

The findings imply that the sampled hotels could benefit significantly from good employee retention programs because there is a direct impact on service delivery.

The findings are consistent with those of Thunnissen (2015), Teck-Hong, and Yong-Kean (2012), and Thunnissen, Boselie, and Fruytier, (2013), who reported that an employee's level of motivation is determined by his or her perception of fairness, justice, and equity as practiced by management. Hence, it implies a higher degree of workers' perception of fairness, which leads to increased motivation to perform, as well as commitment to an organization. Employees become loyal to their organizations and have a higher likelihood of remaining with the organizations for a longer period.

4.27 Effect of Learning and development on job performance

Another objective of this research was to determine the impact of learning and development on the performance of the sampled hotels. The findings are recorded in Table 4.10.

Table 4.10: Learning and Development Results

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agreed
The organization provides suitable learning and development methods and plans.	4.20%	5.80%	5.30%	50.70%	34.00%
The firm I work for identifies workers who require learning and development and the appropriate level.	3.20%	3.80%	6.10%	56.70%	30.20%
The company allows workers to continuously attain new skills and knowledge on how to perform their roles.	6.70%	5.70%	3.70%	53.60%	30.30%
The firm applies in house training &development activities and programs.	4.40%	3.70%	4.50%	61.20%	26.20%
The line managers coach employees on how to deliver the best service quality.	3.10%	2.90%	2.70%	58.90%	32.4%
In this company, leadership skills and development are taken seriously.	0.80%	1.00%	5.60%	57.30%	35.30%
Business development skills are valued in the company.	2.60%	4.50%	2.80%	59.00%	31.10%
In the company, employees believe that E-learning is important to personal development.	2.30%	4.30%	3.50%	66.10%	23.80%
The firm emphasizes the development of teamwork skills.	3.40%	5.60%	6.90%	57.80%	26.30%

4.28 Learning and Development Strategies

Better learning and development strategies contribute to organizational performance. This study focused on determining whether the hotels and lodges exhibited the necessary learning and development strategies. As illustrated in table 4.5 above, 84.7% of the respondents submitted that their organizations had better learning and development

strategies. However, 10% of the respondents disagreed while 5.3% remained neutral. The findings are consistent with those of Tatoglu, Glaister, and Demirbag (2016) and Teck-Hong and Yong-Kean (2012), who reported that learning and development in an organization are critical to improved performance. Thus, organizations operating in a fast-changing business environment need to adapt to remain competitive. The value of training and development is essential in such a circumstance since acquiring a competitive edge means that organizations require new skills and knowledge. The findings of the present investigation imply that hotels are significantly engaged in establishing appropriate measures for learning and development; this may be contributing to the positive performance of the organizations.

4.29 Learning and Development Need Identification

The development of need identification was also assessed by the research. The study evaluated whether the sampled hotels and lodges conducted need identification for the training and the level of learning required by their employees before carrying out the training.

It also sought to establish whether the companies were keen on identifying the employees who needed training before the training exercise. The study identified that learning and development need was crucial for organizational performance. Findings reveal that 86.9% of the respondents submitted that their organizations identify personnel in need of learning before commencing their training.

On the other hand, 7% disagreed while 6.10% had a neutral stand. The findings support those of Barkhuizen et al. (2014), Schiemann (2014), and Sparrow, and Makram (2015), who found that organizations practicing proper learning and development started with their employees. In other words, the companies identified employees who required learning, as well as development, the duration for learning and development, and the needed level of learning and development by employees. The findings of the current study imply that the sampled hotels are significantly engaged in the identification of employees requiring learning and development, and this is likely to contribute positively to learning and development. Also, the findings imply that the hotels involved in the present investigation are actively involved in making the critical decision concerning

learning and development which has significantly produced positive organizational performance.

