



**INFLUENCE OF TALENT MANAGEMENT ON EMPLOYEE RETENTION IN PUBLIC HOSPITALS IN KENYA; A CASE OF SIAYA COUNTY REFFERAL HOSPITAL**

**PHOEBE OWAGA ONYANGO, DR. JOYCE NZULWA (PHD), RONALD KWENA**

**INFLUENCE OF TALENT MANAGEMENT ON EMPLOYEE RETENTION IN PUBLIC HOSPITALS IN KENYA; A CASE OF SIAYA COUNTY REFFERAL HOSPITAL**

<sup>1</sup> Phoebe Owaga Onyango, <sup>2</sup>Dr. Joyce Nzulwa (Phd), <sup>3</sup>Ronald Kwena

<sup>1</sup>Jomo Kenyatta University of Agriculture (JKUAT), Kenya

<sup>2</sup>Jomo Kenyatta University of Agriculture (JKUAT), Kenya

<sup>3</sup>Jomo Kenyatta University of Agriculture (JKUAT), Kenya

**Accepted: May 16, 2017**

**ABSTRACT**

*This study explored the influence of talent management on employee retention in public hospitals in Kenya with a specific focus on Siaya County Referral Hospital. The specific objectives of the study sought to establish the link between employee engagement and employee retention in public hospitals and to explore the effect of reward management on employee retention in public hospitals. The research design adopted for this study was census survey in which the study sought to collect data from a target population of Human resource management in Siaya County Referral Hospital, using questionnaires to determine the correlation between talent management and employee retention. The target population comprised of 103 human resource management staff in Siaya County Referral Hospital. Data was analyzed qualitatively and quantitatively and through use of statistical package for social scientists (SPSS) version 22. Statistical instrument used for the research analysis was mainly inferential statistics. The study employed descriptive statistics method for presenting and summarizing bio-data. The study found that employees opinions were not sought on issues that affected them and their job neither were they involved in decision making. The employees in the hospital did not receive frequent and supportive communication from their leaders. Employees did not understand the scope for the level of reward to be given. Employee engagement and reward management significantly influenced employee turnover. The study recommended that leader provide the employees with frequent and supportive communication. The organizations management should communicate pay matters periodically to employees and reward policies should be put in place in the organization and employees should be made aware of how reward is determined.*

**Key Words:** Employee Engagement, Rewards Management, Employee Retention

## INTRODUCTION

Globalization has not only increased competition among organizations but has also created new window of opportunity for the workforce. In the view of Wheelock (2010) in Hanief, et al, (2013), the present economic situation of the world has increased the importance of talent management and employee retention. She further adds that intellectual capital is always an asset for any organization which they must invest in. People, intellectual capital and talent are ever more critical to organizational strategic success. Armstrong (2009) asserts that talent management has been seen to generally revolve around putting the right people with the right skills in the right positions and at the right time.

The need for talent management in organizations is driven by the global trends which include business growth which often require different kinds of talent, workforce demographics with reducing labor pools, complex economic conditions, and global focus on leadership. Organizations need to align business strategies with talent management practices that will engage and develop the right individuals, because having the right competencies, skills and experiences are key to competitive differentiation and success as a market leader.

The demand for competent employees is high especially for key decision making workforce; therefore, organizations are exposed to a continuous competitive fight for the best and talented employees. Indeed, there is a paradigm shift from human resource to human capital which consists of knowledge, skills and capabilities of the people employed in an organization which is indicative of their value (Armstrong, 2010). Major companies are today facing the challenge of retaining their talent competes in the global markets (Sculer et al, 2011; Scullion et al, 2010, Tarique & Schuler, 2010). The directive for organizations in this time

of “war for talent” is to reduce turnover in favor of the retention of talented employees (McDonnell, 2010). The main purpose of talent management is to prevent competent employees from leaving the organization as this could have adverse effects on performance and service delivery (Ng’ethe, Iravo & Namusonge, 2012).