4.30 Acquiring new Knowledge and Skills

The research also focused on the acquisition of new skills and knowledge among employees of the sampled hotels. Besides, it sought to assess whether employees continuously acquired news skills and knowledge. The acquisition of new skills and knowledge is critical for learning and employee development. The appropriate learning and development occur when employees are allowed to learn new concepts and skills and employ them. Results revealed that 83.9% of the respondents submitted that employees continuously acquired and applied new knowledge and skills. On the other hand, 12.4% disagreed while only 3.7% neither agreed nor disagreed. The findings are consistent with those of Blackman and Kennedy (2013) and Raman, Chadee, Roxas, and Michailova (2013), who found that in most companies, human resource departments are engaged in attracting and evaluating talented individuals with high potential for the organization.

In this context, human resource managers have to create a talent pool by offering training in skills required by companies both presently and in the future to improve on service delivery. The results of this study imply that the sample hotels are actively engaged in the provision of new skills and knowledge, and this could be contributing positively to learning and development. The findings also suggested that by mastering new strategies and methods of implementing activities significantly contributed to effective service delivery.

4.31 In-House development Program

The study also evaluated whether the sampled hotels and lodges embraced the In-house development program. The findings revealed that 90% of the respondents embraced the in-house development strategy while 9% disagreed. Only 1% was neutral on this matter. The results of this study illustrate the significance and contribution of in-house development programs in the development of talents in an organization. The findings are supported by Welby-Cooke, Schutte, and Stanz (2014) and Cappelli and Keller (2014), who found that in-house, based development programs are ranked as one of the top effective approaches to learning and development. The findings of this study imply that

the sampled hotels apply in-house development programs that may be contributing positively to learning and development. As such, in-house development programs account for better service delivery.

4.32 Coaching by the line Managers

Coaching by the line managers was also assessed among the sampled hotels and lodges. The study sought to determine whether the line managers conducted coaching in the organizations. The study determined that coaching by line managers is a critical element of learning and development. Coaching by line managers greatly contributes to the learning and development process in the organizations. Results from the study revealed that 91.3% of the respondents admitted that coaching was conducted by line managers in their organizations. Besides, 6% disagreed while 2.7% maintained a neutral stand. The findings are consistent with Cappelli and Keller (2014), Al Ariss, Cascio, and Paauwe (2014), and Barkhuizen (2014) that coaching in an organization takes place between the supervisors and employees and is intended to examine the latter's performance, as well taking steps to correct ineffective performance and at maintaining the effective ones. The findings are also reinforced by Barkhuizen, Welby-Cooke, Schutte, and Stanz (2014), Jago and Deery (2015), and Kontoghiorghes (2016), who report coaching is considered by many employees as the highest ranking in effective learning and development strategies and practices. The findings of the present study imply that sampled hotels are striving to realize coaching by the top management; hence, contributing to better service delivery.

4.33 Leadership Skills Development

The study sought to determine how serious the listed organizations embraced leadership skills development. The study attempted to establish whether these companies recognized leadership skills developments as an important component of learning and development. The research revealed that leadership skills are significant in the development of employee and is embraced by organizations as a critical component of learning and development. According to the results as illustrated in figure 4.5 above, 92.6% of the respondents submitted that their companies embraced leadership development and took it seriously. On the other hand, 1.8% of the respondents disagreed whereas 5.6% were undecided on this statement. The findings are reinforced by Al Ariss, Cascio, and Paauwe (2014), who found that talent development is a critical component in

maintaining a competitive edge in an organization. The study further identified retaining high performers, developing manager capability, addressing management shortages, developing succession pool depth, and leadership is some of the challenges business leaders and human resource managers' face. The findings imply that the sampled hotels have laid down procedures and activities meant to improve leadership skills development; hence, contributing positively to learning, as well as development among employees.

4.34 Business Skills Development

According to the study, 90.1% of the respondents submitted that their companies highly valued business skills development. Besides, 7.1% of them disagreed while 2.8% did not give an opinion on this. The findings are consistent with those of Sparrow and Makram (2015), Dries (2013), and Festing and Schäfer (2014), and Hassan (2018), who report the differentiation level of a business is the skills possessed by its employees. In this context, firms termed as industrial leaders devise mechanisms to attract, hire, and develop and retain top-performing talents. The findings of the present study imply that the sampled hotels are actively engaged in business skill development; thus, contributing positively to learning and development, as well as organizational development.