Research indicates that companies doing best of managing their talent deliver better results (Ntonga, 2013). The identification and development of internal high-potential employees is referred to as ‘talent management within the human resource function (Nyanjom, 2013). Talent management is actions taken by organizations for the purpose of attracting, selecting, developing and retaining the best employees in most strategic roles which in turn leads to better employee performance (Scullion & Collings, 2011). It aims at developing the right people in the right jobs at the right time, ensuring the right environment for individuals to deliver their best and remain committed to the organization (Uren & Jackson, 2012). According to Chartered Institute of Professional Development (CIPD, 2013) talent consists of those individuals who can make a difference to organizational performance either through their immediate contribution or, in the longer-term, by demonstrating the highest levels of potential. The growth potential of organizations worldwide depends on the ability of companies to have the right people, in the right place at the right time.

Talent management ensures that organizations have the right people with fit skills located at the right place to access business strategy (Devine, 2010; Ballesterous, 2012; Mohammed, 2015). This ensures that the right employees maximize their talent for optimal success of the organization. Talent management involves mechanisms put in place to ensure attraction, retention and performance. The employment relationship is undergoing fundamental challenges that have implications in attracting, motivation and

retention of talented employees and talent shortage has resulted to fierce competition (Nyanjom, 2013). Although talent management is a relatively new area for both public and private sectors, most organizations have prioritized it to ensure they acquire the staff (Kagwiria, 2014).

In Kenya, Business Management Review, (2014) reports that Kenya faces the challenge of shortage of talent. These challenges include hiring, retaining and motivating professional talent. For example, early retirement leads to shortage of staff as there are no qualified personnel to fill these positions (Kagwiria, 2014).

One survey on effectiveness of human resources functions, talent management being one of them, reported that nearly 69% of organizations sampled did not have a talent management function, the picture in the public sector being worse than for the private sector, with over 80% of public hospitals indicating that they had no real plans for talent management even though they reported significant problems in retaining specialist workers.

Managing talent is a challenge to all organizations in the context of globalization irrespective of the country (Gardner, 2012). Moreover, the concern about the scarcity of talent is almost universal. Organizations around the world are competing for the same pool of talents. This is seen as a global labor market for talents. Trend of global integration shows organizations' standardizations in talent recruitment, development and management, to ensure their competitive position and consistency. Therefore, organizations have to adapt global best practices of Talent management and at the same time adapt the local requirements and local labor market (Stahl et al., 2012). The organizations that are very successful worldwide tend to maintain local recruitment strategies, but they combine this local strategy with a more global transfer of

information and best practices (Brewster et al 2010).

The question of retention of health workers has also been addressed in a study in Malawi (Manafa et al., 2010). Results from the investigation show that continuous education and progressive career growth are inadequate. Standard HRM practices such as performance appraisal and job descriptions were not present.

Health workers felt that they were inadequately supervised, with no feedback on performance. However, managers did not perceive these deficiencies as having an impact on motivation. The study concludes that a strong HRM unit operating at the district level in Malawi is likely to improve worker motivation and performance.

In Nigeria, a study by Oghoator (2015) on Talent Management and employee's retention in Nigerian Universities held that Performance management has a significant positive impact on organizational culture. Employees' empowerment as well has a significant negative impact on organizational culture. This meant that empowerment has an adverse effect on organizational culture.

In investigating reasons for poor recruitment and retention of medical staff in rural Kenya (Mullei et al., 2010) make a number of recommendations. These comprise additional rural allowances, and allowing choice of rural location. Greater investment is needed on information to assess the impact of such policies. Other studies (Lehmann, Dieleman, & Martineau, 2008) show that to adequately staff remote areas, planning and decision-making on retention require multi-sectoral collaboration. Findings from investigations on workforce stability (Buchan, 2010) conclude that for policy and advocacy purposes, it is important to examine the interactions between staff turnover and organizational performance.

Talent management refers to the anticipation of required human capital for an organization and the planning to meet those needs. Talent Management involve an extensive collection of activities that different organizations embrace to ensure they get and maintain a highly skilled and knowledgeable workforce. These are methods employed by organization to aide in retention of their employees (Linholm, 2013). Armstrong (2009) talent management practices have been seen to consist a wide range of activities which different organizations adopt such as compensation management, talent planning, employee engagement, employee empowerment and many others.

Siaya County is one of the counties in the former Nyanza Province in the southwest part of Kenya. It is bordered by Busia County to the north, Kakamega County and Vihiga County's to the northeast and Kisumu County to the southeast. It shares a water border with Homa Bay County which is located south of Siaya County.