4.35 E-learning

The research attempted to determine whether the top management valued e-learning within their organizations. The study determined that e-learning was significant for learning and development among the listed hotels. The results revealed that 89.9% of the respondents admitted that their companies embraced e-learning while 6.6% disagreed while 3.5% maintained a neutral stand. E-learning plays a critical role in the development of talents, especially in the digital age. From the study, the majority of the organizations embraced and highly valued e-learning as a development component. The findings are corroborated by Cappelli and Keller (2014) and Collings (2014), who reported that E-learning is a critical element of learning and development. Also, the overall planning of the process of learning ought to be conducted adequately. The findings imply that the sampled hotels utilize E-learning that may be contributing positively to organizational performance, learning, and development.

4.36 Qualitative Results on Learning and Development

The researcher requested respondents to explain how in their view learning and development affect service delivery. The responses were expressed in the following quotations. One of the respondents indicated that, "there should be a committee and a policy for approving and planning learning and development initiatives to create more relevant skills for enhanced success." Another respondent argued that, "implementing on-job training is ideal for the organization I work for because workers are likely to remain productive to the hotel." Furthermore, another participant asserted that, "offering study leaves and scholarships would help the worker to significantly improve skills to impact hotels positively." The findings are reinforced by Cappelli and Keller (2014) and Collings (2014), who found that learning and development offer the organization and employees with significant benefits in the long-run. Further, the study revealed appropriate learning and development contribute to significant effective service delivery. The findings also corroborate Rauch and Rijsdijk (2013) and Al Ariss, Cascio, and Paauwe (2014), who reported human resource department and senior managers, have the responsibility of ensuring proper planning and implementing of learning and development.

4.37 Effect of Career Management on job performance

Among the present study's objective was to determine how career management impacts on service delivery in the sampled hotels in Nyeri County. Indicators of career management encompass career centers, the existence of career counseling, career planning, career mentors, retirement preparation programs, succession planning practices, and employee development initiatives. The findings were recorded in Table 4.11.

Table 4.11: Descriptive Results for Career Management

Statement	Strongly Disagree	Disagree	Neutral	Strongly Agree	Neutral
The firm provides employees with career counseling	6.70%	4.30%	5.20%	48.10%	39.70%
The organization has created career canters that allow employees to access useful advice and material on career development and growth.	0.90%	3.90%	5.70%	44.70%	44.80%
The hotel believes that conducting career panning fosters growth and expansion.	1.10%	3.40%	6.90%	54.30%	34.30%
The hotel has a policy that emphasizes job rotation among employees across departments laterally as a way of enhancing their value.	4.90%	5.20%	2.10%	40.00%	47.80%
The hotel has developed important plans aimed at employee growth and career progression.	10.00%	3.00%	6.20%	70.80%	10.00%
The organization has successfully	4.20%	5.60%	2.90%	70.80%	16.50%
Well-known career paths in each department.					
The firm that I work for has developed initiatives and programs to foster employee development.	4.90%	11.90%	1.30%	69.40%	12.50%
The company has a well developed plan on succession planning.	4.50%	5.30%	6.90%	40.70%	42.60%
The firm has career mentors.	5.90%	4.80%	4.60%	53.70%	31.00%
The hotel has a well-defined retirement preparation plans.	4.70%	6.80%	5.70%	69.10%	13.7%

4.38 Career Counseling

The research sought to establish whether the sampled hotels offer career counseling to workers. Career counseling in an organization is a critical component of career management. The results in table 4.6 reveal that majority of the respondents (87.8%)

agreed with the idea that their hotels provide the services. On the other hand, 11% of the employees disagreed while 5.2% were neutral in this regard. The findings are corroborated by Jago and Deery (2015) and Sparrow and Makram (2015) that practices for organizational career encompass career counseling adopted by the department of human resources. The results imply that the sampled hotels offer considerable career counseling to workers, thus, contributing to quality service delivery.

4.39 Career Centers

The research sought to determine whether the sampled hotels have established career centers where their employees can access critical information, as well as advice on career development and growth. The results presented in Table 4.6 show that 89.5% of the respondents agreed that their hotels have established career centers where workers obtain important material to enhance their career growth and development. On the other hand, 4.8% disagreed while 5.7% remained neutral. The findings are reinforced by Raman, Chadee, Roxas, and Michailova (2013) and Tatoglu, Glaister, and Demirbag (2016), who reported that career development centres are crucial in fostering career development. The findings imply that the sampled hotels are working toward establishing effective career centers to help in career management and also enhance service delivery.

4.40 Career Planning Facilitates Growth and Expansion

The researcher sought to establish whether the sampled employees believed career planning promotes their hotels' expansion and growth. Results shown in table 4.6 indicate that 88.3% of respondents agreed, 4.5% disagreed, while 6.9% remained neutral.

The findings support those of Sparrow and Makram (2015) and Al Ariss, Cascio, and Paauwe (2014), who reported that some elements of career management, such as career planning and development are needed for improved organizational performance. The findings of the study imply that the sampled hotels use career planning to prepare their employees to be productive; hence, improved service delivery.

4.41 Planning Employee Progression and Growth

On this subject, the researcher sought to establish if the sampled hotels have plans regarding employee planning employee progression and growth. The results of this question as shown in table 4.6 indicate that 80.80% of the respondents agreed, 13% disagreed, while 6.2% remained neutral. The findings of this study are consistent with

those of Thunnissen and Gallardo-Gallardo (2015), who found that planning for employee progression and growth is critical to acquiring new skills necessary for successful completion of tasks. The findings imply that the sampled hotels plan for their employees' growth and progression; hence, effective customer service
delivery.

4.42 Career Paths

The research sought to determine if the sampled hotels had created career paths in each department. The existence of career paths in the hotels and lodges is critical to career management. Results presented in table 4.6 indicate that 81% of the respondents agreed their hotels and lodges have established career paths in each department, 11% disagreed while 8% neither disagreed nor agreed with the statement. The findings are corroborated by Sparrow and Makram (2015), who found that career path entails developing mechanisms or activities within an area allowing the worker to visualize progression, goals, and expectations. The finding in this study implies that the existence of career paths in these hotels and lodges has led to enhanced service delivery.

4.43 Initiatives and Programs for Enhancing Employee Development

The researcher sought to find out if the sampled hotels and lodges had created programs, as well as initiatives meant to promote employee development. Employee development in hotels and lodges is essential for career management. Results posted in table 4.6 indicate that 82.1% of the participants agreed their hotels and lodges have developed initiatives and programs that enhance employee development, 8.9% disagreed while 9% remained neutral. The findings are consistent with Rauch and Rijsdijk (2013) and Al Ariss, Cascio, and Paauwe (2014), who emphasize career development is a description of a lifelong process of managing work, life, and learning. The findings imply that hotels and lodges have created programs and initiatives for enhancing employee development. In other words, the hotels and lodges using appropriate initiatives and programs leads to better quality service delivery.

4.44 Succession Planning

The researcher sought to find out if the hotels and lodges have established succession planning. The responses in Table 4.6 reveal that 83.3% agreed with the statement, 9.8% disagreed while 6.9% remained neutral. The findings support those of Cappelli and

Keller (2014) and Collings (2014), who report that succession planning and talent management within an organization impact organizational performance. Succession planning is critical to ensuring the future of an organization is well-defined and the role of each employee explained.

The findings imply that hotels and lodges have developed succession planning; therefore, enhanced customer service delivery.

4.45 Career Mentors

Furthermore, the study sought to find out if the hotels and lodges have provisions for career mentors. A career mentor in an organization is critical to career management. The results posted by respondents shown in table 4.6 indicate 84.7% agreed that there are provisions for career mentors, 10.7% disagreed while 4.6% remained neutral. The findings are consistent with those of Dries (2013), and Festing and Schäfer (2014), and Hassan (2018), who report career management entails formal and informal activities meant to help employees realize greater potentials in their workplaces. The findings imply that hotels and lodges have created the provision for career mentors; thus, contributing to improved service delivery.