### **Statement of the Problem**

Managing talent is a challenge to all organizations as they compete for the same pool of talents (Gardener, 2002; Kagwiria, 2014). Talent shortage is being experienced in every organization regardless of the industry as a result of the fact that skills set posed by available workers may not match the more complex advanced skills required by business (Kagwiria, 2014). Public hospitals in Kenya continually experience a mass exodus of employees in search of organizations that are more receptive to change, terms and working conditions (Nyanjom, 2013). A study by Odongo (2014) revealed that more than 30% of medical staff are leaving public hospitals. By September 2014, nationally, 301 doctors had resigned from public hospitals in protest over how the devolution of health services to county governments has been fraught with mismanagement, nepotism in the hiring of new

doctors and reduced or delayed salaries (KMPDA, 2014).

In Siaya County Referral Hospital for instance, in August 2015, medical workers at the hospital went on a week's long strike due to delayed salaries and promotions. (Annual Medical Report, 2015 p.79). Currently according to the hospital's ICT data center, there is a shortage of 200 nurses and 10 doctors. The USAID 2014 report indicates that in Siaya County referral hospital 2 medical practitioners leave their job every three months. According to Odembo, (2015) a Medical Officer in charge of the hospital, on average 1-2 employees leave the hospital every month. This has adversely affected service delivery to the patients. This is a major drawback to the health service delivery since the hospital acts as a referral to the county's sub district, private hospitals and clinic (KDH Kenya, 2015). To this end there is need to determine the influence of talent management on employee retention in the hospitals. This study therefore sought to fill this gap by establishing the influence of talent management on employee retention in public hospitals in Kenya, a case of Siaya County Referral Hospital.

### **Objectives of the study**

The general objective of this study was to establish the influence of talent management on employee retention in public hospitals in Kenya. The specific objectives were;

- To establish the influence of employee engagement on employee retention in public hospitals in Kenya.
- To evaluate the influence of reward management on employee retention in public hospitals in Kenya.

## LITERATURE REVIEW

### Theoretical review

#### Equity theory

It was developed by Adams (1960). It describes the relationship between fairness and worker motivation. This theory is concerned with perceptions people have about how they are being treated as compared to others in a similar sector. It asserts that employees seek to maintain equity between the input that they bring into the job such as education, time, commitment, and effort and the outcome they receive. For instance, an individual's motivation level is determined by how he/she perceives equity, fairness and justice practiced by management (Nzure, 2007). The implication is that the higher the degree of employees perceiving fairness, the more they are motivated to perform and also their levels of commitment increases hence they are likely remain there for long. Equity theory suggests that employees "perceptions of a working situation in terms of how fairly they are treated compared with others influence their level of motivation".

This theory is built on the belief that employees become demotivated, both in relation to their job and commitment, if they feel as though their inputs are greater than the outputs (Adefe, 2011). Employees can be expected to respond in to this in different ways, including de-motivation (generally to the extent the employee perceives the disparity between the inputs and the outputs), reduced effort, and becoming disgruntled. Much like the five levels of needs determined by Maslow and the two factors of motivation by Herzberg, Adam's Equity Theory of motivation states that outcomes and high levels of motivation can be expected only when employees perceive their treatment fair.

This theory can be linked to this study in that it advocates for fair treatment of employees in

terms of empowerment, rewarding and performance appraisals. Reward management and performance management are considered important aspects in talent management. Therefore, employees just like any organizational resource should be well managed.

#### Talent-Based Theory

Talent-based theory of the firm postulates that talent is the only resource that provides employee retention, and therefore, the firm's attention and decision making should focus primarily on talent and the competitive capabilities derived from it (Roberts, 2008). The firm is considered being a talent integrating institution. Its role is neither the acquisition nor the creation of organizational talent; this is the role and prerequisite of the individual. Talent resides in and with individual persons; the firm merely integrates the individually owned talent by providing structural arrangements of co-ordination and co-operation of specialized talent workers. That is, the firm focuses on the organizational processes flowing through these structural arrangements, through which individuals engage in talent creation, storage, and deployment (Roberts, 2008).