4.46 Retirement Preparation Programs

The study sought to find out if the hotels and lodges have retirement preparation programs to help their employees. Retirement preparation programs are essential in a firm because they considerably influence career management. The respondents posted varied results shown in table 4.6, where 82.8% agreed the hotels and lodges have retirement preparation programs, 11.5% disagreed while 5.7% were neutral. The findings of this study support those of Sparrow and Makram (2015) and Al Ariss, Cascio, and Paauwe (2014), who report that retirement preparation programs help employees to plan their future. In other words, employees are prepared in advance for any eventuality. The findings imply that the hotels and lodges have established retirement preparation programs for their permanent employees. Furthermore, the existence of retirement programs may be contributing significantly to good better service delivery.

4.47 Qualitative Results of Career Management

In the study, participants were asked to show how they perceive career management as impacting organizational performance. The participants provided varied responses to affirm how career management is essential in an organization.

One of the respondents argued that "carrying out performance appraisal in an organization facilitates employees' career development, leading to improved performance." These sentiments were echoed by another respondent who asserted that "career management in his organization can be achieved by offering workers interesting and challenging tasks which build their confidence."

Another participant indicated that "career management when done effectively, assists in moving employees into departments that suit their skills and knowledge for better performance."The findings support those of Dries (2013) and Festing and Schäfer (2014), who report proper performance management is critical to fostering the growth of an organization, as well as improving the welfare of employees. The findings imply that organizations need to empower employees to understand and develop their potentials maximally.

CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter summarizes the main findings, discussions, and conclusions of the study. Additionally, it identifies the limitations of the research and thus provides several recommendations future studies. This study purposed to demonstrate the effect of talent management on service delivery among the hotels and lodges in Nyeri County, Kenya. Thus, the summary is based on the research questions and objectives, as evidenced by the output of the inferential and descriptive statistical analyses for testing the research hypotheses. As for the recommendations, they are guided by the research conclusions, which, it should be noted, conform to industry practices and policies.

5.2 Summary of the Findings

This study established that talent attraction positively impacts service delivery in hospitality industry. The findings of the study confirmed that talent attraction, an integrant of talent management, had notable positive implications on service delivery of all the hotels and lodges sampled in this study. Furthermore, the findings attributed the positive organizational performance of these companies to their organizational behavior practices, such as talent attraction and management. This inference was based on the respondents' statements, which agreed that their companies were committed to employee motivational practices such as effective communication, employee involvement in the organization's decision-making processes, fair salaries, and provision of favorable workplace conditions. It was established that such employee motivational practices attracted the right talent to these hotels and lodges. Besides, upon recruitment in these hotels and lodges, the recruits were optimistic that the companies would support their career development. Additionally, they were satisfied that their employers were the best at guaranteeing them job security.

5.2.1 How does talent attraction affect service delivery in the hospitality industry?

Moreover, the study established that the companies' recruitment policies were instrumental in attracting the right workforce. For example, the study found that poaching of talented employees by the companies' competitors had caused the companies to provide better workplace conditions and salaries for their employees. Thus,

based on the content analysis results, it was deduced that organizational performance is dependent on diverse talent attraction strategies and practices. Consequently, the talent attraction results invalidated the null hypothesis implying that talent attraction among the hotels and lodges was dependent on service delivery.

5.2.2 How does talent retention affect service delivery in the hospitality industry?

As aforementioned, the study findings established that talent retention positively impacted organizational performance. Additionally, it was established that talent retention had a greater influence on organizational performance than talent attraction, learning, and development, and career management. According to the study, a huge majority of the respondents acknowledged that their employers were committed to applying employee motivational practices to enhance employee retention. These practices include the provision of relatively better salaries and allowances than their competitors, flexible working periods, and the establishment of recruitment policies that boost employees' morale and loyalty. According to the content analysis results, it was established that fairness, equity, and inclusivity at the workplace was instrumental in the retention of talented employees.