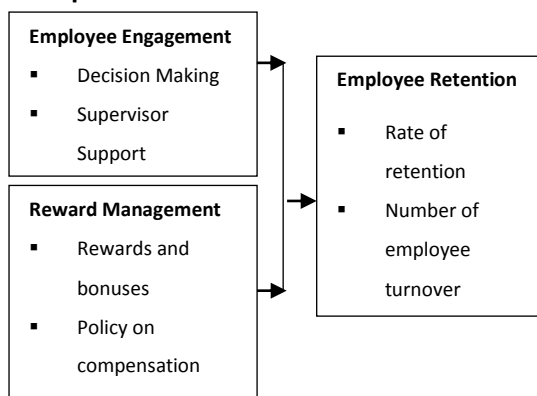
The concept of talent in regard to talent based theory is extremely impoverished in many enterprises. Talent is not seen as something above-average, but something that fits well certain expectations. Various types of projects created and implemented in diverse organizations programs raise objections. They indicate the risk of inconstancy in talent management. Hence, the suggestion that the term talent management should be replaced with talent development, which means to create appropriate environment for talents identification, development, and exploitation.

An organization that develops talents is the one that cares for the development of organizational culture and simultaneously has results of it, as probably the talented employees have

opportunities there for self-realization. The processes are the success factors that should arise so that the people indeed want to give everything of themselves of what is possible to give, and even more. It also constitutes the management style which rejects the haphazardness, and replaces it with a constant improvement of working conditions and management (Lepak & Snell, 2002).

This study will use the trait based theory to establish the effect of talent management on employee retention in public hospitals in Kenya. This theory is linked to this study as it advocates for all the experience, judgment, and knowledge of individuals within an organization can be achieved through human resource management to which talent management is a function.

### Conceptual Framework



Independent Variables

Dependent Variable

**Figure 1: Conceptual Framework**

### Employee engagement

Kahn (2009) defines employee engagement as “the harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”. The cognitive aspect of employee engagement concerns employees’ beliefs about the organization, its leaders and working conditions. The emotional aspect concerns how

employees feel about each of those three factors and whether they have positive or negative attitudes toward the organization and its leaders. The physical aspect of employee engagement concerns the physical energies exerted by individuals to accomplish their roles. Thus, according to Kahn (2009), engagement means to be psychologically as well as physically present when occupying and performing an organizational role.

Finally, when all the above cited lower level aspirations have been satisfied the employee looks to an alignment of value-meaning, which is displayed by a true sense of connection, a common purpose and a shared sense of meaning at work. The Blessing White (2010) study has found that almost two thirds’ (60%) of the surveyed employees want more opportunities to grow forward to remain satisfied in their jobs. Strong manager-employee relationship is a crucial ingredient in the employee engagement and retention formula. Development Dimensions International (DDI, 2005) states that a manager must do five things to create a highly-engaged workforce. They are: align efforts with strategy, empower promote and encourage teamwork and collaboration, help people grow and develop and provide support and recognition where appropriate.

### Reward Management

Reward management is concerned with the formulation and implementation of strategies and policies in order to reward people fairly, equitably and consistently in accordance with their value to the organization. It deals with the development of reward strategies and the design, implementation and maintenance of reward systems (reward processes, practices and procedures) which aim to meet the needs of both the organization and its stakeholders.

Reward can be regarded as the fundamental expression of the employment relationship.

Reward management adopts a 'total reward' approach which emphasizes the importance of considering all aspects of reward as a coherent whole which is integrated with other HR initiatives designed to achieve the motivation, commitment, engagement and retention of employees (Graham, 2011). This requires the integration of reward strategies with other human resource management (HRM) strategies, especially those concerning human resource development. Reward management is an integral part of an HRM approach to retaining employees.

### **Employee Retention**

Employee Retention involves taking measures to encourage employees to remain in the organization for the maximum period of time (Griffeth & Hom, 2010). It can also be defined as a systematic effort by employers to create and foster an environment that encourages current employees to remain with the organization. Retention strategies strengthen the ability of businesses to attract and retain their workforce. Once the right staff persons have been recruited, retention practices provide the tools necessary to support staff. Employee retention is important for building a productive, healthy and committed workforce. Retention practices help save costs associated with recruitment, business productivity or poor customer service.

### **Empirical Review**

#### **Employee Retention**

According to Swapna and Raja (2012) in India the role of talent management with special reference to service sectors in India found out that employees of education as well as healthcare services felt that proper talent management practices was very important in achieving financial benefits and retain employees.

The concept of employee retention is based upon the idea that an organization is the voluntary association of productive assets, including human,

physical, and capital resources for the sole reason of achieving a shared purpose (Chan, 2011).

### **Employee Engagement and Employee Retention**

Managers in all industries have made employee engagement a hot button issue because of growing evidence that engagement has a positive correlation with individual, group, and organizational performance in areas such as productivity, retention, turnover, customer service, and loyalty (Ketter, 2008). The health care industry is no exception to this phenomenon in human resource management theory and practice. Nursing shortages in particular have helped make engagement an important topic in this industry.

According to Penna research report (2012) meaning at work has the potential to be a valuable way of bringing employers and employees closer together to the benefit of both where employees experience a sense of community, the space to be themselves and the opportunity to make a contribution, they find meaning. Employees want to work in the organizations in which they find meaning at work. Penna (2011) researchers have also come up with a new model they called "Hierarchy of engagement" which resembles Maslow's need hierarchy model. In the bottom line, there are basic needs of pay and benefits. Once an employee satisfied these needs, then the employee looks to development opportunities, the possibility for promotion and then leadership style will be introduced to the mix in the model. The Blessing White (2010) study has found that almost two thirds' (60%) of the surveyed employees want more opportunities to grow forward to remain satisfied in their jobs. Strong manager-employee relationship is a crucial ingredient in the employee engagement and retention formula.



## **Reward Management and Employee Retention**

Abassi et al (2009) in their study have identified lack of recognition and lack of competitive compensation systems as some reasons for employee turnover in the organization. A study in Australia by Cowin (2013) indicated that most employees working in health care facilities were dissatisfied with their payment as their additional qualifications were not considered. Reportedly there was also no pay incentive for experience or for knowledge. Although some experienced medics were happy about their salaries, improving nurses' and doctors' salaries appeared to be a necessity to retain large numbers of medics within the professionally active ranks in Australia.

A study in Taiwan by Yin et al (2002) indicated that salary and fringe benefits were the strongest factors influencing employee retention. Mrrayan (2005) indicated that salaries which do not meet daily requirements, would contribute to nurse dissatisfaction and turnover rates. Employees will stay in an organization as long as their self-interests are served. Good salaries can offer such motives but cannot motivate an employee to stay with an institution by itself.

## **RESEARCH METHODOLOGY**

The study employed a case study research design. The target population was 103 human resource management employees in Siaya County referral hospital. The study adopted a census survey meaning the study considered the whole population of 103 as the study respondents. The primary data was collected through a survey by a semi-structured questionnaire and secondary data through document review mainly organizational reports and company magazines. A pilot study was also conducted on the data collection instrument to pre-test the instrument before the main survey. The study employed descriptive statistics method for presenting and summarizing bio-data

## **RESEARCH FINDINGS AND DISCUSSIONS**

Out of the 103 questionnaires issued to the respondents 89 were filled and collected. This was a response rate of 86.4% which was considered sufficient for the data analysis as Mugenda and Mugenda (2003) acknowledges that a response rate 70% and above is excellent. The respondents were requested to indicate their gender. From the findings, majority of the respondents 55 % were female while 45% were male. The findings implied that both genders were well represented in the study. From the findings, most of the respondents 42.7% were between 30-39 years, 31.5% were between 40-49 years, 20.2/5 were aged 20-29 years whereas 5.6% were 50 years and above. This implied that the study considered different ages. Majority of the respondents (65%) were at low level employment, 30% were at middle level whereas 5% were at top level an implication that all employment levels were involved in the study. The study requested the respondents to indicate their levels of education. From the findings, majority of the respondents (55.2%) were at bachelor's degree level, 24.7% were at diploma level, 16.9% were at master's level whereas 3.4% were at PhD level an implication that all the respondents had the knowledge to understand the study what was required of them by the study and more so to understand and respond to the questions asked by the study. The study sought the number of years the respondents had served in the organization. The findings were that majority of the respondents (75.3) had only served for a period of 5 years and below, 20.2% for 6-10 years whereas 4.5% of the respondents had served in the organization for 22-15 years. This showed that there was a very low employee retention level in the organization as majority of the employees employed in the organization only serve for a few years and leave the organization.