5.2.3. How do learning and development affect service delivery in the hospitality industry?

According to the study findings, learning and development had positive implications on organizational performance. However, in comparison to talent retention and career management, it was established that learning and development had a lower impact on organizational performance. For this study, various organizational practices were applied to measure employee learning and development. These practices include if employees had acquired and or mastered new skills and knowledge at their workplaces, or their employers had attempted to identify employees in need of learning and development, or there was proof of internal employee development programs, such as e-learning. The results supported the respondents' feedback, thus confirming that employee learning and development were instrumental in positively influencing service delivery.

Based on the respondents' feedback, it was established that the provision of learning and development programs within an organization improves employees' skills, which ultimately benefits customers on the delivery of quality service. Thus, the content

analysis results invalidate the null hypothesis implying that service delivery was dependent on employee learning and development, similar to talent attraction and retention.

5.2.4 How does career management affect service delivery in the hospitality industry?

According to the research findings, it was established that career management positively influenced organizational performance. Furthermore, it had the second strongest influence on organization performance after talent retention. This study considered whether or not the companies had programs on employee progression and growth to verify the existence of career development in the companies. Additionally, the study considered if they had established employee career development policies, or if they had established employee succession plans.

Furthermore, the study considered the existence of career centers and mentors and retirement. The respondents' feedback affirmed the regression results that organizational performance is dependent on employee career development. According to the content analysis results, the respondents' feedback indicated that performance appraisal could enhance employee career development. Thus, for employers to effectively manage their workforce's performance and career development, they may try to assign both challenging and interesting duties and responsibilities to their staff. Additionally, it was established that job rotation and transfer programs within an organization could help in managing an employee's career.

5.3 Conclusion

Based on the findings and discussion on the effect of talent attraction on service delivery, this study concluded that talent attraction had a positive influence on the service delivery of the hotels and lodges. Thus, talent attraction practices such as employee engagement and participation in the organization's decision-making process, condusive workplace conditions, and good salaries, among others motivate employees. Consequently, they positively influenced the service delivery of the hotels and lodges. Moreover, the hotels and lodges have excellent delivery of service that can be attributed to effective talent-management programs and policies in place.

This implies that companies must invest in proper employee retention practices to be successful. Such practices include the provision of competitive salaries, monetary and non-monetary rewards, employee-friendly recruitment policies, and flexible working hours.

By applying these practices, companies can achieve increased service delivery due to increased employee motivation. Based on research findings and discussion, this research further concludes that talent retention has a positive influence on service delivery. Its impact supersedes employee attraction. Furthermore, considering the study findings and discussion, the hotels and lodges have optimal service delivery due to the existence of effective employee learning and development practices. The firms have established programs that enhance their staff to acquire and master new skills and knowledge, identify employees in need of learning and development programs, and provide departmental development programs. Similarly, it was observed that due to the existence of effective career management practices among the hotels and lodges, they had an optimal service delivery. According to the study, it was established that employee career management practices such as the establishment of career centers and mentors impacted positively on the delivery of service.

5.4 Recommendations

Based on the findings, discussion, and conclusions in the study, it recommends the following organizational practices. First, organizations should ensure their employees enjoy good workplace environment. This is because the practice impact positively on their employees psychological well-being. For example, this study indicated that employees working for the hotels and lodges think that these companies are the best concerning their provision of favorable working conditions. This, therefore, impacts their workplace input, consequently benefiting the companies. Secondly, the study recommends that the hotels and lodges should continue applying talent retention strategies such as the provision of better salaries, monetary and non-monetary rewards. This is because, as the study established, quality service delivery is dependent upon its level of talent retention. Thirdly, this study recommends that hotels and lodges should adopt career management practices such as career centers and mentors. This is because of its proven ability to enhance employee input and, consequently, improved service delivery.