### Influence of Employee Engagement on Employee Retention

The study requested the respondents to respond

to statements pertaining to employee engagement factors influencing employee turnover in the organization.

**Table 1: Influence of employee engagement on employee retention**

Statements	Mean	Standard Deviation
My opinions are sought on issues that affect me and my job	1.93	0.274
My job provides me with a sense of meaning and purpose	2.09	0.239
The vision and goals of this organization are important to me personally	2.40	0.174
Employees receive frequent and supportive communication from their leaders	2.06	0.234
Employees in the organization are committed to their work	2.04	0.256

From the study findings as presented in table 1 majority of the respondents disagreed that their opinions are sought on issues that affect them and their job, employees in the organization are committed to their work, employees receive frequent and supportive communication from their leaders, their job provides them with a sense of meaning and purpose and that the vision and goals of this organization are important to me personally as indicated by mean of 1.93, 2.04, 2.06, 2.09 and 2.40 with standard deviation of 0.274, 0.256, 0.234, 0.239 and 0.174. This contrasts with (Ketter, 2008) who stated that managers in all industries have made employee engagement a hot button issue because of growing evidence that engagement has a positive correlation with individual, group, and organizational performance in areas such as productivity, retention, turnover, customer service, and loyalty.

The study further sought to find out whether respondents feel sufficiently engaged in matters

concerning their place of work where the respondents explained that they don't feel sufficiently engaged in matters concerning their place of work. The respondents indicated that employees aren't involved in most of the decisions made regarding their job and work places.

The study also requested the respondents to state whether there were any changes that need to be implemented in relation to employee engagement Siaya County Referral Hospital. The respondents stated that the employees need to be involved in all decisions regarding their job.

### Influence of Reward Management on Employee Retention

The study requested the respondents to indicate their opinion on statements given regarding the reward management factors influencing employee turnover in the organization.

**Table 2: Influence of Reward Management on Employee Retention**

statements	Mean	Standard Deviation
Management communicates pay matters periodically to employees both individually and collectively	1.99	0.275
The pay in Siaya County Referral Hospital is guided by the market rates	2.31	0.174
Reward policies are in place in your organization and employees understand	2.13	0.233

how they are determined

Rewards are linked to employees' performance	2.25	0.218
Employees understand the scope for the level of reward to be given	1.94	0.283
The reward management system rewards people fairly and consistently	2.01	0.234

From the findings as presented in table 2, majority of the respondents disagreed that employees understand the scope for the level of reward to be given, management communicates pay matters periodically to employees both individually and collectively, the reward management system rewards people fairly and consistently reward policies are in place in the organization and employees understand how they are determined, rewards are linked to employees' performance and that the pay in Siaya County Referral Hospital is guided by the market rates as shown by the mean of 1.94, 1.99, 2.01, 2.13, 2.25 and 2.31 with standard deviations of 0.283, 0.275, 0.234, 0.233, 0.218 and 1.74.

The study further sought to find out whether the existing reward management scheme supports employee retention. From the findings, most of the respondents' opinion were that the existing reward management scheme does not support employee retention in the health facility. In line with the findings, Abassi et al (2009) in their study identified lack of competitive compensation systems as some reasons for employee turnover in the organization.

### Employee Retention

The study requested the respondents to indicate their level of agreement on statements relating to employee retention in their organization.

**Table 3: Employee Retention**

Statements	Mean	Standard Deviation
I may leave the organization because of lack of talent management	4.07	0.267
I have no intentions of leaving my job in this hospital	2.04	0.211
I am satisfied with talent management in the hospital	1.85	0.258
Talent management is key for me to retain in any job	4.09	0.274
The hospital has an effective talent management programme that encourages employee retention	2.01	0.258
The retention rate in the organization is low	4.05	0.241

From the findings as presented in table 3, majority of the respondents agreed that that talent management is key for them to retain in any job as shown by a mean of 4.09 and that they may leave the organization because of lack of talent management as shown by a mean of 4.07 and that the retention rate in the organization is low as shown by a mean of 4.05 with standard deviations of 0.274, 0.267 and 0.241. Majority of the respondents disagreed that they are satisfied with talent management in the hospital as shown by a mean of 1.85, the hospital has an effective

talent management programme that encourages employee retention as shown by a mean of 2.01 and that they have no intentions of leaving my job in this hospital as shown by a mean of 2.04 with standard deviations of 0.258, 0.258 and 0.211.

The study further requested the respondents to suggest ways in which the Siaya County Referral Hospital should do or improve in order to enhance job employee retention. The respondents suggested that there is need to actively develop and manage the employee talents. This will make the employees feel more

motivated and satisfied working the hospital and thus their high levels of retention in their job in the organization will be accomplished.

The study further sought to find out the areas of talent management that should the management improve to increase employee retention. From the findings, respondents indicated that employee engagement, performance management, reward and compensation, training and development and employee empowerment were the key areas that the management should improve to increase employee retention in the organization.

### **SUMMARY CONCLUSION AND RECOMMENDATIONS**

With regard to the influence of employee engagement on employee retention the study revealed that the employees' opinions were not sought on issues that affected them and their job neither were they committed to their work. The employees did not receive frequent and supportive communication from their leaders and thus their job does not provide them with a sense of meaning and purpose. The study further established that the vision and goals of the organization were not important to them personally. The study further revealed that employees didn't feel sufficiently engaged in matters concerning their place of work.

On the influence of reward management on employee retention, the study established that employees did not understand the scope for the level of reward to be given. The management did not communicate pay matters periodically to employees both individually and collectively and there were no reward policies put in place in the organization. Furthermore, employees did not understand how they were determined. The study further found that rewards were not linked to employees' performance and that the pay in Siaya County Referral Hospital is not guided by the market rates. The existing reward management

scheme did not support employee retention in the health facility.

The study established that talent management was key for employees to retain in any job and employees may leave the organization because of lack of talent management. The retention rate in the organization was low as well. Employees were unsatisfied with talent management in the hospital and the hospital had no effective talent management programme to encourage employee retention.

### **Conclusion of the Study**

The study concluded that employee engagement influence employee retention. The employees opinions were not sought on issues that affect them and their job neither are they are committed to their work. The employees in the hospital did not receive frequent and supportive communication from their leaders and thus their job does not provide them with a sense of meaning and purpose.

The study concluded that reward management influence employee retention in Siaya county referral hospital. Employees did not understand the scope for the level of reward to be given. The management did not communicate pay matters periodically to employees both individually and collectively and there were no reward policies put in place in the organization. Rewards were not linked to employees' performance and that the pay in Siaya County Referral Hospital was not guided by the market rates.

Talent management is key for employees to retain in any job and employees may leave the organization because of lack of talent management. Employee engagement and reward management significantly influence employee turnover.

### **Recommendation of the Study**

Based on the findings there was need to actively develop and manage the employee talents. There

is need for employee opinion to be sought and be involved in decision making. The leader should provide the employees with frequent and supportive communication. Employees should be engaged in matters concerning their place of work.

The organizations management should communicate pay matters periodically to employees and reward policies should be put in place in the organization and employees should be made aware of how reward is determined.

### **Suggestions for Further Studies**

The study focused on the influence of talent management on employee retention in public hospitals in Kenya. The results of the study cannot be generalized to suit private hospitals as well. There is need for study to be conducted to determine the influence of talent management on employee retention in private hospitals in Kenya.