Fourthly, this study recommends that the hotels and lodges should embrace learning and development practices such as acquisition and mastery of new skills and knowledge and development of new programs that enhance service delivery. Generally, though, this paper puts more emphasis on adopting talent management practices such as employee attraction and retention, employee learning and development, and employee career management. This is because these practices produce superior delivery of service.

5.5 Areas for Further Research

According to the content analysis results, it was established that there is a possibility of other constituents of talent attraction, talent retention, learning and development, and career management that could enhance service delivery of the hotels and lodges. Thus, this study recommends future studies to establish these additional constituents and their implications on service delivery. It is noteworthy that in this study, control variables in the conceptual model, such as the size of the hotels and lodges, were not considered. Thus, it is ideal for other researchers to incorporate such variables in establishing if the results can be generalized or not.

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APPENDICES

Appendix 1 : Questionnaire For Employees

This questionnaire is solely intended to collect information for writing this dissertation. The proposed study is seeking to explore the effects of talent management on service delivery in the hospitality industry. Thank you in advance.

Instructions

Please, fill in this Questionnaire appropriately.

Part 1: Background Information

1. What is the name of your hotel.....?
2. Kindly indicate your title /position in the organization…….
   ……..
3. Please indicate your age range 18-21 ☐ 22-26 ☐ 27-31 ☐ 32-36 ☐
   37-41 ☐ 42-46 ☐ 47 and above ☐
4. Please, indicate your gender Male Female ☐
5. Please, indicate your level of education Secondary ☐ College ☐ Primary ☐
   Undergraduate ☐ Postgraduate ☐ None ☐
6. Please, indicate your salary range: 10000-20000 ☐ 20001-30000 ☐
   30001-40000 ☐ 40001 & above ☐
7. For how long have you worked in your Organisation? Less than 1 year ☐
   ☐ 1-5 yrs ☐ 6-10 yrs ☐ over 10 yrs

i) Factors relating to talent retention (Kindly put a tick ✓where necessary)

1. Kindly, express to what extent you agree with the following statements about the effects of talent attraction on service delivery in the hospitality industry.

5-Strongly agree on 4-Agree, 3-Neutral 2, 1-Disagree, 2Strongly Disagree

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My organization engages actively in communication and implementing employer branding					
The company offers fair wages and good working conditions that attract the right talents.					
The firm values and emphasizes the talent search methods to acquire qualified, experienced, and potential workers.					
The company always endeavours to build create and maintain a good image for attracting talented employees.					
The organization offers job security to its employees to attract appropriate talent.					
The company supports employee progression and training.					
The company provides social networking facilities and ensures a work-life balance for employees.					
The organization ensures a good climate to attract the right talents.					

Please, apart from the statement mentioned above, how do you think talent attraction affect service delivery in the hospitality industry.....

……

……

ii) Talent Retention

Kindly, express to what extent you agree with the following statements about the effects of talent retention on service delivery in the hospitality industry. (**Kindly put a tick √ where necessary)**

5-Strongly agree on, 4-Agree, 3-Neutral, 1-Disagree, 2-Strongly Disagree

Statement	**5**	**4**	**3**	**2**	**1**
In the company, effective leadership is utilized to handle employees-related issues.					
The firm ensures that its image is good at all times to promote the retention of talented employees.					
The organization offers a competitive remuneration package better than others in the same industry thus motivating and retaining employees.					
The firm's internal recruitment policy assists in promoting employees' loyalty and morale.					
The organization has flexible working hours; hence, motivating workers.					
The hotel provides training opportunities meant to promote career growth and retention capacity.					
The company is characterised by effective performance assessment that promote confidence among workers.					
The firm purposes to ensure that all employees are motivated and satisfied all the time.					
The organization provides employees with attractive non-monetary rewards.					

1. Please, apart from the statement mentioned above, how do you think talent retention affects service delivery in the hospitality industry ……..

……

……..

iii) Learning and Development (Kindly put a tick ✓where necessary)

1. Kindly, express to what extent you agree with the following statements about the effects of learning and development on service delivery in the hospitality industry.

5-Strongly agree on 4-Agree 3-Neutral 2-Strongly Disagree 1-Disagree

Statement	**5**	**4**	**3**	**2**	**1**
The organization provides appropriate learning and development methods and plans.					
The firm I work for identifies workers who require learning and development and the suitable level.					
The company allows workers to continuously attain new skills and knowledge on how to perform their roles.					
The firm applies in house training &development activities and programs.					
The line managers coach employees on how to deliver the best service quality.					
In this company, leadership skills are taken seriously.					
Business development skills are valued in the company.					
In the company, employees believe that E-learning is imperative to personal development					
The firm emphasizes the development of team work skills.					

1 Please, apart from the statement mentioned above, how do you think learning and development affect service delivery in the hospitality industry?.....
……..

……..

iv) Career Management (Kindly put a tick ✓where necessary)

1. Kindly, express to what extent you agree with the following statements about the effects of career management on service delivery in the hospitality industry.

5-Strongly agree on 4-Agree 3-Neutral 2-Strongly disagree 1-Disagree

Statement	**5**	**4**	**3**	**2**	**1**
The firm provides employees with career counselling.					
The organization has created career centres that allow employees to access useful advice and material on career development and growth.					
The hotel believes that conducting career panning fosters growth and expansion.					
The hotel has a policy that emphasizes job rotation among employees across departments laterally as a way on enhancing their value.					
The hotel has developed significant plans aimed at employee growth and career progression.					
The organization has successfully established career paths in each department.					
The firm that I work for has developed initiatives and programmes to foster employee development.					
The company has a well-developed plan on succession planning.					
The firm has career mentors.					
The hotel has a well-defined retirement preparation plans.					

1. Kindly, apart from the statement mentioned above, how do you think career management affect service delivery in the hospitality?.....

……

Appendix II: Interview schedule

1. How long have you been serving the organization?
2. How many employees have you had since 2011 to 2020? Every year)
3. What challenges do you encounter on the human resource management?
4. How do you ease on these challenges?
5. How do you motivate the employees for better productivity?
6. What is the approximate employee turn-over in past years?
7. What are the reasons for high turn-over/low turn-over?
8. How do you address employee dissatisfaction/unrest?
9. What is the organizations policy on promotions and personal career development?
10. Do you offer training opportunities dependent on talent acquisition?
11. Do have definite career path and development strategies?
12. Does the organization involve employees in critical decision making?

Appendix III: University Authorization Letter

ST. PAUL'S UNIVERSITY

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(0) 736-424440

12th February 2020

National Commission for Science and Technology,
P.O. BOX 30623-00100,
Nairobi.
Dear Sir/Madam,

Re: Recommendation for Wangechi Edward Mwangi to conduct research.

This letter confirms the above named person is a second year student of the Master of Development Studies at St. Paul's University.

The second year consists of a major research work leading to a dissertation. The student's selected topic is *'Effect of talent management on service delivery in the hospitality industry in Nyeri County'.*

Kindly grant this student the required permit.

Yours Faithfully,

Dr. Sammy Githuku
Director, Postgraduate Studies

BOARD OF POSTGRADUATE STUDIES
ST. PAUL'S UNIVERSITY
12 FEB 2020
KENYA
TEL: 020 - 2020505 / 2020510
P.O. PRIVATE BAG - 00217, LIMURU

Appendix IV: NACOSTI Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **729323**

Date of Issue: **16/March/2020**

RESEARCH LICENSE



This is to Certify that Mr.. Edward Mwangi Wangechi of St. Paul's University, has been licensed to conduct research in Nyeri on the topic: Effect of Talent Management on Service Delivery In Hospitality Industry for the period ending : 16/March/2021.

License No: **NACOSTI/P/20/3995**

729323

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

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THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

The Grant of Research Licenses is Guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014

CONDITIONS

1. The License is valid for the proposed research, location and specified period
2. The License any rights thereunder are non-transferable
3. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research
4. Excavation, filming and collection of specimens are subject to further necessary clearence from relevant Government Agencies
5. The License does not give authority to tranfer research materials
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