### **REFERENCES**

- Agarwala, T. (2012). *Strategic Human Resource Management*. Oxford: Oxford university press.
- Alam, I. (2011). Fieldwork and data collection in qualitative marketing research. *Qualitative Market Research: An International Journal*, 8 (1), 97-112.
- Amar, A. D. (2014). Motivating knowledge workers to innovate: a model of integrating motivation dynamics and antecedents. *European Journal of Innovation Management*, 7(2), 89-101.
- Armstrong, M.(2009). *A handbook of Human resource Management*; Eleventh Edition, KoganPage, United Kingdom.
- Ashton, C. and Morton, L. (2012) Managing Talent For Competitive Advantage. *Resources Strategic Review*, 4(5), 28 – 31
- Athanne, P. (2012). Talent Development. *Journal of Management*,3(3), 22.
- Bakker, A. B., & Demerouti, E. (2008). Towards a model of engagement. *CareerDevelopment international*, 13, 209-223.
- Bell, C.R. (1987) Coaching for High Performance. *SAM Advanced Management Journal*. 52(4), 26-30.
- Berry, L. M. (2010). *Examining Turnover Intent: Examining the Effect of EmployeeEngagement, Compensation Fairness, Job Satisfaction and Age*. (PhD Thesis), Kenyatta University.
- Bhatnagar, J. (2010). Talent management strategy of employees engagement in India ITES :Key retention to employees. *Employee relations*, 640-663.
- Brayan, L. L., Joyce, C. I., & Weiss, L. M. (2010). Making a market in Talent . *Temakinsy Quaterly*, 98-109.
- Burdett, J .0. (2012). Forty things every manager should know about coaching. *Journal of Management Development*, 17(2), 142-152.

- Burke, R., & Ng, E. (2011). The changing nature of work and organizations: Implications of Human Resource Management. *Human Resource Management Review*, 16 (2), 86-94
- Cheese, P. (2010). Talent management for a new era: What we have learned from the recession and what we need to focus on next. *Human Resource international digest*, 18, 3-5.
- Chew, J. C. (2013). *The influence of Human Resource Management Practices of Australian organization: Unpublished PhD thesis*. Singapore. Murdoch University.
- Chikumbi, C.N. (2011). An investigation of Talent Management and staff retention at the Bank of Zambia. (MBA thesis), Nelson Mander Metropolitan University.
- Dessler, G. (2011). *Human Resource Management (12th ed.)*. Edinburgh Gate: Harlow.
- Graziano, A.M., & Raulin, M.L. (2012). *Research Methods - A Process of Inquiry (4th ed.)*. Allyn and Bacon Publishers. Boston.
- Gummesson, E. (2009). *Qualitative Methods in Management Research*. Sage Publications. London.
- Gummesson, E. (2010). All research is interpretive. *Journal of Business & Industrial Marketing*, 18(617), 482-492.
- Gummesson, E. (2011). Qualitative research in marketing: Road-map for a wilderness of complexity and unpredictability. *European Journal of Marketing*, 39(314), 309-327.
- Hackman, J. R., & Wageman, R. (2011). A theory of team coaching. *Academy of Management Review*, 30(2).
- Hamel, J. (2009). *Case study methods*. Newbury Park, CA: Sage.
- Henen V. (2010), *Human resource management*. New York: Pearson Prentice Hall.
- Kaburu, M (2015) Talent Management Initiatives in Kenyan Public Hospitals. *Journal of Humana Resource Management*, 26(216), 206-217
- Kombo, D.K., & Tromp, D.L.A. (2011). *Proposal and thesis writing: An introduction*. Paulines Publications Africa.
- Leedy, P., & Ormrod, J. (2010). *Practical research: Planning and design*. Upper Saddle River, NJ: Merrill Prentice-Hall. Thousand Oaks: Sage Publications.
- Linholtm R. (2013), *International Human Resources Management*. In: J. Storey, ed., *Human Resource Management*. London: Routledge
- Martins, E.C. (2010). *The influence of organizational culture on creativity and innovation in a university library*. MLnf dissertation, University of South Africa, Pretoria.
- Meyer, M. W. (2013). *Theory of Organizational Structure*. Indianapolis: Bobbs-Merrill.

Mugenda O.M., and Mugenda, A.G (2010). *Research methods. Quantitative & qualitative Approaches*. Nairobi: Press Africa Centre for Technology Studies.

Ralph Nader (2011). *International management: culture, strategy and behavior*. New York: McGraw-Hill.

Rothwell A. (2010). *Talent Management in the Developing World*. Adopting a Global Perspective, Gower Publishing Ltd, Farnham, England

USAID 2014 report, The U.S.–Kenya Partnership In 2014.

Yin, R. K. (2008). *Case study research: Design and methods*. Newbury Park, CA: Sage.